Note: Only surveys from chairs of departments are included. Chairs of ORUs were not included.

Results of Department Chairs Survey on Faculty Hiring Practices

Answers to Open-Ended Questions

Other factors affecting Ladder Rank appointments

- I have only 2 tenure line positions in the department.
- Difficulty in recruiting and funding
- The faculty member does not want to make a commitment to the unhealthy lifestyle required of a ladder rank faculty.
- Appointments to ladder rank are based on the usual criteria (qualification of the applicant) and fit of the individual's expertise with department needs.
- General route is to assign FTEs to highest ranking faculty to get maximum state support. Clinical departments need more FTEs!

Funding issues related to In-Residence

- I have minimum extramural support in the department and faculty practice drains revenues.
- Because In-Residence is permanent appointment, sometimes difficult to predict stability in clinical revenues to support salaries
- Restrictive regulations

Other factors affecting In-Residence appointments

- New emphasis on getting extramural funding in our department-often don’t have potential as junior faculty
- Academic potential and previous record of productivity
- I have to be able to find $ for comp plan and try to decrease teaching load and find place for faculty to do research.

Other factors affecting Clinical X appointments

- Using Clinical X more for those not likely to get extramural funding
- Decision primarily based on how much clinical time (the more the less chance that individual would be able to do the necessary scholarly work)
- Faculty in the clinical professor series are resistant to others gaining Senate access.
- Ceiling of Clinical X was only reason
- Timeliness

Additional comments

- In my experience people want to come here in spite of lack of space and money. The environment is so rich, but if we had more space and start-up money the quality would be even higher
- FTE follow students so ORUs have little opportunity to give our faculty any security
- Time for search and expense of search due to regulations are burdensome to department
- Please stop making clinical faculty 2nd class citizens by allowing them to be members of Academic Senate
- There are adjunct appointments made in my department, but they are of persons who primarily, if not exclusively have a teaching responsibility. As all of our FTEs are used for research faculty who also, of course, have teaching responsibilities, I don't believe that the issues being addressed in this survey are relevant in the basic science department.
- Continuation of Mortgage Origination Program Loans is important for recruitment.

Issues that hinder recruitment and retention of excellent faculty
Note: Only surveys from chairs of departments are included. Chairs of ORUs were not included.

space 16 27%
cost of living 14 24%
lack of competitive salary/start-up package 9 15%
lack of funding/FTE 9 15%
lack of admin support 3 5%
$ from FTE too small 1 2%
childcare 1 2%
inability to develop large new programs 1 2%
lack of quality schools 1 2%
need clinical work to support salary 1 2%
promotion 1 2%
small # of candidates in specialty 1 2%
spouse 1 2%

<table>
<thead>
<tr>
<th>Factors that facilitate recruitment and retention of excellent faculty</th>
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</thead>
<tbody>
<tr>
<td>academic/scientific excellence of UCSF 14 31%</td>
</tr>
<tr>
<td>collaborative environment 5 11%</td>
</tr>
<tr>
<td>San Francisco 4 9%</td>
</tr>
<tr>
<td>students and faculty 4 9%</td>
</tr>
<tr>
<td>support from department/administration 3 7%</td>
</tr>
<tr>
<td>endowments 2 4%</td>
</tr>
<tr>
<td>incentive/compensation plan 2 4%</td>
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<tr>
<td>mortgage assistance program 2 4%</td>
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<tr>
<td>space 2 4%</td>
</tr>
<tr>
<td>start-up package 2 4%</td>
</tr>
<tr>
<td>ability to allocate time to research 1 2%</td>
</tr>
<tr>
<td>cross-departmental collaboration on searches 1 2%</td>
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<tr>
<td>development of new chemistry program 1 2%</td>
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<tr>
<td>state support 1 2%</td>
</tr>
<tr>
<td>teaching and research opportunities 1 2%</td>
</tr>
</tbody>
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