



University of California
San Francisco

2017 Faculty Climate Survey

General information and considerations for
constituents

OVERVIEW

- Background
- Key findings
- Task force charge
- Individuals, groups and committees represented on the task force
- Strategy
- Proposed recommendations
- Group input

BACKGROUND

- 2017 Faculty Climate Survey was a follow up to the 2001 and 2011 faculty climate surveys conducted by the same independent opinion research firm, Belden Russonello Associates (BRS).
- Distributed electronically by BRS to all UCSF faculty in March, 2017
- 1158 responses (39% response rate)
 - 2011 Climate survey - 1352 responses (61% response rate)
- Results released August 2017

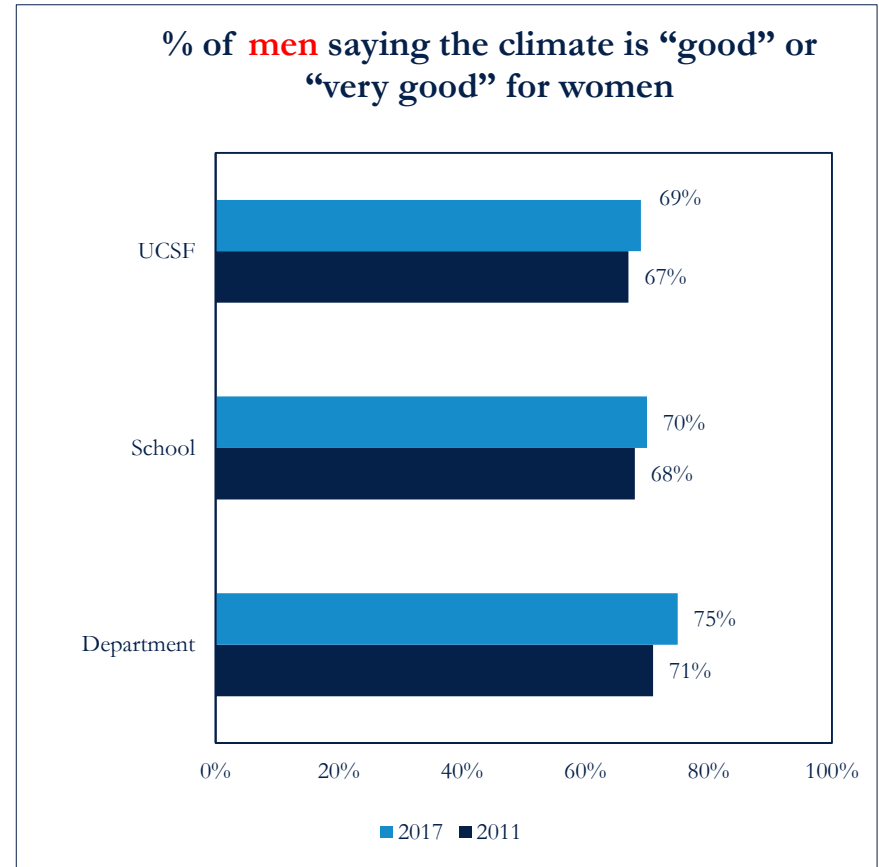
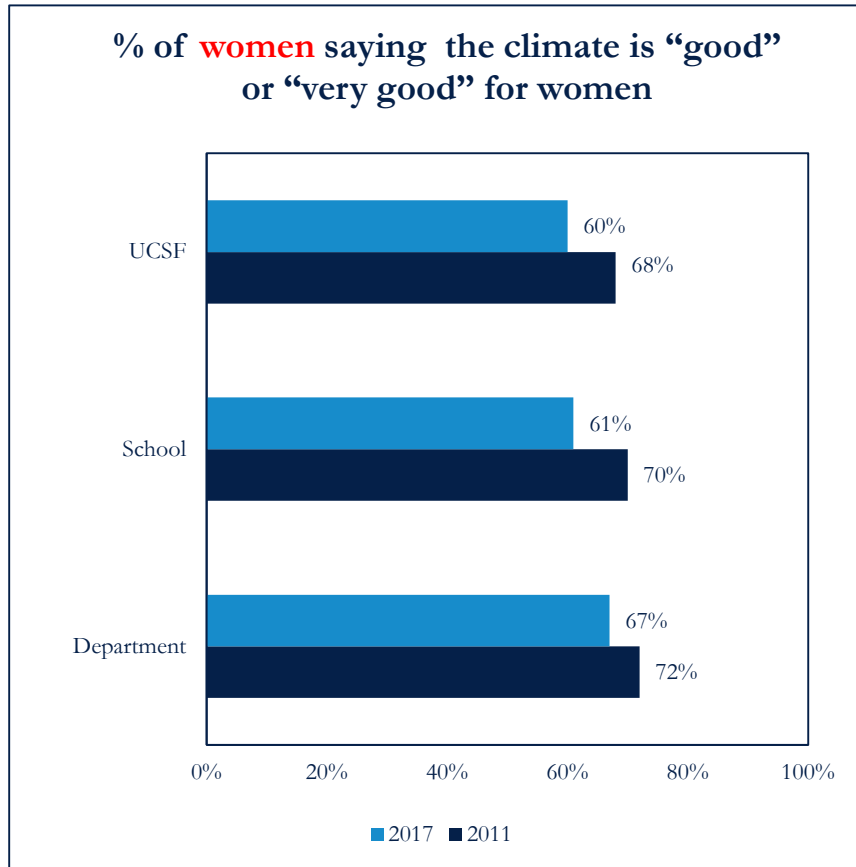
KEY FINDINGS - STRENGTHS

- ¾ of faculty who responded expressed general satisfaction with their career at UCSF
- Half the faculty say they want to stay at UCSF for the remainder of their careers; only one in ten indicated that he/she would prefer to move elsewhere
- Intellectual stimulation, opportunities for collaboration and interactions with others especially contribute to satisfaction
- The faculty mentoring program at UCSF is associated positively with almost every need and issue tested throughout the survey findings
- A plurality of faculty members expresses satisfaction with the amount of time they have for family and outside interests, continuing an upward trend that began in 2011
- The faculty overall sees UCSF as successful in promoting a climate free of discrimination based on sexual orientation and gender expression

KEY FINDINGS - CHALLENGES

- Progress made towards improving the climate for women and URM faculty has either stalled or worsened since the period between the 2001 and 2011 faculty climate surveys
- The perception of inadequate compensation, along with concerns about difficult commutes, is a theme throughout the survey, as cost of living in the Bay Area continues to rise. Fewer than half of respondents express satisfaction with their incomes; satisfaction with income has declined compared to the 2001 and 2011 surveys
- The view that UCSF has been effective in providing support for childbearing and rearing leave has declined since 2011. Only two in ten respondents say the institution is effective in supporting transition back from childbearing and rearing leaves

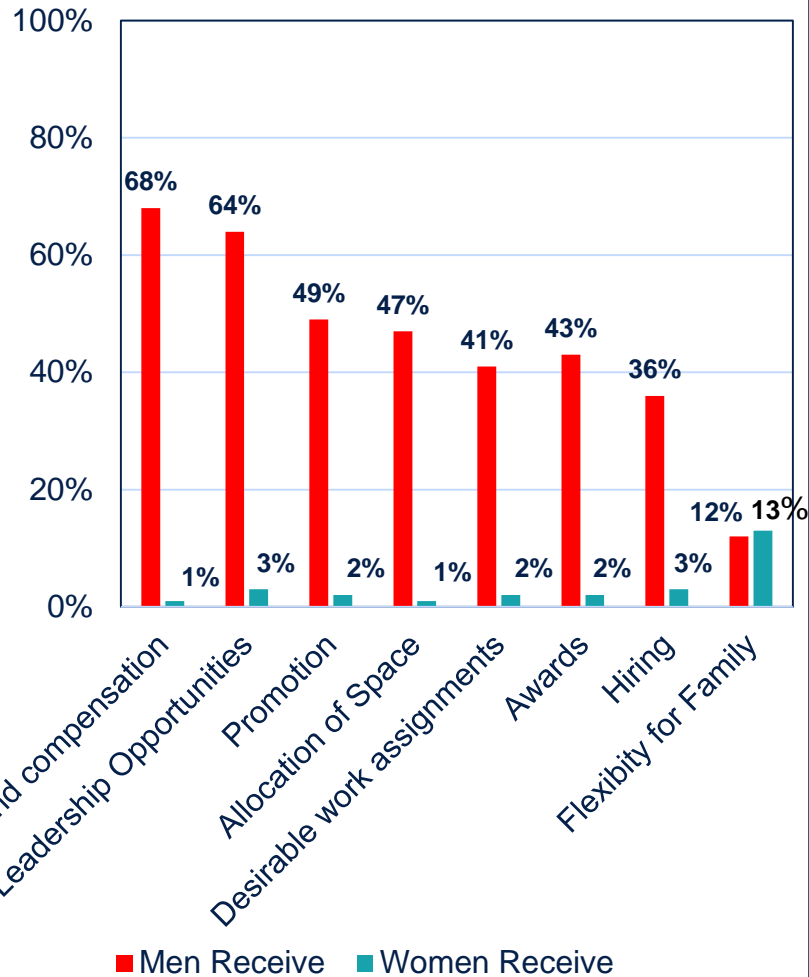
Views of Climate for Women 2011 and 2017



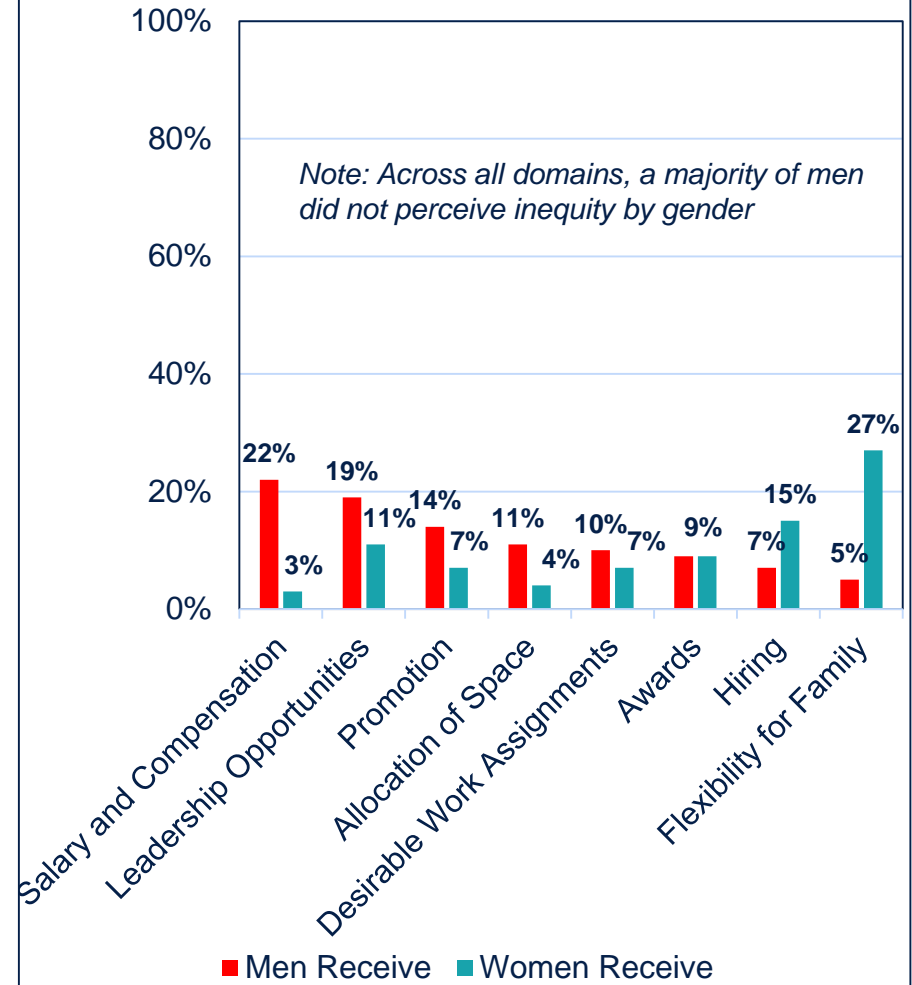
UCSF Faculty Climate Survey April 2017

Who Receives Preferential Treatment ?

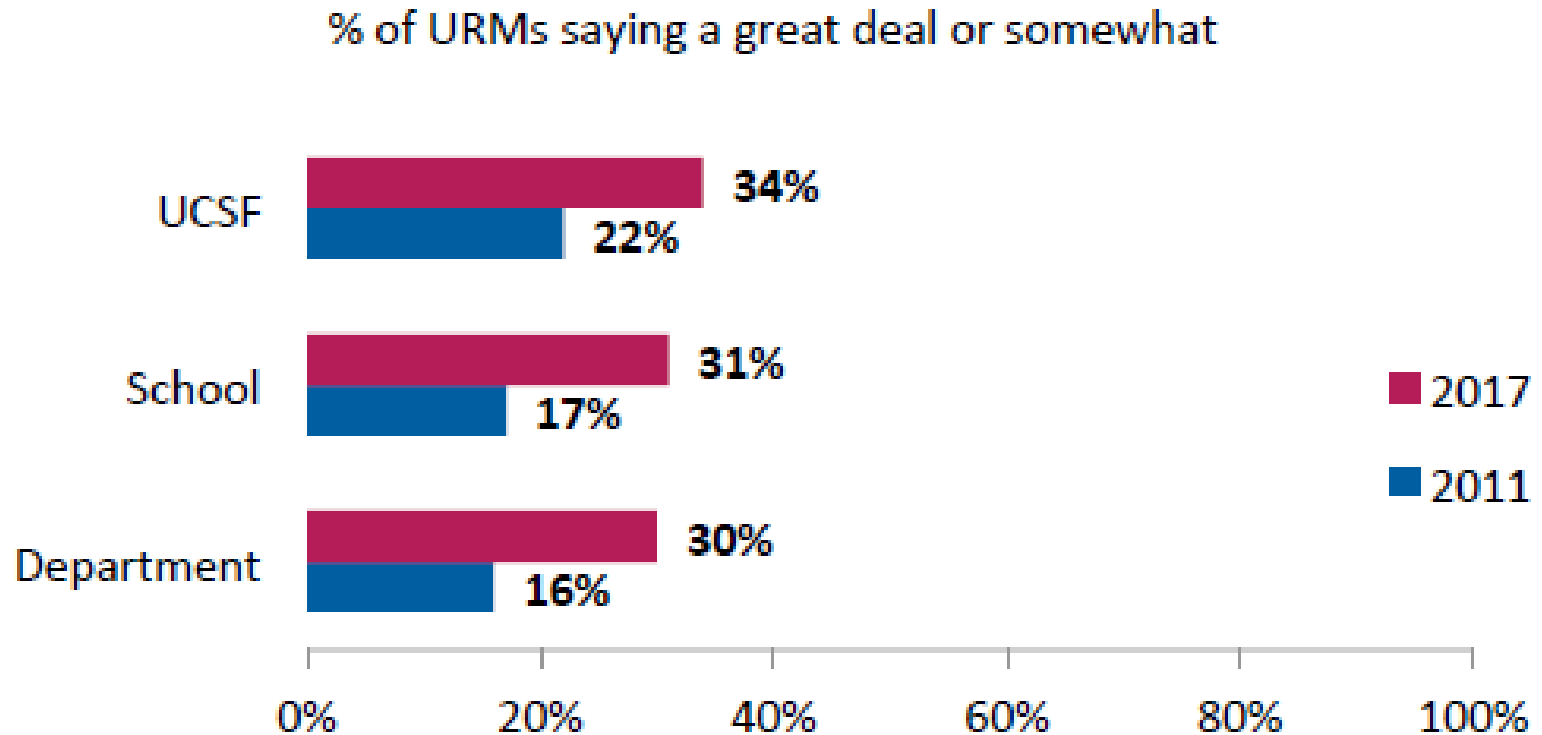
Views Among Women



Views Among Men



Perceptions of Unequal Treatment for Underrepresented Minorities



Q21. Is there inequity or unequal treatment for underrepresented minorities [includes Blacks, Hispanics, and Native Americans (American Indians, Alaska Natives)]...a great deal, somewhat, just a little, none, don't know? a. At UCSF in general; b. In your School; c. In your department (2017 n=101; 2011 n = 95)

CLIMATE SURVEY TASK FORCE

Formed April 2018

CHARGE

- review the survey report and propose any further analyses or data gathering that might be appropriate;
- identify efforts that may already be underway to address issues of concern identified in the survey;
- seek input from appropriate campus units (committees, organizations, offices) and individuals;
- identify, by priority, problems that need to be addressed; and
- recommend specific actions.

Action Plan to Campus Leadership in Spring 2019

Task Force Representation

Member's Name	Member's Title
Brian Alldredge, PharmD (Chair)	Vice Provost Academic Affairs
Sara Ackerman, PhD	Associate Adjunct Professor of Social and Behavioral Sciences, School of Nursing
Arpi Bekmezian, MD	Associate Health Sciences Clinical Professor of Pediatrics
Thomas Chi, MD	Associate Professor of Urology in Residence
Lukejohn Day, MD	Representative, Senate Committee on Equal Opportunity (EQOP) Associate Professor of Clinical Medicine
Danica Galonic Fujimori, PhD	Associate Professor of Cellular and Molecular Pharmacology
Hannah Glass, MD	Associate Professor of Clinical Neurology
Cynthia Lynch Leathers	Assistant Vice Provost for Academic Affairs
Stephen McLeod, MD	Professor and Chair, Ophthalmology
Snehlata Oberoi, DDS	Representative: Academic Senate Committee on Faculty Welfare Professor of Clinical Orofacial Sciences; School of Dentistry,
Elizabeth Ozer, PhD	Representative: Office of Diversity and Outreach,(ODO), Committee on the Status of Women(CSW) Professor of Pediatrics in Residence
George Pasvankas, MD	Representative: Campus Council on Faculty Life (CCFL) Associate Health Sciences Clinical Professor of Anesthesia
Rupal Shah, MD	Representative: Committee on the Status of Women Assistant Professor of Clinical Medicine
Katherine Yang, PharmD	Health Sciences Clinical Professor of Clinical Pharmacy, School of Pharmacy
Irene Merry	CCFL Program Coordinator

Financial support=feeling valued/secure

CLIMATE/CULTURE

Lack of reinforcement/positive feedback

EQUITY

OPPORTUNITY

WELLBEING

Infrastructure / Administration

Leadership

External Factors

Financial Support

Work / Life Integration

Career Development

Inclusion

Communication

Space

Current Leadership

Housing

Salary support

Family

Advancement

Workplace Infrastructure

Access to becoming a leader

Commute

Compensation

Faculty Wellbeing

Mentorship

Administrative Support

Leaves

Relationship to UCSF Health

- Discrimination/ Harassment- Resurgence in reporting by women
- URM faculty asked to do too much
- How women's viewpoints are received
- Equity /transparency in the recruitment process

STRATEGY

- Bi-weekly meetings since April 2018
- Structured Theme Analysis
 1. What does the climate survey results tell us about the theme?
 - Data results
 - Executive summary
 - Data tables
 - Verbatim comments
 2. What other data is required?
 3. Who or what office do we want to invite to a task force meeting to discuss further ?
 4. How do the principles of equity, opportunity and wellbeing affect this theme?
 5. What are the issues? i.e., what shall we focus on in our recommendations?
 6. Are there known programs or initiatives addressing any of the issues?
 7. Any unique communication needs?
 - Is perception versus fact an issue?
 - Availability and access to resources
 8. Develop recommendations

INVITED SUBJECT MATTER EXPERTS

- **UCSF Health**

- Josh Adler, MD - Executive Vice President for Physician Services, UCSF Health
- Diane Sliwka, MD - Chief Physician Experience Officer and Executive Medical Director for Patient Experience, UCSF Health

- **Housing**

- Clare Shinnerl - Associate Vice Chancellor, Campus Life Services
- Leslie Santos - Executive Director for Housing Services

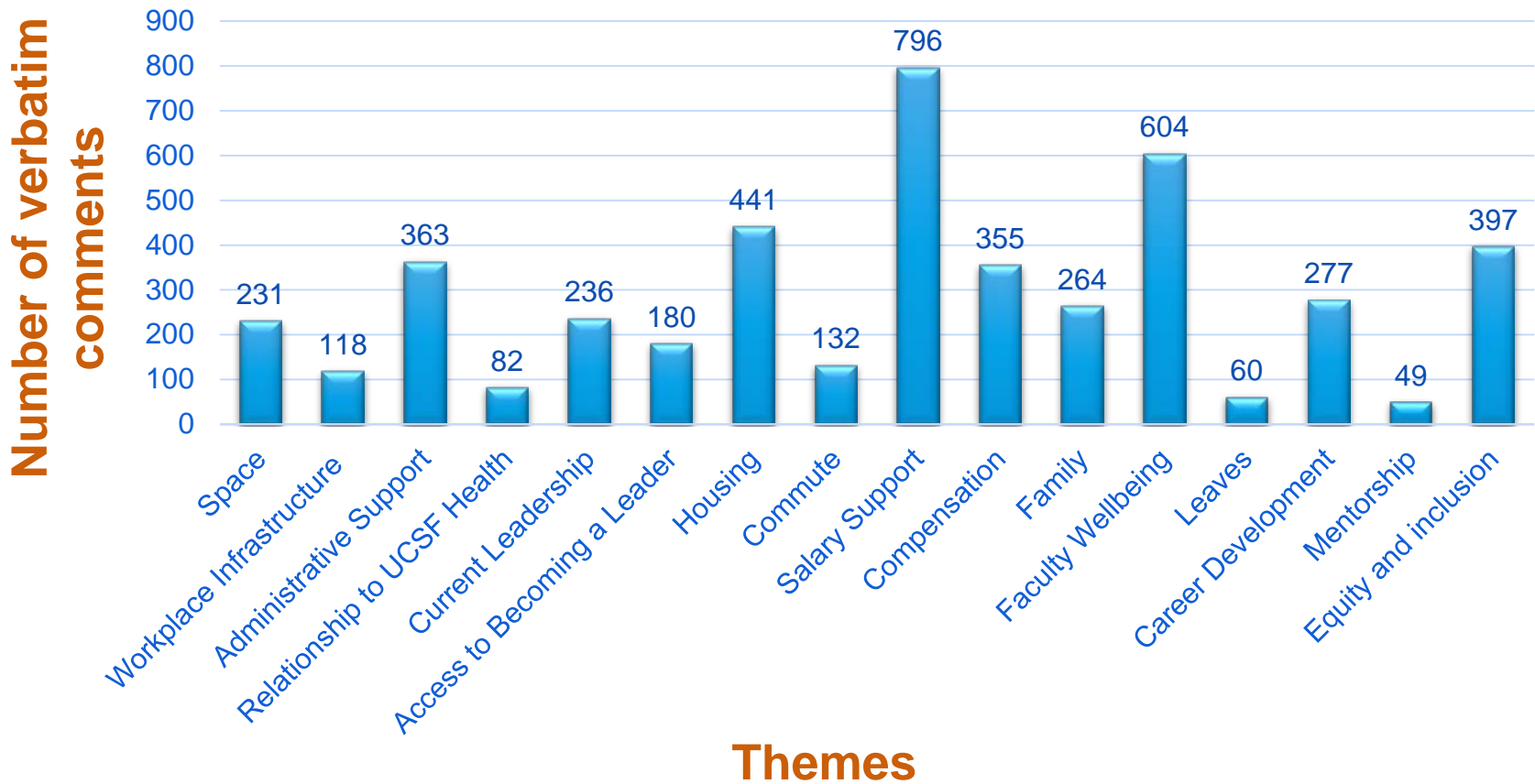
- **UC Home Loan Programs**

- Wilson Hardcastle - Home Loan Program Manager

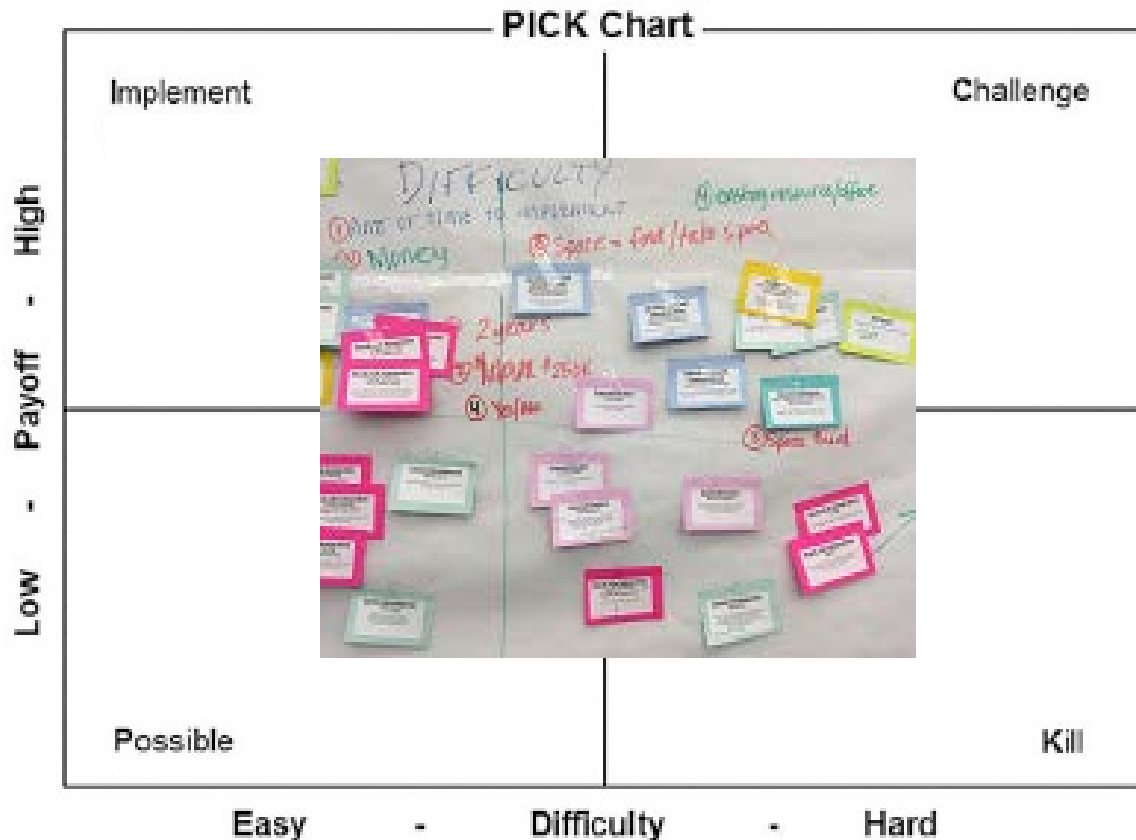
- **Transportation/commute**

- Erik Villalobos - Director of Transportation Services

Task force considered nearly 3000 survey verbatim comments



Lean tool (PICK) and voting used to categorize and prioritize among 90 possible recommendations



Group Input

- Are we emphasizing the right areas?
- Are there any areas of concern not addressed? What's missing?
- Which recommendations are you most excited about? Any “must do’s”?
- Do you agree or disagree with any of the proposed recommendations?
- Are there any other stakeholders on campus we should consider consulting with for additional input?

PRELIMINARY RECOMMENDATIONS

- **Prioritized recommendations by theme**
 - Tend to be higher impact / higher difficulty
 - Feedback requested:
 - Does the recommendation address a key issue from the survey results?
 - Will the recommendation have a substantial impact on climate for faculty?
- **Just-do-it recommendations**
 - “Low-hanging fruit” – i.e., higher impact; lower difficulty
- **Endorse current campus initiatives**
 - Impactful work that is currently in-process and that can substantially impact climate

PRIORITIZED RECOMMENDATIONS BY THEME

■ Financial Support

- Provide a guaranteed % salary support to all faculty (WB)
- Develop a program to provide faculty access to discretionary funds to cover expenses that cannot be covered by existing fund sources (WB)
- Provide faculty who receive grant funding access to discretionary funds to cover the NIH Cap gap and other expenses that aren't covered by the extramural sources (WB)

*EQ=Equity; OP=Opportunity; WB=Wellbeing

PRIORITIZED RECOMMENDATIONS BY THEME

- **Leadership/Career Development**
 - Mentorship
 - Enhance mentoring program elements specific to the needs of women/URM (EQ, OP)
 - Introduce a robust sponsorship element to the current mentoring program (EQ, OP)
 - Clarify/standardize and hold mentors accountable for the role they play in career mentoring (advancement) for mentees (EQ, OP)
 - Stewardship
 - Expand stewardship review process to cover other leaders (e.g. Division Chiefs) (EQ, OP)
 - Emphasize faculty development as a stewardship review criteria (OP)
 - Resources/communication
 - Develop a resource to communicate all internal leadership opportunities and leadership training resources to all (EQ, OP)
 - Develop an improved infrastructure for making opportunities available to faculty who have participated in leadership development programs (OP)

EQ=Equity; OP=Opportunity; WB=Wellbeing

PRIORITIZED RECOMMENDATIONS BY THEME

- **Inclusion**

- Request funds for data collection/analysis to support or refute perceptions of bias (e.g., in awarding of endowed chairs, appointment to important committees) and disseminate the findings (EQ, WB)

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PRIORITIZED RECOMMENDATIONS BY THEME

■ Work/Life Integration

- Provide a financial subsidy for faculty using child care, whether that care be provided on campus or by outside provider(s) (WB)
- Provide financial subsidy for college tuition expenses (WB)
- Support for researchers - create a central suite of resources that faculty can access (and, consider expanding select resources to clinicians at critical career points) (WB)
 - Grant editing services
 - Mock study sections
 - Childcare at the time of grant submission
 - Guidance to grant-funded researchers re: salary coverage while on leave

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PRIORITIZED RECOMMENDATIONS BY THEME

- **Infrastructure and administration**

- Conduct a needs assessment with goal of defining a base level of administrative support that all faculty might reasonably expect (EQ,OP)

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“JUST DO IT!” RECOMMENDATIONS

- **External Factors - Home Loans / FRAP**
 - Recommend expanding eligibility to non-Senate faculty without case-by-case review/approval
 - Recommend blanket exception approval to \$150K limit (current limit is \$70,800)
- **External Factors - Home Loans / Change in series**
 - Recommend standard language communicating to faculty their eligibility for MOP/SHLP and FRAP during first two years in an eligible title

“JUST DO IT!” RECOMMENDATIONS

■ Inclusion

- Recommend concerted communication plan for programs and resources developed by Office of Diversity & Outreach
- Expand Differences Matter training to all schools
- Implement unconscious bias training for “high impact” faculty groups – e.g., CAP members, equity advisors

■ Work Life Integration-Faculty Wellbeing

- Identify the most impactful wellness programs for faculty (e.g., yoga, chair massage) and ensure they are available at all sites

ENDORSE CURRENT CAMPUS INITIATIVES

- **External Factors - housing**
 - Endorse UCSF Housing Services work to improve housing access and affordability
- **External Factors - commute**
 - Endorse Transportation Services work to pursue alternative transportation options

ENDORSE CURRENT CAMPUS INITIATIVES

- **Financial Support - general**

- Endorse UCSF Health's model to target the \$ per wRVU to reflect the national 75th percentile (currently @ 50th percentile)

- **Financial Support - inequity**

- Endorse the ongoing work of the Faculty Salary Equity Review (FSER) Committee including language regarding recommendations for searches for leadership roles
- Recommend campus leadership adopt key FSER Committee recommendations (e.g., creation and communication of explicit departmental salary-setting rubrics)

ENDORSE CURRENT CAMPUS INITIATIVES

- **Inclusion**

- Endorse the work being currently carried out by EQOP and CAP formalizing how contributions to diversity are valued in the academic review process
- Endorse SOM Differences Matter initiatives including Diversity, Equity and Inclusion Champion training

ENDORSE CURRENT CAMPUS INITIATIVES

- **Work/Life Integration**

- Endorse 3FI initiative “Act Now” recommendations
 - Broad communication strategy of available benefits; facilitating a more family-friendly culture; streamline processes for faculty avail themselves of benefits
- Endorse 3FI initiative “Act by 2020-21” recommendation
 - Increase paid childrearing leave to 12 weeks

ENDORSE CURRENT CAMPUS INITIATIVES

- **Infrastructure and Administration**
 - Endorse continued expansion of the UCSF Health “scribe” program
 - Endorse the continuation of the UCSF Health PEAK program
 - Endorse the work of currently convened Space Committees

Group Input

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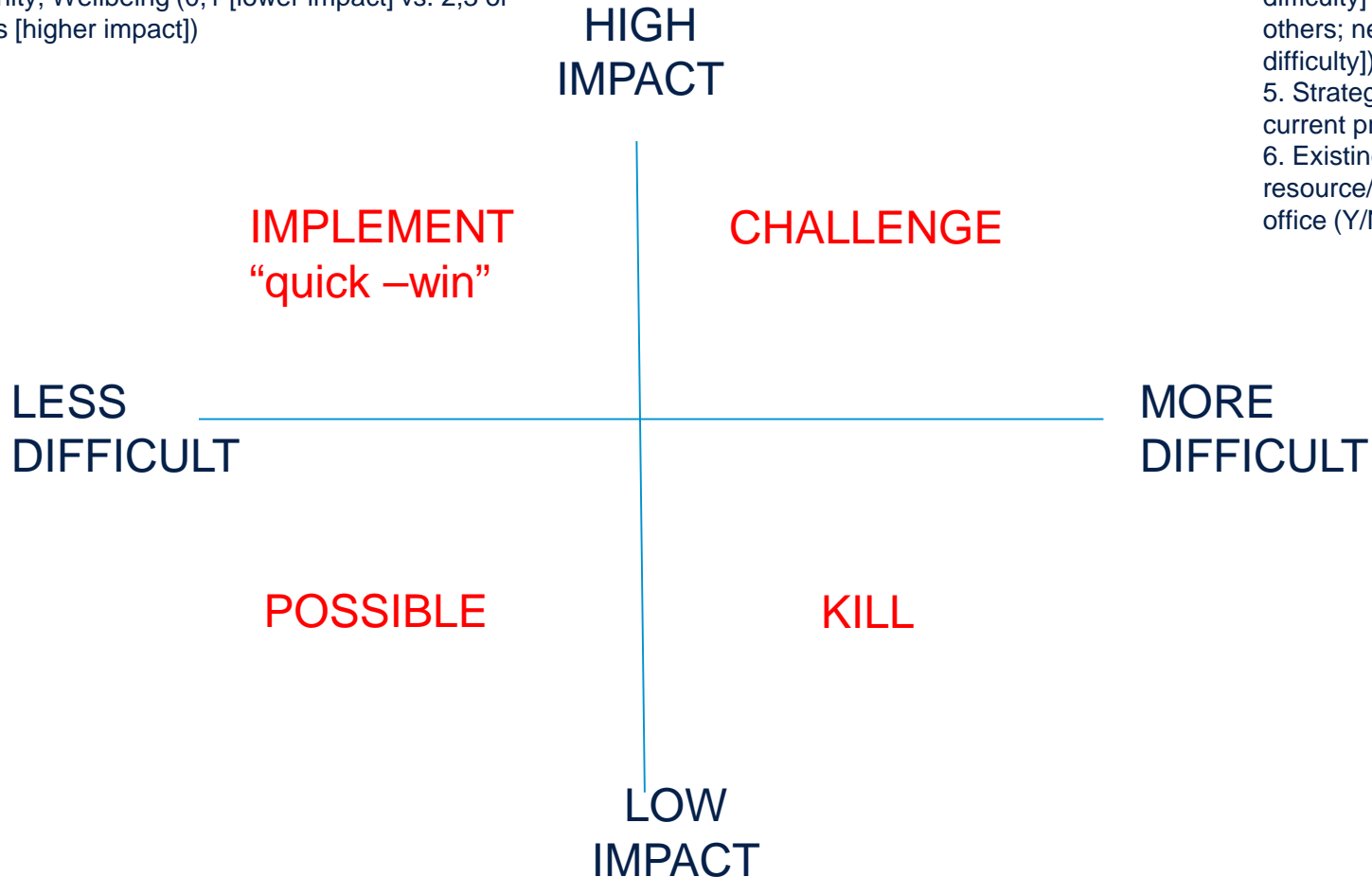
SUPPLEMENTARY SLIDES

Possible Impact Measures

1. Number of faculty impacted (1500=midpoint)
2. yield=#person, years-4. how long it impacts.
Advancement cycle=3. vesting UCRP=5.
- Competitive edge (Mean – is “brings us to the mean” or “% change on the scale”)
3. Depth per individual (y/n)
4. Impact on overall climate (y/n)
5. Address overarching theme of Equity, Opportunity, Wellbeing (0,1 [lower impact] vs. 2,3 of the items [higher impact])

Possible Difficulty Measures

1. Time (median = 2 years)
2. Money (median = \$250K)
3. Time to implement (median = 2 yr)
4. Space – don’t need; can shift around without too much difficulty [lower difficulty] vs take from others; need to build [higher difficulty]
5. Strategic alignment with current priorities (Y/N)
6. Existing resource/committee/office (Y/N)



Lean tool (PICK) and voting used to categorize and prioritize among 90 possible recommendations

