



University of California
San Francisco

Faculty Climate Survey

Task Force Kick-Off Retreat

April 24, 2018

Task Force Members

- Sara Ackerman, PhD, Nursing – Social & Behavioral Sciences
- Brian Alldredge, PharmD, Vice Provost, Academic Affairs - Task Force Chair
- Arpi Bekmezian, MD, Medicine - Pediatrics
- Thomas Chi, MD, Medicine – Urology
- Lukejohn Day, MD, Medicine – Medicine
- Danica Fujimora, PhD, Medicine – Cellular & Molecular Pharmacology
- Hannah Glass, MD, Medicine – Neurology
- Stephen McLeod, MD, Medicine – Ophthalmology
- Sneha Oberoi, DDS, Dentistry – Orofacial Sciences
- Elizabeth Ozer, PhD, Medicine - Pediatrics
- George Pasvankas, MD, Medicine – Anesthesia
- Rupal Shah, MD, Medicine – Medicine
- Katherine Yang, PharmD, Pharmacy – Clinical Pharmacy
- Cynthia Leathers, Assistant Vice Provost, Academic Affairs
- Irené Merry, Project Manager

Charge of task force

- Review the survey report and propose any further analyses or data gathering that might be needed
- Seek input from appropriate campus units (committees, organizations, offices) and individuals
- Identify efforts that may already be underway to address issues of concern identified in the survey
- Identify, by priority, problems that need to be addressed
- Produce comprehensive report with recommendations of specific actions to be taken

Scope of Task Force

- Recommendations may address
 - Policies and programs
 - Tools and systems
 - Resources
 - Training and development
- Recommendations will include:
 - Cost and resource requirements
 - Prioritization
 - Metrics to measure effectiveness
 - Support to sustain climate improvement plans
 - Accountability for ongoing support
 - Communication plan for faculty, accessible to the campus

Overview of Related Work

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- UCSF Faculty Salary Equity Studies (ongoing)
 - FY 2015 – campus-level analysis
 - FY 2015-16 – school-level analyses
 - FY 2017 – school-level analyses
 - FY 2018 – campus- and school-level analyses
- UCSF Faculty Exit Surveys (ongoing)
 - 2012-14
 - 2015
 - 2016
 - 2017
- UCSF Faculty Family Friendly Initiative report (Jan 2017)

FY15-18 Faculty Salary Equity Reviews

Main Findings from Faculty Salary Equity Reviews

FY 2015 – campus-level analysis

- Women earn 3% less salary (X+Y) than men
- Women earned 29% less in clinical incentive (Z) than men
- Schools charged with more detailed analysis and development of action plans

FY 2015-16 – school-level analyses

- No salary inequities in SOD, SON, SOP
- In SOM, a total of \$1.8M in salary (Y) adjustments were made for FY2016, affecting 175 faculty (mostly women) in 3 departments. No apparent inequity in eligibility for and distribution of earned clinical incentive income.

FY 2017 – school-level analyses

- No salary inequities in SOD, SOM, SOP
- One salary adjustment was made in SON (\$12K)

Observations/Recommendations from Faculty Salary Equity Reviews

- Salary “imbalances” don’t necessarily equate with “inequities” but, recognize that salary differences justified by “legitimate business practices” has subjective inputs
- Grant and clinical productivity are often justifications for extant salary differences. Teaching, mentoring and service contributions should receive consideration in salary determination.
- To the extent possible, codify in Comp Plans how negotiated (Y) salaries and clinical incentive (Z) payments and leadership stipends (Z) are determined
- Ensure equal opportunity for activities that link to Y and Z salary payments (e.g., clinical/administrative opportunities)
- Salaries of highly-paid men (many with leadership positions) drives the campus-level finding of salary imbalance by gender

2012-17 Faculty Exit Survey Findings (Non-retirees)

2012-17 Faculty Exit Survey Findings (Non-retirees)

- Women and men leave UCSF in roughly the same rates as their representation among the at-large faculty (50% ♀ ; 50% ♂, in 2016-17)
- The number of URM faculty who leave UCSF is small (about 10/yr), however they consistently leave at higher rates than their representation among the at-large faculty
- Assistant professors – particularly in non-Senate series' – leave at rates higher than their representation among the at-large faculty
- In 2016-17, women and men were similar with regard to consideration and receipt of counter offers. In prior reporting periods, women were less likely than men to receive counter offers. The number of counter offers made is small in each reporting period (6-13)

2012-17 Faculty Exit Survey Findings (Non-retirees)

- Cost-of-living and salary are the paramount reasons for leaving UCSF. Cost-of-living has increased in importance as a factor over each exit survey period.
- Comments highlighted concerns about work conditions (lack of administrative support, multiple sites), climate (fairness, ethics, respect and sense of community) and gender issues (family, promotion/leadership opportunities).

2016-17 Faculty Family Friendly Initiative (3FI)

Faculty Family Friendly Initiative (3FI)

Joint Academic Senate/Administration Committee

Charge:

- Assess current policies that impact the work climate and environment for faculty with families; and,
- Make recommendations to the Chancellor and campus leaders that promote an environment for faculty that enhances their ability to meet their responsibilities to the University and their responsibilities to children, elders, partners and others

3FI: Findings

- During its due diligence, the committee found that:
 - Family-friendly benefits offered via various Comp Plans are inconsistent across campus
 - Existing benefits may be underutilized due to lack of awareness and cumbersome processes
 - Faculty report they are hesitant to use benefits due to perceived stigmatization, negative impact on career and advancement, or impact on colleagues
 - Faculty are implicitly or explicitly discouraged from using benefits for which they are eligible
 - Systems not in place to collect accurate data on utilization of family friendly benefits

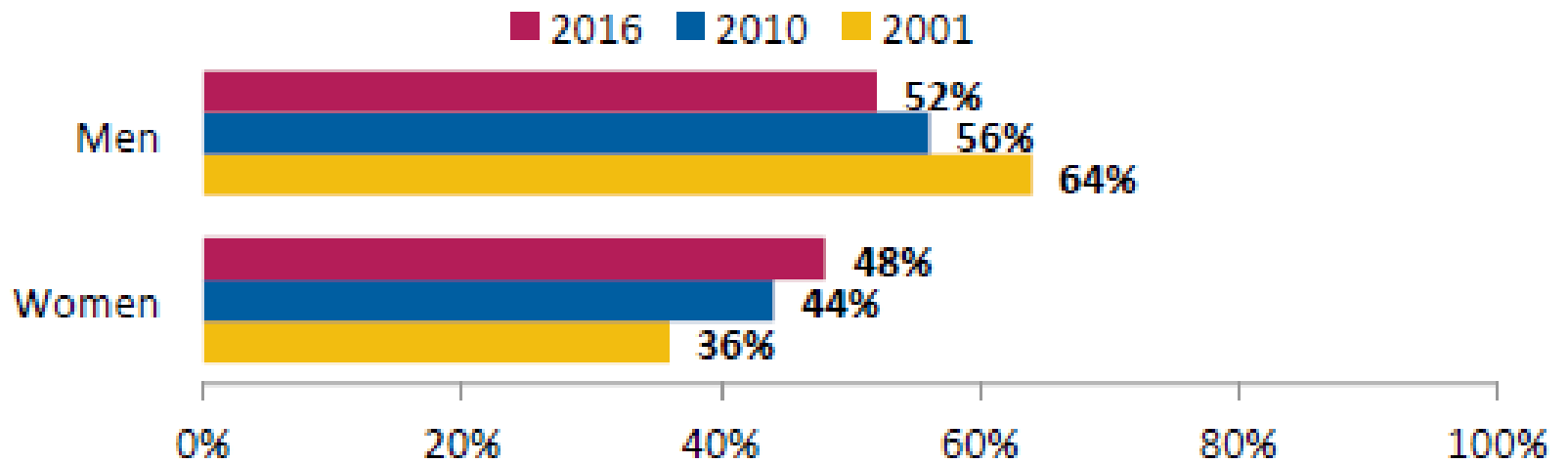
3FI - Campus Action Plan

3FI Key Recommendation	Campus Action
Raise paid childbearing leave to 12 weeks of total salary (X+Y) in FY18	Update all comp plans to 12 weeks of paid childbearing leave no later than FY19
Raise minimum childrearing leave to 4 weeks of total salary (X+Y) in FY18, increasing to 12 weeks by FY21	Update all comp plans to 4 weeks of paid childrearing leave no later than FY19
Increase Chancellor's funding for childbearing and childrearing leave	No increase to Chancellor's funding for leaves
Upgrade data systems to track utilization and impact of benefits	Central funds provided – in process
Create staff position to communicate benefits to faculty and analyze data	3-yr commitment of central funds to support 3FI Coordinator position in the VPAA Office to implement recommendations, including a campaign designed to raise awareness of benefits and signal commitment to family-friendly climate
Revise policy language	Comp Plan revisions in process
Streamline processes	Staff resource (listed above) will partner with other campus units



2017 UCSF Faculty Climate Survey

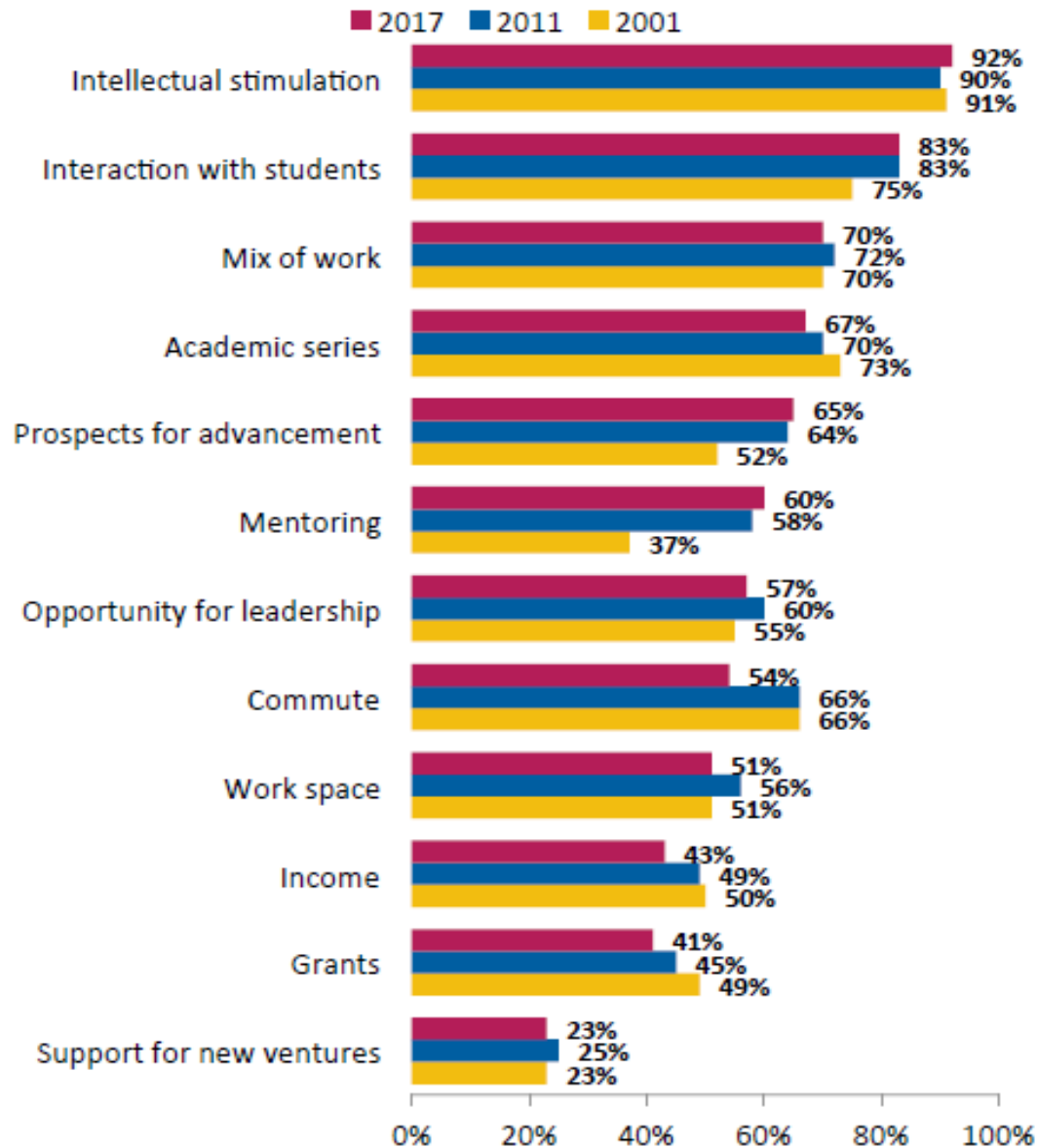
Gender of UCSF Faculty



Source: UCSF Office of Academic Affairs

Changes in Satisfaction Across 12 Aspects since 2001

% saying very or fairly satisfied



2017 Climate Survey Executive Summary

Balancing work and family

- Overall improvement in satisfaction with family/personal time from 2011 results
- Women (especially those with children under 12 y.o.) and early career faculty more discontent
- Decline in satisfaction with support for childbearing/rearing leave
- 1/4 faculty feel that taking childbearing/rearing leave is held against faculty members

2017 Climate Survey Executive Summary

Mentoring

2/3 faculty have a mentor (increased from 2011)

Having a mentor is associated positively with most every need and issue queried

Women, URM and Adjunct series faculty most likely to report a positive impact of mentoring on elements of career satisfaction

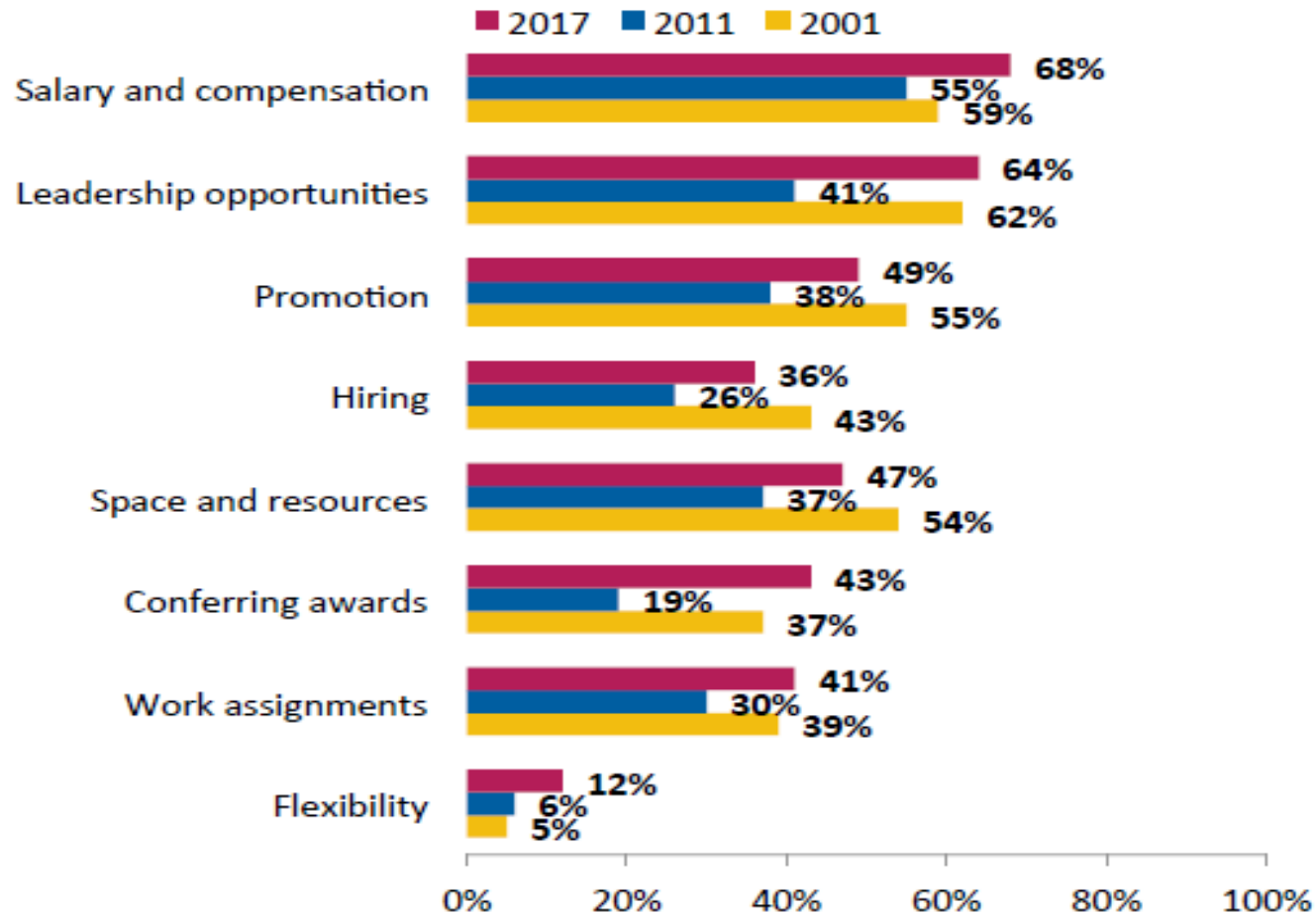
2017 Climate Survey Executive Summary

Gender equity

- 2/3 faculty state that UCSF promotes a climate free of gender discrimination; however, perspectives of men and women on climate and gender-based advantages differ more in 2017 than in past surveys
- Overall decline in climate for women at School and department levels (driven by women's responses and perceptions)
- Uptick in the view among women that they have at any time been discriminated against
- Perceptions of unequal treatment for women have increased at department, school and campus levels (from 2011; driven by women's responses/perceptions) in each of 8 areas (e.g., salary, leadership, conferring awards)

Change in Women's Perception of Preferential Treatment

% of women saying men receive preferential treatment



Q15. Based on your observations, how often do women or men receive preferential treatment at UCSF in each of the following categories? Women get preferential treatment most of the time, women get preferential treatment some of the time, there is no preferential treatment of either, men get preferential treatment some of the time, or men get preferential treatment most of the time, don't know?

2017 Climate Survey Executive Summary

Racial and ethnic equity

3/4 faculty state that UCSF promotes a climate free of racial discrimination

URM faculty themselves less likely to hold positive views (1/3 rate the climate as good or very good)

40% URM faculty report that they have been discriminated against at any time (> twice as many as in 2011)

Compared to 2011, URM faculty more likely to report:

- Unequal opportunities to participate in formal meetings
- Glass ceiling for promotion within the department
- Assignment to committees as a token gesture

2017 Climate Survey Executive Summary

Attracting and retaining high-quality faculty

“Attractors”

- Professional development, leadership, promotion, diversity

“Detractors”

- Salaries, financial assistance for housing
- Among parents with young children: flexible scheduling, childcare, part-time opportunities

Half the faculty wish to remain at UCSF for the rest of their careers (declined between 2001 and 2017); financial concerns are the primary reason they might go elsewhere

Climate Task Force Themes

Define themes and framework

Align on direction

Potential general approach for themes:

- What does the climate survey and free-text responses say?
- What other data are needed?
- How the principles of equity, opportunity and well-being effect this theme?
- What are the underlying issues and problem areas?
- Are there known programs/initiatives addressing any of the identified issues?
- Who do we need to hear from to ensure we understand the issue and any planned or ongoing initiatives?
- Are there unique communication issues related to the identified issues (e.g., perception vs fact; available and accessible resources)