December 20, 1991

Memo To: Committee Members
From: Nancy L. Heller
Subject: JANUARY SAC MEETING

The Chancellor's Staff Advisory Committee will be meeting Wednesday, January 8, 1992, from 12 - 1:30p.m. in S-118.

Our special guest speaker will be Chancellor Julius R. Krevans.

We hope you will be able to attend this meeting and participate in a SAC group photo!!

Should you have any questions, please do not hesitate to call me at X63206.

Thank you.

:nih

cc: Orlando Elizondo
    Janet Norton
    Brenda Patterson
    Paula Carien Schultz
    Barbara Bagot
AGENDA

I. Introductions/Announcements
   -Guest Speaker Vice Chancellor Thena Trygstad

II. Approval of Minutes

III. Chairs Report
   -Executive Committee Ideas
   -Update on Speakers

IV. Vice Chair's Report
   -New Focus for Staff Education Forums

V. Subcommittee Reports

   Staff Education - Ethel Adams
   -KQED Event

   Information & Advocacy - Richard Aleguas
   -Telephone Tree
   -Corporate Public Relations

   Community Outreach - Christine Yee
   -Food Drive - Karen Mah-Hing

VII. New Projects/Activities
   -Coloring Book, Update on Proposal - Loretta Maddux

VII. Liaison Reports
   -Community & Governmental Relations
   -News Services
   -Vice Chancellor - Advancement & Planning
   -Vice Chancellor - Staff & Student Human Resources
     -Paula Carien Schultz

IX. Open Discussion

DDP:nlh
BYRON SIGAL  
CHILD AND ELDER CARE COORDINATOR  

Dear Byron:

I would like to ask you to serve as Chair of the Staff Advisory Committee. By copy of this letter I am asking Katie Irwin and Christine Yee to serve as Co-Vice Chairs of the committee. Members of the committee are listed on the enclosure, and each will receive a copy of this letter as notice of reappointment. No reply is necessary unless someone is unable to serve.

The focus of this committee will be the improvement of community understanding, both internal and external, of the purpose and contributions of UCSF.

Thank you for your interest and commitment.

Sincerely yours,

Jalil R. Krevans, M.D.  
Chancellor  

Enclosure

cc: Members, Staff Advisory Committee  
    Vice Chancellor Thena Trygstad  
    Assistant Vice Chancellor Judith Woodard
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Chancellor's Staff Advisory Committee (SAC)  
Volunteers

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History

The Chancellor's Staff Advisory Committee (SAC) was formed in September of 1987 when Chancellor Julius R. Krevans called on interested campus community members to counter the negative image resulting from the unfavorable Appeals Court decision on Laurel Heights. In June of 1988, the "Guidelines for the Staff Advisory Committee" were adopted (attachment I).

1989-90 Status

The Committee, consisting of 36 volunteer members, continues to be representative of the diverse population of the UCSF campus. The current membership represents the four schools, the Medical Center and general administration with individuals from Parnassus Heights, the Mission Center, Laurel Heights, SFGH, and Laguna Honda. In addition, the committee has appointed liaisons with ABOG, the UCSF Council, MAG and COMO. During the past year, the membership has worked diligently towards our goal to improve employee and community understanding of the role and contributions of UCSF.

In September of 1989 Kathleen Balestreri was appointed Chair by Chancellor Krevans and the following members of SAC agreed to co-chair the subcommittees and serve on the Executive Committee: Valli McDougle and Carolyn Koster -- Information & Advocacy; Byron Sigal, Elenor Shimosaka, and Christine Yee -- Community Outreach; Anne Poirier and Suzanne Gottschalk -- Staff Education. In addition to staff support provided by Fred McEnroe, liaisons were provided to the Committee from the News & Public Information Services Office (Janet Norton), Community & Govermental Relations (Barbara Atkinson) and Office of the Vice Chancellor for Staff and Student Human Resources (Paula Carien Schultz).

The general Committee met monthly to discuss issues of importance to the Campus Community, share information about campus concerns, and review the efforts of the subcommittees. In October of 1989 the SAC "Membership Expectations" were approved (Attachment II). The following is a list of the highlights of the general meetings:
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<th>Date</th>
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<td>September 6, 1989</td>
<td>Assistant Chancellor Tom Gwyn - Mount Zion/Laurel Heights Public Information Meetings</td>
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<td>Director of Institutional Relations Janet Norton - 125th Anniversary Celebration/Ad Campaign</td>
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<td>October 4, 1989</td>
<td>Director of Community &amp; Governmental Relations Barbara Atkinson - Mount Zion Public Information Meetings</td>
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<td>November 1, 1989</td>
<td>Earthquake Awareness</td>
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<td>January 3, 1990</td>
<td>Vice Chancellor Thena Trygstad - The Role and Future Direction of SAC</td>
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<td>February 7, 1990</td>
<td>Associate Vice Chancellor Karl Hittleman - Foundation for Biomedical Research</td>
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<td>Vice Chancellor Brent Stevenson - Business &amp; Fiscal Services Reorganization</td>
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<td>March 7, 1990</td>
<td>Dr. Karl Hittleman, Dr. Joseph Spinelli, Dr. Zach Hall, Ms. Joy Becker - The UCSF Commitment to Responsible Animal Research</td>
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<td>April 4, 1990</td>
<td>Vice Chancellor Bruce Spaulding - University Advancement &amp; Planning/UCSF's Long Range Development Plan</td>
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<td>May 2, 1990</td>
<td>Assistant Chancellor Tom Gwyn - SAC's Role with UCSF's Community Outreach Efforts</td>
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<td>David States - Health Education Partnership, Science Education Partnership</td>
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<td>June 6, 1990</td>
<td>Irene Agnos, Office of the Vice Chancellor, University Advancement &amp; Planning - Report on the passing of Propositions 111/121</td>
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The general membership meetings provided an opportunity for the Committee to discuss ideas for future projects. The membership pulled together on several occasions in response to requests from administration for support. Using the newly developed "telephone tree" the committee was able to enlist the support of faculty, staff and students for the many community meetings related to the Mount Zion and Laurel Heights EIR. During the course of the year, the Committee also initiated involvement in many activities and community projects. The following is a summary of these activities:
September 6, 1989  Public Information Meeting - Mount Zion
September 27, 1989  Staff Information Meeting - Mount Zion
September 28, 1989  Public Information Meeting - Mount Zion
October 9 - 13, 1989  Distribution of T-shirts, leaflets, posters for the 125th Anniversary kick-off to merchants of Parnassus Heights & Laurel Heights campuses.
October 14, 1989  Guiding of tours of the Medical Center and laboratories for the 125th Anniversary kick-off.
October 17-20, 1989  Distribution of daily earthquake updates to campus community.
October 27, 1989  Earthquake Forum for all staff
October 23, 1989  Laurel Heights Public Information Meeting
November 8, 1989  Mount Zion Draft EIR Meeting
November 13, 1989  Laurel Heights Public Information Meeting
December 4, 1989  Laurel Heights EIR Hearing
December 11 – 15, 1989  Corporate Challenge Food Drive
December/January, 1990  Letter writing campaign to State Legislature in support of the Laurel Heights EIR
February 15, 1990  Regents' Meeting at Laurel Heights - Mount Zion Integration Agreement
March 10, 1990  Painting of the Hamilton Methodist Church Kitchen and Dining Room
April 30, 1990  Chancellor Julius R. Krevans address to the Campus Community
May 10, 1990  Golden Gate Park Tree Planting in celebration of UCSF's 125th Anniversary
May 17, 1990  Regents Meeting at Laurel Heights - Approval of the Laurel Heights EIR
May 20 – June 5, 1990  Distribution of information on Propositions 111/121 and staffing of voter registration tables

In addition, attached are reports prepared by the three subcommittees, Information & Advocacy, Staff Education and Community Outreach, which summarize their activities over the past year. (Attachment III)
BUDGET

SAC was allocated a total of $2,500 for the year. The total expenditure for supplies, mailings, and refreshments for meetings was $2,057. As in the past, campus publicity was the largest expenditure. (Attachment IV)

FUTURE PLANS

The Staff Advisory Committee has become increasingly active in campus community issues. We believe that SAC has the creativity and motivation to accomplish its goals and, more importantly, has earned credibility with the campus community. The group has affirmed its loyalty to UC San Francisco and hopes, by example, to enlist the support of other staff and faculty in meeting the challenges ahead. We anticipate an increased need for SAC involvement during the Long Range Development Planning process and have expressed an interest in supporting a campus effort to educate the community on the benefits of responsible animal research. In addition, we remain committed to our continuing efforts to improve communication between staff, faculty, and administration on issues affecting the campus. The group feels confident that we will continue to effectively provide support in the future.

Kathleen A. Balestreri
Chair

Carolyn Köster
Information & Advocacy

Suzanne Gottschalk
Staff Education

Elenor Shimosaka
Community Outreach

Valli McDougle
Information & Advocacy

Anne Poirier
Staff Education

Byron Sigal
Community Outreach

Christine Yee
Community Outreach

cc: Vice Chancellor Thena Trygstad
SAC Membership
## CHANCELLOR’S STAFF ADVISORY COMMITTEE
### 1989 - 90

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<td>145 Irv 1W</td>
<td>Assoc Dean, Stdt Svcs</td>
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August 29, 1989
GUIDELINES

Chancellor's Staff Advisory Committee

I. BACKGROUND AND PURPOSE

The Chancellor's Staff Advisory Committee (SAC) was established on September 25, 1987 to improve employee and community understanding of the role and contributions of UCSF in light of the adverse public attention generated by the Laurel Heights site controversy.

As the Staff Advisory Committee discussions progressed... it became clear that the issue went far beyond moving UCSF to Laurel Heights. The real issue was the University's basic right to conduct safe and important research. What started out as a discussion around a specific campus site soon became a discussion about the University as an institution, and its function and purpose. These discussions led us to consider the future of UCSF.

... In our dual role as staff and concerned citizens of the Bay Area, we can approach the issues raised by the Laurel Heights crisis by educating ourselves... The future of UCSF is our future too.

Staff Advisory Committee Forum
"UCSF: Our Future"
April 1, 1988

The purpose of the committee is to:

1. Support the research, patient care, education and public service of UCSF
2. Improve communication between staff, community and administration
3. Educate the staff, administration and community

II. STRUCTURE

The SAC is a working group responsible to recommend and advise the Chancellor on staff concerns related to the improvement of staff and community understanding of the role and contributions of UCSF. The SAC will also act on any recommendations approved by the Chancellor and will make an annual report of its activities at the conclusion of its current year.

To accomplish its purpose, the SAC formed three standing committees with these goals and objectives. They are:

STAFF EDUCATION

a. Sponsoring lecture series and campus/community information forums
INFORMATION & ADVOCACY

a. Organizing campus information and mobilization network (phone tree; letter writing campaigns)
b. Reviewing campus communications

COMMUNITY OUTREACH

a. Joining neighborhood organizations
b. Publicizing UCSF (public relations campaigns)
c. Participating in civic activities
d. Attending public forums

The Chair of the Staff Advisory Committee and all SAC members are appointed by the Chancellor for a tenure of one year beginning September 1; vacancies on the SAC will be filled by new appointments made by the Chancellor, and will last until the end of the tenure of the current term. The SAC is composed of at least 30 members. The goal is to have a cross section of representatives of the Schools, Medical Center and support services from all campus sites. The composition of the committee will seek to reflect the racial, cultural and sexual diversity of the campus. In addition, the committee will also have a liaison from each of the following three offices: Vice Chancellor, Personnel and Student Services; Community & Governmental Relations; News & Public Information Services.

The SAC has the authority to organize itself, form committees and to adopt its own structure and rules for the conduct of its business. The responsibilities of the Chair and Vice Chair are:

1. Chair -- Provide overall leadership to the committee; call meetings, prepare agenda and chair regular meetings; prepare and present intramural and extramural reports of the SAC as needed; prepare annual summary to the Chancellor on SAC activities.

2. Vice Chair -- Appointed by the chair for one year and serves as chairperson in the absence of the Chair; through a staff person assigned from the Vice Chancellor's Office, Vice-Chair has the following duties: keep current roster of SAC members; schedule meetings; make and distribute agenda and summary reports of each meeting; and keep record of all expenses incurred.

Accepted: August 3, 1988
Appointments to the Chancellor's Staff Advisory Committee are made annually by the Chancellor. In order to maintain an actively functioning group, participation is vital. The following expectations have been developed for members of the Committee:

(1) Members will attend nine out of twelve general membership meetings annually; and

(2) Members will be active on at least one of the three subcommittees:

   (A) Information & Advocacy
   (B) Staff Education
   (C) Community Outreach

Please contact the Chair if you are unable to attend a general membership meeting, and contact one of your Co-chairs if you are unable to attend a subcommittee meeting.
The mission of the Information and Advocacy Subcommittee is to organize a campus information and mobilization network (phone tree; letter writing campaigns) and to review campus communications.

Summary

The 99 member telephone tree network was completed by Valli McDougle. Members are grouped according to physical location for ease of communication and distribution of data. The telephone tree was put into service immediately and used throughout the year by the Subcommittee and the Office of Public Service Programs to inform the campus about the marshal support for the Laurel Heights and Mt. Zion projects. The Subcommittee worked with Michela Reichman and her staff in an effort to implement the proposed campus "hotline". We met with Barbara Atkinson after the Laurel Heights hearings to discuss ways in which information and advocacy efforts could be improved and become more active rather than reactive. David States gave a presentation to the Subcommittee and the whole Committee on the Science and Health Education Partnership. During the course of these activities, we developed a number of recommendations for improving communication, mostly within the organization. The principle underlying all of the recommendations is that the more informed the campus community is, the more involved and supportive it is likely to be.

Background and Recommendations

COMMUNICATION WITHIN THE UCSF COMMUNITY

In contacting people to get their support for the Mt. Zion and Laurel Heights projects, we found that non-SAC members knew very little about the projects and their importance to the campus in general. In many instances it seemed as if staff and faculty were hearing about the importance of their support for these projects for the first time from us.

We believe it is essential that the regular, top-down lines of communication always be used by campus administration as the first step for engendering campus community support for potentially controversial positions. SAC is willing to supplement these lines of communication, but should not be the only avenue of support.

To reach the larger UCSF community, we recommend that the various campus, school and alumni publications be used to convey information and updates on important issues such as Laurel Heights and Mt. Zion.

For our part, SAC is considering moving to a format where one meeting per quarter will be open to the campus. That meeting would address a topic of current interest and would reach a larger audience than just the SAC membership.
We have met with Michela Reichman and her staff several times during the past year, and are continuing to pursue our suggestions for a campus "hotline".

The hotline is intended as an additional mechanism for communicating information to the campus community. The idea is that the information could be transmitted quicker, be updated more often and potentially reach more people. The attached scenarios were drafted by Valli McDougle and give very clear descriptions of various ways a hotline could be used.

The hotline scenarios make reference to using CMS General News and the now defunct TV monitors to communicate information to the campus community. Again, we recommend that these means of communication be explored as adjuncts to hard copy memos to Deans, Directors and Department Chairs which do not always get disseminated as far down the ranks as desired. Our understanding is that all of these means of communication are being explored by the Assistant Chancellor for Communications and her staff.

CENTRAL CAMPUS CLEARING HOUSE FOR INFORMATION AND COMMUNICATION

There are a number of different campus units that are working toward the same goal or have overlapping goals and either are not aware of or are not communicating with each other. One such example involves the Science and Health Education Partnership (SEP). We were all extremely impressed with the work being carried out by this unit. However, the affirmative action and public service aspects of their mission and accomplishments are not fully realized. Faculty and staff who volunteer in the various programs of SEP should be recognized for contributing to the affirmative action and public service efforts of the campus. Also, the level of recognition in San Francisco for SEP and UCSF does not seem to be commensurate with the level of contribution of the program and the staff, student and faculty volunteers.

SEP sponsors a summer internship program for high school students, Personnel administers the separate Chancellor's summer youth program, and ABOG sponsors a summer internship program for college students. The Medical Center has its own programs and most recently, the Senior Management Officers Group (SMOG) has begun looking into developing an internal management internship program. All of these programs attract (or have the potential to attract) participants from minority groups and all operate separately, with little communication or coordination among the sponsors.

We recommend the establishment of a central clearing house for campus information and communication. One function of the clearing house would be to facilitate communication between and among people who are involved in similar or related activities. Another function would be to provide the internal communications links necessary for generating quicker campus responses to crises and for getting more mileage out of the many public service activities that our faculty, staff and students are involved in. SAC and the Information and Advocacy Subcommittee will work on developing more specific recommendations along these lines in the coming year.
EXPAND AND SUSTAIN CAMPUS ADVOCACY EFFORTS

Our meeting with Barbara Atkinson resulted in a number of suggestions for improving campus information and advocacy efforts and for "putting a face on the institution".

Faculty and other campus community members who attended the Laurel Heights hearings were very disturbed by the negative reaction to UCSF. Some were interested in doing more to help improve the campus position, including hosting informational meeting for their neighbors in their own homes. Barbara and Tom Gwyn were working directly with those faculty members. We hope that in their absence someone will continue to facilitate this kind of activity.

Some suggestions were made for sustaining the momentum and involving the faculty who attended the hearing in ongoing efforts to improve the image of UCSF. It seems that many of these suggestions are already occurring through programs under the purview of Jim Crawford. SAC will be inviting him to a future meeting to inform us about these programs.

At Janet Norton's suggestion, we are also considering inviting representatives from local corporations that seem to have a positive public image (such as PG&E and Bechtel) to meet with us. The purpose of the meeting would be to learn what role their employees play in promoting their public image.
PROPOSED UCSF HOTLINE

SCENARIOS FOR POTENTIAL USE

Mt. Zion Merger:

If it had been in existence during the EIR hearings and beyond, the proposed Hotline could have served as a supplement to important existing campus communication vehicles and a unique source of information in the following ways:

- To inform faculty, staff and students about the dates of the EIR hearings, to urge attendance, and to let people know whom to call for further information about the format to be followed.

- To alert people that an additional hearing would be held because of the disruption caused by the earthquake.

- To report on the status of the Regents Item, both to inform the campus community about the date that the Mt. Zion merger issue was scheduled to be heard and, as a supplement to Chancellor Krevans' memo, to report on the outcome of the Regents' meeting. The same information could appear simultaneously on the Hotline, CMS General News and TV monitors placed in strategic locations throughout the campus.

This kind of information item could be left on the Hotline until there was updated information on the same item or other breaking news.

Earthquake:

During the period immediately following the October 17, 1989, earthquake, in conjunction with the updates from "emergency central," the Hotline could have served an important information function. It could have been used:

- To supplement, in abbreviated form, the postings which were updated several times a day, and to inform callers of the location of postings for detailed information.

- To inform faculty and staff who was expected to be at work and on what schedule.

- To inform faculty and students when classes would be in session.

- To report on the status of the accident victims.

- To direct callers to further information, e.g., The Medical Center, the professional schools, Physical Plant, etc.
This kind of information would need to be updated daily or more often to coincide with posted updates.

Public Hearings:

The Hotline could be used in the following ways to support the campus' public information meetings and formal hearings:

- To mobilize faculty, staff and students to attend hearings, and to identify those willing to speak.
- To announce the continuation of a hearing.
- To report on the outcome and next course of action.

Contained Emergency Situation:

The Hotline could be a valuable source of information to the campus community during a contained emergency situation, such as an outbreak of Q Fever, a fire or a biosafety incident. The same information given to the media or that approved for response by Chancellor Krevans could serve as the Hotline message.

Labor Disputes:

During a labor dispute, the Hotline could carry information that was approved by Labor Relations or the appropriate department or unit, e.g., The Medical Center for nursing issues or the School of Medicine for housestaff issues, or referral numbers when appropriate.

At such times as there were no emergencies and no breaking news, the Hotline could remind callers to check bulletin boards and monitors for today's campus news, with a teaser or two.

VMc:skp
NEIGHBORHOOD MERCHANT PUBLICITY FOR 125TH

The Staff Education Subcommittee coordinated the SAC effort of distributing the October 14th 125th Anniversary Kick-Off Celebration advertising posters, leaflets and t-shirts to our neighborhood merchants. Two weekends prior to the event, SAC members distributed informational material to the two targeted areas (Parnassus Campus and Laurel Heights neighborhoods), providing a positive, community-oriented image of UCSF and contributing additional information about the October 14th festivities and UCSF.

EARTHQUAKE FORUM

The Staff Education Subcommittee went into action immediately following the October 17th earthquake and organized a campus forum on Earthquake Awareness and Preparedness on October 27, 1989. A panel of campus experts - J. Leroy Balzer, Ph.D., Assistant Vice Chancellor, EH&S; Kathleen Lenihan, Co-Chair, Medical Center Disaster Committee; Joe A. Mattox, Ph.D., Director, FSSAP; George Obana, Manager, Repairs & Construction, PPD; Daniel Shydler, Chair, Medical Center Safety Committee; and Walter Smith, Supervisor, Ride-Share Program, Transportation - addressed a standing room only crowd of concerned employees regarding what happened during the earthquake, how campus responded, resources available for us to cope with this disaster, and suggestions for preparing for the future. This open question and answer session greatly increased communication and understanding during a confusing and stressful period and provided staff an opportunity to have their concerns regarding the safety of buildings on the UCSF campus addressed directly by panel participants.
DR. KREVANS'S CAMPUS ADDRESS

The Staff Education Subcommittee also coordinated Chancellor Krevans's "State of the Campus" address on April 30, 1990. Designed for a staff audience, Dr. Krevans spoke about his vision of UCSF and provided news bulletins on current campus concerns, such as the status of Laurel Heights programs, the UCSF affiliation with Mt. Zion, Proposition 111's impact on UCSF, an update on the tenth UC campus, 125th anniversary activities, implementation of recommendations of the Report on Affirmative Action and Diversity, and ideas for increased staff involvement in campus and community activities, as well as answering a variety audience questions.

Next year the committee hopes to augment Administration's efforts to communicate campus policies and procedures on the Disaster Plan, explore opportunities for educating staff about responsible animal biomedical research, as well as respond to critical campus community issues as they arise.
THE CHANCELLOR'S STAFF ADVISORY COMMITTEE

INVITES YOU TO PARTICIPATE IN

EARTHQUAKE AWARENESS AND PREPAREDNESS

A QUESTION AND ANSWER SESSION WITH

J. Leroy Balzer, Ph.D., Asst. VChan. - Environmental Health & Safety

George Obana, Manager, Repairs & Construction - Physical Plant Department

Joe A. Mattox, Ph.D., Director - Faculty, Staff, & Student Assistance Program

Jim Wood, Manager - Transportation Services

FRIDAY, OCTOBER 27
noon to one  HSW-302

★ Are our campus buildings proving structurally safe?
★ How did campus facilities respond to the emergency?
★ How can we prepare our laboratories and offices?
★ What do we do AFTER a quake?
★ How can we deal with our ongoing anxieties and stress?
★ What have we learned about communications and disaster planning?

THIS HOUR IS DEVOTED TO ADDRESSING YOUR QUESTIONS.

THERE WILL BE NO FORMAL PRESENTATION.

PLEASE COME WITH YOUR CONCERNS, FEARS AND EXPERIENCES.

For more information, call ext. 6-7033 (Anne Poirier)
Most campus quake damage was avoidable

By Charles Pillar

Despite spills of hazardous substances in about 60 UCSF labs during the Oct. 17 earthquake, no one was injured by exposure to toxic chemicals or radiation and nearly all labs were back in operation by Oct. 19.

Campus officials attribute most of the problems to failure to follow simple safety precautions.

"Three-fourths of the hazardous material spills we had to deal with were directly preventable," said Jon Reich, director of UCSF's Environmental Health and Safety (EH&S) office. "Considering the expense and expense and expense could have been saved if each lab had installed tips on counters to block bottles from sliding off, used storage cabinets that lock reliably and followed the proper procedures for securing heavy gas cylinders.

Despite the unnecessary spills, EH&S had the system and personnel in place to respond quickly and encountered little difficulty in the clean-up effort. Immediately after the quake, five technologists did a quick walk-through of every campus tower in coordination with the campus quake command center. Working with UCSF police, EH&S officials cordoned off all labs with obviously dangerous spills.

Most of the problems were in the north tower and the west side of Moffitt, along the north-south corridor of Medical Sciences.

A two-floor suite was also hit hard — the entire suite was closed for nearly 24 hours to aid clean-up operations.

By the morning of Oct. 18, about 40 EH&S employees were deployed to affected labs. Reich says that the first step is usually to check for radioactivity with a geiger counter. Although extremely small amounts of radioactive tracers are used in hundreds of labs on campus, only about 30 labs have what he calls "high activity" use of radioactive tracers. "Even in those," he adds, "all you'd get in an earthquake is a spill from a refrigerator or a localized contamination. Only a handful of labs showed evidence of any radiation leakage.

The possibility of floor-wide or building-wide radioactive contamination from a quake is extremely remote, due to the small quantities on hand. Labs receive regular deliveries of radioactive tracers, and nowhere on campus are large quantities of isotope stored.

"There was absolutely no indication there was a problem," Reich says, "and I'd go so far as to say no health threat" posed by any radiation in any lab during the quake, Reich says.

During the past two years UCSF has greatly expanded its radiation protection and safety program, which Reich credits with limiting quake-related spills. The program was augmented following a number of citations from state regulators for improper handling and cleaning.

EH&S has also established a database listing the locations of every radiation source and potential hazard in campus buildings. A comprehensive approach to high-risk lab damage has been made to call and EH&S for specific guidance on what to look for and before attempting a clean-up.

"No biologists were encountered. In any case, UCDS does not maintain labs for work with the most dangerous organisms — designated as the highest biological levels.

"The chemicals are the hardest to deal with," Reich says, explaining that the danger level is difficult to judge when an affected lab may have a mixture of many different items sitting on the floor along with mounds of broken glass and equipment. For such situations — when there were many after the quake — the EH&S crew wears full protective gear, including a respirator, eye protection, and disposable safety suits.

"We can suit up 100 people in a massive disaster," he adds. EH&S trained UCDS police to assist with toxic decontamination in such large emergencies.

Christopher Banon, an emergency room doctor and director of the Medical Center Disaster Committee, warns against complacency, however. "The plan worked and people performed extremely well. But there's a risk in doing too self-congratulatory," he said. "This wasn't the big quake. It was a small quake compared to the estimates prepared by the seismologists for an 8.3 earthquake."

At a well-attended noon press briefing held in the HSC on Oct. 27, several staff members expressed concerns about the safety of campus buildings. Physical Plant officials had to tell buildings reclassified by the earthquake to bring them up to 1980s building codes.

Reich says that many labs are at a high risk of falling and that the campus early in 1989 drew two people.

Two separate committees — one for the Medical Center, one for the campus as a whole — are responsible in the event of a disaster. But there is some question about their duties and jurisdiction, according to Banon. "This earthquake pointed out a problem inherent in having two separate systems like this," he says. For example, after the quake they set up emergency command posts, but house emergency was not as great or as well done as at UC Berkeley.

Economic Realities

Ideally UC hospital should be rebuilt, but economic realities make that a remote prospect for now. In 1980 the system put together a marketing group to find funding. UCDS hospital didn't make the top 40 most dangerous buildings, according to Vermillion. The Berkeley campus, which is now in a 40-year-old boundary, is one of the worst structures.

Vermillon says that the addition of the Quake Plant Department to the campus does not change very much, and will be watching UCDS hospital closely.

People are as Oct. 21 meeting also asked about emergency lighting in main buildings, which got a quick work in any disaster. "We have been working with the other campus systems on an energy system," Reich says. "We have put emergency lighting in all the health science buildings," he adds.

Vermilion says that limited funds will make other improvements of this kind a low priority, he adds.

Katherina Lenihan, administrative nurse and member of the Medical Center Disaster Committee, says that the campus is on a plan to maintain power and water for up to 72 hours or more after the big one. On Oct. 17, the campus water supply was cut off for a few hours, and only a small emergency hospital generator was working. "Some emergency services were on emergency power supplies," Banon notes.

Vermillion adds that "no major problem was encountered."

Lenihan says that the Disaster Committee is recommending that each nursing station maintain a small supply of emergency equipment, such as flashlights, batteries and radios. The need for extension cords was apparent after the quake, when some areas had power in hallways, but not in nursing rooms. This caused problems on the orthopedic ward, where power-dependent air beds deflated for up to an hour.

Another quake experience showed that emergency supplies such as bandages, IV solutions and oxygen are critically needed on each floor, according to Lenihan. Many of these items are carried in the base- ment making for a quick haul up to the 15th floor when there is no power to run the elevators.

"Communication is still a big issue," Lenihan adds. "During this disaster a lot of information was brought to the disaster control center, and we acted on it, but our actions were not reported back to the units. For example, gas leaks were given the highest repair priority. When some nursing stations reported gas leaks, the system was not informed that it would be a few extra minutes before a physical plant crew would be able to help. One way to improve the situation, Banon says, is to extend the hospitals' emergency phone system to more units.

"The city of San Francisco experienced similar problems on a larger scale," he adds. "Communication in the beginning phases of the disaster was really chaotic. The city could not provide information on the extent of damage or expected radiation. For several hours the public was not sure of how safe it would be to keep open, how many operating rooms to keep open,"

A quake-preparedness test held on campus early in 1988 drew two people.

"We're going to look carefully at the two plans, and make some provision for their coordination in certain situations," Vermillion says.

Perspective has also helped campus preparedness. Banon recalls that his committee booked Camp Hall and distributed thousands of cards for a lunch-time talk by a quake expert 18 months ago. Two people attended.

Still, the campus would also like to integrate the rest of the campus community into drills at some point. State law requires the Medical Center to conduct a disaster drill every year — once for a fire, one for a quake. The campus as a whole has not been involved in such a drill for several years.

Preparedness lectures are open to students and EH&S will give talks on request. But there are no disaster-planning programs that specifically target or are designed to include students, according to several campus officials, including representatives of all the schools. (The Dental and Nursing Schools are considering building disaster凤凰, quake stress, and nursing may prepare a referral list for counseling, however.)

Everyone seems to agree that bringing students into the fold would be a good step, although there are no immediate plans to do so.
The Staff Advisory Committee invites you to attend

A "State of the University" Address by Chancellor Krevans

April 30th, 1990
12 noon - 1 pm
Cole Hall

For more information, please call Anne Poirier at 476-7033
The purpose of the Community Outreach Subcommittee is to inform the community of the services that are provided by our campus, enrich and enhance our image within the communities that we serve, and to coordinate and develop projects that can improve the quality of life for our neighborhoods.

Summary of Activities

The first quarter of the community outreach activities focused on supporting the UCSF 125th Anniversary Celebration on campus. Members of this community went door-to-door to merchants located on Parnassus Heights near the main campus and Laurel Village. We were able to speak to employees and owners of businesses to clarify UCSF's goals to residents in San Francisco, discuss the special celebration, talk about the research and health care accomplishments and most importantly, to open lines of communication. The subcommittee also went to various ethnic neighborhood groups and children centers which represented our diverse population on campus to extend a special invitation and made arrangements for bi-lingual tours for those who were limited English speakers.

A new campus group to coordinate, identify and communicate the special needs of the culturally diverse student and staff population on the UC campus was formed this fiscal year. Members of this subcommittee represented SAC. An introductory reception was held for the campus to discuss the formation of COMO. This group will be meeting on an as needed basis to review various task force reports.

Our second annual Holiday canned food drive was held in early December. We collected over 25 barrels of food for the San Francisco Food Bank to help feed the needy during the holidays. We were among the top corporations in San Francisco who were the bid donors to this worthy cause. This committee is strongly considering making this function an annual SAC activity. We received full participation from all our members and the entire campus.

To celebrate spring, community outreach coordinated the painting of the Hamilton Methodist Church kitchen and dining room. SAC members organized donations of paint, equipment, and labor of this day of clean-up on March 10th, 1990. Hamilton Church is a shelter for homeless families located in the Haight district in San Francisco.

As a gift to the city of San Francisco, we helped to sponsor the planting of 10 trees at Golden Gate Park as SAC's contribution to the 125th Anniversary Celebration. Members from the Sunset District Merchant Association observed our ceremony and we are hopeful that these young plants would someday be majestic trees that graces our skyline.
## SAC EXPENDITURES, 1989 - 1990

### Monthwise EXPENDITURE

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**TOTAL EXPENDITURE**

$2,056.98

**1989-90 BUDGET**

$2,500.00

**SURPLUS/(DEFICIT)**

$443.02

### EXPENDITURE BY OBJECT

- **Addressing**: $399.55
- **Dietary**: $930.70
- **EMR**: $255.34
- **Reprographics**: $250.30
- **Supplies**: $116.09
- **Shuttle**: $105.00

**TOTAL**: $2,056.98
December 6, 1990

Julius R. Krevans, M.D.
Chancellor

On behalf of the Staff Advisory Committee, I am pleased to enclose our 1989-90 Annual Report for your review. The report was prepared by the Executive Committee and includes a detailed summary of the group's activities over the past year.

I would also like to thank you for giving me the privilege of serving as Chair of the Committee. The members of the Committee were brought together by their common dedication and loyalty to UCSF and it has been a pleasure and honor to work with them.

Sincerely,

Kathleen A. Balestreri
Chair
Chancellor's Staff Advisory Committee

cc: SAC members
Enclosure (1)
November 6, 1990

GETTING TO KNOW YOU

Wondering about UCSF shuttle service, van pools, training and career enhancement opportunities? Curious about workshops, lectures, performances, and outdoor adventures? Got a hankering for free sweets, local merchant discount coupons and free raffle prizes?

Well, do we have the event for you ... The Mount Zion Employee "Getting to Know You" Orientation Fair, Thursday, November 15, 7 am-4:30 pm in the Nosherie.

This is our chance to explore the activities and services available to us thanks to our integration with UCSF. So, put aside some time and bring your questions and sweet tooth to the Nosherie. Representatives from a wide variety of UCSF programs will be available to answer queries. Question boxes will catch those requests that need special consideration.

Who said there's no such thing as a free lunch? Free meals in the cafeteria are among the prizes that will be offered at the fair. Along with those, tee-shirts, a stress-management package (including the book "Take This Job and Love It!" and a stress reduction audio and videotape), an earthquake survival kit, gift certificates, and lots, lots more are just waiting for you to claim them (if you're lucky)!

Information areas throughout the main lobby and Nosherie will include: photos illustrating the history of Mount Zion and UCSF; transportation; a wide-range of organizations, services and employee programs offered through UCSF; and a glimpse of Mount Zion's future.

Thursday, November 15, from 7 am to 4:30 pm. Come celebrate the privileges of partnership!

UNITED WAY

The Mount Zion/UCSF 1990 United Way Campaign comes to a close this Friday, so return your envelope today! Your support is critical this year due to severe cutbacks in federal and state funding of organizations that provide human services.

MAILROOM COMES UP ROSES

Two members of the mailroom staff, Edwin Ali and Abdul Khalik were presented with Rose Awards by Director Marty Diamond.

NATIONAL HOME CARE WEEK

The Mount Zion/UCSF Home Care department has chosen Arthur Cerf, MD, department of medicine, as their Home Care Physician of the Year. As part of National Home Care Week, the...
NATIONAL HOME CARE WEEK cont'd. Care Week, November 25-December 1, Dr. Cerf will be honored at home care's open house (see following story).

Two Mount Zion staff members will be honored at a luncheon sponsored by Bay Area Regional Councils of Home Care Agencies, November 30 at the Elks Club in Palo Alto. Receiving awards from the National Association for Home Care: Joanne Handy, administration, meritorious service; and Lawrence Z. Feigenbaum, MD, department of medicine, Physician of the Year. For information about the luncheon contact Connie Little, home care, ext. 7572.

HOME CARE OPEN HOUSE In it's August issue, PulseLine reported on the rapid growth of the Mount Zion/UCSF Home Care program. To discover the reasons home care is such a growing concern, stop by their open house Tuesday, November 27, 9 am-11 am on the 5th floor, Hellman Building. You'll be treated to a tour and refreshments, and have a chance to see a video about home care.

PATIENTS PET PETS A Golden Retriever, an American Eskimo (of canine descent), a "hearing dog", a guinea pig and a hamster created a furry flurry of fun on the 7 North rehabilitation unit in September and October. They were brought by members of the Education Department of the San Francisco Society for the Prevention of Cruelty to Animals (SFSPCA) to mingle with rehab patients. When word got out, some patients from the skilled nursing facility on 5 West made their way to rehab for a "pet-in". In addition to petting and cuddling, the patients took on nurturing roles by feeding dinner to the pets.

More of these warm fuzzies will be on the rehabilitation unit monthly--their next scheduled visit is Thursday, November 15, 6:15-7:15 pm. For information on possible SPCA visits to other units, contact Tim Dreher, physical therapy, ext. 7539.

A COUPLE OF CLOWNS No, that wasn't part of the marketing staff conducting a survey on Halloween, it was an appreciative former patient and his wife repaying the goodwill he received while an inpatient. Mr. and Mrs. Gordon Shepard, dressed in their professional clown garb, visited patients and spread good cheer on October 31 as a way of thanking Mount Zion for the care Mr. Shepard received.

OPEN ENROLLMENT Representatives from the UCSF Campus Benefits Office will be in Dining Rooms 2 and 3 to answer your questions about insurance plan options and the open enrollment process on a drop-in basis Thursday, November 8, 8 am-1 pm and Monday, November 12, 12 noon-4 pm. There are significant changes in some of the current plans, and a new health plan, "UC Care", is being introduced for 1991.

(continued)
OPEN ENROLLMENT cont'd. All requests to change benefits options, which become effective January, 1991, must be in the Mount Zion personnel office by 5 pm, Thursday, November 29, or delivered to the UCSF Campus Benefits Office at 145 Irving no later than 5 pm, Friday, November 30.

FAN MAIL JR. Last month's mailbag contained several letters from relatives and patients on the 5 North/HIV care unit. Single out with such phrases as: "Thank you for the loving care and attention you showered on my son;" "You're a great group with a lot of TLC;" "God just delivered me to you" and "Your kindness was not to be believed," were Ellen Arano, Calvin Coats, LVN, Dan Clowry, RN, Sabrina Middaugh, LVN, Joanne O'Ward, RN, Joe Doyle, LVN, Brenda Herrera, RN, Cynthia Kemp, Clay Van Batenberg, MSW.

A letter from a patient on 4 East said, "I had the fortunate experience of having Dennis Huey as my nurse...His gentle manner, his kind and soothing approach made my stay bearable. At one point, I mentioned my gratitude for his kindness and he shrugged it off, saying he was only doing his job. He did more than his job; he put the word care back into healthcare."

Home care received the following from a grateful patient, "I wish to express my thanks for the excellent services received from Crystal Perry, therapist. She has been most competent, courteous and helpful."

And to the surgery center staff came this letter, "Dr. Braverman said come-and-go surgery was 'very nice' and he did not tell a lie...In this day and age when service and attention to detail have almost disappeared, we found them in abundance at the surgery center and we thank everyone who helped us."

To the staff on 7 West, a patient wrote, "You folks are el primo! You deliver absolutely first-rate care. I have worked in, and been a patient in, several hospitals in the City and your collective performance is the best. Your skills and the cheerful manner in which you interact with patients is really professional."

UCSF PUBLIC PROGRAMS AND WORKSHOPS FOR NOVEMBER

There are many free community health talks being presented at various UCSF sites in November, including programs sponsored by the Office of Public Service Programs discussing exercise, osteoarthritis and rheumatoid arthritis, wintertime depression, and common feelings and behaviors that can make holidays difficult.

For details about topics, speakers, times, locations, etc., refer to the calendar in Medsounds.

(continued)
A reminder to all department heads and managers that the November management meeting will be held Tuesday, November 13, 9-10 am, Herbst Hall.

Elise Stern Haas, the first woman president of Mount Zion Hospital and Medical Center (1938--1940), died here Friday, October 19.

During her term as president, Mrs. Haas established the Harold Brunn Institute, one of the first research departments based in a general hospital in the country. She was responsible for bringing Dr. Meyer Friedman to Mount Zion, and over the years provided substantial financial support for his internationally recognized Recurrent Coronary Prevention Project.

In addition to her accomplishments while president, Mrs. Haas, along with her husband Walter Haas Sr., gave generously of their time and money in support of programs that made Mount Zion an innovator in research and community health care. In 1978 they made possible the construction of the cell biology research laboratory; in 1985 the Walter and Elise Haas Foundation awarded an operating grant to help start the San Francisco Institute on Aging at Mount Zion, and simultaneously announced a $750,000 challenge grant which was awarded to the IOA in 1987.

Her daughter, Rhoda Goldman, past president of the board of directors and currently a Mount Zion trustee, continues in her mother's caring, committed footsteps.

is another person's medicine. Susan Haikalis, patient and family services reports that the Community Thrift Store at 625 Valencia Street in San Francisco has added the Temple Emanu-El HIV/AIDS Social Service Fund to it's list of recipients. The fund is a primary social service resource for Mount Zion HIV patients.

To contribute, call the store at 861-4910, or take your items (books, clothes, furniture, dishes, appliances, etc.) directly to them. Ask them to tag your items for Mount Zion and the profits will come directly to the Temple Emanu-El fund.

The art display on the 5 East oncology unit and the 5 North/HIV care unit has recently been updated. Please stop by to view the new works created by cancer and AIDS patients through the Art for Recovery program.

Following a successful month-long display at San Francisco International Airport, these prolific artists have lent works for display at Cancer Consultative Services, Regional Cancer Foundation, San Francisco.

(continued)
Congratulations to these Mount Zion employees:

Susan W. Haikalis, LCSW, patient and family services, on her election as president-elect of the 2400-member American Hospital Association Society for Hospital Social Work Directors (SHSWD).

Julia Tandy and the entire supplies, processing and distribution (SPD) staff, on receiving a certificate of appreciation from the Department of The Army, Letterman Army Medical Center. When Letterman's instrument sterilization equipment malfunctioned, our SPD staff came to the rescue by doing the instrument sterilization for them.

Peter Balestreri and the staff of the supportive services department, on receiving a commendation from San Francisco's Chief of Police, Frank Jordan, for their assistance in the pursuit and apprehension of an armed robbery suspect who ducked into Mount Zion in an attempt to elude the police.

Last month, Jay Lalezari, MD, HIV clinical research, moderated a panel discussion on the pros and cons of clinical trials. The discussion was part of an all-day event--"Everything You Ever Wanted to Know About Being in an HIV/AIDS Clinical Trial"--held at Davies Medical Center.

Cindy Perlis, Art for Recovery, participated in an art experiential with the Sonoma County unit of the United Ostomy Association and recounted that experience via a slide presentation to the Pacific Coast Region of the Enterostomal Therapy Nurses. She also worked with the UCSF pediatric oncology clinic staff in a program for siblings of young cancer patients using art to express their feelings.

The New York Times quoted Jay Lalezari, MD, HIV clinical research, in a story on a proposal to accelerate FDA approval of the anti-HIV drugs DDC and DDI.

A photograph of the president of The Baxter Foundation presenting Director Martin H. Diamond with the 1990 Foster G. McGaw Prize for excellence in community service ran in the San Francisco Post.

The "Music Heals" benefit for Mount Zion earned a spot in Rob Morse's column in the San Francisco Examiner, as well as listings in the Marin Independent Journal and Hayward Review.

A 14-hour "rock-a-thon" by the Ladies' Auxiliary of the Veterans of Foreign Wars to raise money for cancer research at Mount Zion was reported on in the Contra Costs Daily Ledger/Post Dispatch.

(continued)
Laura Koehler, patient and family services, was mentioned in an announcement of the "Look Good, Feel Better" program for patients undergoing chemotherapy and radiation treatment at Mount Zion, in the Daly City Record. The program was also mentioned in the San Francisco Independent.

Mount Zion was listed in the Hayward Review as one of the Bay Area hospitals offering free prostate cancer screening.

The exhibit of Art for Recovery works at San Francisco International Airport appeared in the calendar section of The San Francisco Bay Times/Coming Up!

Meyer Friedman, MD, department of medicine, spoke on how to keep creativity alive in a technological environment at a Society of Newspaper Design workshop, as reported in the San Francisco Examiner.

Susan Haikalis, patient and family services, was quoted by the AHA News in a special report on the effects of the federal budget crunch on providers of AIDS care.

A story about the ICN consolidation appeared in the Northern California Jewish Bulletin.

SAVE THESE DATES

November 8    Drop-in session regarding open enrollment for benefits, 8 am-1 pm, Dining Rooms 2 and 3.

November 12   Drop-in session regarding open enrollment for benefits, Noon-4 pm, Dining Rooms 2 and 3.

November 13   Management meeting, 9-10 am, Herbst Hall.

November 15   "Getting to Know You" orientation fair, 7 am-4:30 pm, Nosherie.


November 27   Home Care open house, 9-11 am, Hellman Building, 5th floor.

November 29   Deadline for returning open enrollment paperwork to the Mount Zion personnel office, 5 pm.

November 30   Deadline for returning open enrollment paperwork to the UC benefits office, 145 Irving, no later than 5 pm.


Michael Reed, planning and marketing, is the new editor of PulseLine. Items for the December 4 issue should be sent to him by Wednesday, November 21.
To: SAC Committee Members

From: Nancy L. Heller for Duffy Price

Subject: SAC MEETING

September 11, 1992

Just a short note to remind you that the next SAC meeting will be on Wednesday, September 23, 1992 at 12 noon in the Millberry West, 3rd Floor conference room.

Our guest speakers will be Thena Trygstad and Judith Woodard. They will be joining us for a discussion on the UC budget and organization issues. Thena thought that the Committee membership would benefit from some "plain speak" on many of the issues that have appeared in the public media.

If you unable to attend, please call Nancy on ext. 6-6154.

Thanks.

:nlh

cc: Orlando Elizondo
    Janet Norton
    Brenda Patterson
SAC's holiday party for special Mission Community kids!

a healthy holiday present
custom made rubber stamps

we will be talking to the children and helping them choose a shape for a personalized rubber stamp!

equipment needed: chunks of wood creative pad design by SAC Sobo glue scissors

Task:

1. each shoe pad should yield approximately 25 designs.
2. cut shape no larger than the circle on the bottom of this page.
3. keep all discards for free form creative thinking...don't waste!
4. Enjoy and please smile...this is a fun project.
5. We always enjoy and cherish volunteers...want to help?
6. We are at the Mission Neighborhood Heath Center which is located on 16th Street and Folsom on Friday the 14th of December from 12 noon to 5 pm.

Thanks!
Information and Advocacy Subcommittee (SAC)

Annual Report

1989-90

The mission of the Information and Advocacy Subcommittee is to organize a campus information and mobilization network (phone tree; letter writing campaigns) and to review campus communications.

Summary

The 99 member telephone tree network was completed by Valli McDougle. Members are grouped according to physical location for ease of communication and distribution of data. The telephone tree was put into service immediately and used throughout the year by the Subcommittee and the Office of Public Service Programs to inform the campus about and marshal support for the Laurel Heights and Mt. Zion projects. The Subcommittee worked with Michela Reichman and her staff in an effort to implement the proposed campus "hotline". We met with Barbara Atkinson after the Laurel Heights hearings to discuss ways in which information and advocacy efforts could be improved and become more active rather than reactive. David States gave a presentation to the Subcommittee and the whole Committee on the Science and Health Education Partnership. During the course of these activities, we developed a number of recommendations for improving communication, mostly within the organization. The principle underlying all of the recommendations is that the more informed the campus community is, the more involved and supportive it is likely to be.
Background and Recommendations

COMMUNICATION WITHIN THE UCSF COMMUNITY

In contacting people to get their support for the Mt. Zion and Laurel Heights projects, we found that non-SAC members knew very little about the projects and their importance to the campus in general. In many instances it seemed as if staff and faculty were hearing about the importance of their support for these projects for the first time from us.

We believe it is essential that the regular, top-down lines of communication always be used by campus administration as the first step for engendering campus community support for potentially controversial positions. SAC is willing to supplement these lines of communication, but should not be the only avenue of support.

To reach the larger UCSF community, we recommend that the various campus, school and alumni publications be used to convey information and updates on important issues such as Laurel Heights and Mt. Zion.

For our part, SAC is considering moving to a format where one meeting per quarter will be open to the campus. That meeting would address a topic of current interest and would reach a larger audience than just the SAC membership.

CAMPUS HOTLINE

We have met with Michela Reichman and her staff several times during the past year, and are continuing to pursue our suggestions for a campus "hotline".

The hotline is intended as an additional mechanism for communicating information to the campus community. The idea is
that the information could be transmitted quicker, be updated more often and potentially reach more people. The attached scenarios were drafted by Valli McDougle and give very clear descriptions of various ways a hotline could be used.

The hotline scenarios make reference to using CMS General News and the now defunct TV monitors to communicate information to the campus community. Again, we recommend that these means of communication be explored as adjuncts to hard copy memos to Deans, Directors and Department Chairs which do not always get disseminated as far down the ranks as desired. Our understanding is that all of these means of communication are being explored by the Assistant Chancellor for Communications and her staff.

CENTRAL CAMPUS CLEARING HOUSE FOR INFORMATION AND COMMUNICATION

There are a number of different campus units that are working toward the same goal or have overlapping goals and either are not aware of or are not communicating with each other. One such example involves the Science and Health Education Partnership (SEP). We were all extremely impressed with the work being carried out by this unit. However, the affirmative action and public service aspects of their mission and accomplishments are not fully realized. Faculty and staff who volunteer in the various programs of SEP should be recognized for contributing to the affirmative action and public service efforts of the campus. Also, the level of recognition in San Francisco for SEP and UCSF does not seem to be commensurate with the level of contribution of the program and the staff, student and faculty volunteers.

SEP sponsors a summer internship program for high school
students, Personnel administers the separate Chancellor's summer youth program, and ABOG sponsors a summer internship program for college students. The Medical Center has its own programs and most recently, the Senior Management Officers Group (SMOG) has begun looking into developing an internal management internship program. All of these programs attract (or have the potential to attract) participants from minority groups and all operate separately, with little communication or coordination among the sponsors.

We recommend the establishment of a central clearing house for campus information and communication. One function of the clearing house would be to facilitate communication between and among people who are involved in similar or related activities. Another function would be to provide the internal communication links necessary for generating quicker campus responses to crises and for getting more mileage out of the many public service activities that our faculty, staff and students are involved in. SAC and the Information and Advocacy Subcommittee will work on developing more specific recommendations along these lines in the coming year.

EXPAND AND SUSTAIN CAMPUS ADVOCACY EFFORTS

Our meeting with Barbara Atkinson resulted in a number of suggestions for improving campus information and advocacy efforts and for "putting a face on the institution".

Faculty and other campus community members who attended the Laurel Heights hearings were very disturbed by the negative reaction to UCSF. Some were interested in doing more to help improve the campus position, including hosting informational
meetings for their neighbors in their own homes. Barbara and Tom Gwyn were working directly with those faculty members. We hope that in their absence someone will continue to facilitate this kind of activity.

Some suggestions were made for sustaining the momentum and involving the faculty who attended the hearing in ongoing efforts to improve the image of UCSF. It seems that many of these suggestions are already occurring through programs under the purview of Jim Crawford. SAC will be inviting him to a future meeting to inform us about these programs.

At Janet Norton’s suggestion, we are also considering inviting representatives from local corporations that seem to have a positive public image (such as PG&E and Bechtel) to meet with us. The purpose of the meeting would be to learn what role their employees play in promoting their public image.

\ck

Attachment

8/7/90
PROPOSED UCSF HOTLINE

SCENARIOS FOR POTENTIAL USE

Mt. Zion Merger:

If it had been in existence during the EIR hearings and beyond, the proposed Hotline could have served as a supplement to important existing campus communication vehicles and a unique source of information in the following ways:

• To inform faculty, staff and students about the dates of the EIR hearings, to urge attendance, and to let people know whom to call for further information about the format to be followed.

• To alert people that an additional hearing would be held because of the disruption caused by the earthquake.

• To report on the status of the Regents Item, both to inform the campus community about the date that the Mt. Zion merger issue was scheduled to be heard and, as a supplement to Chancellor Krevans’ memo, to report on the outcome of the Regents’ meeting. The same information could appear simultaneously on the Hotline, CMS General News and TV monitors placed in strategic locations throughout the campus.

This kind of information item could be left on the Hotline until there was updated information on the same item or other breaking news.

Earthquake:

During the period immediately following the October 17, 1989, earthquake, in conjunction with the updates from "emergency central," the Hotline could have served an important information function. It could have been used:

• To supplement, in abbreviated form, the postings which were updated several times a day, and to inform callers of the location of postings for detailed information.

• To inform faculty and staff who was expected to be at work and on what schedule.

• To inform faculty and students when classes would be in session.

• To report on the status of the accident victims.

• To direct callers to further information, e.g., The Medical Center, the professional schools, Physical Plant, etc.
This kind of information would need to be updated daily or more often to coincide with posted updates.

**Public Hearings:**

The Hotline could be used in the following ways to support the campus' public information meetings and formal hearings:

- To mobilize faculty, staff and students to attend hearings, and to identify those willing to speak.
- To announce the continuation of a hearing.
- To report on the outcome and next course of action.

**Contained Emergency Situation:**

The Hotline could be a valuable source of information to the campus community during a contained emergency situation, such as an outbreak of Q Fever, a fire or a biosafety incident. The same information given to the media or that approved for response by Chancellor Krevans could serve as the Hotline message.

**Labor Disputes:**

During a labor dispute, the Hotline could carry information that was approved by Labor Relations or the appropriate department or unit, e.g., The Medical Center for nursing issues or the School of Medicine for housestaff issues, or referral numbers when appropriate.

At such times as there were no emergencies and no breaking news, the Hotline could remind callers to check bulletin boards and monitors for today's campus news, with a teaser or two.

VMc:skp
NEIGHBORHOOD MERCHANT PUBLICITY FOR 125TH

The Staff Education Subcommittee coordinated the SAC effort of distributing the October 14th 125th Anniversary Kick-Off Celebration advertising posters, leaflets and t-shirts to our neighborhood merchants. Two weekends prior to the event, SAC members distributed informational material to the two targeted areas (Parnassus Campus and Laurel Heights neighborhoods), providing a positive, community-oriented image of UCSF and contributing additional information about the October 14th festivities and UCSF.

EARTHQUAKE FORUM

The Staff Education Subcommittee went into action immediately following the October 17th earthquake and organized a campus forum on Earthquake Awareness and Preparedness on October 27, 1989. A panel of campus experts - J. Leroy Balzer, Ph.D., Assistant Vice Chancellor, EH&S; Kathleen Lenihan, Co-Chair, Medical Center Disaster Committee; Joe A. Mattox, Ph.D., Director, FSSAP; George Obana, Manager, Repairs & Construction, PPD; Daniel Shydler, Chair, Medical Center Safety Committee; and Walter Smith, Supervisor, Ride-Share Program, Transportation - addressed a standing room only crowd of concerned employees regarding what happened during the earthquake, how campus responded, resources available for us to cope with this disaster, and suggestions for preparing for the future. This open question and answer session greatly increased communication and understanding during a confusing and stressful period and provided staff an opportunity to have their concerns regarding the safety of buildings on the UCSF campus addressed directly by panel participants.
DR. KREVANS'S CAMPUS ADDRESS

The Staff Education Subcommittee also coordinated Chancellor Krevans's "State of the Campus" address on April 30, 1990. Designed for a staff audience, Dr. Krevans spoke about his vision of UCSF and provided news bulletins on current campus concerns, such as the status of Laurel Heights programs, the UCSF affiliation with Mt. Zion, Proposition 111's impact on UCSF, an update on the tenth UC campus, 125th anniversary activities, implementation of recommendations of the Report on Affirmative Action and Diversity, and ideas for increased staff involvement in campus and community activities, as well as answering a variety audience questions.

Next year the committee hopes to augment Administration's efforts to communicate campus policies and procedures on the Disaster Plan, explore opportunities for educating staff about responsible animal biomedical research, as well as respond to critical campus community issues as they arise.
THE CHANCELLOR'S STAFF ADVISORY COMMITTEE

INVITES YOU TO PARTICIPATE IN

EARTHQUAKE AWARENESS
AND PREPAREDNESS

A QUESTION AND ANSWER SESSION WITH

J. Leroy Balzer, Ph.D., Asst. VChan. - Environmental Health & Safety
George Obana, Manager, Repairs & Construction - Physical Plant Department
Joe A. Mattox, Ph.D., Director - Faculty, Staff, & Student Assistance Program
Jim Wood, Manager - Transportation Services

FRIDAY, OCTOBER 27
noon to one HSW-302

★ Are our campus buildings proving structurally safe?
★ How did campus facilities respond to the emergency?
★ How can we prepare our laboratories and offices?
★ What do we do AFTER a quake?
★ How can we deal with our ongoing anxieties and stress?
★ What have we learned about communications and disaster planning?

THIS HOUR IS DEVOTED TO ADDRESSING YOUR QUESTIONS.

THERE WILL BE NO FORMAL PRESENTATION.

PLEASE COME WITH YOUR CONCERNS, FEARS AND EXPERIENCES.

For more information, call ext. 6-7033 (Anne Polkier)
The Staff Advisory Committee invites you to attend

A "State of the University" Address
by
Chancellor Krevans

April 30th, 1990
12 noon - 1 pm
Cole Hall

For more information, please call Anne Poirier at 476-7033
lost campus quake damage as avoidable

By Charles Piller

Despite spills of hazardous substances in at least 60 UCSF labs during the Oct. 17 quake, no one was injured by exposure to toxic chemicals or radiation and nearly all were back in operation by Oct. 19. UCSF officials attribute most of the problems to failures to follow simple safety precautions.

"Three fourths of the hazardous materials spills we had to deal with were directly preventable," according to Art Reich, director of UCSF's Environmental Health and Safety (EHS) Office. Considerable damage and expense could have been saved if each lab had installed latches on counters to lock bottles from sliding off, used storage tanks that both reliably followed and followed up the proper procedures for securing heavy gas tanks.

Despite the unnecessary spills, EHS and the system and personnel in place to provide quick and encountered leaders provided in the clean-up effort. Immediately after the quake, five technologists did a quick walk-through of every campus work area and coordination with the campus quake management team. Working with UCSF sites, EHS officials coordinated off-site all labs with dangerous spills.

Most of the problem areas were on the 9th floor and on the west side of Moffitt, along the north-south corridor of Medical Sciences. The 13th floor of Long Hospital was also hit hard—the entire floor was used for nearly 24 hours to aid clean-up efforts.

By the morning of Oct. 18, about 40 EHS employees had been deployed to affected sites. Reich says that the first step is usually to check for radioactivity with a Geiger counter. Although extremely small amounts of radioactive tracers are used in hundreds of labs on campus, only about 30 labs have measurable levels of "radioactivity" like radioisotopes. "Even in those," he adds, "all you get in an earthquake is a spill from a refrigerator and localised contamination. Only a handful of labs showed evidence of any radioactive leak.

The possibility of a floor-wide or building-wide radioactive contamination from a spill is extremely remote, due to the small quantities on hand. Labs receive regular deliveries of radioisotopes, and only a few labs have the particular "activity" of radioisotopes. "If you'd stored the liner on it, it wouldn't affect any other radiation at all," Reich says.

Communication is still a big issue," Lenihan adds. "During the disaster, an estimated 100% of the information was lost to the disaster control center, and we acted on it, but our actions were not always reported back to the facility."

For example, gas leaks were given the highest possible priority. If any surgical or other unusual events occurred, the initial indication was through gas leaks. If our nurses were given priority, that help would be able to help. One way to improve the situation. Lenihan says, is to extend the hospital's emergency phone system to more units.

The city of San Francisco experienced similar problems on a larger scale, he adds. "Communication is the beginning phases of the disaster was chaotic. The city could not provide information on the extent of damage or expected casualties. "At several hospitals, we did not know how many staff were on hand, how many operating rooms were to keep open."

Christopher Buhon, an emergency room doctor and director of the Medical Center Disaster Committee, warns against complacency. "The plan worked and people performed extremely well, but there's a risk in being too self-satisfied," he said. "This wasn't the big quake. It was only compared to the estimated size of the city for a 3.3 earthquake."

As well attended an open panel discussion held in HSW-300 on Oct. 17, several staff employees expressed concerns about the safety of campus buildings. Physical Plant officials have had all buildings evaluated by structural engineers, who have given each one a clean bill of health.

Emery concern were particularly pronounced regarding UCSF Hospital, which is rated "poor" in seismic safety—the only major structure with that rating. "The most surprising thing is that the building came through with just slight, superficial damage." Erin Vermillion, manager of financial and auxiliary services for Physical Plant, told Synapse. "That hopefully should allay some fears." He added that the Parnassus campus is built on bedrock. "So even if the UCSF Hospital is rated poor structurally, it reacts differently than a building on landfill."

Economic Realities

Ideally UCSF hospital should be rebuilt, but economic realities make that a remote prospect for now. In 1960 the UCSF system put together a seismic priority list for state funding. UCSF didn't even make the top 10 most dangerous buildings, according to Vermillion. The Berkeley campus, crowded with old masonry buildings, has many of the worst structures. Vermillion says that the Physical Plant Department takes employee fears very seriously, however, and will be working on UCSF hospital facilities.

People at the Oct. 17 meeting also asked about emergency lighting installations, which were quite a concern in any disaster. We have been working, without help from other campus sources, taking money out of our own operating budget, and we have put up emergency lighting in both health science, toward Vermillion." But limited funds will make other improvements of this kind a slow process, he adds.

Kathleen Lenihan, administrative nurse and member of the Medical Center Disaster Committee, points out that the campus is a plan to maintain power and water for up to 24 hours or more after "the big one."

On Oct. 17, the campus power system was knocked out for several hours, and only a small emergency hospital generator was working. "Some emergency services weren't in emergency power supplies," Buhon notes. "Aspects of radiology, CT scan, some areas of the hospital didn't have lighting that篝ered lighting."

Lenihan says that the Disaster Committee would be recommending that each nurse station maintain a small supply of emergency equipment, such as flashlights, hearing aids and radios. The need for extension cords and other equipment after the quake, when some areas had power in hallways, but not in patients' rooms. This caused a number of problems on the operatory ward, where refugees on beds had to be pulled up for an hour.

The quake experienced showed that emergency supplies, such as bandages, IV solutions and oxygen are critically needed on each floor, according to Lenihan. Many of these items are currently stored in the base- ment making for quick a call up to the 11th floor when there is no power to run the pumps.
OBJECTIVE

The purpose of the Community Outreach Sub-committee is to inform the community of the services that are provided by our campus, enrich and enhance our image within the communities that we serve, and to coordinate and develop projects that can improve the quality of life for our neighborhoods.

SUMMARY OF ACTIVITIES

The first quarter of the community outreach activities focused on supporting the UCSF 125th Anniversary Celebration on campus. Members of this community went door-to-door to all the merchants located on Parnassus Heights near the main campus and Laurel Village. We were able to speak to employees and owners of businesses to clarify UCSF'S goals to residents in San Francisco, discuss the special celebration, talk about the research and health care accomplishments and most importantly, to open lines of communication. The sub-committee also went to various ethnic neighborhood groups and children centers which represented our diverse population on campus; to extend a special invitation and made arrangements for bi-lingual tours for those who were limited English speakers.
A new campus group to coordinate, identify, and communicate the special needs of the culturally diverse student and staff population on the UC campus was formed this fiscal year. Members of this sub-committee represented SAC. An introductory reception was held for the campus to discuss the formation of COMO. This group will be meeting on an as needed basis to review various task force reports.

Our second annual Holiday canned food drive was held in early December. We collected over 25 full barrels of food for the San Francisco Food Bank to help feed the needy during the holidays. We were among the top corporations in San Francisco who were the big donors to this worthy cause. This committee is strongly considering making this function an annual SAC activity. We received full participation from all our members and the entire campus.

To celebrate spring, community outreach coordinated the painting of the Hamilton Methodist Church kitchen and dining room. SAC members organized donations of paint, equipment, and labor of this day of clean-up on March 10th, 1990. Hamilton Church is a shelter for homeless families located in the Haight district in San Francisco.

As a gift to the city of San Francisco, we helped to sponsor the planting of 10 trees at Golden Gate Park as SAC's contribution to the 125th Celebration. Members from the Sunset District Merchant Association observed our ceremony and we are hopeful that these young plants would someday be, majestic trees that graces our skyline.
CHANCELLOR'S STAFF ADVISORY COMMITTEE

1989-90 Annual Report

History

The Chancellor's Staff Advisory Committee (SAC) was formed in September of 1987 when Chancellor Julius R. Krevans called on interested campus community members to counter the negative image resulting from the unfavorable Appeals Court decision on Laurel Heights. In June of 1988, the "Guidelines for the Staff Advisory Committee" were adopted (attachment I).

1989-90 Status

The Committee, consisting of 36 volunteer members, continues to be representative of the diverse population of the UCSF campus. The current membership represents the four schools, the Medical Center and general administration with individuals from Parnassus Heights, the Mission Center, Laurel Heights, SPGH, and Laguna Honda. In addition, the committee has appointed liaisons with ABOG, the UCSF Council, MAG and COMO. During the past year, the membership has worked diligently towards our goal to improve employee and community understanding of the role and contributions of UCSF.

In September of 1989 Kathleen Balestreri was appointed Chair by Chancellor Krevans and the following members of SAC agreed to co-chair the subcommittees and serve on the Executive Committee: Valli McDougle and Carolyn Koster -- Information & Advocacy; Byron Sigal, Elenor Shimosaka, and Christine Yee -- Community Outreach; Anne Poirier and Suzanne Gottschalk -- Staff Education. In addition to staff support provided by Fred McEnroe, liaisons were provided to the Committee from the News & Public Information Services Office (Janet Norton), Community & Govermental Relations (Barbara Atkinson) and Office of the Vice Chancellor for Staff and Student Human Resources (Paula Carien Schultz).

The general Committee met monthly to discuss issues of importance to the Campus Community, share information about campus concerns, and review the efforts of the subcommittees. In October of 1989 the SAC "Membership Expectations" were approved (Attachment II). The following is a list of the highlights of the general meetings:
<table>
<thead>
<tr>
<th>Date</th>
<th>Guest Speaker/Topic:</th>
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<tbody>
<tr>
<td>September 6, 1989</td>
<td>Assistant Chancellor Tom Gwyn - Mount Zion/Laurel Heights Public Information Meetings</td>
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<tr>
<td></td>
<td>Janet Norton - 125th Anniversary Celebration/Ad Campaign</td>
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<tr>
<td>October 4, 1989</td>
<td>Barbara Atkinson - Mount Zion Public Information Meetings</td>
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<tr>
<td>November 1, 1989</td>
<td>Earthquake Awareness</td>
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<tr>
<td>January 3, 1990</td>
<td>Vice Chancellor Thena Trygstad - The Role and Future Direction of SAC</td>
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<tr>
<td>February 7, 1990</td>
<td>Dr. Karl Hittleman - Foundation for Biomedical Research</td>
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<td></td>
<td>Vice Chancellor Brent Stevenson - Business &amp; Fiscal Services Reorganization</td>
</tr>
<tr>
<td>March 7, 1990</td>
<td>Dr. Karl Hittleman, Dr. Joseph Spinelli, Dr. Zach Hall, Ms. Joy Becker - The UCSF Commitment to Responsible Animal Research</td>
</tr>
<tr>
<td>April 4, 1990</td>
<td>Vice Chancellor Bruce Spaulding - University Advancement &amp; Planning/UCSF's Long Range Development Plan</td>
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<tr>
<td>May 2, 1990</td>
<td>Assistant Chancellor Tom Gwyn - SAC's Role with UCSF's Community Outreach Efforts</td>
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<td></td>
<td>David States - Health Education Partnership, Science Education Partnership</td>
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<tr>
<td>June 6, 1990</td>
<td>Irene Agnos, Office of the Vice Chancellor, University Advancement &amp; Planning - Report on the passing of Propositions 111/121</td>
</tr>
<tr>
<td>July 11, 1990</td>
<td>Chancellor Julius R. Krevans, M.D.</td>
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The general membership meetings provided an opportunity for the Committee to discuss ideas for future projects. The membership pulled together on several occasions in response to requests from administration for support. Using the newly developed "telephone tree" the committee was able to enlist the support of faculty, staff and students for the many community meetings related to the Mount Zion and Laurel Heights EIR. During the course of the year, the Committee also initiated involvement in many activities and community projects. The following is a summary of these activities:
September 6, 1989  Public Information Meeting - Mount Zion
September 27, 1989  Staff Information Meeting - Mount Zion
September 28, 1989  Public Information Meeting - Mount Zion
October 9 - 13, 1989  Distribution of T-shirts, leaflets, posters for the 125th Anniversary kick-off to merchants of Parnassus Heights & Laurel Heights campuses
October 17-20, 1989  Distribution of daily earthquake updates to campus community
October 19, 1989  Public Meeting - Mount Zion Draft EIR
October 27, 1989  Earthquake Forum for all staff
October 23, 1989  Laurel Heights Public Information Meeting
November 8, 1989  Mount Zion Draft EIR Meeting
November 13, 1989  Laurel Heights Public Information Meeting
December 4, 1989  Laurel Heights EIR Hearing
December 11 - 15, 1989  Corporate Challenge Food Drive
December/January, 1990  Letter writing campaign to State Legislature in support of the Laurel Heights EIR
February 15, 1990  Regents' Meeting at Laurel Heights - Mount Zion Integration Agreement
March 10, 1990  Painting of the Hamilton Methodist Church Kitchen and Dining Room
April 30, 1990  Chancellor Julius R. Krevans address to the Campus Community
May 10, 1990  Golden Gate Park Tree Planting in celebration of UCSF's 125th Anniversary
May 17, 1990  Regents Meeting at Laurel Heights - Approval of the Laurel Heights EIR
May 20 - June 5, 1990  Distribution of information on Propositions 111/121 and staffing of voter registration tables

The following reports summarize the activities of the subcommittees over the past year.

(Subcommittee Reports)
BUDGET

SAC was allocated a total of $2,500 for the year. The total expenditure for supplies, mailings, and refreshments for meetings was $2,500. As in the past, campus publicity was the largest expenditure. (Attachment III)

FUTURE PLANS

The Staff Advisory Committee has become increasingly active in campus community issues. We believe that SAC has the creativity and motivation to accomplish its goals and, more importantly, has earned credibility with the campus community. The group has affirmed its loyalty to UC San Francisco and hopes, by example, to enlist the support of other staff and faculty in meeting the challenges ahead. We anticipate an increased need for SAC involvement during the Long Range Development Planning process and feel confident that we will continue to effectively provide support in the future.

Kathleen A. Balestreri
Chair

Valli McDougle
Information & Advocacy

Carolyn Koster
Information & Advocacy

Ann Poirier
Staff Education

Suzanne Gottschalk
Staff Education

Byron Sigal
Community Outreach

Elenor Shimosaka
Community Outreach

Christine Yee
Community Outreach
August 30, 1990

TO: Chancellor's Staff Advisory Committee (SAC)
Information & Advocacy Subcommittee

FROM: Carolyn Koster, Co-Chair

RE: Next Subcommittee Meeting

Our next subcommittee meeting is scheduled for Tuesday, September 4, the day after the Labor Day Holiday. Because of the holiday and other considerations, I am rescheduling our meeting to TUESDAY, SEPTEMBER 11 AT NOON IN ROOM S-609. Please leave a message at x5415 if you are unable to attend.

The next general SAC meeting is Wednesday, September 5, 1990 at noon in room S-118. Michela Reichman will be the guest speaker. If you have questions or topics you would like Michela to address, please let Karen Newhouse know.
CHANCELLOR'S STAFF ADVISORY COMMITTEE

Wednesday, September 5, 1990
12:00 Noon, S-118

***
AGENDA
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1. Chair's Report
2. General Discussion
3. Guest Speaker: Michela Reichman
   Assistant Chancellor, Communications
Members In Attendance: Karen Newhouse - Acting Chair, Ethel Adams, Bart Cohen, Linda Erkelens, Suzanne Gottschalk, Martha Hooven, May Huang, Carolyn Koster, Loretta Maddux, Valli McDougle, Trinity Ordona, Deborah Pauley, Anne Poirier, Dorothy Price, Elenor Shimosaka, Margaret Warren, Barbara Ann Wilson, Christine Yee, Fred McEnroe - Staff

Liaison: Paula Carien Schultz

Members Absent: Kathy Balestreri, Karen Eldred, Michele Graf, Steve Leonoudakis, Karen Mah-Hing, Al Minvielle, John O'Connor, Eunice Redondo, Steve Reynolds, Isabel Roma, Eugene Salazar, Byron Sigal, Susan Stevens

The meeting was brought to order by Karen Newhouse at 12:05.

Karen introduced herself as the SAC 1990 - 91 Chair-designate and as today’s Acting Chair in place of Kathy Balestreri who is on leave following the arrival of a new baby. Karen related information about her history at UCSF and stated some of her positive feelings about SAC and her view of the importance of its mission.

She said that she will canvas the entire membership of the committee to introduce herself individually and discuss each person’s continuing interest in SAC participation.

Karen then discussed the issue of membership expectations, which were originally outlined in a 1989 memo from Kathy Balestreri as follows:

"The following expectations have been developed for members of the Committee: (1) Members will attend nine out of twelve general membership meetings annually; and (2) Members will be active on at least one of the three subcommittees."

Although the majority of members have been active on their subcommittees, fewer than half of the members fulfilled expectation #1. Karen said she will consider revising this expectation since it seems to be unreasonable given the amount of work that most members do for their subcommittees and regular university duties.

FUTURE MEETINGS:

Wednesday, September 5, 12:00 Noon, S-118. Michela Reichman, Assistant Chancellor of Communications, will make a presentation. Possible questions will include the status of the hot line, the development of a generic UCSF pin or badge large enough to be seen distinctly from a distance, and the possible use of video as a means of getting information out on campus.

Tuesday, October 16, 12:00 Noon, S-118. Chancellor Krevans will make his annual presentation to SAC. Any questions you would like to be considered by the Chancellor should be forwarded to Karen Newhouse.

Wednesday, November 7, 12:00 Noon, S-118. Topic to be announced.

Wednesday, December 5, 12:00 Noon, S-118. Topic to be announced.
UCSF LOGO. Trinity Ordona suggested that if the UCSF logo could be made more popular among staff and faculty, it would be easier for SAC and other campus community members to make a positive impact on the external community. A larger variety of T-shirts and sweat shirts, caps, cups, pins, badges, etc., with the UCSF logo in large, bold letters would be helpful in addition to better marketing. Dorothy Price agreed to approach Leona Hansen Biddle about the sale of such items at the hospital gift shop.

ANNUAL REPORT. After SAC members reviewed the 1989-90 annual report draft, Karen asked for comments or suggestions.

Trinity Ordona suggested that UCSF needs to improve its technological sophistication in information dissemination. For instance, the use of video on this campus could take the place of the TV or radio stations or the daily papers found on other University campuses or our current practice of large, campus-wide mailings.

Anne Poirier suggested the following changes:

- The Medical Center tours for the 125th Anniversary Celebration led by SAC members and others should be listed.
- The October 19, 1989 public meeting for the Mt. Zion draft EIR should not be listed because the meeting was cancelled.

Other suggestions included listing some of the potential projects we were not able to accomplish and some of the reasons why and also including a list of 1989-90 SAC members in the report.

SAC’S GOALS FOR THE FUTURE: Karen read the list of topics discussed at the last SAC meeting, as follows:

"It was suggested that although SAC has a mission and goals statement, the Committee should set annual objectives at the start of each year.

SAC has been a good way to connect with other members of the campus community and we need to find more ways to bring staff members together. We must continue to find a ways to better communicate campus issues to staff members.

SAC seems to have lost momentum. The subcommittees have made progress this year and successfully organized support for many projects. However, members agreed that the group as a whole should undertake some projects next year to bring back some of the lost enthusiasm.

We have done a good job educating ourselves. We need to find more ways of helping other staff members to become aware of issues affecting the campus.

We need to find a way to encourage SAC members to become more active participants on the subcommittees and also to attract more staff members to SAC.

We need to be more supportive of staff appreciation as well as helping to recognize campus leaders among staff members."

She then asked for any questions, comments or continuing discussion of these issues. Responses included the following:
• Should SAC be reorganized? Should we reshuffle or combine subcommittees, or create new ones as the need arises?

• SAC members need more time for general discussion. Each meeting should have at least some time set aside for that purpose.

• At first inviting guest speakers was important because we needed to inform ourselves. Now our goal should be to discover how better to inform other members of the campus community. We need to do campus outreach.

• We need to set new goals at the beginning of each year and then evaluate our accomplishments at the end of each year.

• We need to find new ways to celebrate staff members. Perhaps a Staff Organizations Fair would be a good project.

The meeting adjourned at 1:10 p.m.

Next Meeting: Wednesday, September 5, 12:00 Noon to 1:30 p.m., S-118.
Speaker: Michela Reichman

Attachment: 1988 SAC Guidelines
1989-90 Draft Annual Report (for those not in attendance)
I. BACKGROUND AND PURPOSE

The Chancellor's Staff Advisory Committee (SAC) was established on September 25, 1987 to improve employee and community understanding of the role and contributions of UCSF in light of the adverse public attention generated by the Laurel Heights site controversy.

As the Staff Advisory Committee discussions progressed . . . it became clear that the issue went far beyond moving UCSF to Laurel Heights. The real issue was the University's basic right to conduct safe and important research. What started out as a discussion around a specific campus site soon became a discussion about the University as an institution, and its function and purpose. These discussions led us to consider the future of UCSF.

. . . In our dual role as staff and concerned citizens of the Bay Area, we can approach the issues raised by the Laurel Heights crisis by educating ourselves. . . . The future of UCSF is our future too.

The purpose of the committee is to:

1. Support the research, patient care, education and public service of UCSF
2. Improve communication between staff, community and administration
3. Educate the staff, administration and community

II. STRUCTURE

The SAC is a working group responsible to recommend and advise the Chancellor on staff concerns related to the improvement of staff and community understanding of the role and contributions of UCSF. The SAC will also act on any recommendations approved by the Chancellor and will make an annual report of its activities at the conclusion of its current year.

To accomplish its purpose, the SAC formed three standing committees with these goals and objectives. They are:

STAFF EDUCATION

a. Sponsoring lecture series and campus/community information forums
INFORMATION & ADVOCACY

a. Organizing campus information and mobilization network (phone tree; letter writing campaigns)
b. Reviewing campus communications

COMMUNITY OUTREACH

a. Joining neighborhood organizations
b. Publicizing UCSF (public relations campaigns)
c. Participating in civic activities
d. Attending public forums

The Chair of the Staff Advisory Committee and all SAC members are appointed by the Chancellor for a tenure of one year beginning September 1; vacancies on the SAC will be filled by new appointments made by the Chancellor, and will last until the end of the tenure of the current term. The SAC is composed of at least 30 members. The goal is to have a cross section of representatives of the Schools, Medical Center and support services from all campus sites. The composition of the committee will seek to reflect the racial, cultural and sexual diversity of the campus. In addition, the committee will also have a liaison from each of the following three offices: Vice Chancellor, Personnel and Student Services; Community & Governmental Relations; News & Public Information Services.

The SAC has the authority to organize itself, form committees and to adopt its own structure and rules for the conduct of its business. The responsibilities of the Chair and Vice Chair are:

1. Chair -- Provide overall leadership to the committee; call meetings, prepare agenda and chair regular meetings; prepare and present intramural and extramural reports of the SAC as needed; prepare annual summary to the Chancellor on SAC activities.

2. Vice Chair -- Appointed by the chair for one year and serves as chairperson in the absence of the Chair; through a staff person assigned from the Vice Chancellor’s Office, Vice-Chair has the following duties: keep current roster of SAC members; schedule meetings; make and distribute agenda and summary reports of each meeting; and keep record of all expenses incurred.

Accepted: August 3, 1988
Chancellor's Staff Advisory Committee (SAC)
Kathy Balestreri, X2316

AGENDA

Wednesday, March 7, 1990
12:00 - 1:00 p.m.
Chancellor's Conference Room (S118)

(1) Chair's Report

(2) Subcommittee Reports

(3) GUEST PANEL: Discussion of Animal Research at UCSF

Karl Hittelman, Ph.D.
Associate Vice Chancellor, Academic Affairs

Joseph Spinelli, DVM
Director, Animal Care Facility

Joy Becker, BA
Animal Resource Manager, Animal Care Facility

Zach Hall, Ph.D.
Chair & Professor, Physiology

ATTACHMENTS - Minutes of 2/7/90 Meeting
Memo from Asst. Chancellor Tom Gywn re: Animal Research and Family Album
Copies of SYNAPSE articles on Animal Research at UCSF
Chancellor's Staff Advisory Committee

Wednesday, February 7, 1990
Room S-118

Members In Attendance: Kathy Balestreri - Chair, Ethel Adams, Bart Cohen, Nancy Cox, Karen Eldred, Linda Erkelens, Suzanne Gottschalk, Michele Graf, Marsha Guggenheim, Martha Hooven, Carolyn Koster, Loretta Maddux, Karen Mah-Hing, Valli McDougle, Karen Newhouse, Trinity Ordona, Deborah Pauley, Anne Poirier, Dorothy Price, Steve Reynolds, Elenor Shimosaka, Byron Sigal, Barbara Ann Wilson, Christine Yee, Fred McEnroe - Staff

Liaison: Paula Carien Schultz, Staff & Student Human Resources

Guests: Tom Gwyn, Assistant Chancellor--Public Service Programs; Brent Stevenson, Vice Chancellor--Business and Fiscal Services

Members Absent: May Huang, Helga Justman, Ron Kos, Steve Leonoudakis, Al Minvielle, John O'Connor, Eunice Redondo, Isabel Roma, Eugene Salazar, Chris Slaboszewicz, Susan Stevens, Margaret Warren

The meeting was brought to order by Kathy Balestreri at 12:10.

Kathy Balestreri introduced Assistant Chancellor Tom Gwyn who described two organizations, the National Association for Biomedical Research (NABR) and the Incurably Ill for Animal Research (IFAR), and two of their current activities in support of using animals in medical research. NABR is sponsoring a "Family Album" project, which will gather a large number of letters, drawings and photographs documenting the lives of individuals and families who support responsible animal research. The final album will be sent to President and Mrs. Bush. IFAR is circulating petitions around the country to gather signatures of those supporting responsible animal research to send to the legislature. Tom concluded his talk by asking if SAC would be willing to support one or both of these projects.

After much discussion it was agreed that while SAC does support the responsible use of animals in research, some members were not comfortable asking members of the community for signatures. All members agreed to the need for further education on the subject. In particular SAC members were interested in the review and monitoring process for experiments using animals at UCSF and also in some of the arguments used in opposition to animal research. It was agreed that at the March meeting SAC would invite select campus individuals to provide the education they feel they need. It was further agreed that Assistant Chancellor Gwyn would send the information on both projects to all SAC members who would individually decide to work on the projects as they see fit.

Kathy then introduced Brent Stevenson, the Vice Chancellor of Business and Fiscal Services, who recently came to UCSF from the University of Nebraska in Omaha. Brent began his talk by distributing a copy the Business and Fiscal Services Organizational Chart and describing the various offices that make up his area. As an example of the considerable change that is happening in his area, he pointed out that two offices listed separately on the chart, Capital Projects
Management and Physical Plant, are now being merged into a single office to be entitled Capital Resources Management. Some of the major points covered in the ensuing discussion included the following: making campus services more competitive with outside services in terms of cost and efficiency, emphasizing customer service, controlling the escalation of internal costs, creating property management teams to be assigned to individual buildings, improving policies and procedures for accounting and review of off-site location services.

COMMITTEE REPORTS

Community Outreach

Byron Sigal reminded SAC members that on Saturday, March 10, the Community Outreach Committee is sponsoring a painting project at the Hamilton Methodist Shelter in the Haight-Ashbury. Byron will distribute a sign-up sheet for volunteers in the next few weeks.

The meeting was adjourned at 1:30.

Next meeting: Wednesday, March 7, 12 Noon - 1:30 p.m., S-118.


Attachments:
  - Business and Fiscal Services Organizational Chart
  - Synapse Articles
February 22, 1990

TO: STAFF ADVISORY COMMITTEE MEMBERS
FROM: ASST. CHANCELLOR GWYN
RE: ANIMAL RESEARCH AND FAMILY ALBUM

As I promised at the last meeting of the SAC, I am sending the enclosed for your information:

- Facts on UC-San Francisco use of animals in medical research
- A blank copy of a petition being circulated by iiFAR, incurably ill For Animal Research
- Information about the "Family Album"

I understand that there will be further consideration of these items at your next meeting. I think that the use of animals in research will continue to provide opportunities for public debate for some time in the future. It is encouraging to know of your interest in supporting the university's relations with the community in this way.

TWG:abm

Enclosures
FACTS ON UC-SAN FRANCISCO USE OF ANIMALS IN MEDICAL RESEARCH

UCSF regards the use of animal subjects as essential to its instructional and research activities. At the same time, the university recognizes that the use of animals for research and instruction is a privilege that carries with it important responsibilities. Among these is the applications of high ethical and humane standards for the care and use of experimental animals.

The Committee on Animal Research is established in compliance with the revised Public Health Service Policy on Humane Care and Use of Laboratory Animals by Awardee Institutions, effective January 1, 1986. For the past 10 years, the UCSF committee has been functioning according to these standards, and was influential in their establishment on the national level.

I. At UCSF, animals destined to be killed in pounds are being used for a number of valuable research projects that will benefit patients:

- UCSF faculty have developed a technique in dogs for closed chest destruction of the bundle of His, which is part of the electrical conduction system of the heart. This technique is now being applied to patients with severe heart rhythm disturbances who are not responding to drug treatment. This procedure may preclude the need for open heart surgery; and it would not have been possible without careful prior animal work.

- Important new knowledge about the role of the pericardium (the sac that surrounds the heart) is being derived from experiments on dogs. This work promises to provide insights which will lead to new ways of treating some patients who have suffered heart attacks.

- Much current research on radiological imaging of the damaged heart is being done on dogs.

- Surgeons need dogs to study the cure of surgical infections, particularly osteomyelitis.

- Drugs now are being tested in dogs with a view to preventing rejection of some bone and joint transplants.

- Animal trials are required before safer, more reliable systems and new materials which encapsulate cardiac pacemakers can be used on humans.

II. Many procedures which are accepted medical practice today were developed or improved as a result of UCSF research with animals over the past 20 years:

- Virtually all the methods employed today for diagnosing heart attacks on the basis of chemical changes detected in the blood were developed in dogs and other animals.

- Coronary artery bypass surgery first had to be developed and then tested extensively for safety in animals, including dogs otherwise destined to be killed in pounds, before the procedure could be used on humans.

- Much of our knowledge of kidney transplant biology came from research on these dogs.

III. UCSF scientists adhere to regulations and guidelines for the humane treatment of lab animals established by government and professional groups.
Most research studies at UCSF are evaluated for their scientific merit by funding agencies. For example, the National Institutes of Health (NIH), one of our major sources, receives many more requests than it can fund and selects those projects that have the most scientific merit.

Studies not funded by such agencies are reviewed through UCSF departmental chairmen or the office of the Vice Chancellor, Academic Affairs.

Each protocol is reviewed by the UCSF Committee on Animal Research, which is similar in structure and function to committees at UCSF to protect human subjects in research. The committee consists of UCSF faculty, a veterinarian, a graduate student, a nurse, a staff person from the UCSF Animal Care Facility, and two members of the lay community. Experiments involving animals cannot be carried out until a positive review is obtained.

Proposals by UCSF faculty located in other institutions must be approved according to the regulations and policies of those institutions.

ANSWERS TO QUESTIONS ON USE OF ANIMALS IN MEDICAL RESEARCH

I. Do we anesthetize the animals? What do we know about animal pain? Don't animals have a right not to suffer?

It is obvious that higher forms of animal life can experience pain, and keeping pain and suffering to a minimum is a goal of every responsible researcher. Inflicting unnecessary pain is ethically unacceptable; it is also poor science. If the animal is in pain or great discomfort, the resulting physiological stress can reduce the reliability of the research findings. Thus anesthetics, analgesics or tranquilizers are routinely administered for procedures likely to be painful or highly uncomfortable.

In very rare instances, it may be essential to conduct an experiment without anesthetics or analgesics. In such procedures, every effort is made to keep the pain level low so that the animal can tolerate it. The procedure is subject to close supervision by the principal researchers, the veterinary staff and the Committee on Animal Research. It must conform with institutional policies and federal regulations and guidelines governing such experiments.

The issue of whether animals have a right not to suffer is ultimately a moral or philosophical question. Historically, mankind had made extensive use of all kinds of animals—for food, as a source of transportation and as subjects for research. Numerous public opinion polls have shown that the public consistently supports the use of animals in responsible research designed to improve the quality of life for humans and animals. It is our goal at UCSF in research to keep animals pain-free and for those few that must experience pain, to manage the level and duration of pain so that the animals do not suffer.

II. Is there really a need to use animals when there are lower forms of life that might be used: cells, tissue cultures or even computer models?

Most medical research does not involve the use of animals. Only 30 percent of the research at UCSF requires the use of animals of any kind.

In the current wave of agitation opposing animal research, however, simplistic assertions are frequently made about "alternatives" that could replace animals if only researchers would take advantage of them.
Scientists have developed a number of valuable non-animal research models as by-products of basic research. Such models are useful for some research and complement other work in animal systems.

But no responsible researcher would suggest that the models could ever substitute for trials on complete, functioning living animals. The complexity of living systems—the interrelations of the nervous system, blood and brain chemistry, gland and organ secretions, immunologic responses—makes it impossible to either explore, explain or predict the course of many diseases or the effects of many treatments without observing and testing entire living systems.

At some point, human beings become the test subjects. Before experimenting with humans, it is essential that responsible scientists be able to test new techniques on non-human animals; the alternative certainly is unacceptable.

III. Many of these experiments already have been completed by others and are repeated "needlessly" only because of the scientists' "curiosity" or for "self advancement."

There are cases where there is a scientific justification for repeating similar procedures in different laboratories and with a number of different species under slightly different conditions. This allows the results to be checked and double checked, and helps determine the probability that the same findings will apply to humans. The competitive peer review process is designed to ensure that "needless" research does not receive funding.
As you know, animal rights activists are flooding the government with letters, photographs and postcards calling for an end to animal research. In order to show President and Mrs. Bush that many Americans are seriously concerned about the future of animal research, the Foundation for Biomedical Research (our sister organization) is asking researchers, doctors, patients, students, parents and children to contribute personal letters, photographs and children's drawings that will be assembled in an album for the Bushes.

Similar to the "AIDS Quilt," the "Family Album" will make a strong statement about the importance of animal research. Our goal is to show that the people who support animal research are people who care about their families, who have pets, who believe that through animal research we can ensure a better life for people and animals.

IT IS VITAL THAT WE GENERATE A STRONG RESPONSE FOR THIS PROJECT. PLEASE:

1. Write a letter to President and Mrs. Bush that tells, in your own words, why animal research is important to you and your family. If you are a researcher, explain as well the contribution you hope to make through your work.
   a. Include a family photograph.
   b. If you have a pet who has benefited from research, include a photo of your pet.
   c. If you have a child, ask him or her to draw a picture of your family for President and Mrs. Bush.

2. While letters should be addressed to President and Mrs. Bush, all letters, photographs and drawings are to be mailed directly to the Foundation for Biomedical Research BY MARCH 15, 1990. Send letters to:

   Foundation for Biomedical Research
   Att: Family Album
   818 Connecticut Avenue, N.W.
   Suite 303
   Washington, D.C. 20006

3. Please circulate the attached announcement about the program as widely as possible. Include it in institutional newsletters, post it on bulletin boards, or run a brief newspaper announcement on the project.
SUPPORT ANIMAL RESEARCH: LETTERS, PHOTOGRAPHS AND CHILDREN'S DRAWINGS REQUESTED FOR PRESIDENT AND MRS. BUSH

A "Family Album" is being assembled for President and Mrs. Bush that will contain letters, photographs and drawings from people who care about the future of animal research, and hope that responsible animal research will lead to the development of new medical treatments for their children, husbands, wives, parents, friends and neighbors.

Activists opposed to animal research are flooding the government with letters, petitions and photographs. By contributing to the album, you can let America's First Family know why your family counts upon animal research for a better life. Please take a few minutes to write a letter to President and Mrs. Bush, and attach a family photograph. The letter should tell, in your own words, how animal research has benefited you and your family, or why animal research is important for your family's future. If you are a researcher, explain as well the contribution you hope to make through your work. Be sure to write your full name on the back of the photograph. Since pets benefit from animal research as well, you may also wish to include a picture of your pet.

If you have a child, please ask him or her to draw a picture that shows your family, and, if possible, include a letter from your child to President and Mrs. Bush.

LETTERS, PHOTOS AND DRAWINGS MUST BE MAILED BY MARCH 15, 1990. DO NOT SEND ANY MATERIALS TO THE WHITE HOUSE. ALL LETTERS, PHOTOS AND DRAWINGS ARE TO BE MAILED DIRECTLY TO:

Foundation for Biomedical Research
Att: Family Album
818 Connecticut Avenue, N.W.
Suite 303
Washington, D.C. 20006
Dear President + Mrs. Bush,

My name is Caroline. I am 5 years old. This is a picture of me and my Grandpa. My Grandpa has M.G. I think scientists should be able to do research with animals, so that they can find a cure for my Grandpa. I want him to be able to walk and see well again, so he can play with me and my sisters.

Thank you. Caroline
Whereas, millions of Americans suffer from diseases, disorders, or injuries which presently are incurable or irreversible. Finding new cures and treatments depends on medical research, and laboratory animals play an important role in that research. Naturally, research animals must be treated properly, and research facilities must abide by the federal laws that protect laboratory animals. However, if laboratory animals are not available to researchers, or if inappropriate restrictions are placed on their use, then progress towards finding new cures and treatments will be slowed, or stopped. Millions of people will then lose hope and continue to suffer.

Therefore, we the undersigned realize the important contributions that laboratory animals make towards the development and testing of lifesaving medical advances. For this reason, we urge Congress to support the continued responsible use of animals in medical research.

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lab animals save human and animal lives!

incurably ill For Animal Research

iiFAR -- P.O. Box 1873 -- Bridgeview, IL 6045 -- (708)-8598-7787
Please Return Before May 1, 1990.
Synapse February 1, 1990

Physiology class with dog

By Susan Lo

I reprised myself. I shouldn't have felt like that, but I did. Three hours of agony, both for the dog and for me.

There was no warning. I did not have time on the forenoon to brace myself. "No problem," I thought, "I've done research with rats and rabbits before." I expected to see an anesthetized animal, no more, no less.

But I saw lots more, and lots less. The blood on its white furry coat. The tubes projecting out and up and in all unnatural directions. The no-longer-wagging tail. The limp paws. The dropped jaw. The frozen face.

I tried to suppress my initial shock and disarray. My classmates were here with me. We all had to see this. Or did we? It was to be a unique learning experience. Yes, it was.

In more ways than one.

The material I had to learn was important and that occupied my attention. I avoided looking at the dog. "Think," I said to myself, "of all that we will learn from this. This is a rare opportunity." We did, for the next three hours, watch all the tracings for pressures, heart rates, and electrical activity, as the instructor did procedures and predicted the results. Yes, that's important. We must learn cause and effect.

The cause began in the dog, and I felt the effects.

As time progressed, we learned to spot pre-ventricular complexes on the dog's electrocardiogram (EKG). At first they were spaced far apart and were dismissed as being a normal variant. Then they became bother- some to the instructor, so he alleviated that problem by manipulating the catheter in the dog's left ventricle, causing more changes in the EKG. Were they bothersome to the dog as well? Of course not, the dog was out cold. Lucky dog. I was not so lucky.

By now I was convinced the dog was not essential to my understanding physiology. It was used as an unnecessary validation. I had kidded myself earlier. First-hand experience is essential in most cases, but this was not one of them. Watching a videotape of the same procedure would have sufficed.

Throughout the afternoon I had denied the fact that the dog was to be "sacrificed" when it was all over. Stark reality slapped me in the face as I watched the dog's chest cut open and its beating heart exposed.

Unfortunately, the dog had a strong heart. So we will learn more.

We were encouraged to feel the beating heart, our only chance. "Is there no end to this?" I thought, feeling my own heart thudding loudly in my chest. Yet I was fixed on the spot, standing on the arms of two adjacent seats so I could peer over my classmate's shoulders.

I was still fighting myself. Should I accept this? Is this what medical training is about? Before I could answer my questions

the dog's heart was de-fibrillated. A wiggly "bag of worms," said our instructor. Yes indeed. A heart wanting to contract with force and direction, yet there was no longer one direct path.

Did anyone want to confirm that it feels like a bag of worms? Yes, let's take a turn now. Compare and contrast, that's important. I watched, appalled, my knees weak and becoming wormlike too.

We couldn't let the dog die yet. We had to be shown how to re-fibrillate the heart. The next intense minutes seemed to stretch hours. All was quiet and solemn. It seemed surreal. Yet this was TV.

We watched the EKG tracing. We jumped at the first few seconds. We recoiled at the blood that splashed out of the chest cavity.

No pulse... again, no pulse... again... no pulse... again... no pulse... again...

Eventually our instructor gave up. There was no pulse, really. The class was over. The dog had served its purpose.

Yes, dog, you have. Thank you.

How much physiology did I learn in these three hours? Very little. But it was indeed a unique learning experience. We had been initiated to deal with pain and death.

We've been introduced to intellectual detachment. Yet we all possess an innate sense of compassion that has driven us to dedicate ourselves to a life in medicine. The dog helped me the importance of not losing that sense and to keep searching for a balance between compassion and detachment.

Susan Lo is a first-year medical student.

Letters

Was running the dog story "responsible"?

To the Editor:

As part of the medical school course on mammalian physiology (Physiology 100), the Department of Physiology carries out a demonstration in which heart rate, blood pressure and EKG are monitored on an anesthetized dog while various drugs that alter these variables are administered to the dog. At the end of the demonstration, the chest cavity is opened, fibrillation of the heart is induced, the heart is defibrillated, and the animal is given a lethal dose of the anesthetic and allowed to die. This demonstration is given for about one quarter of the class four times each year. Attendance is voluntary.

The demonstration is included in the course for three reasons. First, and most importantly, it provides an unparalleled illustration of important physiological principles, not in the abstract, but in the actual organism. Secondly, this demonstration in the living animal is more vivid, and gives a better sense of individual variability than instruction with a computer or even a video tape. Second, it is important for students who aspire to experimental preparation that was and is being used daily to discover much of what we know about normal physiology and its perturbations during disease. Tissue culture and computers cannot give us the information necessary to understand the regulation of blood pressure during shock, or the pathogenesis and treatment of cardiac arrhythmias. The understanding of physiological principles and how they are obtained is not taught to students just to broaden their perspective, but because these principles are at the heart of modern medicine.

Their understanding is essential to the physician who wishes to practice sound clinical medicine.

Third, many students have never seen the organs of a large, living mammal. Observing a living, anesthetized dog is an important intermediate step between the simple organisms used in undergraduate biology instruction and a living human on an operating table, in the emergency room, or in an acute care unit.

Using animals for experimental or instructional purposes is a grave responsibility, and the decision to do so is not taken lightly. The animals used by the Department of Physiology in the demonstrations come from a California pound that kills approximately 1,400 adult dogs each year because they are not claimed by their owners. It is important to understand that the demonstration results in no pain or discomfort to the animals other than that required to anesthetize them. They never awaken and care is taken to be sure that they are no longer living at the end of the demonstration.

A first-year medical student, Ms. Susan Lo, has described in a recent article in Synapse the distress that participation in this demonstration caused her. In spite of a reference to three hours of agony for the dog, the focus of the article is not on the pain caused to the animal (which is presumably negligible), but on her own intense feelings of discomfort. The humane treatment of experimental animals is thus not an issue in the article. The feelings that Ms. Lo describes so vividly are understandable, and are probably shared to some degree by many in the class. Many of us (researchers included) have put, and have strong empathetic feelings toward animals. Such feelings are important, and arise from the same place that leads us to have concern for our fellow man, particularly the weak and helpless, a concern that is a strong component of our decision of many to become doctors.

One of the important lessons of medical school, however, is that one must be able to suspend emotional reactions that are appropriate and important in other situations in order to carry out the mission of helping sick and injured people. These include sexual feelings and feelings of disgust (to a superfluous wound, for example), as well as the feelings of intense anxiety and pity such as those described by Ms. Lo. A surgeon working on an injured or sick child cannot be overcome by how pitiful the child looks with a tracheotomy or how menacing and cruel the surgical instruments seem to be, but must recognize these feelings and momentarily put them aside. The important point is that one does not have to give up love of children or sexual feelings or love of animals (or even disgust) in order to practice medicine. One does, however, have to learn to control and suspend those feelings in inappropriate situations.

To the extent that it is helpful to talk about common feelings that disturb us, Ms. Lo's article detailing her reactions may be a useful beginning to a public discussion. Unfortunately, the article may be used by many in a more sinister way. There is now a strong movement by a few to abolish the use of animals in medical research and teaching. Extremists in the service of this movement have resorted to violence and criminal tactics. Last year, a renegade and defit at the University of Arizona by animal rights activists caused hundreds of thousands of dollars worth of damage, and resulted in the disruption and loss of years of biomedical research. Just this month, the office of the Chair of the Animal Committee of the society for Neuroscience was vandalized, and files relating to researchers doing animal research (including those at UCSP) stolen. Those working with animals (also including those at UCSP) have suffered threats and harassment because of their research. Unfortunately, highly dramatized accounts such as those of Ms. Lo can serve to inflame such extremism. It is appropriate to discuss the use of animals in teaching and research, how they can be treated humanely, and of our own feelings about their use. These discussions must be carried out, however, in a responsible, respectful and dispasionate way.

Zach W. Hall, Ph.D.
Chair, Dept. of Physiology

Reply from the Managing Editor
Dear Zach Hall,

The student editors of Synapse were ad
dataid that Susan Lo's "Physiology Class with Dog" might drive certain facetious goody-goodies to new heights of destructive frenzy. They regarded the piece as an honest expression of the ambivalence many students feel when they see animals sacrificed in the course of their education, and decided to run it. I think they did the right thing.

It's understandable that anyone who has been harassed and seen important work disrupted might wince at their decision. But censorship— "even responsible self-censorship— would have been a mistake, a victory for your worst enemies. The examples Lo has evoked from you are compelling and, I'm sure, will help resolve some of her misgivings.

Fred Gardner
Ph.D.
We have never used "the computer" as a tool in the past, but in this instance an early draft of Lo's piece was sent in print containing several errors. The dog's heart had to be fibrillated to produce the "wiggly bag of worms," and was later defibrillated. Discussing this with the editor who caught the mistake, Lo shook her head and said, "I guess I was more upset than I realized in crafting.

Synapse
January 8, 1992

Isabel,

Congratulations again on the write-up in Newsbreak. You're certainly contributing enormously to UCSF.

Just wanted to mention that Duffy Price announced congratulations to you at the SAC meeting after you had left, so everyone knows.

Happy New Year.

Anne Poisner
March 10, 1992

Members, Chancellor's Staff Advisory Committee:

As I reported at the last SAC meeting, UCSF will be joining the San Francisco Clean City Coalition to help make San Francisco "One Neat City". The Coalition is a non-profit umbrella organization made up of volunteers from all walks of life—neighborhood and merchants associations, local government, non-profits, small businesses and large corporations. In conjunction with San Francisco "One Neat City Week" and UCSF's Chauncey Leake Day, we are working with the Inner Sunset Merchants Association to organize a neighborhood clean-up. We are recruiting volunteers for Saturday, April 25, 1992, to clean the commercial district along Irving Street and Ninth Avenue.

The clean-up will begin at 8:30 am at Laguna Honda School, 1350 Seventh Avenue (between Judah and Irving Streets). With brooms and trash bags in hand, UCSF volunteers will join Inner Sunset merchants and neighbors to be part of this city-wide project. Just Desserts and Carl's Jr. will donate refreshments in the morning and food after the clean-up. San Francisco Department of Public Works will lend equipment and PG&E will provide transportation to clean-up sites. Free parking will be provided in Millberry Union garage with validated ticket. Tickets will be stamped when you check-in that morning. Please bring work gloves.

You can sign up by using the enclosed form and returning it to me at box #0292. A free t-shirt, not to mention a sense of pride, will be yours by volunteering a few hours to help make San Francisco "One Neat City."

Please pass information to other interested members of your department and encourage them to volunteer also. If you have any questions or need additional sign-up forms, call me at ext. 6-8055.

Brenda Patterson, SAC Liaison
TO: Members, Information & Advocacy Subcommittee

FROM: Karen Newhouse & Richard Aleguas, Co-Chairs

DATE: January 8, 1991

RE: Meeting

Please be advised that the next meeting of the subcommittee will be held on

January 23, 1992
M-169
12:00-1:00 P.M.

The main focus of this meeting will be the committee's approach to corporations with regards to their public image and internal morale problems. The month of March is being reserved for this committee's attempt to have a corporate speaker at the general SAC meeting.

If you have other concerns that you wish to discuss at this meeting, please do not hesitate to call Richard @ 6-6162 or Karen @ 6-8974.
APRIL 30, 1992

SAC Coloring Book Subcommittee Meeting April 21, 1992

Present: Byron Segal, Katie Irwin, Loretta Maddux

A revised draft submitted by Katie Irwin was discussed, and further revisions were suggested. The latest draft of text is attached. We also settled on a target age (3-8 years and caretakers) and that all action figures would be illustrated by bears. We will print 1,000 to start with, so are only looking for approximately $300.00 in funding. Our next meeting is May 14, at 3:30 in the HSE Annex conference room. I look forward to seeing you there.
1. UCSF is a large school in San Francisco where women and men learn about health. They study to become Nurses, Doctors, Pharmacists, Dental Hygienists, and Dentists. All of these health care professionals help us to stay healthy and to get well when we are sick.

2. Doctors and Nurses want us to be healthy. During regular check-ups, they make sure everything is okay with our bodies.

3. UCSF also has hospitals and clinics where Doctors and Nurses have their offices. Color the tools used by them.

4. A Pharmacist makes medicine. Medicine helps you get better when you're sick. NEVER take medicine unless it's given to you by an adult you know.

5. Dentists and Dental Hygienists help us learn to brush and floss our teeth and eat foods that are good for our teeth. Which foods below help keep our teeth healthy?

6. UCSF has many Scientists who study how our bodies work and how to keep them healthy. Can you help this Scientist count the bones in the skeleton?

7. Good health is important. Everybody at UCSF wants you to grow up to be strong and healthy. What do you want to be when you grow up? Draw it here.
UCSF COLORING BOOK PROPOSAL

PHILOSOPHY: To approve design and implementation of a UCSF coloring book for the purpose of Public Relations, Community outreach, information, and to educate the public about our mission of education, research, teaching and patient care.

REASONS: No such document currently exists for UCSF. Such a coloring book would enable us to hand out UCSF literature with other literature, and is recognized as an effective marketing and publicity tool by several other major San Francisco businesses. This book would enable us to start our message early, in educating youth about who we are and what we do. This provides youth with an introduction to higher education concepts, practices and principles, and proves a positive image at a critically important age. Parents are often involved in the story-reading and coloring process, so two audiences are reached. A coloring book would be useful in outreach, for education and image purposes outlined above. In addition, feedback from other businesses with coloring books indicate that this venue, more cost effective than glossy magazines designed for adults, is considered to be more effective, dollar for dollar.

INTENDED AUDIENCE: Children ages 3-8 and their caretakers participating in Health Fairs, schools, community outreach, inside the Medical Center, Pediatrics, Childrens' Health Fair, private practice waiting rooms, UCSF waiting rooms, alumnae waiting rooms.

CONSTRUCTION: 8 page book with simple sentences, challenging puzzles, and simple artwork for children to color, on recycled and recyclable paper representative of San Francisco's population. All action figures in the coloring book would be bears - but no scare bears, please! Drawings of friendly bears would be designed by UCSF artists.

Target group: Children ages 3-8 and their caretakers.

Possibilities: Have pediatric ward submit drawings for contest, have school contests for artwork for coloring book

TIME TABLE:

PHASE 1- Small committee meets and decides on basic storybook line, character names, descriptions, basic art descriptions, etc.
PHASE 2 - Artwork artists are briefed, contests run
June 92- completed book is published, ready to hand out
Chancellor's Staff Advisory Committee (SAC)

Wednesday, APRIL 1, 1992
University of California, San Francisco

TIME: 12:00 n - 1:30 pm
Place: S-118

Agenda

I. Guest Speaker
   Robin Jones
   Director, Campus Planning
   "Update on Space at UCSF"
   12:00 - 1:00 p.m.

II. Approval of Minutes

III. Announcements
   • "One Neat City" Inner Sunset Cleanup Event - Scheduled for April 25, 1992

IV. Executive Committee Report
    Byron Sigal, VC
    • Meeting March 26, 1992 General Highlights
    • Bond Issue - SAC's involvement in strategies to support bond issue

V. Subcommittee Reports
   • Community Outreach
     - Followup on Tenderloin Childhood Cleanup May/June
     C Yee/E Shimosaka
   • Information & Advocacy
     - Hot Line Info Re: Legionella
     K Newhouse/R Aleguas
   • Staff Education
     - Finance Forum in April
     E Adams
     A Poirier
   • Publicity
     - Review of SAC Brochure
     K Irwin/MJ Kelley

VI. Projects
    • Coloring Book Update
     L Maddux

VII. Liaison Reports
    • Community & Govtl. Relations
      - Bond Issue Strategies
      Orlando Elizondo
    • News Services
      Janet Norton
    • VC, University Advancement & Planning
      Brenda Patterson
    • VC, Staff & Student Human Resources
      Paula Carien Schultz

VIII. Open Discussion

IX. Adjourn
Minutes of the General Meeting
Wednesday, March 4, 1992


Excused Absences: Kathy Balestreri, Deborah Pauley, Orlando Elizondo, Eunice Redondo, Karen Mah-Hing.

Liaisons: *Brenda Patterson, and *Paula Carien Schultz.

Guest: Ronald D. Nelson, Assistant Vice-Chancellor, Chief of Police, Office of Public Safety.

Meeting was called to order at 12:05 p.m. Chair, Duffy Price, welcomed all SAC members and stated that due to staffing changes, Byron Sigal was delegated the responsibility for taking the minutes of the March 4, 1992 meeting.

I. INTRODUCTIONS/ANNOUNCEMENTS
Barbara Wilson announced the EMPACT Black & White Ball scheduled for April 4, 1992, and requested that if SAC members wished to secure a table of 10, they should schedule that with her. SAC members, by show of hands, agreed to reserve a table for SAC members.

Paul Vagadori announced the EMPACT Raffle and stated that he had tickets for the raffle for sale to benefit EMPACT.

Members were encouraged to support both events.

Lorie Rice from the School of Pharmacy was introduced and welcomed as a new member.

II. APPROVAL OF MINUTES
Duffy stated that the minutes of the February 5, 1992 meeting would be available at the meeting in April.

CHAIR'S REPORT
University Advisory Group (UAG): Byron Sigal stated various proposals including plans for a new campus were being presented and reviewed. Brenda Patterson commented that community workshops were being developed, and that campus workshops would start in May considering the Long Range Development Plan.
Finance Forum: A second forum is in the planning stages. It is hoped that Larry Hershman and Vice-Chancellor Lungren will speak on broad financial issues from the Office of the President's perspective. Under consideration is a third forum in November regarding advocacy for campus utilizing Paul Sweet, lobbyist from Washington, and/or our Sacramento lobbyist. Congratulations to all the members of the Staff Education Subcommittee who worked on this jointly sponsored endeavor. Ethel and Ann Poirier were commended for doing an excellent job.

IV. VICE CHAIR'S REPORT

No issues.

V. SUBCOMMITTEE REPORTS

Information & Advocacy: Karen Newhouse and Richard Aleguas. Karen reported that a luncheon meeting was held with Janet Norton and Judith Woodard from the Office of Community Relations. It was very informative and Judith stated she would be very happy to a guest speaker at the SAC meeting in May.

Community Outreach: Christine Yee reported that she is trying to schedule a meeting for her full committee. Under consideration are two projects: the Tenderloin Childhood Clinic Clean-up scheduled for May-June on a Saturday; and Toy Book Drive in May, but that is more problematic in that a storage site will be needed. Christine also commented that the Food Bank had sent a thank you letter for the campus concerning our participation in the Corporate Food Drive and, additionally, requested volunteers from the campus to work at the Food Bank.

Staff Education Subcommittee: The jointly-sponsored finance forum was a great success. The purpose of the forum was to educate staff regarding the financial stream of how monies flow onto the campus. Speakers for the finance forum included Bob Obana, Eric Vermillion, and Jackie Kuhn. The finance forum was held on February 21 in Toland Hall and filled to capacity with a broad spectrum of attendees from the campus. The evaluation forms were received by John Tucker. As of March 2 John had received approximately 100 evals. The Committee will discuss condensing the evaluation form for future forums. Finance forum was reviewed by Ethel Adams.

Publicity Subcommittee: Katy Irwin presented the draft SAC brochure that was used for purposes of sharing information with external organizations about SAC. The Committee was asked to review the draft document and to be prepared to approve or disapprove the document at the next SAC meeting in April.

Projects: Loretta Maddux presented a status report of the coloring book project. She is setting up a first meeting with all of the committee members for the purpose of discussing strategies, mapping out fundraising and the approval process.

Liaison Reports: Brenda Patterson reported that the inner-Sunset Clean-up is scheduled in conjunction with the Chauncey Leake celebration. The clean up is part of a bigger project of "One Neat City," sponsored by the Mayor's Office and a coalition of organizations. It is scheduled for Saturday, April 25, 1992. The inner-Sunset Clean Up will provide for free parking at Millberry Union, t-shirts, breakfast pastries from Just Dessert and lunch from Carl's Jr. Sign up is encouraged at Laguna Honda at 8:30, and bring work gloves. All SAC members are encouraged to join in the clean up.
VII. GUEST SPEAKER COMMENTS

Guest: Ronald D. Nelson, Assistant Vice-Chancellor, Chief of Police, Office of Public Safety.

Duffy welcomed Chief Nelson and thanked him for his willingness to participate in SAC's sponsored events, most notably in the KQED Auction on December 4, 1991. Chief Nelson thanked the committee for inviting him to speak. He shared an overview of the Office of Public Safety and spoke regarding the various programs that have been initiated. In addition, he provided a monthly crime and police activity report stating the total property crime events that have occurred on campus for the past year, as well as the value of property stolen and recovered from the University. The Chief spoke about the overall jurisdictional guidelines of his department and the perimeter of responsibility. The Campus Police Department provides basic security and protection for faculty, staff, students, patients, visitors and the University property so as to ensure a safe environment in which the University can conduct its mission of patient care teaching and research.

An important part of the program is prevention and a number of initiatives have been undertaken to ensure that staff are trained regarding safety. Christine Yee is a valuable resource and has taken a strong leadership role in developing various programs consistent with the overall mandate of the Office of Public Safety. Chief Nelson also stated that there is a plan to relocate all services to Mission Center Building, maintaining a small office at Parnassus Heights. Campus police do not secure the Mt Zion or Executive Park facilities. The San Francisco Police handle the jurisdiction. There are 93 staff members in the department, 27 police officers, 37 personnel safety officers, 10 support personnel, and 9 administrative staff. There has not been a significant increase of crime on the campus, but there has been some various increases of crime burglaries along 9th Avenue. Chief gave a very informed and well received report on the status of public safety on campus.

Meeting Adjourned at 1:30 pm.
March 26, 1992

Memo To: Committee Members

From: Dorothy Duffy Price

Subject: 1 APRIL SAC MEETING

The Chancellor's Staff Advisory Committee will be meeting Wednesday, April 1, 1992, from 12:00 - 1:30 p.m. in S-118.

Our guest speaker will be Robin Jones, Director of Campus Planning. She will be providing an update on space at UCSF.

If you are unable to attend this meeting, please call Nancy Heller on ext. 63206.

Thank you.

:nlh

cc: Orlando Elizondo
    Janet Norton
    Brenda Patterson
    Paula Carlen Schultz
    Barbara Bagot
October 11, 1991

Memo To: Committee Members
From: Nancy L. Heller

The Chancellor's Staff Advisory Committee will be meeting Wednesday, November 6, 1991 from 12 - 1pm in S-118.

If you are unable to attend the meeting, please call me at ext. 6-3206. Thank you.

:nlh
Attachment

cc: Orlando Elizondo
    Janet Norton
    Brenda Patterson
    Paula Carien Schultz
## CHANCELLOR'S STAFF ADVISORY COMMITTEE
### 1991 - 92

<table>
<thead>
<tr>
<th>NAME</th>
<th>PHONE</th>
<th>MAIL</th>
<th>LOCATION</th>
<th>AFFILIATION</th>
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<td><strong>Chair</strong></td>
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<tr>
<td>Dorothy Price</td>
<td>x4592</td>
<td>Box 0252</td>
<td>L-340</td>
<td>Nuclear Medicine</td>
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<tr>
<td><strong>Vice Chair</strong></td>
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<tr>
<td>Byron Sigal</td>
<td>x2692</td>
<td>Box 0805</td>
<td>MCB-212</td>
<td>Child/Elder Care Coord.</td>
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<tr>
<td><strong>Committee Members</strong></td>
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<tr>
<td>Ethel Adams</td>
<td>x8310</td>
<td>Box 0286</td>
<td>MU-4W</td>
<td>VC-Adv. &amp; Planning</td>
</tr>
<tr>
<td>Richard Aleguas</td>
<td>x1326</td>
<td>Box 0124</td>
<td>M-1186</td>
<td>Cardiology</td>
</tr>
<tr>
<td>Kathy Balestrieni</td>
<td>x2316</td>
<td>Box 0208</td>
<td>L-103</td>
<td>Med. Center Admin.</td>
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<tr>
<td>Bart Cohen</td>
<td>x5418</td>
<td>Box 0942</td>
<td>50 Med Ctr Way</td>
<td>Environ. Health &amp; Safety</td>
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<tr>
<td>Karen Eldred</td>
<td>x2557</td>
<td>Box 0462</td>
<td>S-20</td>
<td>News Services</td>
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<tr>
<td>Linda Erkelens</td>
<td>x4050</td>
<td>Box 0976</td>
<td>MCB-145</td>
<td>Info. Technology Services</td>
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<tr>
<td>Suzanne Gottschalk</td>
<td>x1373</td>
<td>Box 0544</td>
<td>HSE-1403</td>
<td>Dept. of Ped./Med. Center</td>
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<tr>
<td>Shirley Hodges</td>
<td>x2681</td>
<td>Box 0430</td>
<td>S-630</td>
<td>School of Dentistry</td>
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<tr>
<td>May Huang</td>
<td>x1509</td>
<td>Box 0130</td>
<td>M-1331</td>
<td>CVRI</td>
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<tr>
<td>Katy Irwin</td>
<td>x0390</td>
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<td>Mary Jo Kelley</td>
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<tr>
<td>Meg Kennedy</td>
<td>x0323</td>
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<td>Leon King</td>
<td>x1461</td>
<td>Box 0212</td>
<td>M-294</td>
<td>Nutrition &amp; Dietetics</td>
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<tr>
<td>Loretta Maddux</td>
<td>x6774</td>
<td>Box 0282</td>
<td>MU G-14</td>
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<tr>
<td>Karen Mah-Hing</td>
<td>x1137</td>
<td>Box 0606</td>
<td>N-411C</td>
<td>Fam. Hlth. Care Nursing</td>
</tr>
<tr>
<td>Valli McDougle</td>
<td>x8429</td>
<td>Box 0292</td>
<td>MU-3W</td>
<td>VC-Adv. &amp; Planning</td>
</tr>
<tr>
<td>Fred McEnroe</td>
<td>x5186</td>
<td>Box 0402</td>
<td>S-24</td>
<td>VC-Stf. &amp; Std. Human Res.</td>
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<tr>
<td>Karen Newhouse</td>
<td>x8974</td>
<td>Box 0134</td>
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<tr>
<td>Beth O'Boyle</td>
<td>x1805</td>
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<td>N-319Y</td>
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<tr>
<td>Trinity Ordone</td>
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<tr>
<td>Kathleen Pappas</td>
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<td>Box 0909</td>
<td>100 Med Ctr Way</td>
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<td>Deborah Pauley</td>
<td>x8808</td>
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<tr>
<td>Anne Poirier</td>
<td>x7033</td>
<td>Box 0984</td>
<td>LP-348</td>
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<tr>
<td>Eunice Redondo</td>
<td>821-8822</td>
<td>SFGH-3C29</td>
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<tr>
<td>Gemma Rieser</td>
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<tr>
<td>Rebecca Robinson</td>
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<tr>
<td>Isabel Romo</td>
<td>x8112</td>
<td>Box 0840</td>
<td>S-257</td>
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<tr>
<td>Eugene Salazar</td>
<td>x4373</td>
<td>Box 0934</td>
<td>145 Irving, 1W</td>
<td>Student Services</td>
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<tr>
<td>Elenor Shimosaka</td>
<td>x2800</td>
<td>Box 0832</td>
<td>LHS-150</td>
<td>Staff Personnel</td>
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<tr>
<td>Susan Stevens</td>
<td>x7625</td>
<td>Box 0984</td>
<td>LPI-362</td>
<td>Psych/Academic Affairs</td>
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<tr>
<td>Mario Suarez</td>
<td>x1300</td>
<td>Box 0942</td>
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<tr>
<td>Paul Vagadori</td>
<td>x7286</td>
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<td>LPI-204</td>
<td>LPPI/Personnel</td>
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<tr>
<td>Margaret Warren</td>
<td>x1571</td>
<td>Box 0564</td>
<td>MR-409</td>
<td>Animal Care Facility</td>
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<tr>
<td>Ruth Weiller</td>
<td>x2401</td>
<td>Box 0402</td>
<td>S-126</td>
<td>Chancellor's Office</td>
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<tr>
<td>Barbara Ann Wilson</td>
<td>x1226</td>
<td>Box 0446</td>
<td>S-926</td>
<td>S/P, Dean's Office</td>
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<tr>
<td>Christine Yee</td>
<td>x5683</td>
<td>Box 0238</td>
<td>MCB-126</td>
<td>Police Department</td>
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</tbody>
</table>

| **Staff**          |        |        |                |                                  |
| Nancy Heller       | x3206  | Box 0292 | MU-3W          | Comm. & Govtl. Relations         |

| **Liaisons**       |        |        |                |                                  |
| Orlando Elizondo   | x8431  | Box 0292 | MU-3W          | Comm. & Govtl. Relations         |
| Janet Norton       | x2557  | Box 0250 | S-20           | News Services                    |
| Brenda Patterson   | x8055  | Box 0292 | MU-3W          | VC-Adv. & Planning               |
| Paula Carien Schultz | x5186 | Box 0402 | S-24           | VC-Stf. & Std. Human Res.        |

*October 11, 1991*
# Barrel Distribution

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<td>Valli McDougle 2342</td>
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<tr>
<td>- S / Medicine (S-224)</td>
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<td>Barbara Wilson 1226</td>
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<td>- S / Pharmacy (S-926)</td>
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<td><strong>Moffitt / Long Hospital</strong></td>
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<td>Kathy Balestreri 2316</td>
<td></td>
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<tr>
<td>- Information Desk/Hospital Adm</td>
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<td>Elly and Chris</td>
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<td>- Moffitt Cafe</td>
<td></td>
<td>Karen Newhouse 8974</td>
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<td>- Lab Med (5th FL Long)</td>
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<td><strong>Langley Porter</strong></td>
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<td>Anne Poirier 7033</td>
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<td>Dick Wong 0835</td>
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<td>- Its</td>
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<td>Ruth Ong 9667</td>
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<td>- Howard Hughes</td>
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<td>chris Yee 5683</td>
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<td>George Obana 6530</td>
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<tr>
<td>San Francisco General</td>
<td>7</td>
<td>Peggy McDavid 821-5140</td>
<td></td>
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</tbody>
</table>
COLORING BOOK CONCEPT

Book is simple, has little puzzles and questions to be interactive between reader and child. - designed as reading book as well as coloring book.

That book show pictures on front of facilities- on and off campus.

That book be at least bilingual, and that text be interspersed so that spanish/chinese? language is sometimes first, that english and spanish be identified by different shaped balloons.

Spin contests off book- best firebear, best pictures of UCSF, etc. and make this and coloring book part of street fairs, community events, school events.

That simple pictures on the back show our motto and identify our services- teaching, research, education and patient care.

Hopefully this would be the first of many coloring books- on hospital stays for children, dental care, health care, etc. and that this be made available at street fairs, childrens health fair, pediatric hospital wards, etc.

SLOGANS seem to be popular with children, and part of the mechanism of teaching- both this text and future coloring books may be enhanced by easy to understand, alliterative slogans which make things easy to remember.
UCSF

COLOR US AS WE CARE FOR YOU

(covers would have simple pictures of our sites-on and off campus facilities-with titles-SFGH, Mission Center, etc.)

****
UCSF- What is it?  UCSF is the University of California, San Francisco. A University is a group of schools together. Our City, San Francisco, and our state, California, are a part of our name because we are for you, the people of California. The state animal, the bear, is our mascot. Have you seen the stone bears at UCSF?

****
UCSF teaches doctors, nurses, dentists and the people who make your pills and medicines. What is being taught in this class? How can you tell? (picture of big animated toothbrush teaching, picture of tooth on blackboard)

****
UCSF studies health - and why people are healthy or sick. Draw three things below that are good for you and help you stay healthy. We treat people in the UCSF hospitals-Moffitt-Long Hospital and Mount Zion. Who is visiting the girl in the hospital? (picture of animal, clown, etc. standing in line)

****
UCSF is like a little city- We have UCSF Firemen Make the bear below a FIREBEAR by drawing things a fireman would use to put out fires.
****
We have UCSF policemen. In the puzzle below, the UCSF policeman is helping Dave find his father. What path should the policeman and Dave take to get back to his father?

****
UCSF is a very big place, with many buildings. Color each building a different color. What is your favorite color?

****
What do you remember most about UCSF? Draw it in the space below.

****
Color UCSF and all the work we do.
(pictures symbolizing research, education, teaching, patient care)
SAC'S 4TH ANNUAL FOOD DRIVE
1991

COMMUNITY OUTREACH WISH LIST

***************

AN EVENT CO-CHAIR!

MARKETING FOLKS AND FLYER MAKER
(PSA MUST BE SUBMITTED BY 11-21-91)

BARREL PREP WORKERS
RALLY COORDINATORS

BARREL VOLUNTEERS AND LOCATION MONITORS

ROOMS / SPACE / STORAGE
MEETING SPACE

PEOPLE POWER HELP!!!

THANK YOU.
October 30, 1991

CHANCELLOR JULIUS R. KREVANS
S 126

On behalf of all committee members, the Staff Advisory Committee Annual Report of the 1990-91 activities is submitted for your review. Those of us who have served and those of us who continue to serve are very pleased to be able to contribute to the University's mission through this Committee's efforts.

Karen Newhouse
1990-91 Chair

Enclosure
CHANCELLOR’s STAFF ADVISORY COMMITTEE

1990-91 Annual Report

History

The Chancellor’s Staff Advisory Committee (SAC) was formed in September of 1987 when Chancellor Julius R. Krevans called on interested campus community members to counter the negative image resulting from the unfavorable Appeals Court decision on Laurel Heights. The Committee continues to function using the "Guidelines for the Staff Advisory Committee" adopted June of 1988 (Attachment I). Emphasis on the University’s mission, which is education, research, patient care and public service, is SAC’s unifying goal.

1990-91 Status

Thirty-six volunteer members, representing the diverse population at UCSF, as well as the surrounding external communities continue to form the Committee. The four schools, the Medical Center and general administration continue to be represented. During the past year the members have diligently planned, participated in and carried out activities to improve the University’s public image both in communicating to staff members the public’s perception of UCSF, and in helping staff members to communicate to the public their understanding of the University and its mission.

In August, 1990, Karen Newhouse was appointed Chair by Chancellor Krevans and the following members of SAC agreed to continue co-chairing the subcommittees and serving on the Executive Committee: Byron Sigal, Elenor Shimosaka, and Christine Yee -- Community Outreach; Valli McDougle and Carolyn Koster -- Information & Advocacy; Anne Poirier and Suzanne Gottschalk -- Staff Education. Dorothy Price replaced Carolyn Koster as Co-chair during mid-year. Katie Irwin and Mary Jo Kelley agreed to serve on the Publicity Subcommittee, newly formed in January of 1991, and established to provide ongoing liaison with the News Service Department and to suggest ways of publicizing SAC’s community involvement and other activities. Fred McEnroe continued to provide staff support and the following liaisons continued to guide us through this year’s activities -- Paul Carlen Schultz (Office of the Vice Chancellor for Staff and Student Human Resources), Meredith Michaels (Governmental Relations), Brenda Patterson (Community Relations), Janet Norton (News & Public Information Services) and Barbara Atkinson (Mitigation Monitor).

Membership expectations were revised to allow decreased participation in the general meetings since many members actively participated in one of the four subcommittees or special projects during the year (Attachment II). Attachment III provides subcommittee membership information.

October, 1991
Monthly meetings continued to be held to discuss issues of importance, share information about employee and campus concerns and review the efforts of the subcommittees. The membership suggested that more time be allowed for general discussion and, as a result, our general meeting time was divided in half, alloting forty-five minutes for guest speakers. This worked extremely well for planning and information dissemination. We were delighted to see the 'hot line' pilot project come to fruition, but were disappointed in the type of news it carried. The 'hot line,' could be used to give, for example, accurate information in order to dispel rumors such as Kaiser buying Laurel Heights. An Executive Summary of SAC's 1989-90 activities was prepared by Carolyn Koster for the Chancellor (Attachment IV). A flyer providing a summary description of SAC was developed by Karen Newhouse for use at the Mt. Zion Medical Center of UCSF Orientation Fair (Attachment V).

Information made available to SAC members included individual copies of UCSF Magazine and other articles from News Services, Pulse Line from Mt. Zion Medical Center of UCSF and a single copy made available through the Chair of (1) Laurel Heights Improvement Association of San Francisco, Inc. vs. Regents of the University of California, et al. Opinion No. 862850 issued November 23, 1990; (2) Academic Mission Statement, April 19, 1991; (3) Schools and Medical Center space requirements submitted to Members of the Planning Committee for the 21st Century, July 19, 1991; and (4) Final Report and Recommendations produced by the School of Pharmacy's Staff Committee on Cultural/Ethnic Diversity, July 24, 1991.

**BUDGET**

SAC was allocated a total of $2,500 for the year. The total expenditure for supplies, mailings and refreshments for meetings was $2,408 (Attachment VI). Campus publicity represents the largest expenditure. Advertising President Gardner's talk utilized 48% of the annual budget. To stay within budget, creative provisions for refreshments were made during the latter half of the year.

October, 1991
<table>
<thead>
<tr>
<th>Date</th>
<th>Guest Speaker/Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 5, 1990</td>
<td>Michela Reichman, Assistant Chancellor for Communications Hot line, UCSF generic badge or pin, communication methods to reach various campus locations.</td>
</tr>
<tr>
<td>October 16, 1990</td>
<td>Chancellor Julius R. Krevans&lt;br&gt;SAC’s purpose, activities, and future role at UCSF revisited.</td>
</tr>
<tr>
<td>January 9, 1991</td>
<td>Cynthia Bishop&lt;br&gt;Medical Center’s Service Excellence Program</td>
</tr>
<tr>
<td>February 6, 1991</td>
<td>Thena Trygstad, Vice Chancellor&lt;br&gt;SAC’s role as an educator of staff members on issues that affect the quality of life and work at UCSF. Three issues emphasized: budget cuts, Gulf war and campus life.</td>
</tr>
<tr>
<td>March 6, 1991</td>
<td>Robin Jones, Director, Campus Planning&lt;br&gt;Description of the activities performed in the Planning Department and discussion of the Long Range Development Plan process.</td>
</tr>
<tr>
<td>April 3, 1991</td>
<td>Cathy James and Betty Suh, Second Year Medical Students.&lt;br&gt;Shared their lives as medical students, what a future medical student might look for in the institution, and what the institution looks like from the point of view of a medical student.</td>
</tr>
<tr>
<td>April 23, 1991</td>
<td>Thena Trygstad, Brent Stevenson, and Bruce Spaulding&lt;br&gt;Met with executive members of the Academic Business Officers Group (ABOG), Staff Advisory Committee (SAC), and the UCSF Council -- to share information and respond to questions.</td>
</tr>
<tr>
<td>May 1, 1991</td>
<td>Bruce Spaulding, Vice Chancellor, Advancement and Planning&lt;br&gt;Discussed UCSF advancement plan and state budget situation.</td>
</tr>
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</table>
Activities

September 8, 1990       CPR Training Sessions, Candlestick Park
September 22, 1990      Inner Sunset Park Neighbors -- Neighborhood improvement clean-up project.
October 4-11, 1990      San Francisco Supervisorial Candidate Forums
October 13, 1990        Celebration of 100 years of partnership between UCSF and SFGH.
October 18 & 25, 1990   Emergency Preparedness Forums
October 20, 1990        Children’s and Family Health Fair Tours
November 3, 1990        Laurel Heights Tree Planting
November 15, 1990       Mt. Zion Orientation Fair
December 6-21, 1990     Third Annual UCSF Corporate Food Drive
                        Special kick-off held on December 11 with 49er Ronnie Lott addressing staff at UCSF.
December 17, 1990       UC’s President David P. Gardner’s informal discussion at UCSF.
January 15-22, 1991     Dr. Martin Luther King, Jr. Commemoration
April 7, 1991           Super Walk for Multiple Sclerosis
April 28, 1991          March of Dimes Walk
June 22, 1991           City Day Care Center & Friends of the Urban Forest Tree planting at Gabrielle Mistral Park.
July 21, 1991           AIDS Walk San Francisco

October, 1991
FUTURE PLANS

We plan to continue to invite campus administrators to provide information at SAC general meetings. We will continue to define ways to help other staff become aware of issues affecting the Campus. SAC should pursue putting together a UCSF Coloring Book with pictures donated by the medical illustrationists employed here. We will continue to build our volunteer list to help provide additional human resources as needed for particular projects. With the sustained focus of building a positive image for UCSF, we will also continue to identify community projects and groups for SAC involvement. We also hope to expand publicity with respect to our efforts.

SUBCOMMITTEES REPORTS

A summary of the each subcommittee’s report follows.
Community Outreach Subcommittee
Annual Report 1990-91

Summary of Activities

For the third year the Chancellor's Staff Advisory Council coordinated the Corporate Challenge Food Drive. Thirty barrels of food were collected for the San Francisco Food Bank and distributed to more than 200 human service agencies. The highlight of this drive was the personal appearance of Ronnie Lott. The event was a huge success, and we hope to have Mr. Lott at our next year's drive. The participation of SAC members and the campus at large contributed to the success of the event.

On December 14, SAC members participated in the Mission Neighborhood Health Center's Family Holiday Fair. We distributed health-safety gifts and refreshments to over 500 neighborhood children and their families.

On June 22, SAC members and a coalition of city agencies and the Rotary Club helped construct the Gabriela Mistral Mini Park. The area is adjacent to Las Americas Children's Center and the George Moscone Elementary School on the west side of Harrison Street, between 20th and Mistral Street. Trees were planted and the grounds improved for the use of the schools and the neighborhood.

In August SAC members worked at the Aid's Run helping participants register.
Members of the Subcommittee:
Kathleen A. Balestreri
Barton L. Cohen
Karen S. Eldred
Karen Newhouse
Janet E. Norton
Ruth Weiller
Co Chairs: Valli T. McDougle
Dorothy Duffy Price

The original charge of the Information and Advocacy Subcommittee (IAS) was to organize a campus information and mobilization/advocacy network (phone tree, letter-writing campaigns) and to review campus communications. This charge has been evolving as we have moved from responding to a crisis situation to one of advocacy for UC San Francisco.

During 1990-1991, the Committee’s efforts to establish a campus hotline was brought to fruition. The hotline is intended as an additional mechanism for communicating information to the campus community and to provide emergency information in a crisis situation. The hotline became active on May 1, 1991, with a three-month timeline for evaluation as to its effectiveness. Special recognition and thanks should be given to Janet Norton, Institutional Relations, for her support to make the hotline a reality.

Another suggestion, which emanated from the Information & Advocacy Subcommittee, was fulfilled during the 1990-1991 academic year when UC President David Gardner addressed staff, students and faculty on December 17, 1990. Dr. Gardner spoke eloquently of his visions for the University of California, the State budget situation and implications for the nine campuses, and answered questions on a broad range of questions, including UC’s relationships with the federally-funded laboratories.

The committee sought to organize and identify a list of potential speakers from the private sector to speak to SAC on promoting positive public image of an institution: What they did; How they did it; and How they involved employees and other constituencies. An element of these explorations may be how corporations maintain employee morale during times of economic constraints. These efforts will be ongoing during the next academic year.

DDP: VMc
EDUCATIONAL SERIES PROPOSAL

The Staff Education Subcommittee focused on developing a proposal for educational forums during the SAC General Meeting series, designed to keep staff informed about UCSF’s long-range development plan process, the impact of the State budget crisis on the University, and other staff organizations on campus.

By updating our staff on current challenges, SAC members remained in a unique position to serve as University spokespersons within our campus community and around our neighborhoods. Staff members also supported campus activities, such as the Mt. Zion Staff Fare and the San Francisco Board of Supervisors Candidates Forum, and encouraged employees to exercise their right to vote.

PRESIDENT GARDNER’S ADDRESS

The Staff Education Subcommittee coordinated President Gardner’s Address to the Campus December 17, 1990, following his acceptance of the invitation extended by the Information and Advocacy Subcommittee. We developed topics and questions for his consideration, extensive publicity (announcements attached) and coordinated his introduction. At the presentation, staff, faculty and trainees learned about the impact of the State budget and initiative process on the University’s capital and operating budget, on health care, research and higher education, and also participated in the open question and answer session. This forum provided an excellent opportunity for expanding our perspective on more broad-based concerns to the State and entire UC system.

SAC CO-SPONSORED BROWN BAG SERIES PROPOSAL

A working group, including the Staff Education and Community Outreach Subcommittees and Campus Tours/Speakers Bureau, began the process of planning a series of "Brown Bag" presentations co-sponsored by SAC and other interested Campus organizations. Topics would focus on United Way target areas, such as homelessness, child and elder care and substance abuse, with the goals of promoting UCSF’s United Way Campaign by demonstrated staff support, demonstrating UCSF’s concerns for social issues to the community, increasing social awareness, and providing a forum for exploring important questions. Plans include involving neighborhood agencies and developing a creative, but free, publicity strategy for targeted audiences at the different Campus sites. This proposal will be examined within the year.

FUTURE PLANS

SAC will remain involved in receiving, contributing and disseminating information on the long-range development plan and disaster plan, and respond to critical campus community issues as they arise.

August 1991
The Chancellor's Staff Advisory Committee Sponsors

AN INFORMAL DISCUSSION WITH

PRESIDENT DAVID P. GARDNER

Monday, December 17th
12 Noon — 1 PM in Cole Hall

For further information call Anne Poirier ext. 7033
An Informal Discussion with Gardner

Save Monday, December 17, from noon to 1 p.m., to hear UC President David P. Gardner in an informal discussion on a variety of pressing issues. Held in Cole Hall, the forum likely will include issues such as Gardner's vision of UCSF's future, how this campus can continue to meet its multiple missions of patient care, teaching, research and public service while facing budgetary and space restrictions, what will happen if the Laurel Heights lawsuits ultimately fail, the common goals of the nine UC campuses, and his perspective on UC's expansion to meet enrollment needs. For further information call Anne Poirier at 476-7033.


Gardner: UC Future Cloudy

By a special invitation from the Chancellor's Staff Advisory Council, President David Gardner was on campus on December 17 to speak to faculty and staff. In a campuswide lecture he addressed the status of UC's budget, long-range planning, and the role of UC in the future. Just in case you missed it, here are some of the highlights:

UC's Budget:
In the past, UC has enjoyed excellent funding; however, now with the State's serious economic problems, the Governor's Office has issued an Executive Order cutting State agencies by one percent and instituting a hiring freeze.

One step UC is taking to address the budgetary problems while maintaining the University's quality is the Plus 5 program, which offers enhanced opportunities for senior faculty and staff who are eligible and who choose to retire.

Long-Range Planning:
The State continues to grow. With that growth UC can expect some 4,000 students a year more between now and the year 2005. Three new UC campuses are being proposed, with the first to be opened around 1998. While the current budget problems may affect this plan, UC is proceeding with the assumption that the State will want the University to continue admitting all qualified California residents who wish to attend.

UC's Staff:
Over the years, the University has been able to offer competitive salaries and generous benefits making it an attractive employer. But, there is no guarantee that this good fortune will last. UC now is looking at some critical questions, including "How do we reconcile the demands of the family with demands of the workplace?" "How do we assure an appropriate match between skills future jobs will require and the education young people are receiving?" How can UC continue to make this a creative, attractive place to work, continuing to do the caliber of staff we must have?"

Gardner (continued)

1998. While the current budget problems may affect this plan, UC is proceeding with the assumption that the State will want the University to continue admitting all qualified California residents who wish to attend.

UC's Staff:
Over the years, the University has been able to offer competitive salaries and generous benefits making it an attractive employer. But, there is no guarantee that this good fortune will last. UC now is looking at some critical questions, including "How do we reconcile the demands of the family with demands of the workplace?" "How do we assure an appropriate match between skills future jobs will require and the education young people are receiving?" How can UC continue to make this a creative, attractive place to work, continuing to do the caliber of staff we must have?"
GUIDELINES

Chancellor’s Staff Advisory Committee

I. BACKGROUND AND PURPOSE

The Chancellor’s Staff Advisory Committee (SAC) was established on September 25, 1987 to improve employee and community understanding of the role and contributions of UCSF in light of the adverse public attention generated by the Laurel Heights site controversy.

As the Staff Advisory Committee discussions progressed... it became clear that the issue went far beyond moving UCSF to Laurel Heights. The real issue was the University’s basic right to conduct safe and important research. What started out as a discussion around a specific campus site soon became a discussion about the University as an institution, and its function and purpose. These discussions led us to consider the future of UCSF.

...In our dual role as staff and concerned citizens of the Bay Area, we can approach the issues raised by the Laurel Heights crisis by educating ourselves... The future of UCSF is our future too.

Staff Advisory Committee Forum
"UCSF: Our Future"
April 1, 1988

The purpose of the committee is to:

1. Support the research, patient care, education and public service of UCSF
2. Improve communication between staff, community and administration
3. Educate the staff, administration and community

II. STRUCTURE

The SAC is a working group responsible to recommend and advise the Chancellor on staff concerns related to the improvement of staff and community understanding of the role and contributions of UCSF. The SAC will also act on any recommendations approved by the Chancellor and will make an annual report of its activities at the conclusion of its current year.

To accomplish its purpose, the SAC formed three standing committees with these goals and objectives. They are:

STAFF EDUCATION

a. Sponsoring lecture series and campus/community information forums
INFORMATION & ADVOCACY

a. Organizing campus information and mobilization network (phone tree; letter writing campaigns)
b. Reviewing campus communications

COMMUNITY OUTREACH

a. Joining neighborhood organizations
b. Publicizing UCSF (public relations campaigns)
c. Participating in civic activities
d. Attending public forums

The Chair of the Staff Advisory Committee and all SAC members are appointed by the Chancellor for a tenure of one year beginning September 1; vacancies on the SAC will be filled by new appointments made by the Chancellor, and will last until the end of the tenure of the current term. The SAC is composed of at least 30 members. The goal is to have a cross section of representatives of the Schools, Medical Center and support services from all campus sites. The composition of the committee will seek to reflect the racial, cultural and sexual diversity of the campus. In addition, the committee will also have a liaison from each of the following three offices: Vice Chancellor, Personnel and Student Services; Community & Governmental Relations; News & Public Information Services.

The SAC has the authority to organize itself, form committees and to adopt its own structure and rules for the conduct of its business. The responsibilities of the Chair and Vice Chair are:

1. Chair -- Provide overall leadership to the committee; call meetings, prepare agenda and chair regular meetings; prepare and present intramural and extramural reports of the SAC as needed; prepare annual summary to the Chancellor on SAC activities.

2. Vice Chair -- Appointed by the chair for one year and serves as chairperson in the absence of the Chair; through a staff person assigned from the Vice Chancellor's Office, Vice-Chair has the following duties: keep current roster of SAC members; schedule meetings; make and distribute agenda and summary reports of each meeting; and keep record of all expenses incurred.

Accepted: August 3, 1988
Appointments to the Chancellor's Staff Advisory Committee are made annually by the Chancellor. In order to maintain an actively functioning group, participation is vital. The following expectations have been developed for members of the Committee:

1. Fifty percent of the members will attend nine out of twelve general membership meetings annually, and participate in two events annually; and

2. Members will be active on at least one of the three subcommittees:
   - (A) Information & Advocacy
   - (B) Staff Education
   - (C) Community Outreach

Please contact the Chair if you are unable to attend a general membership meeting, and contact one of your Co-chairs if you are unable to attend a subcommittee meeting.
COMMUNITY OUTREACH SUBCOMMITTEE

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<tr>
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<td>x2800</td>
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Members

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INFORMATION AND ADVOCACY SUBCOMMITTEE

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Members

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Chancellor’s Staff Advisory Committee

1989-90 Annual Report

Executive Summary

Under the leadership of Kathy Balestreri, thirty-six staff volunteers from various areas of UCSF worked towards the goal of improving employee and community understanding of the role and contributions of UCSF. To facilitate reaching this goal, the Committee maintained its subcommittee structure which includes Community Outreach, Information and Advocacy, and Staff Education. The chairs of the subcommittees served with the Chair and liaisons of SAC as an Executive Committee. All SAC members were asked to serve on a subcommittee. Most served on a subcommittee and/or participated in one or more of the many events sponsored by SAC over the year.

At our monthly meetings we were kept abreast of developments related to Laurel Heights and Mount Zion. We were addressed by Irene Agnos, Tom Gwyn, Bruce Spaulding, and Brent Stevenson. We had presentations on the campus commitment to responsible animal research and the Science and Health Education Partnership.

We attended and persuaded our coworkers to attend numerous hearings and two Regents meetings related to Mount Zion and Laurel Heights, as well as writing letters to legislators. We helped distribute the campus daily updates immediately following the earthquake and sponsored a campus-wide Earthquake Forum. We sponsored a campus-wide address from the Chancellor on the "state of the campus". We staffed voter registration tables and distributed information on Propositions 111/121.
Our community outreach activities included distribution of 125th Anniversary promotional materials to local merchants, participation in the Corporate Challenge Food drive and painting the kitchen and dining room of the Hamilton Methodist Church shelter for the homeless. In celebration of our 125th anniversary, SAC’s gift to the city was to donate and help plant 10 trees in Golden Gate Park.

In mobilizing the campus community in support of the Laurel Heights and Mount Zion projects, we learned how important our efforts are to UCSF’s future endeavors. Internal communication at UCSF, as with any large, complex organization, is difficult. However, we feel campus administration should make improved internal communication a top priority. We believe that the more information employees have about institutional programs and goals, the more involved and supportive they will be.

One recommendation is for the establishment of a central clearing house for campus communication and information. The purpose would be to provide the internal communication links necessary for generating quicker, broadly-based campus responses to crises (both internal and external) and to facilitate communication between and among members of the campus community who are involved in similar or related activities. In addition, we recommend that existing electronic media (campus mainframe computer "General News" and "E-mail" features, "Voicemail") and other media be explored as potential means of improving internal communication.

Prepared by Carolyn Koster

10/8/90
Chancellor’s Staff Advisory Committee

The Chancellor’s Staff Advisory Committee (SAC) was established on September 25, 1987, to improve employee and community understanding of the role and contributions of UCSF in light of the adverse public attention generated by the Laurel Heights site controversy. SAC was expanded to include discussion about the University as an institution, and its function and purpose.

As staff employees and concerned citizens of the Bay Area we serve to:

1. Support the research, patient care, education and public service at UCSF
2. Improve communication between staff, community and administration
3. Educate the staff, administration and community.

To accomplish its purpose, SAC has three standing committees: Staff Education, Information and Advocacy, and Community Outreach.

The future of UCSF is our future too.

Prepared 11/14/90
## CHANCELLOR'S STAFF ADVISORY COMMITTEE

### Expense Report
Through July 1991

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December 20, 1990
Chancellor's Staff Advisory Committee (SAC)

Wednesday, December 4, 1991       Time: 12pm - 1pm
University of California, San Francisco       Place: S-118

A G E N D A

I.  Introductions/Announcements
   -Guest Speaker Vice Chancellor Thena Trygstad

II.  Approval of Minutes

III. Chairs Report
    -Executive Committee Ideas
    -Update on Speakers

IV.  Vice Chair's Report
    -New Focus for Staff Education Forums

V.   Subcommittee Reports

    Staff Education - Ethel Adams
    -KQED Event

    Information & Advocacy - Richard Aleguas
    -Telephone Tree
    -Corporate Public Relations

    Community Outreach - Christine Yee
    -Food Drive - Karen Mah-Hing

VII. New Projects/Activities
    -Coloring Book, Update on Proposal - Loretta Maddux

VII. Liaison Reports
    -Community & Governmental Relations
    -News Services
    -Vice Chancellor - Advancement & Planning
    -Vice Chancellor - Staff & Student Human Resources
      -Paula Carien Schultz

IX.  Open Discussion

DDP:nlh
Wednesday, November 6, 1991
Room S-118

Members in Attendance:

Excused Absences:
Byron Sigal and Trinity Ordona.

Liaisons:
Orlando Elizondo, Brenda Patterson, and Paula Carien Schultz.

Meeting was called to order at 12:05 p.m.

I. INTRODUCTIONS
Chair introduced new member, Mario Suarez, and a guest from Orthopaedic Surgery, Roland Pickens.

II. APPROVAL OF MINUTES
Minutes approved without changes.

III. CHAIR'S REPORT
Vice Chancellor Trygstad will speak at SAC's December meeting, and Chancellor Krevans will speak at the January meeting.

Chair met with VC Trygstad for guidance on SAC membership. Thirty members is the optimal number for a Chancellor's Committee, however, encourages new volunteers. Evaluation of participants will take place in Fall of '92. Chair recommends members participate in at least two events. If members do not participate, that will be taken into consideration during reappointment process.

On 10/29, Executive SAC met with the joint organizations to discuss the goals and objectives. Feedback from attendees was that they found it helpful to discuss issues, and that there's a need to coordinate services to avoid duplications. The joint committees agreed to meet again.
The 'draft' calendar hand-out was discussed. Chair asked members to bring any comments to the next meeting.

On 11/5, the Vice Chancellors’ met with the executive committees of ABOG, COMO, MAG, PROS, SAC and the UC Council. Subjects covered at the meeting included Laurel Heights, the LRDP, merit increases, and child care.

Anne Poirier inquired about the LRDP changes. Katy Irwin responded that there have been budget and Office of the President changes, plus the Laurel Heights issue. We're moving ahead with Laurel Heights despite the lawsuit. LRDP is at a standstill. Brenda Patterson added that we have continued with the School of Pharmacy move. There is another hearing scheduled for 1/92. Orlando Elizondo said we can better answer any questions after a decision has been made by Office of the President. Brenda Patterson said University Advancement & Planning office will be making a recommendation to appoint an internal citizens advisory group, along with a community citizens advisory group. A list of organizations/committees consisting of 40+ people has been developed, and has been presented to Bruce Spaulding. This recommendation has not yet been presented to the Chancellor.

Orlando Elizondo told the committee that the office of Community & Governmental Relations interviewed 100 people (City-wide) for ideas on how they want to participate in the long range development planning process. Elected officials and commissioners are included in the City-wide list. The Campus Planning Committee meetings will continue.

Kathy Balestreri said that the Medical Center and the School of Medicine are proceeding.

Duffy Price responded to an earlier question regarding merits/raises. The Vice Chancellors' stated the 1992 budget max includes a 2% merit increase for staff and faculty. President Gardner has said that the quality of education cannot be maintained with additional cuts.

IV. VICE CHAIR’S REPORT:
Duffy Price (for Byron Sigal) asked members for their guidance in selecting speakers. It was decided 1) Dr. Weintrob; 2) Patty Perry; 3) Robin Jones; and 4) Joe Mattox and David Duncan be asked to speak at SAC General Meetings.

V. SUBCOMMITTEE REPORTS:

Staff Education Subcommittee: Nancy Heller (for Ethel Adams) reported there are 20 volunteers to date signed-up for the KQED
Pledge Drive on 12/4/91. Duffy Price passed around sample visors that cost $1.10/per visor. Any leftovers could possibly be sold in the MSB Lobby. Brenda Patterson will be providing UCSF t-shirts to be worn by the volunteers.

**Information & Advocacy:** Valli McDougle said she is still looking for someone to chair this subcommittee. (Since meeting, Richard Aleguas and Karen Newhouse have agreed to serve as co-chairs.)

**Community Outreach:** Christine Yee discussed the fire flier and the various campus donation locations. Volunteers are needed on a daily basis. Katy Irwin arranged a storage area at MCB as a sort of mini-mall for victims. Christine said the barrels so far are a little empty. Items needed are personal belongings, kitchen items, silverware, and bedding; will update on 2-NEWS hotline. The drive will continue through 11/91. Karen Newhouse suggested posting additional fliers on campus. The funds collected go to UCB, not UCSF. However, checks can be made out to individuals. Elenor Shimosaka said donations of large items is a problem. Duffy Price said Mr. Felder has offered to assist. Kathy Balestreri added that used items can still go to Thrift Shops as another outlet. Chair thanked all who assisted with the East Bay Fire Relief Drive.

Christine Yee said the subcommittee is currently working on four separate projects. The Food Drive is scheduled for December 2nd through December 21st, 1991. Ronnie Lott will be visiting the campus this year. Volunteers are needed to assist with the drive. Barrels will be dropped off on 12/3. An "event coordinator" description was distributed to members. Mary Jo Kelly, Isabel Romo and Karen Mah-Hing will be this year's event coordinators. UCSF came in 2nd for last year's food drive; number of cans was less. Loretta Maddux suggested that we put together a flier and have a contest Elenor needs volunteers to assist as rally coordinators to hand out fliers. It was mentioned that UCSF is in competition with Bechtel, and that Bechtel provides incentives to its employees. Christine said she distributed a grocery list last year to employees on campus prior to payday.

Loretta Maddux discussed the coloring book project. Examples were passed to members. She would like to keep the book simple, being designed as a reading book. The coloring books would be distributed at health fairs, community health talks, etc. Loretta liked the bilingual headings on one of the samples. She obtained a Reprographics cost estimate of $.33/book. Reprographics and employees have expressed an interest in donating their time. Karen Newhouse recommended the coloring books be printed on recycled paper. Duffy Price suggested taking the books along with crayons and balloons to various outreach activities. Janet Norton thought this was a wonderful idea,
but to be clear on the planning process. Duffy Price said there will be a meeting to work on a proposal. Loretta was asked to start work on the development of a draft proposal that would incorporate Janet's input. The proposal would go forward to Thena Trygstad and Patty Perry.

Orlando Elizondo reported on the State level budget gap and its possible affect on the UCSF system. If there are cuts, it is still unclear on the shortcuts. There are currently two bond bills - AB257 (Hayden) and SB119 (Hart) proposing $1 Billion for capital projects. If approved, they will both appear on the June '92 ballot. Orlando encouraged members to get the word out to employees. He said UCSF cannot advocate to vote one way or another, but we can provide people with information.

Janet Norton spoke about the hotline, 2-NEWS. As part of the pilot program, it was studied for three months; the frequency of calls decreased. News Services will continue the number as a hotline while working on a publicity campaign. Janet asked SAC for what information employees would like to receive, and to report back to either herself or the Information & Advocacy subcommittee.

Brenda Patterson announced an upcoming toydrive being sponsored by MAG. She said UCSF is the beneficiary of toys donated. Brenda also announced Chauncey Leake Day in April of '92 where a clean-up will take place of neighborhoods.

Duffy Price commented that MaryJo Kelly has been meeting with departmental staff to discuss SAC's meetings. She said it's an excellent mechanism to share and communicate SAC's activities. Nancy Heller will be mailing new SAC guidelines to members.

Paul Vagadori, team volunteer for EMPACT!, announced the 11/25-11/27 annual candy sale that includes gift certificates and holiday wrap. Chair asked Paul to report at future meetings on behalf of EMPACT!

Meeting adjourned at 1:25pm.
Chancellor’s Staff Advisory Committee (SAC)

Wednesday, January 8, 1992.
Millberry Conference Center

Members in Attendance:
Ethel Adams, Richard Aleguas, Karen Eldred, Linda Erkelens, May Huang, Katie Irwin, Mary Jo Kelley, Meg Kennedy, Leon King, Loretta Maddux, Valli McDougle, Fred McEnroe, Karen Newhouse, Trinity Ordona, Anne Poirier, Duffy Price, Rebecca Robinson, Isabel Romo, Elenor Shimosaka, Byron Sigal, Susan Stevens, Mario Suarez, Paul Vagadori, Ruth Weiller, Barbara Ann Wilson, Christine Yee

Excused Absences:
Kathy Balestreri, Gemma Rieser

Liaisons:
Orlando Elizondo, Brenda Patterson, Paula Carien Schultz

Guests:
Darlene Carter-Collins (for Eugene Salazar), Lorie Rice

Speaker:
Chancellor Julius R. Krevans, M.D.

Meeting was called to order at 12:05 p.m.

Chair Duffy Price gave special thanks to all the SAC members and volunteers who participated in three recent major events: The East Bay Fire Relief Drive, the 1991 Holiday Food Drive, and the KQED Pledge Night.

The December 4 minutes were approved with the following amendments:

P. 1, Excused Absences: Karen Newhouse should be added

P. 4, Para. 3: Linda Maddux should be Loretta Maddux.

Executive Committee Report: Duffy Price.

The SAC representative to the LRDP Advisory Group (LAG) will be Byron Sigal. LAG has been constituted to provide input for staff members to the Long Range Development Plan (LRDP). Byron will provide monthly reports to SAC.

Duffy discussed the intention of SAC to co-sponsor with ABOG, the Staff Council and perhaps COMO and MAG some campus-wide forums on finance and budget issues. There is some debate about whether to do a campus-oriented forum (Jackie Kuhn and Bob Obana) first and then a forum on state and national issues (Larry Hirshman from OP), or vice versa. A major concern of several SAC members is to provide a forum soon enough to help allay some of the anxiety that will undoubtedly arise about national, state and university budget problems.

Duffy also said that the executive committees of SAC, ABOG, MAG, COMO and the Staff Council will be meeting again sometime before March.
Guest Speaker: Chancellor Julius R. Krevans, M.D.

Duffy welcomed Dr. Krevans and gave a brief introduction to his talk. He thanked the Committee for its commitment and spirit, which, he said are evident even in activities that are outside its purview, such as the United Way Campaign, which showed a 10% increase over last year. He then said that a group like SAC is always a valuable asset to the campus community, but especially so during a time of uncertainty, as at present. And, he said, the most important thing such a group can do is to help members of the community feel that they are important parts of a larger whole, and to help them feel proud of their own roles in the organization. One way to implement this process of integration is to provide real information about current situations which can act as an antidote to the rumor mill. Quite often, he said, the worst things we face are the anticipation of difficult events, and that when the things we fear actually happen, they often turn out to be not so bad as we imagined they might be. For instance, what he has heard about the Governor's new budget is that it will be difficult, but not as draconian as many had imagined. Dr. Krevans believes that UC's budget will be similar to last year's. From UC's perspective, the availability of merits for faculty and staff is a top priority. In spite of our budgetary difficulties, UCSF's programs are in top form, he said.

Concerning SAC's activities, Dr. Krevans was very supportive. He believes that staff members have a credibility with the public and with other staff members that the administration does not have. He was particularly glad to have SAC invite local candidates for political office to public forums on campus.

Regarding Laurel Heights, he said that we are still in process on three lawsuits. However, whatever their outcome, it does not seem that UCSF will be able to do with Laurel Heights as originally intended, because of changes in construction and safety codes and our current financial situation. The most likely outcome is a mixed use by academic and administrative programs.

In answer to several questions, Dr. Krevans concluded by noting that the VERIP program was a great financial success, but entailed a great loss of valuable personnel; that another, but different, program to encourage early retirement may happen in the next few years.

Subcommittee Reports

Community Outreach. Elenor Shimosaka noted that with the help of a committee, the food drive went much more smoothly this year and that next year, organizing will begin earlier. Loretta Maddux said that even with fewer barrels this year than last, we collected a large quantity of very high quality food and that at last report, we were again in the top 3. Christine Yee said that Ronnie Lott had asked to come to UCSF first and that he felt very welcomed here.

Information and Advocacy. Karen Newhouse and Richard Aleguas said that the I & A committee will work with Valli McDougle and Janet Norton to contact three corporations and hope to arrange a corporate speaker for the March SAC meeting. A new telephone/e-mail tree is attached.

Staff Education. Ethel Adams said that the KQED Pledge Night was a great success, lots of fun and that they really want SAC to come back again, which we will plan on doing. The left over visors will be used in community outreach projects here on campus.
**Coloring Book Update.** Loretta Maddux said that the committee has been set up and is currently in process.

**Liaison Reports**

Orlando Elizondo said that this will be a very political year and that we will need plenty of volunteers to organize and help with candidates forums on campus.

The meeting was adjourned at 1:25 p.m.

Next meeting, Wednesday, February 5, 1992, Noon - 1:30 p.m., S-118
EASTER SALE
April 8th & 9th
Medical Sciences Lobby

featuring

SHAW's FINE CANDIES
Custom EASTER BASKETS
10 a.m. - 5 p.m.
October 1, 1991

DOROTHY PRICE
Nuclear Medicine
Box 0252

I would like to ask you to serve as chair of the Chancellor's Staff Advisory Committee for the 1991-92 academic year.

The members of the committee are listed on the next page and will receive a copy of this letter as notice of appointment or reappointment. No reply is necessary unless someone is unable to serve. Mr. Byron Sigal will serve as vice chair and Ms. Nancy Heller as staff to the committee.

The focus of the committee will be the improvement of community understanding, both internal and external, of the purpose and contributions of UCSF.

Thank you for your interest and commitment.

Julius R. Krevans, M.D.
Chancellor

JRK: fmc

cc: Members of the Chancellor's Staff Advisory Committee
    Senior Vice Chancellor Suelzle
    Vice Chancellor Trygstad
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September 19, 1991
The Chancellor's Staff Advisory Committee (SAC) was established on September 25, 1987, to improve employee and community understanding of the role and contributions of UCSF in light of the adverse public attention generated by the Laurel Heights site controversy. SAC was expanded to include discussion about the University as an institution, and its function and purpose.

As staff employees and concerned citizens of the Bay Area we serve to:

1. Support the research, patient care, education and public service at UCSF
2. Improve communication between staff, community and administration
3. Educate the staff, administration and community.

To accomplish its purpose, SAC has three standing committees: Staff Education, Information and Advocacy, and Community Outreach.

The future of UCSF is our future too.

Prepared 11/14/90
I. BACKGROUND AND PURPOSE

The Chancellor's Staff Advisory Committee (SAC) was established on September 25, 1987 to improve employee and community understanding of the role and contributions of UCSF in light of the adverse public attention generated by the Laurel Heights site controversy.

As the Staff Advisory Committee discussions progressed ... it became clear that the issue went far beyond moving UCSF to Laurel Heights. The real issue was the University's basic right to conduct safe and important research. What started out as a discussion around a specific campus site soon became a discussion about the University as an institution, and its function and purpose. These discussions led us to consider the future of UCSF.

... In our dual role as staff and concerned citizens of the Bay Area, we can approach the issues raised by the Laurel Heights crisis by educating ourselves. ... The future of UCSF is our future too.

Staff Advisory Committee Forum
"UCSF: Our Future"
April 1, 1988

The purpose of the committee is to:

1. Support the research, patient care, education and public service of UCSF
2. Improve communication between staff, community and administration
3. Educate the staff, administration and community

II. STRUCTURE

The SAC is a working group responsible to recommend and advise the Chancellor on staff concerns related to the improvement of staff and community understanding of the role and contributions of UCSF. The SAC will also act on any recommendations approved by the Chancellor and will make an annual report of its activities at the conclusion of its current year.

To accomplish its purpose, the SAC formed three standing committees with these goals and objectives. They are:

**STAFF EDUCATION**

a. Sponsoring lecture series and campus/community information forums
INFORMATION & ADVOCACY

a. Organizing campus information and mobilization network (phone tree; letter writing campaigns)
b. Reviewing campus communications

COMMUNITY OUTREACH

a. Joining neighborhood organizations
b. Publicizing UCSF (public relations campaigns)
c. Participating in civic activities
d. Attending public forums

The Chair of the Staff Advisory Committee and all SAC members are appointed by the Chancellor for a tenure of one year beginning September 1; vacancies on the SAC will be filled by new appointments made by the Chancellor, and will last until the end of the tenure of the current term. The SAC is composed of at least 30 members. The goal is to have a cross section of representatives of the Schools, Medical Center and support services from all campus sites. The composition of the committee will seek to reflect the racial, cultural and sexual diversity of the campus. In addition, the committee will also have a liaison from each of the following three offices: Vice Chancellor, Personnel and Student Services; Community & Governmental Relations; News & Public Information Services.

The SAC has the authority to organize itself, form committees and to adopt its own structure and rules for the conduct of its business. The responsibilities of the Chair and Vice Chair are:

1. Chair -- Provide overall leadership to the committee; call meetings, prepare agenda and chair regular meetings; prepare and present intramural and extramural reports of the SAC as needed; prepare annual summary to the Chancellor on SAC activities.

2. Vice Chair -- Appointed by the chair for one year and serves as chairperson in the absence of the Chair; through a staff person assigned from the Vice Chancellor's Office, Vice-Chair has the following duties: keep current roster of SAC members; schedule meetings; make and distribute agenda and summary reports of each meeting; and keep record of all expenses incurred.

Accepted: August 3, 1988
August 29, 1991

TO: Committee Members

FR: Karen Newhouse

The Chancellor's Staff Advisory Committee will be meeting Wednesday, September 4, 1991 from 12:00 - 1:30 p.m. in S -118.

I am looking forward to seeing all of you again for another year of activity.

cc: Barbara Atkinson
    Meredith Michaels
    Janet Norton
    Brenda Patterson
    Paula Carien Schultz
    Nancy Wright
AGENDA

I. Guest Speaker: 12-12:30 pm
Special Guest: Chancellor Julius R. Krevans, MD

II. Year to Date Celebration for SAC efforts:
Special recognition and thanks to Committee members and volunteers who served on:
- East Bay Fire Relief Drive
- 1991 Holiday Food Drive
- KQED Pledge Night

III. 1991 SAC Team Photo with Chancellor

IV. Approval of Minutes

V. Follow-up Prior Minutes

VI. Executive Committee Report:
Chair
- LRDP Advisory Group Representative -
  Appointment of Byron Sigal
- Campus-wide Forums:
  - Jointly sponsored finance forums
  - Other forums
- Second Joint Meeting with ABOG, COMO, Council, MAG

VII. Subcommittee Reports

A. Community Outreach - Food Drive Update
   C. Yee/E. Shimosaka

B. Information & Advocacy - Telephone Tree
   K.Newhouse/R. Aleguas
   - Membership participation

C. Staff Education - KQED Pledge Night- Follow-up Report
   E. Adams
D. Publicity

- Sale of Visors at Annual MLK Cultural Festival

K. Irwin/M.J. Kelley

VIII. Projects

- Coloring Book Update

L. Maddux

IX. Liaison Reports

- Community & Govtl. Relations - Orlando Elizondo
- New Services - Janet Norton
- Vice Chancellor - University Advancement & Planning - Brenda Patterson
- Vice Chancellor - Staff & Student Human Resources - Paula Carien Schultz

X. Open Discussion

XI. Adjourn
TO: SAC coloring book subcommittee members

FROM: Loretta Maddux

RE: Subcommittee Meeting

The meeting has been changed from Thursday March 26, at 3:30 to Monday, March 30 at 3:30. The Room is the HSE Annex, third floor.

You reach the HSE Annex by going through the S building (Medical Sciences) on the third floor, and through HSE towards the back of the complex (towards Medical Center Way). Just before you reach the door which exits to the MR buildings, the HSE Annex is to your left (Bear Necessities is in the HSE Annex). The meeting is in the conference room. I've enclosed some information we'll be discussing at the meeting. If you have questions, I may be reached at 6-6774. Look forward to seeing you there.
UCSF COLORING BOOK PROPOSAL

PHILOSOPHY: To approve design and implementation of a UCSF coloring book for the purpose of Public Relations, Community outreach, information, and to educate the public about our mission of education, research, teaching and patient care.

REASONS: No such document currently exists for UCSF. Such a coloring book would enable us to hand out UCSF literature with other literature, and is recognized as an effective marketing and publicity tool by several other major San Francisco businesses. This book would enable us to start our message early, in educating youth about who we are and what we do. This provides youth with an introduction to higher education concepts, practices and principles, and proves a positive image at a critically important age. Parents are often involved in the story-reading and coloring process, so two audiences are reached. A coloring book would be useful in outreach, for education and image purposes outlined above. In addition, feedback from other businesses with coloring books indicate that this venue, more cost effective than glossy magazines designed for adults, is considered to be more effective, dollar for dollar.

INTENDED AUDIENCE: Health Fairs, schools, community outreach, inside the Medical Center, Pediatrics, Childrens' Health Fair, private practice waiting rooms, UCSF waiting rooms, alumnae waiting rooms.

CONSTRUCTION: 8 page book with simple sentences, challenging puzzles, and simple artwork for children to color, on recycled and recyclable paper representative of San Francisco's population. Designed by UCSF artists.

Target age: To be determined
Possibilities: Have pediatric ward submit drawings for contest, have school contests for artwork for coloring book

TIME TABLE:
Jan-April 92- Small committee meets and decides on basic storybook line, character names, descriptions, basic art descriptions, etc.
April-June 92- Artwork artists are briefed, contests run
June 92- completed book is published, ready to hand out
SAC COLORING BOOK PROJECT
OFFICES REVIEWING & APPROVING FINAL PRODUCT

SAC Coloring Book Subcommittee
SAC Executive Board
SAC General Meeting
Vice-Chancellor Thena Trygstad
Janet Norton
Vice-Chancellor Judith Woodard
Hospital Administration
Dean, School of Medicine
Dean, School of Pharmacy
Dean, School of Nursing
Dean, School of Dentistry

****"THE KIDS" - pilot groups at Child Care Center, Pediatrics ward
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<thead>
<tr>
<th>Name</th>
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<th>Notes</th>
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<tbody>
<tr>
<td>Janet Norton</td>
<td>6-6399</td>
<td>(Lucy Falkner, 6-8733)</td>
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<tr>
<td>Loretta Maddux</td>
<td>6-6774</td>
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<td>Katie Irwin</td>
<td>6-0390</td>
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<tr>
<td>Byron Sigal</td>
<td>6-2692</td>
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<tr>
<td>May Huang</td>
<td>6-1509</td>
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<tr>
<td>Isabel Romo</td>
<td>6-8112</td>
<td></td>
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<tr>
<td>Brenda Patterson</td>
<td>6-8055</td>
<td></td>
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<tr>
<td>Linda Erkelens</td>
<td>6-4050</td>
<td>Mondays, Wednesdays, Thursdays</td>
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COLORING BOOK CONCEPT

Book is simple, has little puzzles and questions to be interactive between reader and child. - designed as reading book as well as coloring book.

That book show pictures on front of facilities- on and off campus.

That book be at least bilingual, and that text be interspersed so that spanish/chinese? language is sometimes first, that english and spanish be identified by different shaped balloons.

Spin contests off book- best firebear, best pictures of UCSF, etc. and make this and coloring book part of street fairs, community events, school events.

That simple pictures on the back show our motto and identify our services- teaching, research, education and patient care.

Hopefully this would be the first of many coloring books- on hospital stays for children, dental care, health care, etc. and that this be made available at street fairs, childrens health fair, pediatric hospital wards, etc.

SLOGANS seem to be popular with children, and part of the mechanism of teaching- both this text and future coloring books may be enhanced by easy to understand, alliterative slogans which make things easy to remember.
UCSF

COLOR US AS WE CARE FOR YOU

(cover would have simple pictures of our sites- on and off campus facilities- with titles - SFGH, Mission Center, etc.)

****

UCSF- What is it? UCSF is the University of California, San Francisco. A University is a group of schools together. Our City, San Francisco, and our state, California, are a part of our name because we are for you, the people of California. The state animal, the bear, is our mascot. Have you seen the stone bears at UCSF?

****

UCSF teaches doctors, nurses, dentists and the people who make your pills and medicines. What is being taught in this class? How can you tell? (picture of big animated toothbrush teaching, picture of tooth on blackboard)

****

UCSF studies health - and why people are healthy or sick. Draw three things below that are good for you and help you stay healthy. We treat people in the UCSF hospitals- Moffitt-Long Hospital and Mount Zion. Who is visiting the girl in the hospital? (picture of animal, clown, etc. standing in line)

****

UCSF is like a little city- We have UCSF Firemen
Make the bear below a FIREBEAR by drawing things a fireman would use to put out fires.
****
We have UCSF policemen. In the puzzle below, the UCSF policeman is helping Dave find his father. What path should the policeman and Dave take to get back to his father?

****
UCSF is a very big place, with many buildings. Color each building a different color. What is your favorite color?

****
What do you remember most about UCSF? Draw it in the space below.

****
Color UCSF and all the work we do.
(pictures symbolizing research, education, teaching, patient care)