

February 9, 2015

Sam Hawgood
Chancellor
University of California, San Francisco
500 Parnassus Avenue
San Francisco, CA 94143

RE: WSCUC Interim Report

Dear Chancellor Hawgood:

At its meeting by conference call on February 4, 2015, a panel of the Interim Report Committee (IRC) convened to consider the Interim Report submitted by the University of California, San Francisco (UCSF) on November 1, 2014. The panel reviewed your Interim Report and the Commission letter of March 7, 2011.

The panel appreciated the opportunity to discuss the report with your colleagues Doug Carlson, Registrar, Director of Student Information, and ALO; Elizabeth Watkins, Graduate Dean and Vice Chancellor of Student Academic Affairs; Renee Navarro, Vice Chancellor of Diversity and Outreach; and Karen Butter, University Librarian and Assistant Vice Chancellor of Library Services and Instructional Technology. The conversation was very informative and helped the panelist better understand the progress the institution has made in addressing the areas cited in the Commission letter.

The panel was very impressed with your Interim Report: it was well structured, thorough, self-reflective, and relevant. They particularly noted its compactness – the inclusion of considerable information in a concise and very readable format. The panel also commended several specific dimensions of institutional progress since the fall 2010 visit. The reorganization of the Institutional Research functions to facilitate cross-program and central administrative data access is clearly responsive to the distinctive nature of the University. The creation and funding of the IT Roadmap represents a commitment to the future, to the creation of an IT infrastructure that will be adaptive to evolving needs. The posting of highly relevant student achievement data to the UCSF website represents exemplary practice for a graduate institution and, as such, should be brought to the attention of peer institutions. Finally, the work of the Office of Diversity and Outreach is setting a high standard both in the creativity and effectiveness of its strategies, and in the multiple ways it is making its work known to key stakeholders.

The March 7, 2011, Commission letter identified several areas that required attention and development by UCSF: institutional research; assessing learning and publishing student achievement data; enhancing the IT infrastructure; and continuing to evolve initiatives around diversity and inclusion. The Interim Report panel noted meaningful and significant progress in each of these areas.

Institutional Research. UCSF has integrated several critical functions and offices into a comprehensive Student Information unit. This has added capacity and efficiency for obtaining key performance data from additional sources, analyzing it, and disseminating it across a larger number of stakeholders. Along with the addition of qualified staff, the panel considers the institution to have responded appropriately to this issue. (CFRs 3.1, 3.7, 4.4, 4.5, 4.7 [2008 Version])

Assessing and Reporting Student Achievement. The panel commended UCSF for the extensive redesign of the graduate division website, as well as those from each professional school, that now report multiple aspects of student achievement. The panel particularly noted that, in addition to licensure rates

for each profession, the University also tracks career paths of its graduates. These data are linked to the expanded use of the Individual Development Plan (IDP) that helps both students and faculty envision roles beyond academia. The panel regarded these developments as deserving of wide recognition. (CFRs 1.2, 2.7, 2.10, 4.6, 4.8 [2008 Version])

Enhancing Information Technology. The extended integration of IT services across the institution, and the consolidation of its governance under one Chief Information Officer and the IT Governance Committee, were seen by the panel as achieving your goal of limiting redundancy and increasing efficiency. The panel also noted the broad engagement of multiple stakeholders in the development of the IT Roadmap. Even the two-year funding commitment for implementing the Roadmap was understood by the panel as responsive to the rapid changes in the technology sector that will likely call for re-visiting the budget in a shorter span of time. The panel also commends UCSF for the informed way in which technology is being linked to the student learning experience. (CFRs 3.6, 3.7 [2008 Version])

Diversity Initiatives. Under the guidance of the newly created position of Vice Chancellor of Diversity and Outreach, the panel sees the institution as even more fully engaged in an impressive array of well-planned initiatives. Furthermore, the panel notes the deployment of diversity leaders in each school, the more extensive communication of these efforts to the broader community, and the multiple educational events in support of building capacity across the University. As one panel member observed, these efforts “are more than commendable.” It is the panel’s conclusion that UCSF exemplifies a very high level of achievement in this core aspect of its mission. (CFRs 1.5, 2.10, 2.12, 3.1 [2008 Version])

After discussion of the progress that has been made by UCSF in addressing areas cited by the Commission, the panel acted to:

1. Receive the Interim Report.
2. Require no further interaction with WSCUC until the time of UCSF’s Mid-Cycle Review (scheduled for spring 2016) and its comprehensive review (Offsite Review scheduled for spring 2020; Accreditation Visit scheduled for fall 2020).

The panel, again, reaffirms the hard work and important steps that UCSF has taken to address the issues that were the focus of the Commission letter. The Interim Report Committee looks forward to the institution’s continued progress.

I am available to help in any way that I can. If I can be of assistance, please do not hesitate to contact me.

Sincerely,



Richard Winn
Senior Vice President

cc: Doug Carlson, ALO
Members of the Interim Report Committee