Advancing Health Worldwide

Strategic Priorities Implementation

Annual Progress Report 2008
Mission & Vision

MISSION

advancing health worldwide™

VISION

In advancing health worldwide, UCSF will:

- Develop innovative, collaborative approaches for education, health care and research that span disciplines within and across the health sciences
- Be a world leader in scientific discovery and its translation into improved health
- Develop the world’s future leaders in health care delivery, research and education
- Deliver the highest-quality, patient-centered care
- Build upon its commitment to diversity
- Provide a supportive work environment to recruit and retain the best people and position UCSF for the future
- Serve the local, regional and global communities and eliminate health disparities

Strategic Direction

1. Fostering Innovation and Collaboration
2. Translating Discoveries into Improved Health
3. Educating Future Leaders
4. Providing Highest-Quality Care
5. Nurturing Diversity
6. Promoting a Supportive Work Environment
7. Serving Our Community
### Focused Attention and/or New Resources This Academic Year

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>POINT PERSON/TEAM</th>
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<tbody>
<tr>
<td>Provide Campus Core Research Facilities (CCRFs) that offer advanced, innovative instrumentation and/or specialized services needed by a broad segment of the research community, available to all at UCSF.</td>
<td>Washington, Deans</td>
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<tr>
<td>Develop educational facilities and infrastructure commensurate with UCSF’s stature in health sciences education.</td>
<td>Washington, ALL</td>
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<tr>
<td>Ensure that clinical services are operated with a patient-centered focus.</td>
<td>Laret, Deans</td>
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<td>Create a more diverse campus community.</td>
<td>Washington, ALL</td>
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<tr>
<td>Improve the financial aspects of recruitment and retention to compensate for the high cost of living in the Bay Area.</td>
<td>Barclay, Laret, Washington, ALL</td>
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<td>Provide administrative research services that are efficient, convenient and timely.</td>
<td>Washington</td>
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<td>Optimally deploy information technology for administrative, academic and clinical purposes.</td>
<td>Barclay, Laret, Washington</td>
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<td>Rationalize the allocation of space over time to ensure alignment with the overall strategic properties and plans for UCSF across all mission areas of education, research, patient care, and community service, while maintaining sensitivity to individual program needs and previously established commitments.</td>
<td>Spaulding, Washington</td>
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<tr>
<td>Establish a regular and transparent campus-wide process for planning, budgeting and allocating resources and develop new mechanisms to fund needed investments in infrastructure, including ongoing maintenance and operating costs.</td>
<td>Barclay, Spaulding, Washington</td>
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<td>Develop UCSF Global Health Sciences (GHS) that integrate and focus UCSF’s expertise in biological, population, social/behavioral and clinical sciences, in collaboration with global partners, to eliminate major health disparities and reduce the burden of disease of the world’s most vulnerable populations.</td>
<td>Washington, Deans</td>
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<tr>
<td>Ensure that San Francisco General Hospital continues to operate as a major UCSF research site.</td>
<td>Spaulding, Deans</td>
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<td>Develop and implement mechanisms by which senior leaders will be reviewed and held accountable.</td>
<td>Bishop</td>
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</table>
**GOAL:** Foster the research enterprise across multiple sites.

**STRATEGY:** Provide Campus Core Research Facilities (CCRFs) that offer advanced, innovative instrumentation and/or specialized services needed by a broad segment of the research community, available to all at UCSF.

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**PROGRESS REPORTED IN 2007**
- Held discussions with faculty and campus leaders with the aim of establishing a steering committee to oversee implementation of this strategy across all schools with initial charge to:
  - Identify a model for providing integrated core facilities including governance structure
  - Develop criteria for selecting cores
  - Identify key core facilities for development
- Developed an internal plan by School of Medicine that will be tied into the overall UCSF-wide plan for core facilities:
  - Information collected on present core facilities
  - Initial roster of cores posted on the UCSF web site
  - Consolidated nine genomics core facilities into a single organizational (not geographic) entity
  - Began consolidating proteomics cores based on the success demonstrated in genomics
  - Organized an ad hoc group of leaders of campus entities (ORUs, Institutes and Centers) that oversee core facilities within their own jurisdictions to develop additional consolidated cores

**PROGRESS MADE IN 2008**
- Appointed Interim Vice Chancellor for Research to focus on this strategy
- Held cores workshop retreat
- Developed new cores organizational structure
- Presented new organizational structure to Executive Committee in November 2008
- Formed oversight group to lead centralization
- Created operational budgets and job descriptions for new structure

**EXPECTED 2009 OUTCOMES**
- Upon approval of retreat recommendations by the Executive Committee, core facilities will have to present a business plan in order to become a part of the new structure
- Develop formalized criteria for evaluating these business plans

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**KEY CHALLENGES**
- Garnering the support of core directors continues to be problematic
- Many cores believe that they provide specialized services that will be lost during centralization
- Geographic separation of the campuses makes it difficult to consolidate the core facilities
- No financial support is currently dedicated to the implementation of this strategy

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*Key contacts:* Jeffrey Bluestone, Lisa Masiello, Mike McCune, Keith Yamamoto, Deans, Eugene Washington

*Relevant reports:* Typogrophy of Cores, SOM report on Cores, Chancellor’s Executive Committee report on core facilities, November 2008
STRATEGY: Provide Campus Core Research Facilities (CCRFs) that offer advanced, innovative instrumentation and/or specialized services needed by a broad segment of the research community, available to all at UCSF.

PROGRESS MADE IN 2008

In July 2008, an Interim Vice Chancellor for Research to oversee the Office of Research was appointed. This new role is charged with the “advancement of cross-campus research initiatives, such as enhancing campus core research facilities.” The Interim Vice Chancellor for Research conducted a preliminary assessment of campus core research organizational structures by interviewing leadership at UCSF and other schools, as well as core directors across campus. Several campus leaders, as well as representatives from both Vanderbilt University and University of Chicago, presented various organizational models during this retreat. The successful retreat culminated in the development of a plan to address the core facilities structure. The recommendations of the retreat attendees were presented to the Chancellor’s Executive Committee in November 2008. The recommendations provide preliminary organizational constructs for the following: a) centralization of core facilities, b) creation of an oversight group to lead centralization, and c) budget and job descriptions for the newly consolidated core administration.

Under the direction of the Executive Vice Dean, the School of Medicine at UCSF has also been working to consolidate all Parnassus core facilities. These coordinated consolidation activities began with Proteomics and Genomics cores at both the Mission Bay and Parnassus locations. The goal of consolidation is to eliminate redundancy by addressing service overlaps in these cores. The school is also investigating administrative consolidation of the Pathology core facilities, which presently operate at a deficit. In addition to the progress the School of Medicine has made in these areas, conversations are taking place regarding imaging cores and their consolidation, bringing both clinical and basic scientists to the table.

The leadership and faculty of the Clinical and Translational Science Institute (CTSI), along with several other campus colleagues, have petitioned the National Institutes for Health (NIH) to consolidate cores on a national level. The NIH replied by asking UCSF to spearhead the effort and present a proposal in line with the congressional mandate to the NIH for restructuring.

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1 Excerpted from the July 18, 2008, Bluestone appointment letter to the campus community.
2 Agenda and slides from the September 26, 2008, UCSF Core Workshop retreat on Campus Core services.
3 SOM report on Cores.
**Expected 2009 Outcomes**

If the recommendations from the September retreat are adopted by the Chancellor’s Executive Committee and subsequently funded, core facilities will be required to present a business plan in order to become a part of the new structure. Formalized criteria for evaluating these business plans will be developed by the new administration and oversight committee by the end of the 2008-2009 academic year.

**Key Challenges**

Gathering the support of core directors continues to be problematic. Many core directors believe that their cores provide specialized services that will be lost through consolidation. Additionally, the geographic separation of the UCSF campuses makes it difficult to consolidate the core facilities. Finally, financial support has not yet been identified to support the implementation of this strategy.

**Progress Report on Specific Tactics**

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<thead>
<tr>
<th>Tactics</th>
<th>Not Started</th>
<th>Underway</th>
<th>Completed</th>
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<tbody>
<tr>
<td>a. Create a CCRF management and support structure to coordinate oversight and decisionmaking for designating and evaluating CCRFs, strategic planning and prioritization.</td>
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<tr>
<td>b. Identify key gaps and/or problems with accessibility in UCSF’s current core facilities and services, and ensure the availability of those that are critical to support UCSF’s future research needs.</td>
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<tr>
<td>c. Explore alternative models for making core services available.</td>
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<tr>
<td>d. Centralize information about available cores.</td>
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</table>
**STRATEGY:** Develop educational facilities and infrastructure commensurate with UCSF’s stature in health sciences education.

### Progress Made in 2008
- Completed the renovation of Cole Hall auditorium
- Upgraded equipment (projectors, monitors, control systems) in 30 general Parnassus and Mission Bay classrooms
- Installed new carpet, paint, furniture and lighting in 40 general Parnassus and Mission Bay classrooms
- Initiated new endowment to sustain classroom improvements and enhancements
- Provided wireless access in all general classrooms at Parnassus
- Instituted an online fee payment system for students
- Implemented a new classroom scheduling system, online course schedules and common calendars across all schools and the Graduate Division
- Enhanced videoconferencing capability at various facilities
- Planned the conversion of the 2nd floor of the Kalmanovitz Library to the “Teaching and Learning Center (TLC)”

### Expected 2009 Outcomes
- Begin construction on the TLC
- Complete Mission Bay Educational Space plan
- Plan for new classrooms at Mission Bay, Parnassus and Laurel Heights
- Review results of pilot projects
- Implement new common campus academic calendar
- Recommend a system to provide, capture and catalog course content

### Key Challenges
- Managing delays, cost overruns and negative side effects resulting from long-term nature of facilities work
- Planning construction jobs to minimize disruption in current facilities
- Ensuring reliable and expandable infrastructure to support renovations and technology expansion
- Securing funds to support equipment in new classrooms at Mission Bay and Laurel Heights

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**Progress Reported in 2007**
- Completed the upgrade of Cole Hall
- Received a $35 million state appropriation for PRIME telemedicine that can be used for:
  - Classroom development
  - Simulation centers
  - Telemedicine-equipped space
- Launched the Classroom Improvement Initiative, a $1 million effort to renovate general classrooms
- Convened an Education Space Programming Task Force to program the 2nd floor of the Kalmanovitz Library
- Launched a new wireless system for general classrooms and other public areas

**Key contacts:** Karen Butter, Joseph Castro, Eugene Washington

**Relevant reports:** TLC Handout
STRATEGY: Develop educational facilities and infrastructure commensurate with UCSF’s stature in health sciences education.

PROGRESS MADE IN 2008

The Office of Student Academic Affairs, working closely with Capital Programs and Facilities Management and the Office of Academic and Administrative Information Systems, made several upgrades to educational facilities at UCSF in 2008. Upgrades include the complete renovation of Cole Hall auditorium on Parnassus campus and general classroom improvements resulting from the implementation of the $1 million Classroom Improvement Initiative. These classroom improvements will be sustained through the establishment of a new endowment fund.

Several infrastructure projects were completed to enhance the educational environment at UCSF. Wireless access was installed for all general classrooms at Parnassus in August 2008. In winter 2008, UCSF also instituted an online fee payment system for students. A new classroom scheduling system has enabled the campus to use its current educational space more efficiently. New online course schedules provide students and faculty with common calendars (across all schools and the Graduate Division), eliminate overlap, and improve access to space by cataloging the time and location of all courses across the campus. Additionally, videoconferencing capability was enhanced at various facilities in several classrooms at Parnassus and Mission Bay.

As a result of the PRIME telemedicine grant UCSF received in 2007, the second floor of the Kalmanovitz Library will be converted into the Teaching and Learning Center (TLC). Much of 2008 was spent planning the TLC, which is slated to open in the spring of 2010 and will consist of the following:

- A simulation and clinical skills education center;
- A new teaching and learning space, including technology-enhanced, active learning classrooms, collaborative learning space and student computing labs; and
- Communications technology to facilitate interaction with health care providers, students and support teams at other sites.

http://tlc.library.ucsf.edu/
EXPECTED 2009 OUTCOMES

On the facilities front, construction of the TLC is slated to begin in the spring of 2009. Planning for new classrooms at Mission Bay, Parnassus and Laurel Heights will also commence. In addition to work on facilities, improving technology in the classroom is the focus of the next academic year. Specifically, work will center on how to provide, capture and catalog the content of courses in a way that students and faculty can easily and reliably access. Pilot projects in early 2009 will assist in selecting the content capture product for installation in general classrooms at Mission Bay and lecture halls in Laurel Heights. UCSF will also initiate a 30-year endowment campaign to generate enough money to sustain classroom improvements and enhancements. Finally, a new Mission Bay Educational Space Plan will be completed.

EXPECTED 2009 OUTCOMES

The biggest challenges that affect the implementation of this strategy are that most of the projects have fairly long time frames that can easily have delays, cost overruns and negative side effects that need to be anticipated and managed. For example, determining when construction projects will be completed is difficult because external factors, from permits to weather, can contribute to delays. Planning construction jobs so that they cause minimal disruption in current facilities is also difficult. Exponentially rising costs associated with delayed construction jobs can invalidate financial projections for these projects. Designing education and library facilities requires anticipating how students and faculty will work over the next 15 to 20 years. Reliable and expandable infrastructure is needed for technology-enhanced classrooms. The new wireless launch at Parnassus, for example, did not take into consideration the need for more AC power in classrooms to accommodate student laptops. Additional funds will be needed to cover the cost to equip new classrooms once more students start using their laptops in class at Mission Bay and Laurel Heights.

PROGRESS REPORT ON SPECIFIC TACTICS

<table>
<thead>
<tr>
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<th>Not Started</th>
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<tbody>
<tr>
<td>a. Update existing facilities and infrastructure at all sites to meet minimal levels of functionality.</td>
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<td>b. Implement a rational space allocation approach for existing space that considers educational requirements.</td>
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<tr>
<td>c. Build a new, dedicated educational facility (the &quot;learning center&quot;).</td>
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</table>
**STRATEGY:** Ensure clinical services are operated with a patient-centered focus.

**PROGRESS REPORTED IN 2007**

- Achieved recent ranking of UCSF Medical Center among the top 10 out of 85 University Health System Consortium (UHC) participants on a benchmark assessment of safety, mortality, equity and effectiveness; this is a marked improvement over a ranking of 61 received a few years earlier
- Initiated regular reporting by department chairs on quality and safety at the Chancellor’s level
- Implemented weekly “The Voice of the Patient” rounds used to review patient complaints
- Instituted telephone answering training program
- Initiated efforts to develop an ambulatory patient call center
- Began implementing first-stage electronic medical records system with results reporting up in all units
- Implemented use of concierge service to improve service to more patients
- Added additional beds, outpatient space and imaging capacity at Parnassus, Mount Zion and China Basin

**PROGRESS MADE IN 2008**

- Patient Care Delivery
  - Implemented a new Family-Centered Care Model on Unit 9 ICU
  - Rolled out daily interdisciplinary rounds on selected units
  - Established a new unit-based case management model
  - Participated in Institute for Healthcare Improvement Transforming Care at the Bedside program
  - Provided chaplaincy services for all code blues
- Patient Services
  - Created an interdisciplinary procedural support program to minimize the emotional distress of children and teens having medical procedures
  - Developed a school reentry program for children reentering the community after a significant hospital admission or lengthy treatment
  - Provided outpatient valet parking services at Parnassus
- Facilities
  - Launched “Pride in Place” to improve the facilities, resulting in $2 million in upgrades and amenities
  - Rolled out a patient-centered art program
  - Remodeled the Chest/Allergy practice space
  - Turned off lights in the 8 Long hallways for one hour daily to provide a more restful environment for patients
  - Provided adult patients the means to contact nurses directly via a Spectralink phone
  - Launched improvements for way-finding
- Communication with Patients and Families
  - Reviewed patient complaints in “Voice of the Patient” rounds
  - Installed an automated appointment reminder system
  - Made several changes in Ambulatory Surgery Center (ASC) communication practices

**EXPECTED 2009 OUTCOMES**

- Review patient care delivery systems and make recommendations for the future
- Finalize the Medical Center Strategic Plan and begin implementation

**KEY CHALLENGES**

- Limited resources and the demand for new construction compete for funding and attention
- Balancing efforts between new facilities construction and current facilities improvements continues to be a challenge

**GOAL:** Ensure accountability, efficiency and transparency throughout UCSF.

**Key contacts:** Mark Laret, Deans, Eugene Washington

**Relevant reports:** UCSF Medical Center Strategic Plan Executive Summary, 2008
STRATEGY: Ensure clinical services are operated with a patient-centered focus.

PROGRESS MADE IN 2008

The UCSF Medical Center updated its strategic plan in 2008. The new plan is aimed at identifying key strategies and services that will enable the medical center to meet growing patient demand and institutional needs over the next seven years – prior to the opening of the new medical center at Mission Bay. One of the primary themes of the Medical Center Strategic Plan is to Provide the Highest-Quality Care to Patients. To that end, the medical center has developed service lines that are both patient-centered and strategically beneficial. Each service line has performance metrics to track improvement in outcomes, volume, performance and physician engagement. The strategic plan also calls for a great deal of transparency in communicating results and strengthening accountability. Several successes have already occurred in the areas of patient care delivery, patient services, facilities, and communications with patients and families, as outlined below.

Patient Care Delivery

A Family-Centered Care Model was implemented on Unit 9 ICU to address the needs of patients, families and the care team. The model includes implementation of the Continuity of Care program, a revision of visiting guidelines based on family and staff feedback, development of an informational ICU pamphlet for families, and implementation of family support rounds. The unit received the 2008 Family Centered-Care Award from the Society of Critical Care Medicine in recognition of the benefits of this approach.

Units 8 and 12 (Neurosciences and Ortho) instituted daily interdisciplinary rounds to engage all providers in individual patient care planning and discharge planning. As a result of this new format, patient satisfaction improved and length of stay decreased. The medical center is now implementing similar rounds on Unit 14 and has set a goal to reach all of the units.

The medical center established a new unit-based case management model, which allows more patients to be seen by case managers and provides patients with access to social workers, who will truly assess their psychosocial needs prior to discharge from the hospital setting.

UCSF Medical Center now participates in the Institute for Healthcare Improvement Transforming Care at the Bedside program, with a focus on hourly patient rounding and fall prevention.

Chaplains now attend all code blues around the clock on a daily basis, primarily to support family members.

Patient Services

UCSF Medical Center has created an interdisciplinary procedural support program, initiated by the Child Life Department, with a focus on minimizing the emotionally distressing and developmentally challenging situations that children and teens experience when undergoing procedures and invasive medical interventions. This collaborative effort between child life specialists, nurses, physicians and staff ensures that an optimal experience is provided for children and their families undergoing procedures.
The Child Life Department has also developed and promoted a school reentry program to offer support to children and their families reentering their community (home and schools) after a significant admission or lengthy treatment. Child life specialists, social workers and nurses collaborate with children and their teachers in the community to support the needs of both the patient and fellow children in the classroom.

Outpatient valet parking services have significantly mitigated the difficulty of parking at Parnassus.

Facilities

- UCSF Medical Center launched “Pride in Place,” a program that aims to improve the facilities for patients. As a result, the medical center invested $2 million in upgrades and amenities.
- A patient-centered art program is being rolled out on four floors.
- The Chest/Allergy practice space is being remodeled.
- To provide a more restful environment for patients, the lights in the 8 Long hallways are turned off for one hour every day.
- Adult patients at the Parnassus campus can now alert their nurse directly via a Spectralink phone.
- The medical center launched a way-finding improvement project that will result in a more patient-friendly campus.

Communication with Patients and Families

- Patient complaints are reviewed regularly in “Voice of the Patient” rounds. The program has exceeded expectations and shown demonstrable improvement in patient care, such as PICC line timeliness and shorter wait times in the Breast Center.
- An automated appointment system reminds patients of scheduled appointments and provides them with an option to cancel, using their telephone key pad.
- The Ambulatory Surgery Center (ASC) has made several changes to improve communication with patients and families. The ASC notifies patients and families when cases are going to be delayed. Families are encouraged to visit patients within two hours of the Post Anesthesia Care Unit admission. The post Anesthesia Care Unit contacts surgical outpatients within one business day following surgery. The Mount Zion operating room nursing staff updates family members hourly to keep them apprised of patient status during surgery.
### Expected 2009 Outcomes

The medical center is conducting a review of patient care delivery, with a group assigned to developing recommendations. The medical center will also finalize its strategic plan and be moving the plan into implementation.

### Key Challenges

Limited resources and the demand for new construction compete for funding and attention required for patient-centered care initiatives. In addition, balancing efforts between new facilities construction and current facilities improvements continues to be a challenge.

### Progress Report on Specific Tactics

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<tbody>
<tr>
<td>a. Set formal institutional standards that define clinical obligations and impose consequences for failure to meet the standards.</td>
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<td>b. Upgrade parking and transportation services for patients.</td>
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<td>c. Establish a mechanism to ensure that hours of operation for clinics and ancillary services are adequate to meet demand.</td>
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<td>d. Monitor and reward service excellence in support and ancillary departments.</td>
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<tr>
<td>e. Ensure that both the medical center and departments provide the support and resources needed to augment and/or expand clinical activities.</td>
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<td>f. Strengthen relationships with patients and referring physicians (within and outside UCSF).</td>
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<td>g. Develop information systems that allow patients to interact with the clinical operations.</td>
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<tr>
<td>h. Provide culturally sensitive services and educational materials for patients and their families.</td>
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<tr>
<td>i. Develop practice standards for effective communications with patients.</td>
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<tr>
<td>j. Improve scheduling system to become more patient-friendly (e.g., decrease wait times for patient appointments, etc.).</td>
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<tr>
<td>k. Institute the means of coordinating care across providers (UCSF and elsewhere) and across patient health issues.</td>
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STRATEGY: Create a more diverse campus community.

**GOAL:** Educate, train and employ a diverse faculty, staff and student body

**PROGRESS REPORTED IN 2007**
- Achieved historical diversity level: entering class of 2007 is the most diverse in UCSF history
- Established Chancellor's Advisory Committee on Academic Diversity
- Instituted 10 point initiative
  - Implement comprehensive communication program and diversity website
  - Establish faculty database for conducting faculty searches
  - Implement best practices for faculty searches
  - Develop comprehensive plan for staff recruitment and retention
  - Develop comprehensive program promoting diversity among trainees
  - Recruit director of academic diversity
  - Develop preliminary set of proposals on accountability and incentives (schools and program present semi-annual reports on diversity; public tracking of 8 goals)
  - Establish coordinated academic outreach program (task force charged with implementation)
  - Establish school-specific plans
  - Incorporate recommendations from the Strategic Planning Initiative
- Held a leadership forum on 11/20/07 to present progress on diversity

**PROGRESS MADE IN 2008**
- Faculty and staff recruitment and retention
  - Identified academic diversity goals
  - Developed a faculty database to assess goals
  - Built a “best practices” toolkit for faculty searches
  - Developed a diversity training program for all supervisors
  - Mandated that all supervisors be trained in diversity
  - Created programs to build a pipeline of diverse staff for the Medical Center
  - Provide cultural competency training for Medical Center staff
  - Provide language translation services for employee mediation
  - Instituted True Colors® Basic Awareness Seminars
- Academic Programs
  - Reviewed School of Nursing curriculum for diversity awareness
  - Adopted a new tool for facilitating diversity discussions in the classroom
  - Hosted second annual Symposium on Health Disparities Research in October 2008
  - Completed academic outreach assessment and presented recommendations
- Communication
  - Completed the communications plan mandated by the 10-point initiative
  - Celebrated and recognized achievements in advancing diversity at UCSF through a variety of programs

**EXPECTED 2009 OUTCOMES**
- Develop a new communication plan for diversity
- Educate all departments about the faculty demographic database
- Begin incorporating trainees demographics (students, residents and fellows) in the demographic database
- Coordinate outreach programs under a newly formed Office of Outreach
- Track the use of campus services (mediation requests, childcare access, support group enrollees)
- Initiate a support group for underrepresented students and trainees
- Change the stewardship review process to reflect the importance of diversity promotion
- Interview staff upon hire and termination to identify diversity issues in need of attention
- Offer a leadership academy in diversity for departmental Management Services Officers (MSOs)
- Continue celebrating diversity through events, forums, lectures and recognition

**KEY CHALLENGES**
- Establishing universal accountability diversity objectives
- Addressing factors (e.g., the high cost of living) that prevent diverse applicants from coming to UCSF
- Increasing the diversity of post-doctoral scholars due to the nature of the hiring process

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**Key contacts:** Michael Adams, Steve Barclay, Lisa Cisneros, Mark Laret, Sally Marshall, Renee Navarro, Alma Sisco-Smith, Michael Tyburski, Eugene Washington

**Relevant reports:** Recommendations for Improving Staff Workforce, Diversity, Climate and Professional Development, 2007
STRATEGY: Create a more diverse campus community.

PROGRESS MADE IN 2008

UCSF has made considerable progress in creating a more diverse campus community. Progress continues to be made on the 10-point initiative established in 2007 under the collective oversight of the Chancellor's Advisory Committee on Diversity (CACD) and the Chancellor's Steering Committee on Faculty Diversity. UCSF has tackled diversity on a variety of fronts including faculty and staff recruitment and retention, academic programs and communicating the importance of diversity and UCSF's success in this endeavor.

To enhance faculty diversity, UCSF identified academic diversity goals and developed a faculty database to assess progress in attaining those goals. Staff members assisting in faculty searches have been trained to use the database and send self-identification forms electronically to applicants to ensure that relevant applicant data is available. Approximately 60 percent of applicants respond to the self-identification requests. The Director of Academic Diversity uses the database to compare search pool candidates to open faculty positions. Based on the results of this comparison, the Director of Academic Diversity then meets with search committee chairs to recruit a diverse pool of applicants. In addition, a “best practices” toolkit is available to support faculty search committees. Information on search interventions and required forms are now available on the Academic Affairs website.

Campus Human Resources, the Work-Life Resource Center, and the Office of Affirmative Action/Equal Opportunity and Diversity jointly oversee the staff diversity initiative. The group presented an action plan for staff diversity to the Chancellor's Executive Committee in September 2007. As a result of the proposed action plan, the Committee mandated that all supervisors be trained in diversity. An e-learning module will be available in December 2008; this training will result in a diversity training certificate. UCSF leads the UC System in mandating diversity training for supervisors; the UC Office of the President (UCOP) is considering using the UCSF training module as an intercampus model.

The UCSF Medical Center has successfully created programs and incentives aimed at promoting diversity among Medical Center staff. These programs include:

- An allied health scholarship program (formerly education assistance) that provides financial assistance for employees enrolled in an accredited educational program;
- A summer internship program in Nursing that provides high school students a nursing shadow experience in the field;
- Cultural competency programs for all employees; and
- A variety of outreach programs and partnerships focused on increasing diversity in the allied health fields.

The Work-Life Resource Center plays an important role supporting diversity among faculty and staff. In order to respect diversity in the workplace, language translation services are now provided for employees involved in mediation (a core service provided by the center). The Center has also instituted successful programming with True Colors Basic Awareness Seminars, aimed at improving communications across diverse groups and the new Ombudsman role has been helpful in tying diversity issues to work climate.
The UCSF professional schools have been developing curriculum and programs to support diversity at UCSF. The School of Nursing conducted a curriculum review based on diversity awareness. This review resulted in a tool for facilitating diversity discussions in the classroom which has been adopted by both the School of Nursing and the School of Medicine. In addition, UCSF hosted its second annual Symposium on Health Disparities Research in October 2008.

Communicating the importance of diversity at UCSF is a key component in promoting this strategy. A leadership forum held in November 2007 was a successful first step in the effort to elevate diversity as a priority at UCSF. In 2008, the communications plan mandated by the 10 Point initiative was completed. Through this plan, the newly created UCSF Diversity website introduced the “Voices” project, a series of videos profiling diverse members of the campus community to emphasize the importance of diversity to UCSF’s identity. “Inside UCSF,” an annual outreach program aimed at students at local two- and four-year degree schools who are interested in pursuing careers in health and science, has resumed after a three-year hiatus due to lack of funding.

Celebrating diversity at UCSF continues to be paramount. The Diversity Best Practices luncheon, where departments that meet or exceed their diversity goals are recognized, has been successful in promoting diversity and helping units improve their recruitment and retention practices. The Champions of Diversity program, which recognizes individuals for their ongoing commitment and efforts toward promoting and increasing diversity at UCSF, has reached over 1,000 participants and continues to grow. The Martin Luther King Junior award recognizes exceptional leadership achievement in advancing diversity. Numerous other diversity events and lectures occurred in October 2008; a complete list can be found at http://diversity.ucsf.edu/events/stories/ucsf-to-celebrate-diversity-during-events-in-october.

http://diversity.ucsf.edu/
**EXPECTED 2009 OUTCOMES**

In the upcoming year, diversity efforts will focus on expanding the scope of recruitment and retention efforts, institutionalizing practices in support of diversity, and communicating the value of diversity at UCSF. A new communication plan for diversity will be developed and implemented. The Director of Academic Diversity has set a goal to meet with all departments by December 2008 to give an overview of the faculty demographic database. Plans are underway to also begin tracking trainees (students, residents and fellows) in the demographic database. Student outreach efforts will be coordinated under a newly formed Office of Outreach. In order to ensure that UCSF maintains a supportive work environment (a key theme in the UCSF Strategic Plan), demographics on the use of campus services (mediation requests, childcare access, support group enrollees) will be tracked to ensure that they are well-publicized and supported. A support group will be initiated for underrepresented students and trainees from all schools and the graduate division.

To ensure that diversity is considered during the stewardship review process, the Academic Personnel Manual (APM) and the Committee on Academic Promotion (CAP) guidelines are being changed to reflect the importance of diversity promotion in academic advancement. Deans will be expected to annually report to the Chancellor on diversity initiatives and demographics using a standard template. For staff, Human Resources will begin conducting both exit interviews and on-boarding interviews to identify diversity issues in need of attention. A leadership academy is planned for departmental Management Services Officers (MSOs) to ensure a diversity focus in management.

Celebrating diversity through events, forums and lectures will continue through 2009. The Campus-wide Leadership Forum and the “Inside UCSF” events are planned for spring 2009 and annually thereafter. Best practices recognition for departments will also continue.

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**KEY CHALLENGES**

Inculcating diversity into all aspects of UCSF continues to be challenging. While the importance of diversity in faculty recruitment has been elevated in the search process, other factors (e.g., the high cost of living) prevent applicants from accepting faculty appointments. Additionally, the recruitment and appointment of post-doctoral scholars is an individualized process and no global interventions have been successful in this area. Systems have not yet been developed to recruit faculty from existing pipelines across the campus. One of the biggest challenges continues to be the universal application of accountability and incentives for departments.
# Progress Report on Specific Tactics

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Not Started</th>
<th>Underway</th>
<th>Completed</th>
</tr>
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<tbody>
<tr>
<td>a. Educate the campus community regarding the tangible benefits that come with having a more diverse campus community.</td>
<td></td>
<td>✓</td>
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<tr>
<td>b. Develop a robust, UCSF-wide office of diversity.</td>
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<tr>
<td>c. Strengthen outreach programs that enhance recruitment efforts to attract greater numbers of diverse candidates for candidate pools.</td>
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<tr>
<td>d. Promote and expand the School of Medicine’s and School of Nursing’s under-represented minority mentoring program across UCSF</td>
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<td>✓</td>
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<tr>
<td>e. Educate the UCSF community on working with California Proposition 209 for recruitment purposes.</td>
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<tr>
<td>f. Promote diversity in positions of leadership.</td>
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<tr>
<td>g. Increase recruitment efforts that target diversity hiring.</td>
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<tr>
<td>h. Reward and recognize successful diversity activities and initiatives.</td>
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</table>
**STRATEGY:** Improve the financial aspects of recruitment and retention to compensate for the high cost of living in the Bay Area.

**PROGRESS REPORTED IN 2007**
- UC systemwide plan to increase faculty salary scales by 26% over four years
- Initiated analysis to estimate the cost of bringing staff salaries up to market rates
- Developed plan to charge Chancellor’s Council on Faculty Life (CCFL) with the following:
  - Inventory of all existing programs related to recruitment and retention
  - Assessment of best practices at other Northern California institutions
  - Review of AAMC faculty salary benchmarks
- Completed child care needs assessment RFP out to contract for 125 new child care spaces in the private sector
- Initiated plans to add 70 new child care spaces at Mission Bay
- Proposed initiatives related to diversity, campus climate and professional development for staff

**PROGRESS MADE IN 2008**
- The CCFL outlined recommendations to improve compensation and housing for faculty
- Requested that the following items be included in the next development campaign:
  - An increased number of endowed chairs
  - A fund for down payments on homes as part of recruitment packages
  - Stipends for mid-level leadership positions
  - Endowment for a child care facility
- Improved child care access and affordability significantly by:
  - Offering a tiered, income-based child care tuition
  - Providing three to five child care scholarships for students
  - Exploring expansion of child care at Mission Bay and Laurel Heights

**EXPECTED 2009 OUTCOMES**
- Chancellor’s Fundraising Advisory Committee (CFAC) will review CCFL recommendations for inclusion in the next development campaign
- Submit California First 5 grant to subsidize tuition for 4-year-olds at all child care centers
- Add approximately 75 child care slots at Parnassus by completing construction of the Kirkham Child Care Center and renovation of the Lucia Child Care Center
- Conduct site evaluations for more child care facilities

**GOAL:** Recruit, mentor and retain the highest-caliber faculty, staff, students, residents, fellows and postdoctoral scholars.

**KEY CHALLENGES**
- Lack of resources to implement this strategy
- UCSF is disadvantaged in the UC System because it does not receive the child care subsidies provided to undergraduate campuses

**Key contacts:** Steve Barclay, Stella Hsu, Mark Laret, Sally Marshall, Eugene Washington

**Relevant reports:** Report of the UCSF Chancellor’s Council on Faculty Life Task Force on Improving Compensation for Faculty, July 2008; Report of the UCSF Vice Provost’s Task Force on Housing for Faculty Recruitment & Retention, June 16, 2008; The Need for Private Philanthropic Support for Faculty Recruitment and Retention, Sally Marshall, Oct. 13, 2008
STRATEGY: Improve the financial aspects of recruitment and retention to compensate for the high cost of living in the Bay Area.

PROGRESS MADE IN 2008

The Chancellor’s Council on Faculty Life (CCFL) completed two reports in 2008, outlining recommendations to the Chancellor to improve compensation\(^6\) and housing\(^9\) for faculty at UCSF. In October 2008, the Vice Provost presented the recommendations to the Chancellor’s Fundraising Advisory Committee\(^8\) and asked that the following items be included in the next development campaign:

- An increased number of endowed chairs, with a revision to the funding model for these positions;
- A fund designated to allow all faculty to receive a down payment for a home as part of recruitment packages;
- Stipends for mid-level leadership positions (division chairs); and
- An endowment for a child care facility.

Child care access and affordability improved significantly. A tiered, income-based child care tuition model was developed, based on the UC medical insurance tiered-rates program for employees. This model requires campus funding and the Chancellor’s Advisory Committee on Child Care will make recommendations for the upcoming budget cycle. Three to five students receive child care scholarships of $10,000 each per year. Finally, efforts are underway to explore expanding child care at Mission Bay and Laurel Heights.

\(^6\) Report of the UCSF Chancellor’s Council on Faculty Life Task Force on Improving Compensation for Faculty, July 2008
\(^9\) Report of the UCSF Chancellor’s Council on Faculty Life Task Force on Housing for Faculty Recruitment & Retention, June 16, 2008
\(^8\) The Need for Private Philanthropic Support for Faculty Recruitment and Retention, Sally Marshall, October 13, 2008
a. Provide more attractive and competitive compensation packages. ✓

b. Establish a comprehensive UCSF relocation and housing program with oversight by an administrator. ✓

c. Assist with affordable, convenient child care. ✓

d. Provide assistance with securing primary and secondary education for children of faculty, staff, students and trainees. ✓

e. In addition to current need-based financial aid, provide greater financial aid and loan forgiveness programs for top student, resident, fellow and postdoctoral scholar candidates. ✓

f. Provide loan forgiveness for faculty and education loans for both faculty and staff. ✓

g. Keep debt load for students at a level below that of other top academic institutions (e.g., Harvard and Stanford). Note: This tactic formally focused on out-of-state tuition. ✓

h. Promote and establish the maintenance of programs that offer financial assistance to students, residents and clinical fellows who are committed to working in underserved areas after graduation or the completion of their training programs. ✓
STRATEGY: Provide administrative research services that are efficient, convenient and timely.

PROGRESS REPORTED IN 2007
- Launched search for new Vice Chancellor for Research
- Began working via research administration board to ensure that policies in place are effective
- Initiated efforts to refine and establish key goals for improving administrative research services
- Initiated ongoing quality improvement efforts in key components of research enterprise:
  - Human research protection program (consultant hired)
  - Animal research models
  - Subcontracting
  - Invested in information technology (IT) for improving efficiency and effectiveness of administrative systems
- Initiated efforts to increase salaries for administrative research staff

PROGRESS MADE IN 2008
- Funding
  - Secured additional institutional funding
- Staffing
  - Appointed an interim Vice Chancellor for Research
  - Retained a Quality Improvement Officer
  - Addressed recruitment and retention issues among research administrative staff
  - Conducted management leadership training and staff development
- Organizational Structure
  - Created a School of Pharmacy Business Resource Unit (BRU)
  - Started an International Research Subcommittee
  - Convened a Contract & Grants Subcontracting Subcommittee
- Process Improvement
  - Instituted the use of standardized forms and electronic records processing
  - Established baseline standards for contracts processing
  - Started developing online monitoring system for contract processing
  - Streamlined processes and procedures for animal protocols

EXPECTED 2009 OUTCOMES
- Recruit a permanent Vice Chancellor for Research
- Recruit a permanent Assistant Vice Chancellor for Sponsored Research
- Finish reorganization of Office of Research
- Establish a clear plan for industry alliances
- Integrate Clinical and Translational Science Institute (CTSI) activities into the Office of Research
- Reintroduce routine quality improvement reporting and monitoring (QIP APS reports)
- Develop support services for Global Health Sciences at UCSF
- Identify new technology to further improve efficiency

KEY CHALLENGES
- Tracking, monitoring and reporting on paper-based processes and procedures
- Managing change when new technology is introduced
- Opening of new buildings at Mission Bay requires expansion of services to this campus
- Recruiting and retaining highly skilled staff

Key contacts: Sharine Dinwiddie, Wanda Ellison Crockett, Clifford Roberts, Eugene Washington
Relevant reports: Research Administration Board Recommendations 2008; QIP reported progress, November 2008
STRATEGY: Provide administrative research services that are efficient, convenient and timely.

P R O G R E S S M A D E I N 2 0 0 8

The UCSF Office of Research, with the support of the UCSF Research Administration Board (RAB), has made improvements to administrative research services on several fronts:

Funding
The Office of Research received additional institutional funding of approximately $2.3 million annually for FY 2006 through FY 2008.

Staffing
Several staffing improvements have been made in the UCSF Office of Research:

- UCSF appointed an interim Vice Chancellor for Research to spearhead specific research initiatives of importance to UCSF;
- The Office of Research retained a Quality Improvement Officer to oversee the Quality Improvement Project (QIP) to improve the quality and efficiency of services provided to principal investigators;
- The research administration staff was stabilized and strengthened by addressing recruitment and retention issues in the Industry Contracts Division, Contracts & Grants Division, and the Human Research Protection Program; and
- A newly appointed Training Program Manager conducted management leadership training and other staff development programs.

Organizational Structure
The Office of Research established new committees to address specific administrative research issues. The new committees include:

- A School of Pharmacy Business Resource Unit (BRU) comprising on-site financial and business analysts to assist investigators with the administration of research grants; and
- An International Research Subcommittee to analyze issues around international subcontracts, working with foreign institutions, and prefunding of international awards; and a Contract & Grants Subcontracting Subcommittee to streamline the contracts and grants process and develop an overt system of accountability.

Process Improvement
Several elements in the research administration process were targeted for process improvement. One major area of focus was the Contracts and Grants division. The following general changes cover the whole division and are in various phases of implementation:

1. Reorganization: The division was restructured from sponsor-department to main areas of work. The division is now split into three groups: proposals, awards and subcontracts (100% completed).
2. **Training Material:** Team managers were instructed to provide internal training material for their staff members (50% completed).

3. **Metrics:** Each team was provided with standard tracking templates to allow the management to standardize the expected time-to-completion (T2C). These are used to generate metrics and service level agreements (SLAs) for campus support (33% completed).

4. **Separation of duties:** Each position was reviewed and modified to align duties for clear accountability, personal ownership and best support of office needs (66% completed).

5. **Customer Relations Management System:** An external vendor is being reviewed for an internal system to support an integrated customer support and document management system (25% completed).

6. **Management Training:** Clear areas were identified where the management team needs additional development (100% completed).

7. **Internal Training Tools:** Each team developed internal checklist to support consistency in reviews and feedback (100% completed).

8. **Mail Sorting & Distribution:** Streamlined, centralized and consolidated from five process reviews to one individual role (100% completed).

9. **Management Tools:** Awards team (through ACCESS) and subcontracts team (through RAS) added new reports to show T2C for team workload, detailed listing by individual analyst, and summary information of work flow reports to monitor and measure overall team productivity (100% completed).

10. **System Enhancements:** ACCESS database supporting awards tracking enhanced to support automated mail merge for department notifications of missing and received documentation. Additional fields were added to track sponsor delays, department delays and internal handoffs (100% completed).

An emphasis in Industry Contracts was placed on standardizing forms and electronic records processing that includes online submission of Material Transfer Agreements (MTAs) and an e-proposal execution process that led to a 95% paperless environment this year. QIP established baseline standards for contracts processing, and a system for online monitoring of contracts is in development. Turnaround times for subcontract processing have dropped by 75% in Industry Contracts, and backlogs have been decreased or eliminated. Full implementation of quality improvement process changes in Contracts and Grants should realize similar efficiencies over time. A joint collaboration was initiated with CTSI on a new website designed to facilitate collaboration and outreach between principal investigators and industry. Finally, the Office of Sponsored Research (OSR) website is under construction to provide key information, tools and training aids to research administrators and principal investigators with pre-award activities.

The Office of Research has deployed new technology to further improve research administration. Based upon the recommendations of the Institutional Animal Care and Use Committee (IACUC), the Office of Research streamlined processes and procedures for animal protocols and began using an online protocol submission system. In addition, the Office of Research has selected an application vendor to deliver an online system to support the four committees on human research. The Office of Research reinstated training programs for research administrators and department managers by offering a certificate-based online training program.
The Office of Research continues to face operational obstacles while demand for services grows. The development of new research buildings at Mission Bay necessitates the expansion of research services on that campus. Recruiting and retaining administrative research support staff continue to be challenging. Tracking data on metrics and improvements in administrative research services is difficult due to the fact that some administrative research service offices are still using paper processes; it takes non-integrated systems in the various offices too long to track information and provide reports. While online reporting is preferred, this presents its own challenges since the new technologies create a need for change in management interventions.

The Office of Research expects to continue streamlining its operation and refining its organizational structure over the next year. The organizational structure for the Office of Research will be finalized with an appointment of a Vice Chancellor for Research and a reorganization of the offices and reporting lines contained within it. This will include, as budget and resources permit, reclassifications and equity adjustments for more staff and integrating Clinical and Translational Science Institute (CTSI) activities within the Office of Research. With these crucial reporting lines adjusted and finalized, there will be a focused effort to increase research administration for Global Health Sciences (GHS) at UCSF.

The interim Vice Chancellor for Research will complete a clear and comprehensive plan for promoting industry alliances. The Quality Improvement Program will reintroduce the dissemination of activity, performance and satisfaction (APS) reports, which will be used in conjunction with online monitoring to track and report performance within the Office of Research. Finally, the campus is assessing additional information technology and improvements to promote quality, effectiveness and customer satisfaction with research services at UCSF.

### Progress Report on Specific Tactics

<table>
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<tbody>
<tr>
<td>a. Charge the Chancellor’s Research Advisory Board with ensuring that research administrative services are efficient, convenient and timely.</td>
<td></td>
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<tr>
<td>b. Charge the Office of Research with ensuring that Contracts and Grants, legal services and intellectual property agreements are efficient, convenient and timely.</td>
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<tr>
<td>c. Charge the UCSF Committee on Human Research, Committee on Animal Research and other regulatory committees with ensuring that activities of these committees are efficient, convenient and timely.</td>
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<tr>
<td>d. Improve education of faculty and administrators by improving websites and outreach to the schools and departments.</td>
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<tr>
<td>e. Improve consultation services offered through CTSI in conjunction with the Chancellor’s Office and regulatory groups.</td>
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<tr>
<td>f. Survey faculty regarding improvements and operations and define metrics of success.</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>g. Survey industry partners regarding improvements and operations and define metrics of success.</td>
<td>✓</td>
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</table>
**STRATEGY:** Optimally deploy information technology for administrative, academic and clinical purposes.

**PROGRESS REPORTED IN 2007**
- Obtained significant increase in permanent multi-year financial commitment to information technology (IT)
- Incorporated academic IT needs into centralized IT services
- Made large, onetime investment in Office of Academic and Administrative Information Systems (OAAIS) for intersite networking
- Next Generation Metropolitan Area Network (NGMAN) and a new data center
- Convened a working group to develop a funding model for data and voice services
- Began developing a comprehensive IT plan
- Initiated putting key infrastructure in place:
  - Data center to be completed in one year
  - Contract in place to install a new network (NGMAN) across all major UCSF sites
- Renewed and expanded wireless network infrastructure
- Expansion and improvement on a number of IT security projects (firewall, intrusion detection and encryption)
- Started rolling out administrative systems improvements (LINK Projects) per approved plans and budgets

**PROGRESS MADE IN 2008**
- **Infrastructure**
  - Relocated UCSF IT infrastructure (servers, database and personnel) to a single site
  - Purchased technology for intersite networking
  - Expanded wireless access on the Parnassus campus
- **IT Governance and Planning**
  - Developed a comprehensive plan for IT, including a plan to restructure IT governance
- **IT Projects**
  - Expanded and improved firewalls, intrusion detection and encryption across campus
  - Launched an Effort Reporting System for faculty
  - Installed a Procure to Pay purchasing system
  - Initiated planning for the UCOP system for time, attendance, vacation and leave accrual (TAVLA)
  - Completed the final phase of the new order entry system (UCare) at the medical center

**EXPECTED 2009 OUTCOMES**
- **Infrastructure**
  - Install NGMAN across all major UCSF sites
  - Install wireless access at Mission Bay and Laurel Heights
- **IT Governance and Planning**
  - Evaluate consolidation of IT under a single Chief Information Officer
  - Conduct a life cycle review of IT assets
  - Complete Academic ISB strategic plan
  - Plan medical center network and IT
  - Implement recharge for data services
- **IT Projects**
  - Install an electronic system for human subjects protocol review
  - Upgrade grants management systems
  - Implement system for centralized secure research data warehousing
  - Complete a new system for academic advancement and promotion
  - Implement a clinical trial management system
  - Allow users to have a single sign-in to use in all UCSF systems

**KEY CHALLENGES**
- Charging departments for services that they have never paid for before
- Absence of a Universitywide Chief Information Officer
- Individual projects are still being launched

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**Key contacts:** Randy Lopez, Larry Lotenero, Jon Showstack, Eugene Washington  
**Relevant reports:** Information Technology & Infrastructure, Huron Consulting Group, April 2008
UCSF marked progress in the deployment of information technology (IT) by strengthening infrastructure, developing a governance model and completing several IT projects.

**Infrastructure**

The UCSF Office of Academic and Administrative Information Systems (OAAIS) began laying the groundwork for a more centralized and coordinated IT network to better serve the needs of the UCSF community. Various components of the UCSF IT infrastructure (servers, database and personnel) will be moved in winter or spring 2009 from other campus locations to a single site, the new data center located on Minnesota Street. OAAIS made a large, onetime IT infrastructure investment for intersite networking called the Next Generation Metropolitan Area Network (NGMAN). Wireless access was expanded and renewed in all classrooms and major gathering areas on the Parnassus campus and will be expanded in winter or spring 2009 to sites at Mission Bay and Laurel Heights.

**IT Governance and Planning**

OAAIS developed a comprehensive plan for information technology, including a plan to restructure IT governance. The Chief Information Officer Group (CIO Group) deals with infrastructure and architecture across the campus. This group has been focused on combining services to eliminate duplication, for example, in the exchange system (for email) and the overall network. The Administrative Systems Advisory Committee (ASAC) was disbanded and two advisory boards were created to separately oversee academic IT and administrative IT. Both boards comprise administrators and faculty and are named the Academic Information Systems Board (Academic ISB) and the Administrative Information Systems Board (Administrative ISB). The Administrative ISB has developed a strategic plan that is currently being implemented and the Academic ISB has initiated the planning process. Both plans will be incorporated into the UCSF comprehensive information technology strategic plan.

**Information Technology (IT) Projects**

UCSF rolled out a number of projects aimed at increasing IT security and improving administrative systems. UCSF expanded and improved firewalls, intrusion detection and encryption on both desktop and laptop computers across campus. In the administrative systems arena, UCSF launched an Effort Reporting System\(^1\) for faculty and a Procure to Pay\(^2\) system that allows employees to purchase items from vendors through a “virtual mall” designed specifically for UCSF. Initial planning began for the rollout of the UCOP system for time, attendance, vacation and leave accrual (TAVLA).

The UCSF Medical Center completed the final phase of the new order entry system (UCare) by integrating Pharmacy into the system. Initiatives to expand ICU connectivity were launched in adult Medicine and Pediatrics.

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\(^1\) [http://acctg.ucsf.edu/ers/joboids/ERS_Quick_Start.pdf](http://acctg.ucsf.edu/ers/joboids/ERS_Quick_Start.pdf)

\(^2\) [http://cpbc.ucsf.edu/p2p](http://cpbc.ucsf.edu/p2p)
**Expected 2009 Outcomes**

**Infrastructure**
An outside vendor will install NGMAN across all major UCSF sites starting with Mission Bay, Parnassus, the Mission Center Building and the data center by December 2009. Secondary sites including Laurel Heights, Mount Zion and others will be connected during the second phase nine months later. Wireless access will be installed at Mission Bay and Laurel Heights.

**IT Governance and Planning**
UCSF will be addressing governance and planning on several fronts in the upcoming year:

- The CIO Group will discuss future governance including the possible merger of all information technology (academic, research and clinical);
- The CIO Group will conduct a life cycle review of IT assets across campus in order to determine future investment needs as well as the return on investment for projects already underway;
- The Academic ISB will complete its strategic plan in early 2009. The educational information systems portion of the plan is complete and will be combined with the research information systems portion under development;
- The UCSF Medical Center will be launching several “City planning” initiatives, which will lay out linked network and information technology (IT) needs at the multiple campuses with a common vision and processes for implementation; and
- By July 1, 2009, the recharge for data services will be in place, providing a stable source of income to support IT infrastructure.

**IT Projects**
Numerous projects will be implemented within the next year:

- An electronic system for the Committee on Human Research (CHR) to review and approve human subjects research protocols;
- MyResearch was rolled out to provide a secure data environment where investigators can input research data for warehousing, indexing and backup. The system features a virtual desktop so that data do not need to be stored on an investigator’s local machine. MyResearch includes built-in research tools and offers access controls to safeguard data integrity;
- The first phase of a new electronic system for academic advancement and promotion will be completed; and
- An initiative called MyAccess will allow users to have a single sign-in to use in an increasing number of UCSF systems.

**Key Challenges**
Charging departments for network resources and data is difficult given current financial constraints and because it has never been done before. Although the campuswide coordination of administrative, academic and clinical information technology has progressed, many projects are still being launched in individual schools and departments to address emergent technology needs.
### Progress Report on Specific Tactics

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<tbody>
<tr>
<td>a. Support the current initiative for a broader and more integrated information technology (IT) governance process to better represent the academic mission and priorities.</td>
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<tr>
<td>b. Recognize and treat IT infrastructure as an exemplar of a strategic resource requiring careful management.</td>
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<td>c. Support ongoing efforts to complete a formal IT needs assessment across functional units.</td>
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<td>d. Develop a sustainable business model to support and fund IT.</td>
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<tr>
<td>e. Routinely monitor user satisfaction with centralized services to enhance functionality, and to optimize customer service to encourage users to use appropriate centralized services.</td>
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<tr>
<td>f. Ensure that major changes in IT systems and procedures that impact operations and staff are implemented in a manner that is sensitive to the capacity for personnel to learn and adopt these new procedures. Implementation of new systems and procedures should consider “readiness” issues such as staff training, scaling of rollouts, etc., to minimize work disruption and staff overload, and to optimize successful implementation.</td>
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<tr>
<td>g. When feasible, interface clinical systems with academic systems to ensure that information flows from clinical systems in a secure and structured manner to provide useful data for teaching and research.</td>
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<td>h. Explore external partnerships to take advantage of IT innovations in the Bay Area.</td>
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<tr>
<td>i. Maintain the confidentiality, integrity and availability of UCSF electronic information resources commensurate with current and emerging threats and vulnerabilities.</td>
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<tr>
<td>j. Ensure that the academic enterprise is involved in the selection and design of clinical systems so that usable information is available for research and education.</td>
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STRATEGY: Rationalize the allocation of space over time to ensure alignment with the overall strategic priorities and plans for UCSF across all mission areas of education, research, patient care and community service, while maintaining sensitivity to individual program needs and previously established commitments.

PROGRESS REPORTED IN 2007
- Completed benchmark assessment of best practices at other universities
- Decided that control of space will remain in the jurisdiction of deans, the head of the medical center and the Chancellor’s Office and will not be centrally controlled
- Decided that campus planning office will maintain centralized space data with additional data elements to assist deans and other control points in evaluating space utilization
- Sent letter to deans asking for input on data elements to be added

PROGRESS MADE IN 2008
- Retained consultant to make recommendations on space allocation and planning

EXPECTED 2009 OUTCOMES
- Forward recommendations from consultant to campus leadership for their review

EXPECTED 2009 OUTCOMES
- Completed benchmark assessment of best practices at other universities
- Decided that control of space will remain in the jurisdiction of deans, the head of the medical center and the Chancellor’s Office and will not be centrally controlled
- Decided that campus planning office will maintain centralized space data with additional data elements to assist deans and other control points in evaluating space utilization
- Sent letter to deans asking for input on data elements to be added

KEY CHALLENGES
- UCSF leaders are reluctant to relinquish their individual decisionmaking authority to a centralized space allocation process and governance group

Key contacts: Lori Yamauchi, Bruce Spaulding, Eugene Washington
In the spring of 2008, Campus Planning developed a consulting scope of services, as follows:

- Review the UCSF Strategic Plan background documents and the benchmark assessment of other universities to critique and confirm the analysis and diagnosis of the problems with space management and allocation at UCSF;
- Work with Campus Planning, the schools, the medical center and the Vice Chancellors’ divisions (and faculty advisory groups, as needed) on developing common principles, expectations and standard metrics for evaluating the allocation of space;
- Evaluate the current UCSF space inventory and other data relevant to space utilization, for accuracy, completeness and usefulness in applying the metrics developed in the objectives described above;
- Assess the campus’s ability to cross-reference and verify the accuracy of the space inventory, and identify missing data elements to be collected in order to effectively apply space utilization metrics;
- Identify mechanisms, tools and methodologies for collecting the data elements and diagnosing, verifying and correcting the accuracy of the data collected; and
- Recommend an organizational structure and means of governance for allocation of new space and transfers of space between major units.

The consulting group that was retained to review the campus budget process was engaged to provide the services outlined above. The consulting group has been making regular progress reports to UCSF.
expected 2009 outcomes

The consulting firm is expected to complete its analysis and make recommendations within the fiscal year. The consultant’s recommendations will be forwarded to the campus leadership for their review.

key challenges

UCSF leaders are reluctant to relinquish their individual decisionmaking authority to a centralized space allocation process and governance group.

progress report on specific tactics

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Not Started</th>
<th>Underway</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Prioritize space needs identified in the UCSF Strategic Plan in future space allocation decisions.</td>
<td>✓</td>
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<tr>
<td>b. Complete the benchmark study of other universities’ practices in space management and identify effective metrics used to assess space allocation models.</td>
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<td>✓</td>
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<tr>
<td>c. Develop and communicate a clear process for acquiring, allocating and reallocating space.</td>
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<td>✓</td>
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<tr>
<td>d. Identify funding sources for renovation and relocation.</td>
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<tr>
<td>e. Survey functional units to ascertain interest in obtaining new space, relocating to achieve greater contiguity and renovation needs.</td>
<td></td>
<td>✓</td>
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</tr>
<tr>
<td>f. Ensure that assessments of space needs and planning of space allocation occur in an integrated and balanced manner across all UCSF sites involving UCSF-owned and -leased facilities, including sites such as SF General Hospital.</td>
<td></td>
<td>✓</td>
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</tr>
</tbody>
</table>
**STRATEGY:** Establish a regular and transparent campus-wide process for planning, budgeting and allocating resources and develop new mechanisms to fund needed investments in infrastructure, including ongoing maintenance and operating costs.

**PROGRESS REPORTED IN 2007**

- Retained a consultant to develop a plan for campus-wide budgeting
- Developed consulting scope of work
- Formed a steering committee to work with consultants
- Planned interviews with budget stakeholders

**PROGRESS MADE IN 2008**

- Gathered feedback from UCSF budget stakeholders
- Developed institutional and control point performance metrics
- Developed an Excel-based budget template to facilitate budget roll-up by control point
- Outlined the budget system requirements for a vendor to develop a new budget system
- Launched budget system project planning
- Benchmarked and developed a business case for endowment chair pricing
- Developed a new Short Term Investment Pool (STIP) policy
- Developed a complete budget process

**EXPECTED 2009 OUTCOMES**

- Develop and establish new fund categories for use by central administration
- Participate in the UCOP Total Return Investment Pool (TRIP) program
- Increase fees for endowed chairs and gifts administration
- Explore strategic use of assets to secure funds for new facilities construction
- Develop communication tools, including a new website, to inform the UCSF community about resource management, planning and allocation

**KEY CHALLENGES**

- UCSF leaders’ reluctance to embrace transparency
- Lack of buy-in on pooling resources to support overall institutional needs
- Leaders’ preferences to fund individual projects and solutions

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**Key contacts:** Steve Barclay, Eugene Washington  
STRATEGY: Establish a regular and transparent campus-wide process for planning, budgeting and allocating resources and develop new mechanisms to fund needed investments in infrastructure, including ongoing maintenance and operating costs.

PROGRESS MADE IN 2008

Considerable headway has been made on this strategy through the combined effort of the Budget System Selection & Implementation Working Group and the Executive Budget Committee. As of August of 2008, these groups completed the following tasks:

- Interviewed and received feedback from over 22 budget stakeholders within UCSF, including members of the Academic Senate;
- Developed institutional and control point performance metrics;
- Developed an Excel-based budget template to facilitate budget roll-up by control point;
- Outlined the budget system requirements and submitted them to Cognos, a vendor that will develop the new system;
- Launched budget system project planning;
- Benchmarked and developed a business case for endowment chair pricing; and
- Developed a complete budget process.\(^\text{13}\)

\(^\text{13}\) Resource Management Planning and Allocation, A Complete Budget Process Overview, Fiscal Year 2008-09, July 2008
**Expected 2009 Outcomes**

In the upcoming year, the Budget System Selection & Implementation Working Group will tackle the following new projects:

- Develop and establish new fund categories for use by central administration;
- If the proposed plan to UC Office of the President is accepted, participate in the UCOP Total Return Investment Pool (TRIP) program;
- Increase fees for endowed chairs and gifts administration;
- Explore strategic use of assets to secure funds for new facilities construction; and
- Develop communication tools, including a new website, to inform the UCSF community about resource management, planning and allocation.

**Progress Report on Specific Tactics**

<table>
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<th>Tactics</th>
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<th>Completed</th>
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</thead>
<tbody>
<tr>
<td>a. Align resource allocation processes and decisions with long-term strategic goals and needs identified in the UCSF Strategic Plan.</td>
<td>✓</td>
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<tr>
<td>b. Disseminate to the UCSF community an annual campus budget plan and report that more clearly communicates the sources of campus revenues, the degree to which these revenues are for earmarked or discretionary uses, and budget allocation according to major budget categories.</td>
<td></td>
<td>✓</td>
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<tr>
<td>c. Identify and assess best-practice models for resource allocation that are successful at other premier academic institutions.</td>
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<tr>
<td>d. Implement an ongoing planning process whereby every functional unit (departments and their control points such as schools and the medical center) specifies its goals, references these goals to the overall UCSF strategic, and delineates the resources required to achieve these goals.</td>
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<td>✓</td>
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</tr>
<tr>
<td>e. Establish an oversight mechanism to consider resource plans and needs from all entities (schools, departments, the Medical Center, etc.) in the context of the entire organization and the UCSF strategic plan.</td>
<td></td>
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</tbody>
</table>

**Key Challenges**

Many UCSF leaders continue to be reluctant to embrace transparency. In addition, it is difficult to convince leaders to pool resources to support overall institutional needs such as strategic planning initiatives and shared infrastructure. Many prefer to fund individual projects and solutions. Some approaches being explored to fund common infrastructure needs are controversial since mandates to fund them didn’t exist in prior budgets (e.g., IT infrastructure).

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15 UCSF Data and Voice Services Advisory Committee Recommendations to EVC/P and SVP, April 2008
### Progress Report on Specific Tactics (cont’d)

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Not Started</th>
<th>Underway</th>
<th>Completed</th>
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</thead>
<tbody>
<tr>
<td>f. Incorporate the space allocation process into this campus-wide resource planning process.</td>
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<tr>
<td>g. Incorporate the clinical volume planning process into this planning process.</td>
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<tr>
<td>h. Coordinate The Medical Center strategic plan with the campus strategic plan.</td>
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<tr>
<td>i. Develop explicit performance expectations and standards for academic units in all mission areas (education, research, clinical, community service).</td>
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<td>✓</td>
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<tr>
<td>j. Establish explicit standards and metrics for administrative performance that are relevant to the sphere of management responsibility (e.g., financial stewardship, compliance responsibilities, customer service, cost containment, etc.).</td>
<td></td>
<td></td>
<td>✓</td>
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<tr>
<td>k. Implement a common management and planning tool (e.g. Balanced Scorecard) to regularly monitor performance in all departments and control points, and consider performance as one factor in guiding resource allocation decisions.</td>
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<td>✓</td>
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<tr>
<td>l. In moving to a more performance-based resource allocation approach, be cognizant that many important performance outcomes are not always easily quantifiable (e.g., the ultimate impact of specific UCSF activities on the health of the public), and that substandard performance may at times be due to inadequacy of available resources or to factors outside the control of individual campus units, rather than to poor stewardship of these resources.</td>
<td></td>
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<tr>
<td>m. Ensure that unit based resource allocation process does not disincentivize strategic sharing of resources to achieve a common aim.</td>
<td></td>
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<tr>
<td>n. Recognize and address the need for ongoing maintenance and operating support for facilities and related infrastructure, in addition to the initial capital investment.</td>
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<tr>
<td>o. Make best efforts to align and prioritize discretionary funds with strategic priorities (dependent on a clear governance process and accountability measures).</td>
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<td></td>
<td>✓</td>
</tr>
<tr>
<td>Tactics</td>
<td>Not Started</td>
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<tr>
<td>p. Encourage extramural sponsorship of academic activities to include appropriate support for the UCSF infrastructure.</td>
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<td>✓</td>
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</tr>
<tr>
<td>q. Develop mechanisms to ensure that new capital campaigns achieve a fund-raising target that is above construction costs (amount to be determined by finance) to produce endowment income for defraying maintenance and operating costs for the new facilities.</td>
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<td>✓</td>
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<tr>
<td>r. Continue to encourage the UC Office of the President to use a more equitable formula for distributing UC system wide funds for campus infrastructure that recognizes the unique needs of health sciences campuses.</td>
<td></td>
<td>✓</td>
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<tr>
<td>s. Develop new models of funding core infrastructure (e.g., IT, HR, etc.) including incentives and recharges.</td>
<td></td>
<td>✓</td>
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</tr>
<tr>
<td>t. Develop environmentally sustainable approaches for controlling facilities operating costs by reducing energy consumption, recycling, and using alternative sources of energy.</td>
<td></td>
<td>✓</td>
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</tr>
</tbody>
</table>
**GOAL:** Position UCSF as a leader in global health.

**STRATEGY:** Develop UCSF Global Health Sciences (GHS) to integrate and focus UCSF’s expertise in biological, population, social/behavioral and clinical sciences, in collaboration with global partners, to eliminate major health disparities and reduce the burden of disease on the world’s most vulnerable populations.

**EXPECTED 2009 OUTCOMES**
- Grow the MS in Global Health program until it reaches full capacity
- Explore the development of a Global Health PhD program
- Complete the strategic plan for the UCSGH
- Expand technical assistance provided to the US Agency for International Development and the Centers for Disease Control and Prevention
- Continue the malaria eradication program and expand the health systems strengthening public-private partnerships program
- Engage all UCSF schools in the academic twinning model development

**P R O G R E S S  M A D E  I N  2 0 0 8**
- Educational Programs
  - Initiated the Pathways to Discovery program in Global Health
  - Expanded the UCSF Sandwich Certificate program
  - Accepted the first class into the Master of Science (MS) in Global Health program
  - Engaged in strategic planning for the UC School of Global Health (UCSGH)
- Partnerships and Collaborations
  - Started an “academic twinning” program with Muhimbili University of Health and Allied Sciences
  - Hosted a malaria eradication program
  - Chosen to be the headquarters for the University Consortium for Global Health
  - Hosted the Migration and Health Forum
- Funding
  - Established a fundraising advisory council
  - Received a three-year grant from the National Institutes of Health (NIH)
  - Received a two-year, $4 million grant from the Gates Foundation to plan the UCSGH
  - Received Gates Foundation funding to support the malaria eradication program

**P R O G R E S S  R E P O R T E D  I N  2 0 0 7**
- Developed Global Health Clinical Scholars Program with buy-in and interest from most School of Medicine residency programs and in Pharmacy, Dentistry and Nursing
- Formed a Global Health Clinical Scholars Consortium with Johns Hopkins, Penn and University of Washington to coordinate and supervise clinical scholar experiences abroad
- Received 18-month planning grant from UC Office of the President to develop a UC School of Global Health
- Organized international meeting with Rockefeller Foundation to develop and promote strategies for creating essential surgery training programs in developing countries
- Hosted Global Health Conference at UCSF funded by the Gates Foundation
- Solicited by the Gates Foundation to submit a proposal to develop and test a partnership model between American and African universities; Gates is interested in funding a malaria eradication program

**KEY CHALLENGES**
- Securing long-term funding for core administration and educational programs
- Recruiting key personnel given financial uncertainty

**KEY CONTACTS:** Haile Debas, Charles Smukler, Deans, Eugene Washington

**RELEVANT REPORTS:** Regents Informational Item E4, “Planning for a University of California School of Global Health,” Sept. 17, 2008
STRATEGY: Develop UCSF Global Health Sciences (GHS) to integrate and focus UCSF’s expertise in biological, population, social/behavioral and clinical sciences, in collaboration with global partners, to eliminate major health disparities and reduce the burden of disease on the world’s most vulnerable populations.

PROGRESS MADE IN 2008

UCSF’s Global Health Sciences (GHS) initiative reports progress on three fronts: educational programs, partnerships and collaborations, and funding.

Educational Programs
Global Health Sciences is pursuing a multipronged educational agenda including a global health concentration for UCSF students, a new master’s degree program and a University of California School of Global Health. Individually and collectively, these programs will focus UCSF’s great intellectual capital to make an impact on global health.

The Pathways to Discovery program in Global Health\(^{16}\) began in fall 2008. The program is designed to prepare students for careers in global health by offering courses and educational opportunities that provide students tools and background global health concepts. A leader was appointed for the program and an administrative support structure was created to support it. Additionally, the UCSF Sandwich Certificate program expanded to include students from Tanzania (formerly only Kenyan students had access to this program). The program provides students at international partner institutions the opportunity to access the world-class training and research opportunities at UCSF.\(^{17}\)

The master of science (MS) in global health program accepted its first class in the fall of 2008. The interdisciplinary program currently consists of students from medicine, dentistry and nursing. It is a self-sustaining activity that charges tuition and fees and was started despite the initial lack of extramural funding. GHS administration is engaged in strategic planning for the University of California School of Global Health (UCSGH), with limited funding from the University of California Office of the President (UCOP) and a Gates Foundation grant as of November 2008. GHS Executive Director Debas and Professor Feachem presented a report on the school planning to the UC Board of Regents in September 2008, which was enthusiastically received.\(^{18}\)

Partnerships and Collaborations
Global Health Sciences (GHS) has entered into several promising collaborative projects:

- An “academic twinning” program was initiated for UCSF GHS and Muhimbili University of Health and Allied Sciences (MUHAS). The goal of the program is to build an institutional partnership model to help solve the health workforce crisis in Africa and develop a global health workforce.\(^{19}\) Designing the educational programs and assisting MUHAS in defining academic program needs and plans provide a mechanism for interdisciplinary collaboration among UCSF’s professional schools.

- The Global Health Group\(^{20}\) has initiated efforts to design and implement malaria elimination programs in seven countries, in Melanesia (the Solomon Islands and Vanuatu), southern Africa (Botswana, Namibia, South Africa and Swaziland) and China. In addition, a new initiative has been introduced that will explore an expanded role for the private sector in health systems strengthening in developing countries.

\(^{16}\) http://www.globalhealthsciences.ucsf.edu/education/pathway/
\(^{17}\) http://www.globalhealthsciences.ucsf.edu/education/Certificate/
\(^{18}\) Regents Informational Item E4, “Planning for a University of California School of Global Health,” Sept. 17, 2008
\(^{19}\) http://www.globalhealthsciences.ucsf.edu/programs/AcademicTwinning.aspx
\(^{20}\) http://www.globalhealthsciences.ucsf.edu/GHG/index.aspx
UCSF held the inaugural meeting of the University Consortium for Global Health in September 2008. Twenty of the leading North American universities currently engaged in interdisciplinary global health work met to discuss the formation of an organization of universities committed to promoting collaboration and knowledge exchange in global health research, training and practice. UCSF was chosen as Secretariat for the Consortium for the next three years.

UCSF hosted the Migration and Health Forum in October 2008. The forum gathered 75 University of California and Mexican researchers, policymakers and health providers in Zacatecas, Mexico. Meeting participants discussed current binational research collaborations and the preliminary findings of the prior forum. Working groups discussed new and emerging issues that impact the demographic and health profiles of migrants; the need for new information to inform policymakers and enable them to set policies that protect and improve the health of migrants and strengthen health systems; and practical steps to gather this information and set a policy-based research agenda for the next two decades.21

**Funding**

Global Health Sciences (GHS), established a fundraising advisory council in 2008. The goal of the group is to identify and solicit funds in support of global health from foundations, individuals and corporations. GHS received a three-year global health curriculum framework grant from the National Institutes of Health (NIH) Fogarty International Center (FIC). In addition, GHS received a two-year, $4 million grant from the Gates Foundation to plan the University of California School of Global Health (UCSGH), and in September 2007 received funds to support the malaria eradication program, described above. The UCSF-Muhimbili University of Health and Allied Sciences academic twinning program was funded in November 2008 by the Gates Foundation for two years of model development and planning.
**EXPECTED 2009 OUTCOMES**

The MS in global health program will continue to grow until it reaches full capacity (approximae 30 students per year). Development of a global health PhD program, based on demand and the success of the first MS class, is planned in combination with a full investigation into funds to support it.

The strategic plan for the UCSGH will be finalized and submitted for Regents’ approval in 2009. The final plan will determine the governance structure, educational and research components, as well as the location of a core administrative home for the school.

The Prevention and Public Health Group, formerly the Institute for Global Health, will expand its technical assistance (contract and technical support) to the US Agency for International Development and the Centers for Disease Control and Prevention.

**EXPECTED 2009 OUTCOMES**

**KEY CHALLENGES**

Funding the core administration and educational programs at GHS is challenging. GHS must develop and fund long-range financial and capital plans to sustain crucial resources such as space, a salaried position for the Director of Education and recruitment packages for key personnel.

**PROGRESS REPORT ON SPECIFIC TACTICS**

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Not Started</th>
<th>Underway</th>
<th>Completed</th>
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<tbody>
<tr>
<td>a. Increase the contribution of academic institutions to global health through three pathways.</td>
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<td>✓</td>
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<tr>
<td>b. Promote the use of science to improve global health.</td>
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<tr>
<td>c. Build leadership for global health.</td>
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<td>✓</td>
</tr>
<tr>
<td>d. Provide administrative support and coordinate, advocate and facilitate within UCSF an administrative and organizational environment supportive of collaborative global health research, education and teaching activities.</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>e. Work with partner academic institutions in low- and middle-income countries to build their capacities to conduct training and research and to contribute to global health.</td>
<td></td>
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<td>✓</td>
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</table>
## Progress Report on Specific Tactics

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<th>Not Started</th>
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<tbody>
<tr>
<td>f. Provide a Sandwich Certificate program in Global Health Sciences (GHS) in partnership with institutions in low- and middle-income countries.</td>
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<tr>
<td>g. Convene and coordinate UCSF global health research activities.</td>
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<tr>
<td>h. Develop cross-cutting, interdisciplinary global health research at UCSF.</td>
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<tr>
<td>i. Integrate training and capacity building into GHS research activities that are conducted in partnership with institutions in low- and middle-income countries.</td>
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<td>✓</td>
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<tr>
<td>j. Work with all 10 UC campuses to develop a UC-wide Global Health initiative.</td>
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<tr>
<td>k. Plan a School of Global Health to respond to global challenges in the 21st century and to ascertain UCSF's leadership and role within that school.</td>
<td></td>
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<td>✓</td>
</tr>
<tr>
<td>l. Monitor and evaluate GHS programs and develop new programs.</td>
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</tbody>
</table>
**GOAL:** Foster the UCSF research enterprise across multiple sites.

**STRATEGY:** Ensure that San Francisco General Hospital continues to operate as a major UCSF research site.

**PROGRESS REPORTED IN 2007**
- Facilitated successful placement by city of bond initiative to rebuild San Francisco General Hospital (SFGH) inpatient clinical facilities on the November 2008 ballot
- Completed agreement to educate its campus community about the bond initiative and to:
  - Be involved in the design of the new hospital
  - Coordinate related endeavors, including planning for new or renovated research facilities
- Began developing a plan to replace research facilities, now in seismically compromised buildings at SFGH, in a new research building on the site of Building 100 for an estimated cost of $200 million
- Began negotiating a proposed lease and planning for needed seismic upgrades of the building formerly occupied by Gladstone Institutes (Building 40) to temporarily house programs located in Building 100 during construction and to meet longer-term space needs

**PROGRESS MADE IN 2008**
- Voters approved bond measure to rebuild San Francisco General Hospital
- Began negotiations with UC Regents to delay retrofitting or vacating current research buildings, as required by UC seismic policy, until after the new hospital is built

**EXPECTED 2009 OUTCOMES**
- Obtain UC Office of the President approval to delay compliance with seismic policy until after the new hospital is completed
- Explore funding options to build a new academic building at SFGH

**KEY CHALLENGES**
- UCSF must wait for SFGH to complete the hospital before construction can begin on a new academic building or renovations can begin on existing buildings
- No funding source has been identified to support construction of a new building

**Key contacts:** Lori Yamauchi, Bruce Spaulding, Deans, Eugene Washington

**Relevant reports:** None
STRATEGY: Ensure that San Francisco General Hospital continues to operate as a major UCSF research site.

PROGRESS MADE IN 2008

In November 2008, San Francisco voters approved a bond measure to rebuild San Francisco General Hospital (SFGH). The anticipated completion date of the new hospital is January 2015. Prior to November, UCSF was developing a plan to build a new research building and renovate an existing building at SFGH to replace the academic and research space that now exists in seismically compromised buildings. The aim of this plan was to comply with the UC seismic policy, as interpreted by the UC Office of the President (UCOP). UC seismic policy requires that the seismically compromised buildings at SFGH be vacated by UC or retrofitted to meet UC standards by the time the new hospital is built. However, UCSF has learned that the city's construction logistics for the new hospital will prevent UC from being able to mount construction or renovation of its research facilities while the hospital is being built. Therefore, UCSF must negotiate with UCOP for an extension in its seismic compliance deadline until after the hospital is completed.
**Expected 2009 Outcomes**

UCSF will continue to negotiate with the UC Regents and UC Office of the President to determine a compliance deadline. Investigations will begin to determine how UCSF will raise funds for construction and support of a new academic building at SFGH.

**Key Challenges**

UCSF is precluded from fully implementing this strategy until the new SFGH is completed. It is not clear how to fund a new UCSF academic building on the SFGH campus.

**Progress Report on Specific Tactics**

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</tr>
</thead>
<tbody>
<tr>
<td>a. Provide support to SFGH with infrastructure and access to Campus Core Research Facilities (CCRFs).</td>
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<tr>
<td>b. Identify hallmark program(s) to be housed at SFGH that would build upon its existing strengths and would be a magnet for attracting faculty of the highest caliber and excellence. In this regard, consider housing the administrative offices and clinical training elements of the Clinical and Translational Science Institute on the SFGH campus.</td>
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<tr>
<td>c. Conduct dialogue across UCSF sites to identify whether or not other major research programs can be housed at SFGH.</td>
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<tr>
<td>d. Focus on major disease areas that are current SFGH strengths to further develop clinical and translational research at SFGH.</td>
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<tr>
<td>e. Conduct a feasibility assessment for a mechanism at SFGH, like the Northern California Institute for Research and Education, that would allow indirect costs to flow back to SFGH, as they do at the San Francisco Veterans Affairs Medical Center.</td>
<td>✔</td>
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<tr>
<td>f. Strengthen relationships between scientists at Mission Bay, Parnassus and SFGH.</td>
<td>✔</td>
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<tr>
<td>g. Ensure that academic space is developed in conjunction with the construction of the new hospital.</td>
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**STRATEGY:** Develop and implement mechanisms by which senior leaders will be reviewed and held accountable.

**PROGRESS REPORTED IN 2007**
- Formed working group to develop proposed methods for review
- Identified review processes and norms in place at other UC campuses via planned survey
- Established plan to engage consultant to identity feedback and review models in non-UC settings
- Solicited other institutional models via listserv query to colleagues of work group members

**PROGRESS MADE IN 2008**
- Reviewed information provided by the consultant and determined that the framework for UCSF senior leadership annual performance reviews will include:
  - Annual goal setting and self-assessment
  - Multi-rater assessment
  - Written evaluation from the Chancellor, drawing on UCOP forms and tools to the extent practical
- Senior leaders submitted goals for calendar year 2009 to the Chancellor and discussed them at November 2008 leadership retreat
- Established required competencies for evaluation of UCSF Medical Center leadership
- Created a Clinical Enterprise Management Recognition program for meeting organizational and individual goals

**EXPECTED 2009 OUTCOMES**
- Finalize multi-rater assessment questionnaire and determine the month in which the assessments will be solicited
- Commence annual reviews of campus senior leaders at the start of calendar year 2010 (for performance during calendar year 2009)

**KEY CHALLENGES**
- Progress slowed to ensure compliance with UCOP’s new policies and procedures

**Key contacts:** Michael Bishop, Deborah Brennan, Mark Laret, Mike Tyburski, Deans, Eugene Washington

**Relevant reports:** None
The University of California Office of the President (UCOP) developed new systemwide policies and procedures related to performance measurement, accountability and expectations for senior leadership. Implementation will begin with review of the University President's direct reports and the Chancellors.

The framework for the senior leadership performance review process was determined. The final policy includes a multi-rater assessment, annual goal setting and self-assessment, and a written evaluation of each senior leader by the Chancellor. Goals for calendar year 2009 were developed and discussed at a senior leadership retreat in November 2008. The UCSF Medical Center has also developed competencies for leadership and senior leadership to be used in evaluation. In addition, the medical center created a management recognition program for meeting organizational and individual goals.

**STRATEGY:** Develop and implement mechanisms by which senior leaders will be reviewed and held accountable.
EXPECTED 2009 OUTCOMES

UCSF will finalize the multi-rater assessment questionnaire and determine the month in which the assessments will be solicited. In addition, annual reviews of campus senior leaders will commence at the start of calendar year 2010 (for performance during calendar year 2009).

KEY CHALLENGES

UCSF’s progress on this strategy was slowed to ensure compliance with UCOP’s new guidelines, tools and forms for performance reviews.

PROGRESS REPORT ON SPECIFIC TACTICS

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Not Started</th>
<th>Underway</th>
<th>Completed</th>
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<tbody>
<tr>
<td>a. All senior leaders at UCSF should submit annual goals (taking advantage of any standardized tools used by the University of California system).</td>
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<td>b. The Chancellor can, at any time, request a review of the medical center CEO’s, Vice Chancellor’s or Dean’s performance earlier than the four-to-five-year time span, if he/she feels it is necessary.</td>
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<td>c. Establish a process by which poor performance is acted upon quickly; this should include constant feedback (both formal and informal), remedial actions and potential removal from position.</td>
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<td>d. The Chancellor should convene a review committee to review each dean.</td>
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<td>e. The process and results of all senior leadership evaluations should be the same as all stewardship reviews (must be publicly communicated to appropriate parties).</td>
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</tbody>
</table>
UCSF is a leading university dedicated to promoting health worldwide through advanced biomedical research, graduate-level education in the life sciences and health professions, and excellence in patient care.