

Date: May 23, 2023  
To: Cathy Sandeen, President  
From: Suzanne Espinoza and Jason Singley, College of Health Implementation Task Force  
Co-Chairs  
Subject: Interim Report

The College of Health Implementation Task Force was convened on January 27th, 2023. Weekly meetings of either the whole task force or breakout workgroups were held throughout the spring semester. We have several recommendations for near term action that include:

1. Initiate a national search for an inaugural dean who would start no later than July 1, 2024. The search should follow the normal campus procedures and include faculty representation from departments moving to the new college.
2. Select a location for the college office and student service center and prepare the space for occupancy by July 1, 2024. Below we give three recommendations for potential sites.
3. Assign a technical team to make changes to PeopleSoft and other campus IT systems that will allow the new college to launch in the fall of 2024.
4. Increase engagement of the campus' senior leadership to make decisions about implementation and improve communication to the campus community.

Specific updates on our work for each component of the presidential charge are given below. In some areas our work is complete, while for others additional effort will be required when the task force reconvenes in the fall. Additionally, further progress in some areas will require work outside of the task force.

#### **Identification of FTE faculty and staff, and budget, to be reassigned to the new College;**

- The departments of Kinesiology, Nursing, Public Health, Social Work, and Speech Language and Hearing Sciences should be moved to the new college.
- Based on AY22-23 data, the new college will have 2,028 majors and generate 1,778 FTES.
- All permanent faculty and all part-time faculty assignments in the five departments above should be moved to the new college. Based on AY22-23 data, the new college will have 41 Regular Faculty and 27.5 FTE of Lecturer Faculty.
- Budget assigned to the five departments noted above should be moved to the new college. In FY21 these departments had about \$5.8M in expenses in EB001. A minimum of \$1M (depending on staffing choices discussed below) of new budget will be required for the college. Allocation of budget for the new college for FY24 should follow the same process of budget allocation to other colleges in Academic Affairs.

#### **Identification of new administrative and staff FTE needed for College administration;**

Overall staffing issues are complex and are impacted by new administrative support structures (hubs) and changing advising systems (APS reorganization). Additionally, while some current positions are assigned

to a single department that will be moving, other positions are shared between different departments or are housed at the college level. Ultimately the Academic Affairs Leadership Team should be tasked to develop a staffing model for the new college in consultation with the five department chairs and affected staff.

- In addition to hiring a new dean, an interim associate dean should be hired internally for an initial term of one year. This can be executed while the new dean is being onboarded and would provide some local knowledge and time for the new dean to conduct their own search for a permanent replacement.
- The new college will need a budget analyst, an HR analyst, and an office manager. Other centralized positions may include Admissions/Accreditation/Licensure/Clinical administrative support. These positions could be a mix of new and existing staff positions.
- The new college should have a student service center with appropriate staffing to support student academic and career advising and college specific student success initiatives. Again these positions could be a mix of new and existing staff positions.
- Department specific technical and administrative staff should be expected to move to the new college with their departments.

**Other financial implications (e.g., potential salary equity expense);**

- Salary equity is evaluated on a departmental basis and therefore a revaluations would not necessarily be required.
- The Academic Affairs Leadership Team should be charged with developing a baseline of support for students, staff, and faculty in all colleges. Areas to be addressed should include staffing, chair support, faculty and staff professional development, new faculty start-up, and student support services.
- The new college should be seeded with an innovation fund that would allow the leadership team to experiment with new initiatives over the first three years.

**Working with the Academic Senate, identify revisions needed in Senate Policy to reflect this organizational change and outline a timeline for that process**

Work in this area started later in the semester and will need to continue in the new academic year. Areas that need to be addressed include 1. Updates to relevant Senate policies, 2. Policy changes for all university divisions 3. Determining a policy on prior special agreements/arrangements by Dean/University for staff, faculty, and academic units and 4. New Policies specifically for the College of Health (these would be developed AFTER the college is formed).

**Renovation plans to upgrade COH lab and other spaces as funds become available**

No lab upgrades were identified as essential to the formation of the new college. Review of existing facilities and the development of a strategic plan for capital upgrades should continue in the future.

**Preliminary location and space plan for new COH Dean’s office**

- Two buildings were identified as having potential to house the new college office and student service center - Student Administration (1st floor - Risk Management) and Student Faculty (1st floor - University Extension or 3rd floor - Online Campus and/or ORSP).
- Elements of a space plan should include a reception area for the college office, dean’s office, associate dean’s office, offices for budget and HR analysts and other centralized support staff. A kitchenette and conference room should be in close proximity to the college office. The student service center should have a reception area and offices for advising staff. Additional flexible space adjacent to these two main offices would allow for growth and innovative uses.

**Identification of potential individual and foundation donors, as well as grant opportunities, to support the COH**

Potential Funders and/or Project Partners	Potential Projects	Potential Areas/Themes for Collaboration
<ul style="list-style-type: none"> <li>● California Healthcare Foundation Wellness and Endowment</li> <li>● Kaiser</li> <li>● Stanford Healthcare</li> <li>● HCAI               <ul style="list-style-type: none"> <li>○ Song Brown</li> <li>○ SWECE</li> </ul> </li> <li>● NIH</li> <li>● HRSA</li> <li>● HRSA Advanced Nursing Education Workforce</li> <li>● Individual wealthy families (Benioff, Zuckerman, Moore, etc.)</li> <li>● Bay Area LEEDs</li> <li>● Contra Costa &amp; Alameda County Medical Assoc.</li> <li>● HCOP</li> <li>● Robert Wood Johnson</li> <li>● Kresge</li> <li>● Sorenson</li> <li>● <a href="#">AONL</a></li> </ul>	<ul style="list-style-type: none"> <li>● Interdisciplinary health BA</li> <li>● Interdisciplinary sim experiences</li> <li>● Mobile health clinic/services</li> <li>● Telehealth</li> <li>● Interdisciplinary CBPR projects</li> <li>● Interdisciplinary student-led projects</li> </ul>	<ul style="list-style-type: none"> <li>● Aging</li> <li>● Children and youth</li> <li>● Climate and health</li> <li>● Palliative care</li> <li>● Hospice care</li> <li>● Health promotion</li> <li>● Preparing for the next pandemic</li> <li>● Reaching under-served populations</li> <li>● Built environments and health</li> </ul>

**Incorporation of the themes of social/health equity and palliative care into the COH in response to current and projected regional healthcare needs**

- Proposed Mission - Through high-quality, innovative, interdisciplinary education, research, creative activities and practice, we embrace, prepare, and foster a diverse and inclusive learning

community of students, staff, and faculty to promote health, support well-being, and advance health equity.

- Proposed Vision - To build a locally responsive and globally aware community of health professionals who, collectively and individually, will positively transform health for everyone in the San Francisco Bay Area region, California, and beyond.
- Proposed Values - As a College of Health, we endeavor to create:
  - Welcoming climates
    - Commit to Diversity, Equity, Inclusion, Accessibility, and Social Justice
    - Advocate for individual and community health and well-being
  - Curricular and Research Innovations
    - Deliver relevant, innovative, and engaging programs of study
    - Embrace interprofessional collaboration
    - Engage in evidence informed research, practice, and education
    - Practice a learner-centered approach
  - Productive Partnerships
    - Support partnerships and community engagement
    - Contribute to development of sustainable practices and systems

#### **Identification of any IT systems or platforms needed to support the new College of Health**

- ITS will need working sessions with Enrollment Management Systems to determine what attributes and data records need to be changed to reflect the programs, degrees and coursework that will transition into the College of Health, including reviewing data structures and databases in PeopleSoft Campus Solutions, Acculog and Curriculog. Determining data changes such as, for example, what college a course belongs to, what advising group or team (if it is delineated in this fashion) a degree path is assigned to, will be done in PeopleSoft. Employee records may also be changed, in PeopleSoft HR and Common Financial Solution (CFS), if such values as DeptIDs and departments (College of Health) are identified in this manner.
- Once operational, ITS will assign a partner to the college as per the normal ITS support model which may require an additional staff position.

#### **Identification of any additional issues to address in implementing this change**

- Existing agreements between departments and individuals and their current colleges should be honored and sunset agreements put in place with regards to teaching, scholarship, service, facilities and budget.
- For departments moving to the new college, the current level of support with regards to staffing, facilities, and equipment should be, at a minimum, maintained.
- Prior to the end of the fall '23 semester the task force should explore and make a determination of the potential value with respect to external positioning and accreditation of designating departments as schools.