

**Strategic Planning Board
Membership, Goals and Process**

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NEWS

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Campus Develops Strategic Plan to Guide its Future

By [Lisa Cisneros](#)

UCSF is engaged in a four-phase strategic planning process that is projected to culminate in February 2007 with a comprehensive plan to determine priorities that will drive the University's future.

Executive Vice Chancellor and Provost Eugene Washington, MD, led a series of town hall meetings at various campus locations to provide updates on the [Strategic Planning Initiative](#) and to explain the process.

"I'm delighted to see this kind of turnout," Washington said at a crowded town hall meeting on the Parnassus campus on June 28.

Washington noted that one of the most frequent questions asked during these meetings is why the campus is undergoing a strategic planning process now. He pointed to several challenges and opportunities facing UCSF. Chief among them are:

- Unprecedented growth in the last 15 years;
- Expansion to Mount Zion, Laurel Heights and Mission Bay
- Steadily declining state support; and
- Dramatic advances in science, medicine and technology.

"Against the backdrop of this reality and promise, we must thoughtfully chart the future course of our academic enterprise," wrote Chancellor Mike Bishop, MD, when he announced the Strategic Planning Initiative last September.

The University's goals are twofold: to develop a comprehensive integrated strategic plan based on academic priorities and to collaboratively engage the UCSF community, including faculty, staff, students and community partners.



Guiding the Strategic Planning Initiative is a board made up of campus leaders representing a cross-section of the campus, including those in the Academic Senate, as well as those engaged in education, patient care and research activities. Appointed by Chancellor Mike Bishop in July 2005, the board membership has been subsequently modified to seek the broadest participation. Board [membership](#) is posted online. One of the board's first decisions was to engage AMC Strategies, a Los Angeles-based consulting firm that specializes in academic health centers, to assist in the process.



Many faculty and staff gathered June 28 at a town hall meeting on the UCSF strategic planning initiative.

 [Print story](#)

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Executive Vice Chancellor updates the campus community on the strategic planning process.

Inclusive Process

UCSF is in the first phase of what will be an inclusive, four-phase strategic planning process, ending in February 2007 with a comprehensive plan, Washington explained. "At the end of the day," Washington said, "not all suggested priorities can be supported initially. However,

everyone should feel they had a chance to be heard and that their priorities were considered."

The first phase includes completion of interviews conducted with 188 members of the campus community and conducting an online UCSF-wide survey, as well as carrying out an environmental assessment incorporating extensive data collection and analysis on trends in student recruitment, faculty retention, clinical care, research funding and other critical issues. The first phase also includes benchmarking. "We will examine UCSF data and compare it with what's happening around the country," Washington said.

At the town hall meeting, Washington shared the summary of interviews of the faculty, staff, students and campus officials, who voiced what they believe are UCSF's greatest overall strengths and greatest overall weaknesses, which are also posted online in a [Strategic Planning Interview Summary](#). (PDF)

Later this month, the Strategic Planning Board will attend a retreat to discuss the results of a comprehensive UCSF environmental assessment and the online survey and draft a preliminary outline of strategic directions. This activity will lead into the second phase to define a global direction and identify the mission, vision, values and goals. The need for a clearly defined UCSF future vision was a priority identified in the campus interview process.

During the third phase of strategic development, teams will convene monthly from September through December to develop a course of action for specific parts of the preliminary strategic plan. During this period, UCSF will conduct a second round of town hall meetings to obtain additional feedback from the community.

Strategic Priorities

Asked to identify the top three strategic priorities for UCSF in the short and long term, the interviewees responded like this:

1. Address space facilities, information technology and other infrastructure issues.
2. Focus on recruitment and retention of high-quality faculty, staff and students.
3. Clearly articulate a strategic vision and plan for the future that incorporates input from all at UCSF.
4. Ensure strong institutional leadership.
5. Address the challenges created by the existence of multiple campuses.
6. Secure sustainable and diversified funding.
7. Enhance clinical care quality, access and patient satisfaction.
8. Strengthen collaboration across schools, disciplines and professions.

9. Focus on UCSF's educational mission.

10. Achieve greater balance among all mission areas.

Photos by Lisa Cisneros

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APPENDIX A-9 UCSF STRATEGIC PLANNING BOARD MEMBERS

Member	Title/Department	School/Entity
A. Eugene Washington, M.D., Co-Chair	Executive Vice Chancellor & Provost	
Elizabeth Blackburn, M.D., Co-Chair	Morris Herzstein Professor of Biology and Physiology Department of Biochemistry & Biophysics	School of Medicine
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Allan Basbaum, Ph.D.	Professor & Chair, Department of Anatomy	School of Medicine
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Joe DiRisi, Ph.D.	Hughes Investigator, Department of Biochemistry	School of Medicine
Diana Farmer, M.D.	Professor, Department of Surgery (Pediatric)	School of Medicine
Elena Fuentes-Afflick, M.D., M.P.H.	Associate Professor, Department of Pediatrics (San Francisco General Hospital)	School of Medicine
Elena Gates, M.D.	Professor & Vice Chair, Department of Obstetrics, Gynecology and Reproductive Sciences; Director, Division of General Gynecology	School of Medicine
Deborah Grady, M.D.	Professor & Vice Chair, Department of Epidemiology; Director, UCSF Women's Health Clinical Research Center and UCSF Women's Health Faculty Development Program	School of Medicine
Kevin Grumbach, M.D.	Professor & Chair, Department of Family and Community Medicine	School of Medicine
Stephen Hauser, M.D.	Professor & Chair, Department of Neurology	School of Medicine
Rebecca Jackson, M.D.	Assistant Clinical Professor, Department of Obstetrics, Gynecology and Reproductive Sciences	Graduate Division

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Talmadge King, M.D.	Professor & Interim Chair, Department of Medicine	School of Medicine
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Academic Senate		
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Medical Center		
Mark Laret	Chief Executive Officer	UCSF Medical Center
Campus Staff		
Joyce Hammel	Academic Relations, Sexual Harassment Prevention Coordinator	Work-Life Resource Center
May Louie	Coordinator, Lunch Biology Center, Sandler Asthma Basic Research Center	School of Medicine

**APPENDIX A-9
UCSF STRATEGIC PLANNING BOARD MEMBERS**

Member	Title/Department	School/Entity
Students, Residents & Post-Doctoral Scholars		
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Teresa O'Brien	President, Graduate Students' Association	
Gregory Potter	President, Postdoctoral Scholars Association	
Derk Purcell	Residents' Council	School of Medicine
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Sally Marshall, Ph.D.	Professor & Vice Provost, Academic Affairs	
Susan Montrose	Assistant Chancellor	
Bruce Spaulding	Senior Vice Chancellor, University Advancement and Planning	