

# Amplifying Leadership at UCSF

Golden Gate Club  
Presidio  
San Francisco  
January 5-6, 2017



2017 Leadership Retreat  
**REPORT**



Our communities rely on leadership to help them make sense of change, guide them to envision and achieve a better future, and work with them to ensure that our collective core values endure. As a group of institutional leaders, we will come together to deliberate the UCSF School of Medicine's approach to leadership for the coming era.

# The Work of Leadership

Helping all understand the world as it exists today. Recognizing trends, emerging issues and relationships that may change the trajectory of the organization.

## Sensemaking

## Inventing

Bringing the vision to life with new ways of organizing and interacting.



## Relating

Connecting with others. Balancing inquiry and advocacy not to win the argument but to strengthen the relationships.

## Visioning

Discovering the world that the organization wants to create together. Generating excitement for the change that is possible.



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# PreWork Themes

Prior to attending the retreat, attendees were asked to do a series of retreat pre-work that included reading a Harvard Business Review article, “In Praise of the Incomplete Leader” by Deborah Ancona, Thomas W. Malone, Wanda J. Orlikowski, and Peter M. Senge, and watching two videos on leadership: “How to Manage for Collective Creativity” by Linda Hill and “Forget the Pecking Order at Work” by Margaret Heffernan.

In addition, senior leaders with defined leadership roles were asked to interview two people at different career stages both within and outside their usual circle of influence or leadership. Mid-career faculty, junior faculty and staff leaders were asked to engage in a self-reflection and answer a series of trigger questions about their current and future career at UCSF.

From the completed 34 self-reflection reports and 57 senior leader reports, the retreat planning committee and Dean’s cabinet developed an assessment of the current leadership landscape which helped frame the day’s activities.

### Some common themes in the narratives:

- Where do I fit in the organization?
- An overarching feeling of a loss of control around campus decisions and health system decisions.
- Lack of transparency about decision making.
- Lack of transparency about the equitable distribution of resources across sites.
- Lack of opportunity and little support of up and coming faculty leaders.

## Senior Leaders: Interview Questions

Please interview two people at different career stages.

- We encourage you to seek out individuals that aren't all within your usual circle of influence or leadership.
- Try to talk with one staff member and one junior or mid-career faculty member.

1. What is your most important objective, and how can I help you realize it?  
(What do you need me for?)
2. What criteria do you use to assess whether my contribution to your work has been successful?
3. If I were able to change two things in my area of responsibility within the next six months, what two things would create the most value and benefit for you?



## Mid-career/Junior Faculty and Staff Leaders: Self Reflection

Please engage in reflection about your current and future career at UCSF

1. The 3 or 4 most important challenges/opportunities in my work life are:
2. In this stage of my career, I am trying to accomplish:
3. I would want my colleagues and leaders to know about these 3 or 4 competencies I have developed or accomplishments I have had that can be useful to UCSF:
4. During my career at UCSF and beyond, I have important talents that I would like to develop and aspirations for myself; a few of them are:
5. The most energizing thing(s) about working at UCSF is / the things I love most are:
6. Three of the most frustrating things about my work at UCSF are:
7. Personal inner voices that hold me back from maximizing my work or contributions to UCSF include:
8. Other than myself, the structures, policies, challenges holding me back from maximizing my work or contributions to UCSF are:
9. Over the past six months, I have noticed the following NEW questions and themes about myself and my work at UCSF:
10. My UCSF work community includes \_\_\_\_\_ and their highest hopes for me are:
11. My home community includes \_\_\_\_\_ and their highest hopes for me are:
12. UCSF's community includes \_\_\_\_\_ and their highest hopes for us are:
13. If Leaders at UCSF asked for my advice about the future of UCSF, I would tell them to keep doing:
14. If Leaders at UCSF asked for my advice about the future of UCSF, I would tell them they should change the way they:
15. If I would like to lead a group of people at UCSF to experiment about an alternate way for UCSF to do something, I would want to focus on:
16. My future self would probably give the following advice to my current self:

# Keynote



**Retreat Kick-off Dinner and Leadership Speaker**  
**Cori Bargmann, PhD**

*on leadership in science, the orchestration of the Chan Zuckerberg initiative, and maximizing the contributions of fantastic minds*

The tone for creative problem-solving was set at the retreat kick-off dinner and plenary talk by Cori Bargmann, PhD, President of Chan Zuckerberg Science, as she outlined the program's \$3 billion investment in increasing scientific knowledge to cure, prevent or manage all diseases by the end of this century.

Bargmann presented an overview on what was required to advance biomedical research. A pervasive thread was the need for collaboration between different groups of scientists to solve the complex problems facing modern medicine and how to incentivize group efforts over top billing status.

"At companies, people are rewarded for the success of the entire endeavor, not necessarily for individual accomplishments," she said, and pointed to examples of physics and genomics research where players are recognized for their roles in a bigger effort. "As much as we can provide carrots and not sticks will be to everyone's benefit."

These ideas resonated the next day with retreat participants and presenters. Panelist Matthew Bucknor, MD, assistant professor of medicine, referenced Cori's discussion of what a medical research institution could learn from the Silicon Valley, and it's not just about fundraising. "Cori discussed the culture of failure, and we have a problem with failure," said Matt. "There is a lingering shame about making mistakes." He suggested creating a safe space to fail, with an eye to the process of experimentation that eventually leads to big successes.

# Opening Remarks



## Dean's Remarks Talmadge E King, Jr, MD

Friday's all day retreat session began with remarks by Dean Talmadge King which set the stage for the day's activities and defined the current leadership landscape within the School of Medicine. Talmadge brought to light three leadership capabilities that are critical to innovation and highlighted our unique challenges in adopting these capabilities.

“To solve our school's challenges, we must think differently about leadership. Thinking differently includes offering creative outlets for emerging leaders to give them the opportunity to make an impact, and fostering diversity in new leadership to build resilience for all of UCSF.”

*Talmadge E. King, Jr., MD  
Dean, UCSF School of Medicine*

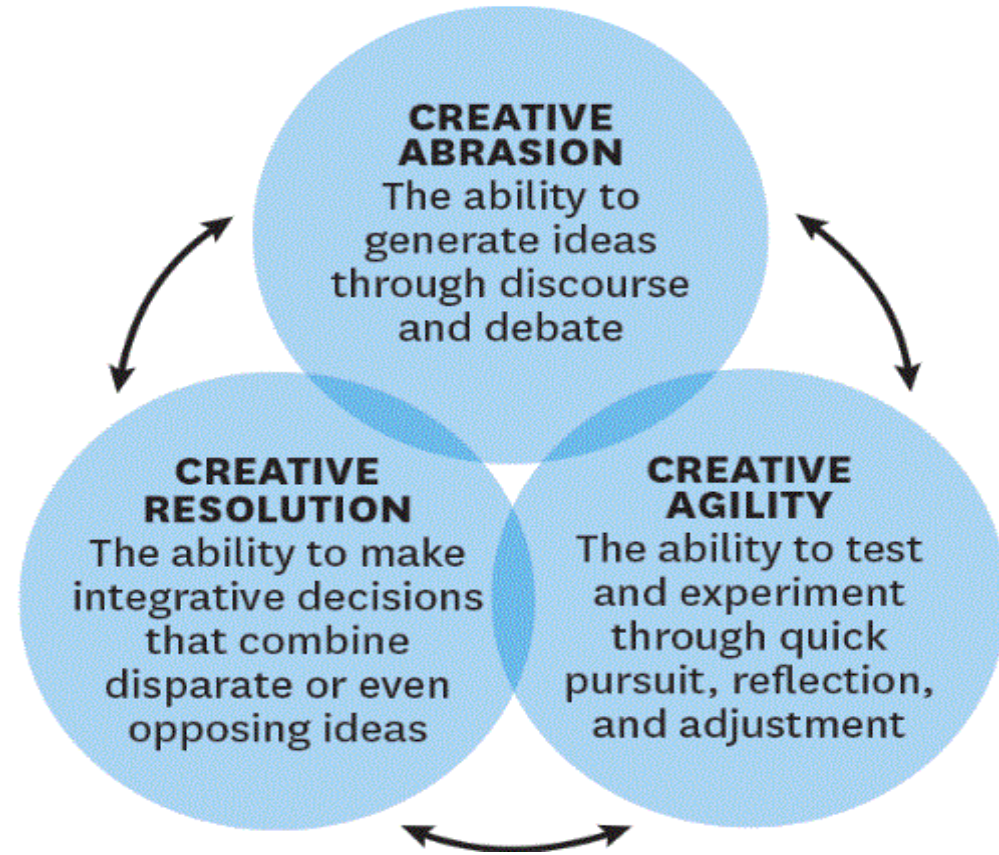
## Dean's Remarks: Current State

Several characteristics of UCSF's School of Medicine indicate a call for an alternative leadership model that allows us to be flexible and adaptive. These characteristics include: our highly creative people and dynamic environment as well as the fact that no single person or small group of leaders have the answers. Because of who we are and where we are, a top-down leadership model is simply not a good fit for UCSF.

Within the school, there are **several on-going concerns and pressures**:

- Our leadership and governance structure has to evolve to reflect the significant growth of the SOM.
- We need a realistic approach that recognizes decentralized structure while bringing units together to help address the issues that individual units cannot.
- We need to invest in the common good.
- The fragmentation of our campuses causes strain.
- We have on-going financial tension based on the expectation that units should be self-sufficient. This translates into each funding decision carrying a lot of weight.
- There is an overarching feeling of a loss of control around campus decisions and health system decisions.
- Faculty and staff feel there is a lack of transparency about decision making and how decisions are made and are unclear about whether an equitable distribution of resources across sites exists.
- Faculty believe there is a lack of opportunity and little support of up and coming faculty leaders.
- Financial opportunities may lead us away from our true priorities (e.g., donor influence, overemphasis on clinical activities).
- Philanthropy can be seductive, may lead to poor scientific and academic decisions.
- Need to appropriately engage with the for-profit industry, especially the pharmaceutical and biotechnology industries.

Innovative organizations are communities that have mastered three capabilities critical to innovation:



# Dean's Remarks: Target Condition

## Desired Leadership Capabilities

### Creative Abrasion

Ability to generate a marketplace of ideas through discourse and debate.

- Amplify, rather than minimize differences.
- Know how to inquire, actively listen, *and* advocate for their point of view.

### Creative Resolution

Ability to make integrative decisions so that diverse ideas, even opposable ones, can be combined or reconfigured to create a new solution.

- People are not willing to go along to get along.
- Do not allow one individual or group to dominate—not the bosses, not the experts.
- Do not compromise or take the path of least resistance.

### Creative Agility

Ability to test and refine ideas through quick pursuit, reflection, and adjustment.

- Knowing how to do discovery-driven learning associated with design thinking
- About running a series of experiments, not pilots.
  - Pilots are often about being right—when they don't work, something or someone is to blame.
  - Experiments are about learning—and a negative outcome can provide important insights.



## Dean's Remarks: Target Condition

How do Creative Abrasion, Agility and Resolution play out in our environment?

### 1. The Predicament of Democracy

- How can we engage in distributed leadership without creating an environment where everyone can say no and no one can say yes?
- How can we create an environment where many voices are heard, including those of the minority, and still be nimble and responsive when opportunities and challenges arise?

### 2. The Juggling of Competing Critical Priorities

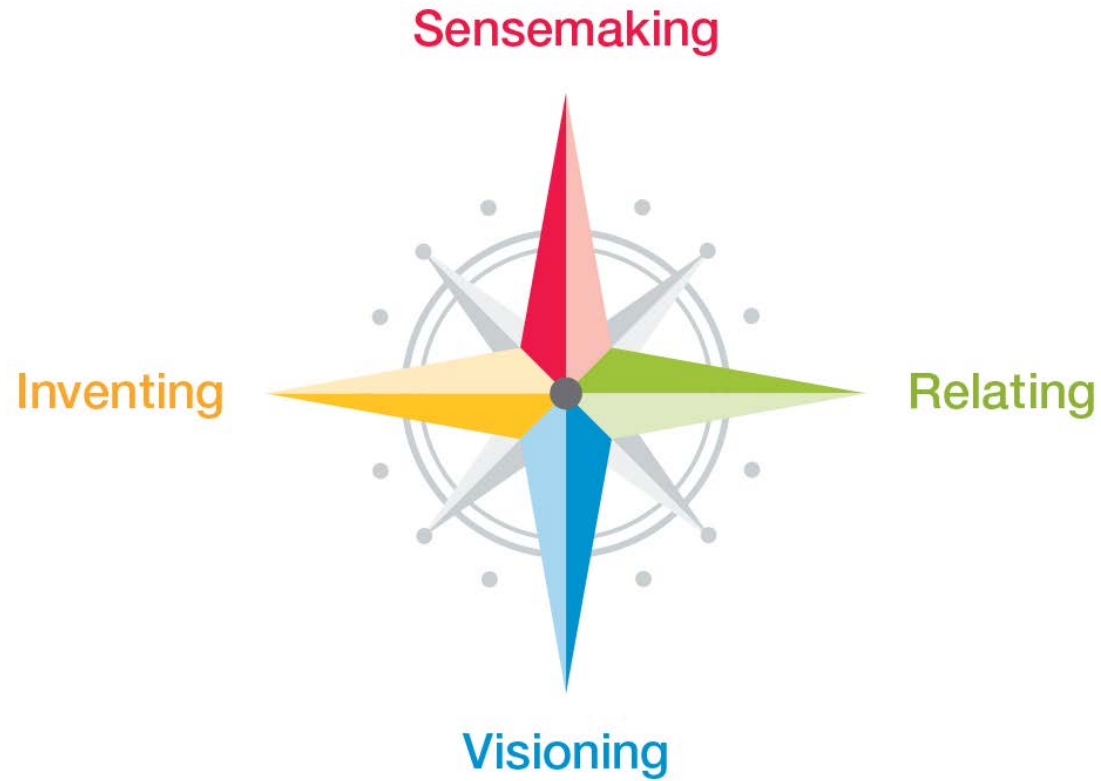
- How can we drive clinical productivity and efficiency to ensure our economic success and still retain time for our academic work of teaching and research?
- How can we prioritize patient satisfaction and also optimize faculty and staff engagement?

### 3. The Institutional Dilemma

- How can we recognize expertise in leadership roles and still provide opportunities for emerging leaders to advance at UCSF?
- How can we support and celebrate individual achievements but also reward collaborative work towards our collective goals?
- How can we celebrate loyalty to departments and missions and still create institutional thinkers?







# Retreat Activities

Relating: Build a Tower Build a Team

Sensemaking: A Series of Conversations

Visioning: Turning Inwards

Inventing: Crowdsourcing Strategies

Inventing: Experiments for our Future

Relating:

Build a Tower Build a Team



Marshmallows and strands of dry spaghetti might seem out of place at a gathering of more than 150 leaders of the School of Medicine, but it turns out that those simple ingredients provide a powerful metaphor for the challenges of leadership.

Participants in the 2017 School of Medicine Leadership Retreat were asked to compete in teams to build the tallest freestanding structures they could in 18 minutes using only spaghetti, a bit of string and tape, with a marshmallow on top. The exercise generated a buzz of planning and a construction frenzy that yielded a range of spindly structures, many of which toppled as the crowning marshmallow was added.

The “Marshmallow Challenge,” originally presented in a TED talk more than a decade ago, reveals some insightful lessons about the nature of collaboration as teams work together to quickly respond to the task.



# Sensemaking: A Series of Conversations

During three panel sessions moderated by Elena Fuentes-Afflick, MD, retreat attendees heard panelists outline their realities as they see current challenges, ranging from the defense of the importance of science itself and re-thinking who UCSF's allies may be during this time of political change, to the practical financial realities of how to reward administrative excellence and offset the Bay Area's high cost of living.

## Panel 1: Sensemaking in the External Environment

- What are the most critical external environmental trends or emerging issues that will impact the work of UCSF SOM and other academic centers going forward?

*Kirsten Bibbins-Domingo, MD, PhD*

*Coleen Kivlaban, MD, MSPH*

*Mark D Smith, MD, MBA*



## Panel 2: Sensemaking on the Front Lines

- What are the most critical frontline trends or emerging issues that you & your colleagues have identified that will challenge our ability to recruit & retain the best emerging talent going forward?
- If you were suddenly given a leadership opportunity at UCSF, what problem would you choose to tackle to help our institution move forward?



*Matthew Bucknor, MD*

*Danica Galonic Fujimori, PhD*

*Judy Young, MPH*

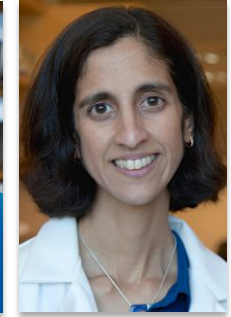
## Panel 3: Sensemaking from Senior Leaders

- Where do you get your information about internal and external environmental trends and emerging issues? How do you learn what signals to filter out and what to let in as you are making decisions as a formal leader?
- Which internal and external trends are the biggest threats or opportunities to your ability to lead your department? Contribute to leading the institution?

*Margaret Damiano*

*Tejal Desai, PhD*

*Matt State, MD, PhD*



“Fundamentally, truth-telling is about sense-making. Understanding the signals from the environment and figuring out which are true and which are false is one of the major responsibilities of those who have aspirations to, or are sitting in positions of leadership.”

*Catherine Lucey, MD*

*Vice Dean, Education*

“As we continue to grow, collaboration between faculty and staff is separating. The challenge is in learning how to listen to staff for understanding with a willingness to be influenced, and inviting staff to decision-making conversations early in the process, rather than at the time of implementation or fixing problems.”

*Judy Young*

*Assistant Director, UCSF National Center of Excellence  
in Women's Health*





# Visioning: Turning Inwards

Working at tables, groups were asked to create a vision statement for the School of Medicine while keeping in mind alignment with existing institutional visions.

### Create a one-sentence vision about how we as an organization:

- Work to support creativity and collective genius within our organization
- Optimize the leadership talents of our formal leaders by channeling the leadership talents of all within our organization
- Create opportunities for career advancement for junior and mid-career faculty and staff
- Create opportunities for career impact for senior faculty and staff

“ I usually don't like vision statement exercises but I felt this version was quite engaging – good energy in the room. ”

## Our Mission-Vision

	UCSF	School of Medicine	UCSF Health	VA	ZSFG*
Mission Why we exist	UCSF advances health worldwide through innovative health sciences education, discovery and patient care.	The UCSF School of Medicine strives to advance human health through a fourfold mission of education, research, patient care and public service.	Caring, healing, teaching and discovering.	"To care for him who shall have borne the battle, and for his widow, and his orphan" by serving and honoring the men and women who are America's Veterans.	Provide quality health care and trauma services with compassion and respect.
Values What's important to us	<p><b>P</b> for Professionalism, how we conduct ourselves and our business</p> <p><b>R</b> for Respect for our patients,families, ourselves and each other</p> <p><b>I</b> for Integrity, always doing the honest, right thing</p> <p><b>D</b> for Diversity, understanding and embracing the diverse beliefs, needs and expectations of our patients, community and employees</p> <p><b>E</b> for Excellence, what we strive for in everything we do</p>				<ul style="list-style-type: none"> <li>• Joy in our Work</li> <li>• Thirst in Learning</li> <li>• Compassionate Care</li> </ul>
Vision What we want to be	To be the world's preeminent health sciences innovator.		To be the best provider of health care services, the best place to work and the best environment for teaching and research.		To be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered healing environment.

# Vision Statements

- Investing in the vitality and well-being of our people to enable breakthrough therapies and fulfill the promise of world health advancement.
- We achieve individual fulfillment by leveraging the collective genius.
- Leading the nation in integrating science, medicine and social justice.
- Inspire and inform every scientist, clinician, and policy maker worldwide.
- To champion the creation of leaders at the intersection of health, science, and social justice.
- Empower diverse leaders to protect and defend science, medicine and social justice.
- We pursue our passions and accomplish our dreams through a nurturing, collaborative and inclusive environment.
- We will be (are) a community that inspires one another to educate, innovate and care.
- As a community that values kindness, inclusiveness, excellence and collaboration, we will invent the future of academic medicine.

# Vision Statements

- To be a leader in developing our people in transforming health.
- To be a model for nurturing people in transforming health.
- We are a people-centered organization that promotes the active engagement of all its members in decision-making.
- Together, we create an excellent everyday life for all of us.
- Create a diverse, collaborative environment that promotes personal mastery and unleashes collective genius.
- Advancing together, closer together, better together.
- To be a fearless community that empowers people to innovate and solve hard problems.
- We are the premiere school of medicine that unleashes excellence and innovation in every individual to collectively transform the sciences of human health.
- Everyone at UCSF is valued, nurtured and empowered to contribute to our collective mission.
- Inspiring and nurturing to unleash our collective potential.
- Together, we create the future of health by empowering diverse talents.
- We prioritize people and their passions to pursue excellence.

Inventing:  
Crowdsourcing Strategies  
Experiments for our Future

Each participant was asked to think of a bold idea. An idea that would either be a strategy we could pursue or a system we could develop that would channel the leadership ideas and capabilities of all within our SOM community and propel us towards sustained and enhanced success for our institution and more rewarding careers for individuals. These ideas were discussed amongst participants and voted on. Those with the most votes were chosen for afternoon breakout sessions, or “Open Think Tanks”, where specific, actionable gameplans were developed for each of the ideas.

If you were ten times bolder, what big idea would you recommend? What first step would you take to get started?

“Experiments are different from pilots. Even if the experiment fails, we can learn.”

*Diane Slinke, MD*

# Highest Scoring Bold Ideas

## Top 5

1. Include staff and junior faculty on leadership committees to improve decision making and engagement.
2. Create a system of approach to support women faculty and families during childbearing years.
3. Provide a new strategy for on-boarding junior faculty and staff (on-boarding "passport").
4. Pilot a "collaboratory" of faculty, staff and students targeted towards solving a huge problem.
5. Modernize and reconfigure Parnassus.





# Highest Scoring Bold Ideas

- Create new method for compensating and rewarding junior recruits that allows them to pursue bold ideas.
- Incentivize (e.g. pay) faculty/staff to return unused/underused space and other resources to the school.
- Create a new information system to bridge departments and connect people to new collaborations, resources, and best practices.
- Assure that we hire, support and advance leaders who are skilled in relating.
- Maximize transparency, input and communication across all sites and levels within our SOM.
- Modify award, incentive, and advancement criteria to encourage and reward collaborative, multidisciplinary work and risk-taking.
- Build cross disciplinary communities to foster informal interactions.
- Build a system of dynamic frontline leadership networks that span roles and seniority and employ them to advise senior management about strategic innovation.
- Define the five most important issues/problems we face and make a concise decision to solve them within six months.
- Work through Trump Era impact on disparities, access to care and funding for the medical center.
- Redesign SOM organizational structure to create collaborative hubs.

# Gameplans

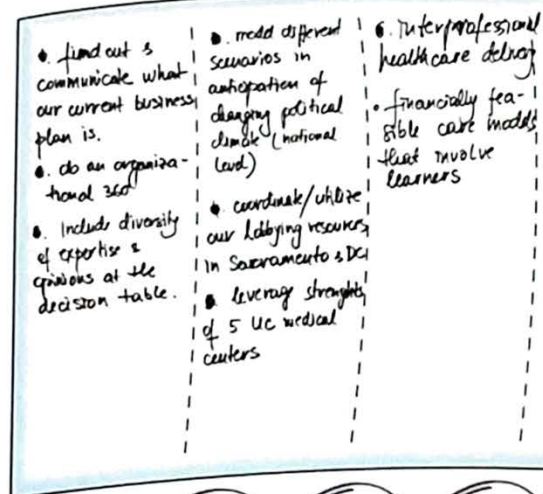
Open Think Tank sessions are a self-organizing, collective activity that enables people to work on ideas that speak to them and is a unique approach to solve complex problems and create consensus around experiments.

At the retreat facilitators led 12 small groups through Gameplan exercises that set objectives and determined actionable next steps for each of the top ranked Bold Ideas. To follow are some examples of these plans.

# GAMEPLAN

## TEAM/RESOURCES

## STAGES/TASKS



## SUCCESS FACTORS



## CHALLENGES

## TARGET

### PRIMARY OBJECTIVES

• better link clinical & acad. business plans and strategic interests

develop a 21st century business plan

• link effort & outcome to capital campaign & require accountability & transparency

• increase our competitiveness in a changing healthcare environment

### OTHER OBJECTIVES

# GAMEPLAN

CARLA PERSSINOTTO

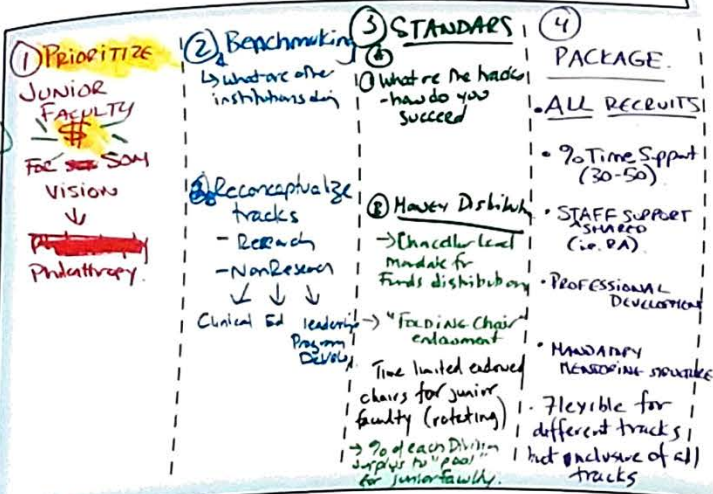
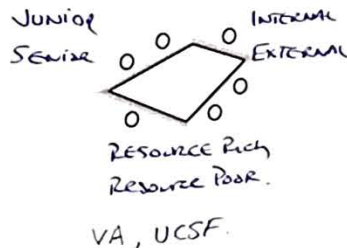
Lenny Lopez

Atul Butte

## TEAM/ RESOURCES

## STAGES / TASKS

SHOW ME THE MONEY



## SUCCESS FACTORS



## CHALLENGES

Lack of transparency @ other institutions around recruitment packages/faculty investment.  
"Rumors"

Getting beyond departmental money silos

Bias towards only research as valuable.

## TARGET

PRIMARY OBJECTIVES

Creating & Enhancing

Junior Faculty

Compensation/Rewards

FOR BOLD IDEAS

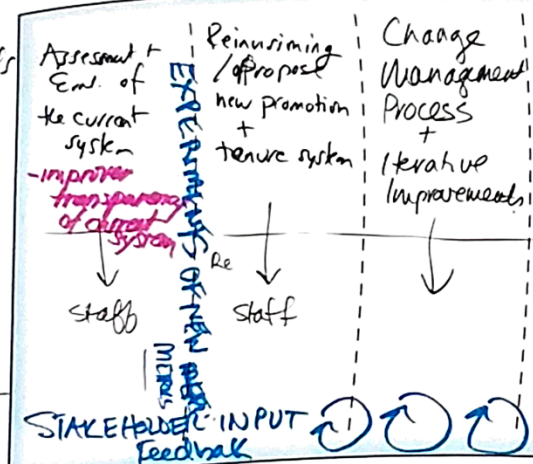
OTHER OBJECTIVES

# GAMEPLAN

## TEAM / RESOURCES

- CAP
- Dpt Chairs / Div. Heads
- Academic
- Basic Scientists
- EDUCATORS
- CLINICIANS
- Recently promoted
- Human Resources
- MSO
- Dept Chairs / Div. Heads

## STAGES / TASKS

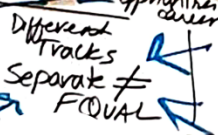


## SUCCESS FACTORS



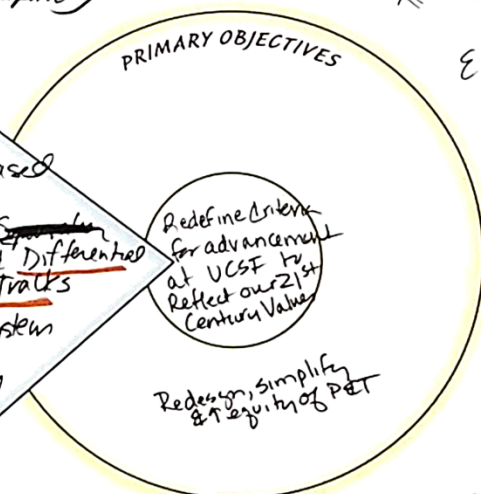
## CHALLENGES

- COMPLEX
- NON TRANSPARENT
- SYSTEM LIMITATIONS
- HIGHLY VARIABLE
- Funding Challenges
- inequity across disciplines/depts



\* Safe timely efficient equitable Faculty Career VALUE

## TARGET



OTHER OBJECTIVES

Redesign & Equity of Staff Advancement



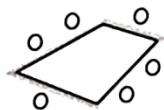
Wendy Game Plans



# GAMEPLAN PARTNER W/ STAFF + JR FACULTY + INCLUDE THEM IN STRATEGIC DECISION MAKING

## ● TEAM/ RESOURCES

- ASBOG
- Staff Assembly
- Differences Matter
- Chancellors Awards (Exceptional Management + Services)



The person closest to the problem has the solution.

## ● STAGES / TASKS

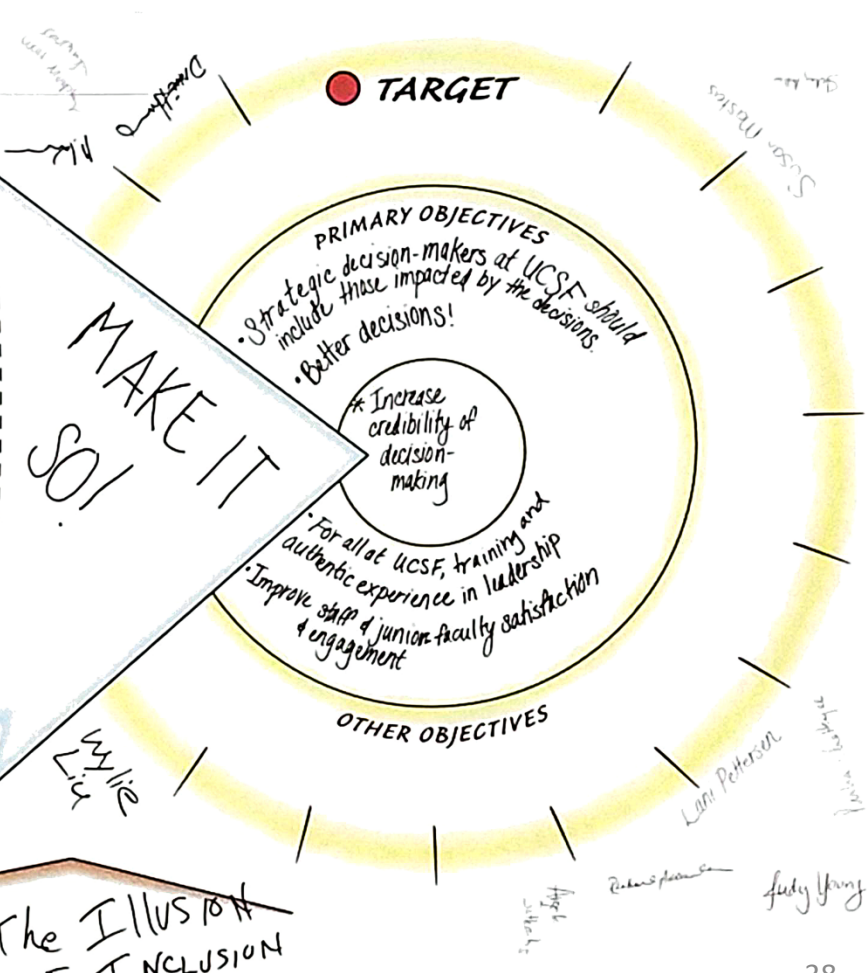
<p>Elect staff + junior faculty to Chancellors' Cabinet &amp; executive committee, etc.</p> <p>(Write expectations)</p>	<p>Examine all committees ie, Budget + Finance, Faculty searches, Space, Dept committees</p>	<p>Communications plan</p> <ul style="list-style-type: none"> <li>- how to express interest recruitment open process</li> <li>- committee outcomes + decisions</li> </ul>	<p>Develop mentorship model</p>
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## ● SUCCESS FACTORS



## ● CHALLENGES

release time  
role clarity  
managing expectations of community



Not The ILLUSION OF INCLUSION

# GAMEPLAN PASSPORT TO UCSF

John  
 Maria  
 Kevin Grumbach  
 Maria Nolasco  
 Pat O'Brien  
 Sandra Nunez

JUNE 2017

## TEAM/RESOURCES

UCSF Chancellor  
 HR  
 UCSF Health  
 UCSF Faculty Affairs  
 BOM - Deans @ Sites  
 MSO

## STAGES/TASKS

org structure to own/support

integrated, universal online system (for standard processes) UCSF + key affiliates (1 UCSF)	design + develop passport	job descriptions for agents + guides maps + itinerary	materials + tools for ongoing prof. development.
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## SUCCESS FACTORS

- Chief onboarding officer
- Expand to recruitment stage
- Protected time for employees
- Identify milestones for progress
- NPS Gallup

## CHALLENGES

Ownership Accountability  
 Funding

## TARGET

PRIMARY OBJECTIVES  
Develop a tool (PASSPORT)

Streamlined, cohesive, professional onboarding + prof. development process for ALL

OTHER OBJECTIVES

Satisfaction

↑ engagement

# Key Themes



- Build stronger connections:
  - Between leaders and the people they lead
  - Across disciplines and professions
  - Across geographic sites



- Optimize leadership capabilities within the organization
- Innovate to advance career development for faculty and staff
- Tackle bold challenges both inside and outside of UCSF
- Rethink governance of common resources (space and money)
- Apply technology and tools to support relating, sense-making, visioning and inventing

# Next Steps

“We are committed to listening to you and learning from you to do what is best so that we continue to make this place outstanding.”

-Talmadge E. King, Jr., MD

For many of the attendees, the activities and discussions at the retreat inspired them to continue working on the initiatives that inspired them over the two days. Many left the retreat with new or renewed motivation to take steps, no matter how small, towards empowering those they lead, reflecting on their own leadership capabilities, and fostering collaboration.

### **“As a result of attending the retreat, what will you do differently next week?”**

#### **Top 5 Responses:**

1. Amplify the role of staff/junior faculty
2. Self-reflection on leadership skills
3. Network with newly met colleagues
4. Listen to understand
5. Communicate more effectively

“I will engage our department leadership to improve staff and faculty communication and idea generation.”

“Work on listening – ‘listen for understanding and with the willingness to be influenced’ ”

## Vision Statements

The vision statements created at the retreat will be voted on by the School of Medicine community and will be incorporated into the school's strategic plan due for completion in December 2017.

## Bold Ideas

All 150+ Bold Ideas have been summarized and vetted by the Retreat Committee. The Dean's Council will decide which will be implemented as quick wins and which will be sent out to the community for faculty and staff to volunteer to work on an implementation team.

## Communication Plan

The Dean will send a series of communications to retreat attendees and to the broader School of Medicine community detail what was discussed and what will be implemented moving forward.

“I will talk with others who did not participate in the retreat about what we discussed so that they know we are grappling with these challenges honestly.”

# Addendum

- 1 Retreat Planning Committee
- 2 Attendees
- 3 Agenda

# Retreat Planning Committee

Matt Bucknor, MD

Peter Carroll, MD

Margaret Damiano

Hana El-Samad, PhD

Elena Fuentes- Afflick, MD

Danica Fujimori, PhD

Beth Harleman, MD

India Hook Barnard, PhD

Andy Josephson, MD

Catherine Lucey, MD

Sunita Mutha, MD

Diane Sliwka, MD

Lowell Tong, MD



# Attendees

## Campus Leaders

Josh Adler  
Renee Binder  
Sue Carlisle  
Maye Chrisman  
Cynthia Chiarappa  
Neal Cohen  
Teresa Costantidis  
Margaret Damiano  
Sheila Brear  
John Ford  
Elena Fuentes-Afflick  
Paul Garcia  
Jennifer Grandis  
Joe Guglielmo  
Karen Hauer  
Sam Hawgood  
Olivia Herbert  
Paul Jenny  
Ken Jones

Lee Jones  
Talmadge King  
Dan Lowenstein  
Bert Lubin  
Catherine Lucey  
Susan Masters  
Renee Navarro  
Diana Nicoll  
Terri O'Brien  
Michael Peterson  
Alejandra Rincon  
Greta Schnetzler  
Susan Smith  
Kevin Souza  
Liz Watkins  
Sandra Weiss  
Steve Wilson  
Bruce Wintroub  
David Wofsy

## Chairs and Directors

Abul Abbas  
Shelley Adler  
Mark Anderson  
Ron Arenson  
Allan Basbaum  
Mitchel Berger  
Claire Brindis  
Atul Butte  
Peter Carroll  
Marco Conti  
Tejal Desai  
Donna Ferriero  
Mike Gropper  
Kevin Grumbach  
Steve Hauser  
Matthias Hebrok  
Bob Hiatt  
David Julius

Sharon Kaufman  
Reg Kelly  
Lewis Lanier  
Wendell Lim  
Cliff Lowell  
Andy Murr  
Mary Norton  
Catherine Park  
Stan Prusiner  
Neil Risch  
John Roberts  
Peter Sokolove  
Matthew State  
Kim Topp  
Tad Vail  
Paul Volberding  
Bob Wachter  
Sandy Williams

“On Monday, I plan to talk with others who did not participate about what was discussed so that they know that the school is grappling with these challenges honestly.”

# Attendees

## Faculty Leaders

Mark Ansel  
Lee Atkinson-McEvoy  
Kirsten Bibbins-Domingo  
Ben Breyer  
Matthew Bucknor  
Andre Campbell  
Kerry Cho  
Hal Collard  
Christopher Colwell  
Bill Dillon  
Shari Dworkin  
Hana El-Samad  
Kayla Enriquez  
Chris Fee  
Danica Fujimori  
Antonio Gomez  
Michelle Guy  
Beth Harleman  
India Hook-Barnard  
Erick Hung  
Holly Ingraham  
Andrea Jackson  
Rebecca Jackson

Maga Jackson-Triche  
Malcolm John  
Meshell Johnson  
Andy Josephson  
Natalia Jura  
Hemal Kanzaria  
Aimee Kao  
Bryan King  
Coleen Kivlahan  
Ophir Klein  
Starr Knight  
Nerissa Ko  
Anda Kuo  
Carter Lebares  
Eleni Linos  
Lenny Lopez  
Kate Lupton  
Tippi Mackenzie  
Aimee Medeiros  
Anna Meyer  
Dyche Mullins  
Sunita Mutha  
Tung Nguyen

Pat O'Sullivan  
Ami Parekh  
Carmen Peralta  
Carla Perissinotto  
Ann Poncelet  
Neil Powe  
Jeremy Reiter  
Marika Russell  
Matt Russell  
Rupal Shah  
Anita Sil  
Diane Sliwka  
Larissa Thomas  
Lowell Tong  
Mark Wilson  
Sharon Youmans

## Staff Leaders

Jennifer Arnett  
Purba Chatterjee  
Michael Faber  
Jenny Fowler  
Dixie Horning  
Suzanne Kawahara  
Mounira Kenaani  
Gretchen Kiser  
Noelle Lee  
Wylie Liu  
Markita Mays  
Pagan Morris  
Maria Noveler  
Susan O'Hara  
Lani Pettersen  
Natalie Purcell  
Richard Secunda  
Angela Sutkaitis  
Kathryn Wold-Murphy  
Judy Young

“It was great to have showcased less senior faculty in high profile roles at the retreat and to have a good proportion of senior and junior folks attending.”



# Agenda

8:00-8:30AM	Arrival and Breakfast	
8:30-9:00AM	Dean's Remarks	Talmadge E King, Jr, MD
9:00-10:00AM	Relating: Build a Tower, Build a Team	S Andrew Josephson, MD Lowell Tong, MD
10:00-11:10AM	Sensemaking: A Series of Conversations Panel 1: Sensemaking in the External Environment	Moderator: Elena Fuentes-Afflick, MD Coleen Kivlahan, MD, MSPH  Mark D Smith, MD, MBA Kirsten Bibbins-Domingo, MD, PhD
	Panel 2: Sensemaking on the Front Lines	Matthew Bucknor, MD Danica Galonic Fujimori, PhD Judy Young, MPH
	Panel 3: Sensemaking from Senior Leaders	Tejal Desai, PhD Matt State, MD, PhD Margaret Damiano
11:10-11:25AM	Break	
11:25-12:25PM	Visioning: Turning Inwards	Catherine Lucey, MD
12:25-1:10PM	Lunch	
1:10-1:50PM	Inventing: Crowdsourcing Strategies	Diane Sliwka, MD
1:50-3:10PM	Inventing: Experiments for our Future	Beth Harleman, MD
3:10-3:50PM	Reports and Charge for Follow-up Work	Beth Harleman, MD
3:50-4:15PM	Views from the Field	Moderator: Sunita Mutha, MD Lee Atkinson-McEvoy, MD Hana El-Samad, PhD Jennifer Grandis, MD Kevin Souza, MS Bob Wachter, MD
4:15-4:30PM	Closing Comments	Talmadge E King, Jr, MD