

# **The Climate for Women on the Faculty at UCSF**

**Report of findings from a survey of faculty  
members**

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*Appendix A: Questionnaire with response totals in percentages*

*Appendix B: Mailed materials*

*Appendix C: Questionnaire mailed to faculty members*

## I. Introduction

The survey reported here is a central part of a study to describe the professional climate for women faculty at the University of California, San Francisco (UCSF). It helps identify attitudes and experiences of women on the faculty, and compares these findings to the male experience. The report also compares experiences and attitudes in the various departments and schools.

UCSF strives to recruit, retain, promote and support the highest quality faculty members. It, like other similar institutions, faces particular challenges in assuring the appropriate inclusion of all types of individuals among its faculty. UCSF Chancellor Michael Bishop had become concerned about the status of women faculty in university settings prior to his appointment as Chancellor. After hearing a report of the results of a Massachusetts Institute of Technology study of the status of women faculty by Nancy Hopkins, Chancellor Bishop assigned Vice Chancellor Dorothy Bainton the responsibility for initiating a study similar to the MIT study. The Chancellor requested that the investigation be particularly tailored for UCSF, with the goal of describing the climate for women faculty.

The specific charge is to assess and evaluate the climate and to look for changes that should be made to improve the environment. Dr. Bainton assembled a small committee to initiate the study, which conducted a series of in depth, one-on-one interviews to lay the ground work for the survey. Subsequently Belden Russonello & Stewart (BRS), a Washington, D.C.-based opinion research firm, was asked to undertake a survey by mail of the UCSF faculty. The study was fielded in the spring and summer of 2001, among all faculty members – women and men -- at UCSF. Out of 1,787 individuals who were sent questionnaires, 1,057 were returned for a return rate of 60%.

## Executive Summary

### Summary

The survey of the University of California, San Francisco faculty demonstrates that women and men at UCSF experience the University very differently. While they both derive great satisfaction from the kind of work they do, women have more critical views and negative experiences in numerous ways, from satisfaction with income to opportunities for leadership, to support for their lives outside of work. They call for the development of more mentoring and modeling, family-friendly policies, and financial recognition, to enable UCSF to attract and retain top female professionals.

### Key Findings

#### Satisfaction with work, criticisms of the demands of the job

- *An overriding point to emerge from the study is that most faculty of both genders delight in their work at UCSF.* Male and female faculty members express satisfaction with the nature of their work as professionals. They share an enthusiasm for the intellectual stimulation of their jobs, and express satisfaction with the type of work in which they are engaged. Overall women and men are also mildly satisfied with their workspace and income and grants they have been able to obtain to support their lab or other work, although their satisfaction with these areas is lower than for the work itself.
- *Women are less optimistic than are men about the future prospects at UCSF.* As they look forward, faculty members are somewhat satisfied with their future prospects, both in terms of their potential for obtaining leadership positions and for advancement. However, men are much more likely than women to see leadership and advancement in their own futures.
- *The faculty reports that working at UCSF takes a heavy toll on faculty members' lives outside work.* Women in particular are quite unhappy with the amount of time they have available to spend outside work. Only a quarter of women and one third of men say they are satisfied with the time they have for themselves or their families

and outside interests. Only a third of all faculty believes the institution does a good job of allowing for flexible schedules for faculty with young children, elderly parents, or other family needs.

- *The faculty members – women in particular – say the demands of work at UCSF seem overwhelming.* Three quarters of women and six in ten men say they have to work an unhealthy, unreasonable amount of time to succeed. In addition, women are far more likely than men to believe the system penalizes those who take maternity leave.
- *The faculty suggests institutionalized solutions.* Two thirds of women agree the academic senate faculty should be able to work part time. Men concur on this issue but with considerably less fervor.

### **The need to improve the welcome given women**

- *Women at UCSF are especially displeased with the level of information and the clarity of the processes related to their careers.* In fact, both sexes are critical of UCSF's performance in informing new faculty of options that are open to them, the advantages and disadvantages of series, and the promotion process, but women's experience is more negative than men's.
- *The University has room to grow in modeling and mentoring, to meet the strong demand for mentors.* Faculty members believe their mentors have been very important in making their experience in the institution positive. Yet only a third of men and women are satisfied with the mentoring available to them, and few believe the University does a good job of providing formal or informal mentoring. While nearly six in ten have had a mentor at UCSF, most found their mentors through their own efforts. Furthermore, while nearly all men had a mentor of the same sex, less than half of women say their mentor was also a woman.
- *Female faculty members are particularly critical of UCSF for doing an inadequate job of welcoming new women.* Men are more likely than women to say the University does a good job of welcoming new faculty of their own gender – although even men are not highly laudatory in this regard. Indeed only a third of all faculty members call the job the University does of welcoming new faculty of their own gender “excellent” or “good.”

## **Women's and men's opposing views on the work environment**

- *All things considered, UCSF is an attractive place to work.* Most women, like most men, on the faculty say they would like to spend their careers at UCSF.
- *However, women and men have starkly different views of their work environment at UCSF.* Men see a good climate for all at UCSF while women see a good climate for men only. Many women see unfair limits on their participation in the University: sizable pluralities of women believe they are asked to serve on less important committees, left out of decision making, and are given assignments as tokens. Men, by contrast, heartily disagree with all these views.
- *For both men and women, perceptions about the climate in departments are warmest, slightly cooler in schools, and coolest for the University in general.* Few believe there is a glass ceiling for women in their own departments.
- *The University receives weak marks on providing a climate free of sex discrimination.* Women are more likely than their male colleagues to be critical in this area as well.
- *Nearly one half the women, but less than one in ten men, believe they have definitely or probably experienced discrimination at UCSF.*
- *Few women believe UCSF performs well in responding to charges of sexual harassment or discrimination.* The faculty overall gives lukewarm approval to UCSF on addressing discrimination issues. About four in ten men but only about a quarter of women agree that the University does a good job:
  - Responding to charges of sexual harassment;
  - Addressing perceived discrimination; and
  - Providing appropriate resources for persons with disabilities.

## **Attracting and keeping high quality female faculty**

- *The efforts needed to attract and keep top-notch female faculty are: a climate that promotes mentoring and advancement, family friendly policies, and financial benefits, according to current faculty.*
  - More mentoring, better role models, and more women in leadership positions are among the most called for measures.

- Faculty members frequently specify more flexibility and part-time work, assistance with childcare and spousal employment, and more encouragement to work regular hours, as important to luring top women to UCSF.
- And of course higher salaries and help with the cost of housing in the San Francisco area would be strong inducements to attracting the desirable female candidates.

Thus, climate and support, as well as financial incentives, are important to attracting and keeping top women. While money is important, money alone does not entice women to come or stay at UCSF in the absence of good mentoring and modeling that signify a female-friendly atmosphere, or without helping faculty and candidates attend to family and personal needs.

### **Summing up**

The climate and the reality in which women and men believe they work at UCSF are often worlds apart. Still the University is a place where the work is highly satisfying and its faculty wants to be and remain. Women and men faculty members tell us the University's attractiveness to women can be enhanced with steps to assure their full participation and address their professional and personal needs.

### III. Methods

This study was conducted as a self-administered, mail-back survey among all paid faculty members of the University of California, San Francisco.

#### Questionnaire design and data collection

Prior to drafting the questionnaire, a number of discussion meetings and conference calls were held among Belden Russonello & Stewart (BRS) researchers, W. Sue Shafer, Assistant Vice Chancellor of Research Administration, and Dorothy Bainton, Vice Chancellor. The six-page questionnaire was typeset and printed in blue ink on high-quality white paper. A cover letter from Dorothy Bainton and Sue Shafer explained the purpose of the survey and requested the participation of the faculty members. Also a form titled “Consent to be a Research Subject: Study of the Climate for Faculty Women at the University of California San Francisco, Phase II – Survey” was enclosed. The faculty also received a stamped return envelope for returning the completed questionnaire, and a postcard printed with the respondent’s name, title, and school, to be returned to BRS.

UCSF sent initial questionnaires via campus mail to all paid faculty, March 30, 2001. A second mailing was sent to 1,256 faculty members who did not initially reply to the survey along with an updated letter from Nancy Belden of BRS, on May 18, 2001.

By mailing the post cards and anonymous filled-in questionnaires separately, the respondents let us know they had mailed questionnaires without attaching their identity to their answers. Questionnaires received in our office in Washington, D.C. were numbered according to the date received, and the names on the postcards we received were removed from the follow-up mailing list.

Completed questionnaires were returned to our office in Washington, D.C., where responses were edited, coded, and data entered. Questionnaires received by September 24, 2001 were included in the final analysis.



## Data analysis

The sample is a self-selected portion of the paid faculty. Of the 1,787 questionnaires mailed, seven were returned by the post office as undeliverable after the second mailing, reducing the universe to 1,780. Of these, 1,064 faculty members returned their questionnaires, for an overall response rate of 60%. Seven additional questionnaires returned were unusable because they were incomplete. Thus 1,057 appear in the data analyzed.

Returned, filled-out questionnaires were reviewed and edited by BRS analytical staff. The data were weighted by gender, series and school. That is, arithmetic weights were applied to these variables so the percentages of the survey respondents would match the gender, series and school of the whole population, thus correcting for non-response, as shown on the following table.

### Weighted and Unweighted Responses Compared to Actual UCSF Population

	Survey Participants			Actual population*
	Unweighted number	Unweighted percentage	Weighted percentage	Percentage
<b>Total</b>	<b>1,057</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Women	437	41%	33%	36%
Men	597	57%	60%	64%
No gender marked	23	2%	7%	--
Nursing	65	6%	6%	6%
Dentistry	85	8%	9%	10%
Pharmacy	39	4%	3%	4%
Medical	856	81%	80%	80%
No school marked	12	1%	1%	--
Tenure	256	24%	21%	20%
In Residence	214	20%	21%	21%
Clinical X	126	12%	7%	7%
Clinical	291	28%	35%	36%
Adjunct	158	15%	15%	16%
Other/No series marked	12	1%	1%	--

\* UCSF payroll data provided by the Office of the Vice-Chancellor – Academic Affairs, September 2001

The questions in this study were then cross-tabulated by demographic and other characteristics. Other variables that were included in the questionnaire, such as race, are not referenced in the report because of the small number of respondents in some categories.

### **Reading this report**

Tables included in the text of this report highlight selected relevant survey findings and are expressed in percentages. The base for each table is all respondents (n = 1,057) unless otherwise noted. In reading these data, when the percent sign (%) appears at the top of a column, the numbers add vertically; when % appears at the left of a row, the numbers add horizontally. An asterisk (\*) indicates less than one percent; a double hyphen (--) indicates zero.

Percentages may add to more than or less than 100% due to rounding, omission of “don’t know,” “refused,” and other responses, and in the case of multiple response questions.

The term “net” is used on a few tables, to indicate the total number of respondents offering various answers summed under one heading. For example, on page 108, 30% of the individuals answer the question about how to attract top women to UCSF, with ideas about offering role models and supporting women in their roles. Each idea was counted in the three items under this heading, but since some of the 30% offered more than one idea, the net (number of individuals offering answers in this category) is smaller than would be a sum of all the ideas offered in this category.

Many questions in this study use a five point Likert Scale (agree-disagree; positive-neutral). On a number of tables that summarize the results from series of questions, we have included only the percents giving a positive response to the Likert Scale. However, in order to give a fuller picture without presenting scores of figures on a page, we have also used the device of subtracting the negative from the positive responses. The first example appears on page 15, where the percentages for “satisfied” appear in the first three columns, and the results of subtracting the dissatisfied percentages from the satisfied appear in the last three columns as point differences.

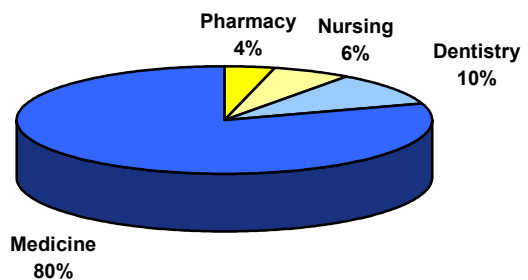
## IV. Detailed Findings

### A. Faculty Profile

Before discussing the findings of the survey it is helpful to review the make up of the approximately 1,800 members of the University of California, San Francisco faculty.

*School:* According to the Office of the Vice Chancellor-Academic Affairs, as of July 2001, the great majority of the faculty (80%) is in the School of Medicine; ten percent of the faculty members are in the School of Dentistry; six percent in Nursing; and four percent in Pharmacy.

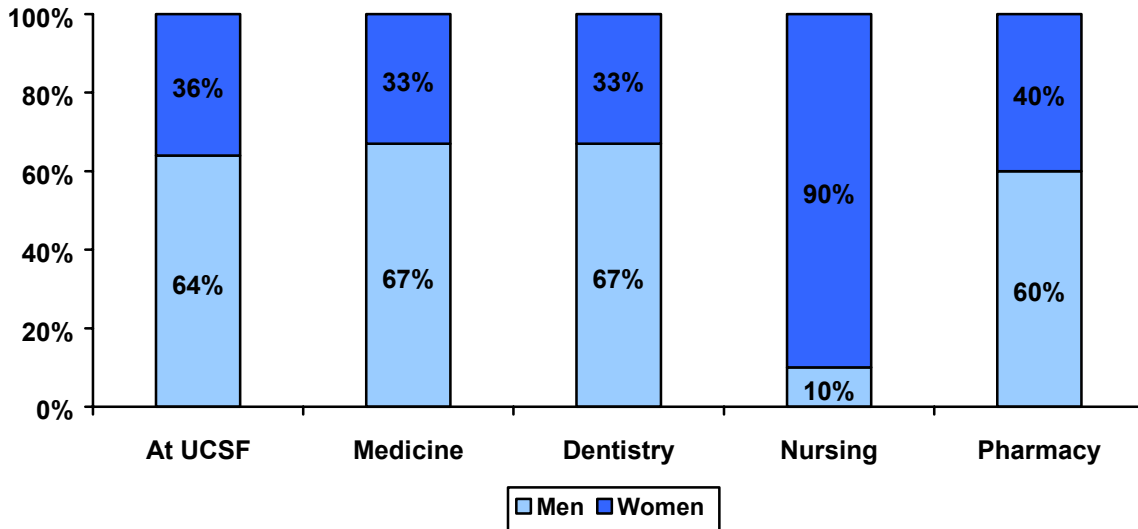
**UCSF Population by School**



Source: Office of the Vice-Chancellor - Academic Affairs, UCSF, July 2001

*Gender and school:* There are almost twice as many men (64%) on the faculty overall at UCSF as there are women (36%). Within the schools, women make up only 33% of Medicine, 33% of Dentistry, and 40% of Pharmacy, but 90% of the School of Nursing is female.

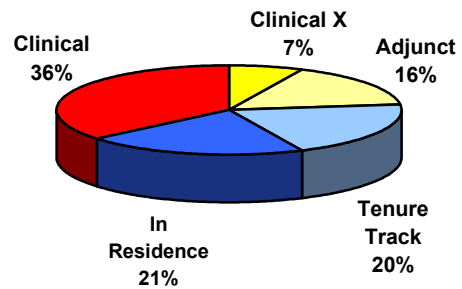
### Gender Distribution in UCSF and Each of Four Schools



Source: Office of the Vice-Chancellor - Academic Affairs, UCSF, July 2001

*Series:* The Clinical series is the largest at 36% of the total faculty, followed by In Residence at 21% and Tenure Track at 20%. Adjunct faculty makes up only 16% of the total and Clinical X only seven percent.

### UCSF Population by Series

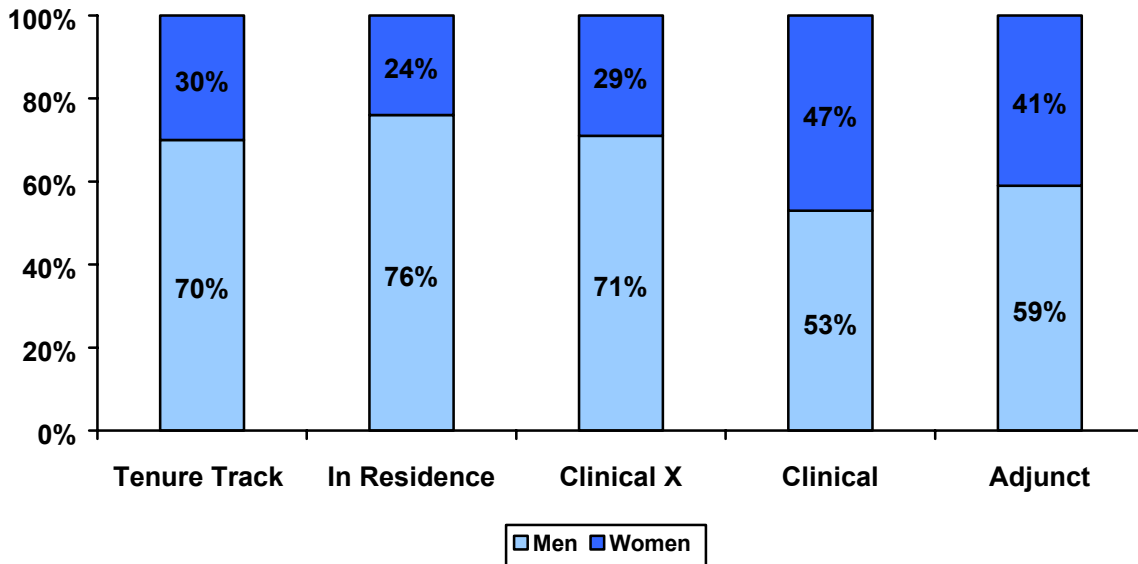


Source: Office of the Vice-Chancellor - Academic Affairs, UCSF, July 2001

*Gender and series:* Women reach near parity with men in the Clinical series, where they make up 47%. Also they are 41% of those with Adjunct positions.

However, women constitute only 29% of Clinical X faculty, 30% of those who are Tenure Track, and 24% of those In Residence. Practically all the In Residence faculty members are in Medicine.

### Gender Distribution in Each Series at UCSF



Source: Office of the Vice-Chancellor – Academic Affairs, UCSF, July 2001

*Other demographic characteristics:* According to the Office of the Vice-Chancellor of Academic Affairs, 19% of the faculty is minority: 13% Asian, three percent African American, three percent Hispanic, and two percent American Indian. Of the survey respondents, seventy-six percent identify themselves as white, ten percent as Asian and four percent as being from all other race/ethnic groups combined. The faculty in the survey is made up of many young people: 26% are under 45, 27% are 45 to 54, and only 19% are 55 or older. Most of the older staff members are men: twenty-six percent of all UCSF men are in this oldest cohort but only nine percent of UCSF women.

Eighty-one percent say they are heterosexual and eight percent report being gay or lesbian (seven percent) or bisexual (one percent) in the survey. Thirty-five percent say they have children 12 years old or younger at home, and 18% have children 12 to 18 years old. The figures on sexual orientation and parenthood are similar among men and women at UCSF.

(Note: the percentages in tables in this report may vary slightly from the actual figures reported here, due to incomplete responses from those participating in the survey. That is, where respondents did not report their sex, series or school, we were not able to categorize their questionnaires by these variables.)

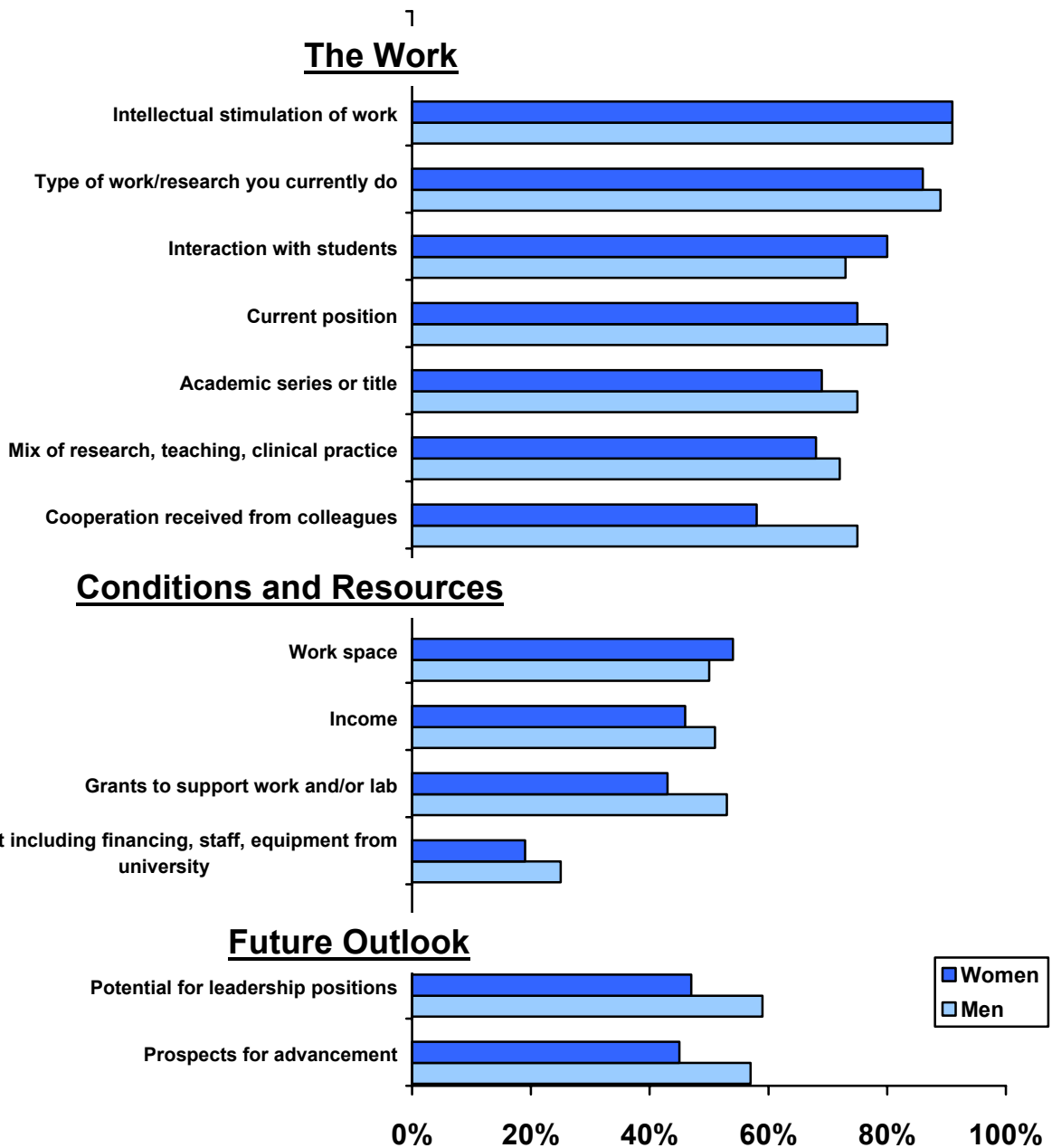
## **B. Are UCSF Faculty Members Satisfied with their Work?**

UCSF faculty members register high levels of satisfaction with the work they do, from the intellectual stimulation, to their mix of teaching, research and clinical time, to their positions. They are less sanguine about the physical and financial conditions and their future outlook, although on the whole they are slightly more positive than negative about these aspects of their roles at UCSF.

The areas relating to job satisfaction on which there are differences by gender are limited to women's lower sense of cooperation from their colleagues and their heightened belief that promotion in their departments is at times more a function of social ties than of merit. On the whole, most of the differences among the faculty on questions of satisfaction with their work, the conditions under which they labor, and their outlook, differ according to the levels of career achievement faculty members have attained, rather than their gender.

## Satisfaction with Various Aspects of Work at UCSF

% saying "very" or "somewhat satisfied"



Q. Currently, how satisfied are you with each of the following aspects of your situation at UCSF?



## Overview on satisfaction with work

The 2001 survey of the University of California, San Francisco faculty demonstrates that faculty members get great satisfaction from the kind of work they do. Women and men at UCSF share an enthusiasm for the intellectual stimulation of their work, and express happiness with the type of work they perform.

The women at UCSF are particularly satisfied about student interaction, and the men are especially satisfied with the position they hold. And while the faculty women are considerably less content than men with cooperation from colleagues, the overall picture from both sexes is very positive.

### Satisfaction with Various Aspects of Work at UCSF

Currently, how satisfied are you with each of the following aspects of your situation at UCSF? (Very satisfied, fairly satisfied, neutral, fairly dissatisfied, very dissatisfied)

	Percent Satisfied (Very and Somewhat)			Percent satisfied minus Percent dissatisfied		
	Total	Women	Men	Total	Women	Men
The intellectual stimulation of your work	91%	91%	91%	+87	+87	+88
The type of work/research you currently do	87%	86%	89%	+83	+80	+85
Your interaction with students	75%	80%	73%	+69	+74	+65
Your current position	78%	75%	80%	+66	+60	+70
Your academic series or title	73%	69%	75%	+59	+52	+62
Your mix of research, teaching, and clinical practice	70%	68%	72%	+57	+52	+61
Cooperation you receive from colleagues	68%	58%	75%	+53	+37	+64

Questions 11, 5, 6, 1, 2, 4 and 9

**Intellectual life:** Looking specifically at the issue of intellectual stimulation, most faculty members find it highly satisfying (59% “very satisfied” and 32% “fairly satisfied”). The *most* satisfied are Nursing (68% “very satisfied”) and Pharmacy faculties (67%), those on the Tenure Track (67%) and those In Residence (67%).

### Satisfaction with Intellectual Stimulation of Work by Subgroup

Q11. **The intellectual stimulation of your work:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied		Neutral	Dissatisfied		Does not apply
	Very	Fairly		Fairly	Very	
<b>Total</b>	<b>59%</b>	<b>32</b>	<b>5</b>	<b>3</b>	<b>1</b>	--
Women	59%	32	5	4	--	--
Men	59%	32	5	2	1	--
Nursing	68%	25	4	2	1	--
Dentistry	49%	37	9	3	3	--
Pharmacy	67%	29	4	--	--	--
Medicine	59%	32	4	3	1	--
Tenure Track	67%	24	6	3	--	--
In Residence	67%	25	5	1	1	--
Clinical X	39%	53	3	3	1	--
Clinical	55%	35	5	5	1	--
Adjunct	56%	36	5	2	1	1
Assistant	58%	34	5	3	1	--
Associate	60%	31	4	4	1	--
Professor, Steps 1-5	60%	30	6	3	1	--
Professor, Step 6+	61%	31	5	2	1	1
Had mentor	64%	29	4	3	1	--
No mentor	53%	37	6	3	1	--

**Type of work:** There is widespread satisfaction with the type of work or research faculty members are doing (49% “very satisfied”, 38% “fairly satisfied”). Those saying they are “very satisfied” with the work or research they do are faculty members in the Schools of Nursing (59%) and Pharmacy (60%), Tenure Track faculty (62%), and Professors Step 6 and above (62%). Those who are somewhat less satisfied with the work they do are Clinical (37%) and Clinical X series (30%), and those in the School of Dentistry (39%).

### Satisfaction with Type of Research or Work by Subgroup

Q5. The type of work/research you currently do: Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>49%</b>	<b>38</b>	<b>6</b>	<b>4</b>	<b>--</b>	<b>3</b>
Women	50%	36	6	5	1	3
Men	49%	40	5	3	1	2
Nursing	59%	29	3	3	--	6
Dentistry	39%	43	5	7	1	4
Pharmacy	60%	31	9	--	--	--
Medicine	49%	38	7	4	--	3
Tenure Track	62%	29	6	3	--	*
In Residence	56%	39	2	3	--	1
Clinical X	30%	47	11	5	2	5
Clinical	37%	39	10	6	1	6
Adjunct	58%	39	1	1	--	1
Assistant	48%	39	7	4	*	2
Associate	45%	38	6	4	2	6
Professor, Steps 1-5	49%	38	7	5	--	2
Professor, Step 6+	62%	31	4	2	--	2
Had mentor	54%	35	5	3	1	2
No mentor	42%	41	8	5	*	3

**Interaction with students:** Most faculty members in the survey express some satisfaction with the interaction they have with students (37% “very satisfied” and 38% “fairly satisfied”). Women (45% “very satisfied”) are more satisfied than men (33%) in this aspect, however, *differences are more pronounced by schools and by track*. Among the more satisfied are School of Nursing faculty (64% “very satisfied”), Tenure Track (44%), and Clinical series (45%). Adjunct faculty (27%), those in Medicine, those In Residence (27%), and men (33%) are less likely to be satisfied with the interaction they have with students.

### Satisfaction with Student Interaction by Subgroup

Q6. **Your interaction with students:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>37%</b>	<b>38</b>	<b>14</b>	<b>5</b>	<b>1</b>	<b>4</b>
Women	45%	35	11	4	1	4
Men	33%	40	17	6	2	2
Nursing	64%	28	3	2	1	2
Dentistry	50%	36	3	8	1	2
Pharmacy	46%	35	13	3	2	2
Medicine	34%	39	16	5	1	4
Tenure Track	44%	34	14	3	2	2
In Residence	27%	43	20	6	2	2
Clinical X	31%	49	9	5	1	5
Clinical	45%	38	10	4	1	2
Adjunct	27%	32	19	10	1	11
Assistant	37%	38	14	7	1	3
Associate	33%	43	12	4	2	6
Professor, Steps 1-5	40%	35	15	6	1	3
Professor, Step 6+	40%	37	18	2	2	1
Had mentor	40%	39	12	5	1	3
No mentor	34%	37	18	4	2	4

**Current position:** While faculty members are satisfied overall with their current positions, they are more likely to say they are “fairly satisfied” (44%) rather than “very satisfied” (34%). Individuals on the Tenure Track (48% “very satisfied”) and Step 6 or above (55%), as well as members of the School of Pharmacy (47%), are more likely than their counterparts in the School of Medicine (33%), Clinical X (30%) and Adjunct series (25%), and Steps 1-5 (37%) to be very happy with their position.

### Satisfaction with Current Position by Subgroup

Q1. **Your current position:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>34%</b>	<b>44</b>	<b>9</b>	<b>8</b>	<b>4</b>	<b>1</b>
Women	30%	45	10	11	4	1
Men	37%	43	9	7	3	1
Nursing	43%	39	5	9	3	1
Dentistry	38%	45	7	7	1	1
Pharmacy	47%	46	2	--	3	3
Medicine	33%	44	10	8	4	1
Tenure Track	48%	36	5	7	1	2
In Residence	31%	48	7	8	4	2
Clinical X	30%	47	12	6	3	1
Clinical	33%	48	8	8	3	--
Adjunct	25%	40	15	12	8	--
Assistant	29%	48	10	8	4	1
Associate	28%	48	10	10	3	1
Professor, Steps 1-5	37%	42	7	9	4	1
Professor, Step 6+	55%	31	7	4	2	1
Had mentor	38%	45	8	6	3	1
No mentor	29%	44	10	11	4	2

**Academic series or title:** Most of the faculty members are split between saying they are “very” and “fairly satisfied” (39% and 34%) with their academic series or title – although about a quarter are less than happy.

Faculty members in the School of Pharmacy (58% “very satisfied”), on the Tenure Track (78%), or Step 6 or above (81%) are more pleased with their academic series than are others. Least likely to be satisfied are those in the School of Medicine (38%), and Adjunct (8%) and Assistant Professor faculty members (22%).

### Satisfaction with Academic Series or Title by Subgroup

Q2. **Your academic series or title:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>39%</b>	<b>34</b>	<b>12</b>	<b>9</b>	<b>5</b>	<b>1</b>
Women	32%	37	13	12	5	1
Men	43%	32	10	8	5	1
Nursing	45%	35	14	6	1	--
Dentistry	40%	30	10	9	7	5
Pharmacy	58%	24	8	7	3	--
Medicine	38%	35	13	9	5	1
Tenure Track	78%	14	4	2	2	1
In Residence	42%	42	7	6	3	1
Clinical X	40%	35	14	6	4	1
Clinical	29%	44	14	8	4	1
Adjunct	8%	25	27	25	14	--
Assistant	22%	41	17	13	6	1
Associate	30%	38	16	10	5	1
Professor, Steps 1-5	51%	32	7	6	4	1
Professor, Step 6+	81%	11	6	1	2	--
Had mentor	39%	34	13	8	4	1
No mentor	39%	34	12	9	5	1

**Mix of work:** UCSF employees are fairly happy with the mix of research, teaching and clinical practice they have, with 32% saying they are “very satisfied” and another 38% saying they are “fairly satisfied.” Faculty members in the School of Pharmacy (46% “very satisfied”), on the Tenure Track (40%), or Step 6 or above (48%) are more likely to be satisfied with their mix of research, teaching and clinical practice, while those in Nursing (31%), Clinical X (22%) or Adjunct series (29%), and Associate Professors (26%) express more lukewarm feelings.

### **Satisfaction with Mix of Research, Teaching and Clinical Practice by Subgroup**

**Q4. Your mix of research, teaching and clinical practice:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	<u>Satisfied</u>			<u>Dissatisfied</u>		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>32%</b>	<b>38</b>	<b>13</b>	<b>10</b>	<b>3</b>	<b>4</b>
Women	32%	36	11	12	4	4
Men	33%	39	13	8	3	4
Nursing	31%	43	12	6	--	8
Dentistry	32%	28	15	5	4	15
Pharmacy	46%	37	5	7	--	5
Medicine	32%	39	13	10	3	2
Tenure Track	40%	38	9	8	1	3
In Residence	36%	41	11	8	2	1
Clinical X	22%	43	13	16	4	1
Clinical	29%	31	18	13	4	6
Adjunct	29%	50	11	3	1	5
Assistant	31%	36	15	11	3	4
Associate	26%	41	16	7	5	4
Professor, Steps 1-5	32%	39	12	12	1	4
Professor, Step 6+	48%	37	7	5	2	3
Had mentor	34%	41	11	9	3	3
No mentor	29%	35	16	11	3	5

**Cooperation from colleagues:** Cooperation among colleagues is another area of moderate satisfaction (29% “very” and 39% “fairly satisfied”). Men (31% “very satisfied”) are more content than women (26%) faculty members with the cooperation of their colleagues, as are faculty in the School of Pharmacy (43%), on the Tenure Track (40%), or Step 6 or above (42%). Also, those who have had a mentor at some point at UCSF express more satisfaction with the cooperation they experience (34%).

### Satisfaction with Cooperation Received from Colleagues by Subgroup

Q9. Cooperation you receive from colleagues: Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>29%</b>	<b>39</b>	<b>16</b>	<b>12</b>	<b>3</b>	<b>1</b>
Women	26%	32	19	16	5	2
Men	31%	44	14	8	3	*
Nursing	35%	23	19	18	3	2
Dentistry	28%	40	18	10	2	1
Pharmacy	43%	29	12	13	3	--
Medicine	29%	40	16	11	4	1
Tenure Track	40%	34	12	11	4	1
In Residence	29%	40	17	10	3	--
Clinical X	25%	36	28	9	2	--
Clinical	27%	38	17	14	3	1
Adjunct	23%	44	14	11	5	1
Assistant	29%	37	15	12	5	1
Associate	25%	40	21	11	3	*
Professor, Steps 1-5	29%	39	15	13	3	1
Professor, Step 6+	42%	32	14	9	1	1
Had mentor	34%	40	15	9	2	1
No mentor	23%	37	18	16	5	1



## Overview of satisfaction with the conditions and resources

Turning now to the job conditions, overall the UCSF faculty members are mildly satisfied with their workspace (51% “very” and “somewhat satisfied”); with income (50%); and grants they have been able to obtain to support their lab or work (49%). However, their levels of satisfaction with these areas are lower than they are for the work itself that we described in the previous few pages. In addition, the faculty is fairly critical of the support from the University for new endeavors such as financing, staff or equipment (only 23% “very” and “somewhat satisfied”).

In particular, women are less enthusiastic about their incomes, and are highly critical of the support they have received from the University for new ventures.

### Satisfaction with Job Conditions and Resources

Currently, how satisfied are you with each of the following aspects of your situation at UCSF? (Very satisfied, fairly satisfied, neutral, fairly dissatisfied, very dissatisfied)

	Percent Satisfied (Very and Somewhat)			Percent satisfied minus Percent dissatisfied		
	Total	Women	Men	Total	Women	Men
Your work space	51%	54%	50%	+18	+22	+17
Your income	50%	46%	51%	+18	+7	+22
Grants you have been able to obtain to support your work and/or lab	49%	43%	53%	+35	+26	+40
Support including financing, staff, equipment, from the univ. for start up or new ventures	23%	19%	25%	-27	-38	-21

Questions 14, 3, 12 and 13

**Work space:** Although there is overall satisfaction with their workspace, most faculty members are reluctant to say they are “very satisfied.” Among the most content are those in the Schools of Nursing (50% “very satisfied”) and Pharmacy (34%), Professors at Step 6 or above (30%), and Tenure Track faculty (28%).

### Satisfaction with Work Space by Subgroup

Q12. **Your work space:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>22%</b>	<b>29</b>	<b>15</b>	<b>17</b>	<b>16</b>	<b>1</b>
Women	25%	29	12	18	14	2
Men	21%	29	17	18	15	1
Nursing	50%	23	4	7	13	3
Dentistry	18%	24	21	18	15	3
Pharmacy	34%	25	15	13	9	4
Medicine	19%	31	15	18	17	1
Tenure Track	28%	28	15	15	13	1
In Residence	16%	29	15	21	18	1
Clinical X	15%	35	14	21	14	1
Clinical	20%	31	16	17	14	2
Adjunct	25%	26	14	14	21	*
Assistant	18%	32	14	19	16	1
Associate	20%	28	17	18	16	*
Professor, Steps 1-5	24%	29	12	17	16	1
Professor, Step 6+	30%	25	20	11	14	1
Had mentor	22%	30	14	18	15	1
No mentor	21%	29	16	16	17	1

**Income:** Most faculty members are only somewhat satisfied (34% “fairly” and 16% “very”) with their income. Thirty-two percent are dissatisfied (22% “fairly” and ten percent “very”). Naturally the farther individuals are up the career ladder, the more content they are with their incomes. In addition, those in the School of Pharmacy are the most satisfied with their incomes (61% “very” or “fairly satisfied”).

Groups of the faculty members who are much more dissatisfied are the Clinical (37% “very” or “fairly satisfied”) and Clinical X series (37%), and Assistant Professors (37%).

### Satisfaction with Income by Subgroup

Q3. **Your income:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>16%</b>	<b>34</b>	<b>17</b>	<b>22</b>	<b>10</b>	<b>1</b>
Women	15%	31	15	25	14	*
Men	17%	34	18	21	8	1
Nursing	27%	37	6	21	9	--
Dentistry	11%	36	20	22	9	2
Pharmacy	34%	27	16	14	4	5
Medicine	16%	33	17	23	10	1
Tenure Track	33%	37	14	10	5	1
In Residence	19%	39	15	22	5	1
Clinical X	10%	27	18	35	10	1
Clinical	6%	31	21	28	13	1
Adjunct	17%	32	16	19	16	1
Assistant	8%	29	19	27	16	1
Associate	10%	28	21	26	14	1
Professor, Steps 1-5	22%	40	17	18	2	1
Professor, Step 6+	41%	41	7	9	3	1
Had mentor	16%	33	18	22	11	*
No mentor	18%	34	19	21	8	1

**Grants:** Just half (49%) of the faculty members are satisfied (20% “very” and 29% “fairly”) with the grants they have been able to obtain to support their work, but for two in ten the question does not apply. Those likely to be more satisfied are faculty in the School of Pharmacy (63% “very” or “fairly satisfied”), on the Tenure Track (69%), and Step 6 or above (62%). Among the least likely to be satisfied are faculty members in Clinical (23%) and Clinical X series (21%), and Associate Professors (42%).

### Satisfaction with Grants to Support Work and Lab by Subgroup

Q14. Grants you have been able to obtain to support your work and/or your lab: Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>20%</b>	<b>29</b>	<b>19</b>	<b>10</b>	<b>4</b>	<b>19</b>
Women	17%	26	18	11	6	23
Men	22%	31	18	10	3	16
Nursing	19%	22	14	17	12	15
Dentistry	9%	17	23	8	2	41
Pharmacy	25%	38	20	8	--	9
Medicine	21%	30	18	10	4	16
Tenure Track	37%	32	14	8	4	5
In Residence	29%	42	13	10	2	3
Clinical X	4%	17	39	17	5	18
Clinical	5%	18	22	9	5	41
Adjunct	25%	37	13	14	4	7
Assistant	15%	26	20	13	3	22
Associate	12%	30	21	12	7	18
Professor, Steps 1-5	24%	32	16	9	3	16
Professor, Step 6+	37%	25	17	5	4	11
Had mentor	22%	30	17	10	3	17
No mentor	17%	27	21	10	5	20

**University support for new ventures:** Overall, faculty members are more likely than not to be *dissatisfied* (50% dissatisfied to only 23% satisfied) with the support they receive from UCSF for finding financing, staff, and equipment for start up or new ventures. Faculty in the School of Nursing are the most dissatisfied (61% “very” or “fairly dissatisfied”).

### Satisfaction with University Support for New Ventures by Subgroup

Q13. Support including financing, staff, equipment, from the University for start up or new ventures: Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>5%</b>	<b>18</b>	<b>19</b>	<b>25</b>	<b>25</b>	<b>8</b>
Women	5%	14	15	29	28	9
Men	5%	20	21	22	24	7
Nursing	10%	7	13	42	19	9
Dentistry	8%	14	24	20	19	14
Pharmacy	2%	22	23	40	13	--
Medicine	5%	19	19	24	27	7
Tenure Track	10%	21	18	28	19	4
In Residence	5%	19	20	22	28	5
Clinical X	3%	19	16	28	28	6
Clinical	5%	16	18	24	25	12
Adjunct	2%	14	23	26	28	7
Assistant	7%	18	20	23	25	8
Associate	5%	18	15	26	29	8
Professor, Steps 1-5	4%	16	19	28	26	7
Professor, Step 6+	6%	19	27	21	18	9
Had mentor	7%	20	18	25	24	6
No mentor	3%	15	20	26	27	9

## Overview of satisfaction with the future outlook

As they look forward, UCSF faculty members are somewhat satisfied with their future prospects, both in terms of their potential for leadership positions (55% “very” and “fairly satisfied”) and for advancement (52% “very” and “fairly satisfied”). However, men are far more optimistic about their potential for leadership and advancement than are women.

### Satisfaction with Outlook

Currently, how satisfied are you with each of the following aspects of your situation at UCSF? (Very satisfied, fairly satisfied, neutral, fairly dissatisfied, very dissatisfied)

	Percent Satisfied (Very and Fairly)			Percent satisfied minus Percent dissatisfied		
	Total	Women	Men	Total	Women	Men
Your potential for leadership positions	55%	47%	59%	+37	+24	+43
Your prospects for advancement	52%	45%	57%	+31	+18	+39

Questions 8 and 7

**Leadership potential:** While there is overall satisfaction with the potential for leadership positions, faculty are more likely to be just “fairly satisfied” (32%). Among the most likely to be optimistic about their potential for leadership positions are Pharmacy faculty (75% “very” or “fairly satisfied”), those on a Tenure Track (65%), and Professors Step 6 or above (63%).

### Satisfaction with Potential for Leadership Positions by Subgroup

Q8. **Your potential for leadership positions:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied		Neutral	Dissatisfied		Does not apply
	Very	Fairly		Fairly	Very	
<b>Total</b>	<b>23%</b>	<b>32</b>	<b>23</b>	<b>11</b>	<b>7</b>	<b>3</b>
Women	17%	30	27	15	8	3
Men	26%	33	22	9	7	4
Nursing	23%	31	28	10	3	4
Dentistry	24%	23	27	17	3	5
Pharmacy	48%	27	17	4	--	3
Medicine	22%	33	23	11	8	3
Tenure Track	40%	25	17	9	3	6
In Residence	26%	36	22	7	6	3
Clinical X	17%	39	23	17	5	--
Clinical	17%	36	26	11	7	3
Adjunct	12%	24	28	18	16	3
Assistant	17%	35	26	13	8	1
Associate	15%	34	28	12	10	1
Professor, Steps 1-5	29%	31	21	9	6	4
Professor, Step 6+	42%	21	12	8	4	12
Had mentor	25%	34	21	10	7	3
No mentor	19%	30	26	13	8	4

**Prospects for advancement and beliefs about promotion:** As we have noted, men are considerably more likely to be happy with their prospects for advancement at UCSF (57% say “very” or “fairly satisfied”), than are women (45%). In addition, Pharmacy (68%), Tenure Track faculty (62%), and Professors Step 6 or above (62%) all lean heavily in a positive direction. Adjunct Professors are the least optimistic (37%).

### **Satisfaction with Prospects for Advancement by Subgroup**

**Q7. Your prospects for advancement:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>21%</b>	<b>31</b>	<b>23</b>	<b>13</b>	<b>8</b>	<b>3</b>
Women	14%	31	26	18	9	1
Men	24%	33	21	11	7	4
Nursing	17%	34	30	16	3	--
Dentistry	20%	27	21	18	8	6
Pharmacy	35%	33	21	6	6	--
Medicine	21%	32	23	13	8	3
Tenure Track	35%	27	18	8	4	7
In Residence	26%	37	22	10	4	2
Clinical X	18%	28	35	15	4	1
Clinical	15%	34	26	14	8	3
Adjunct	11%	26	20	22	21	1
Assistant	15%	32	26	16	9	1
Associate	16%	38	20	13	13	*
Professor, Steps 1-5	26%	29	25	12	5	3
Professor, Step 6+	39%	23	16	7	1	14
Had mentor	25%	31	22	13	7	2
No mentor	16%	32	25	13	9	4



Even though they are less than completely optimistic about their prospects for promotion, most faculty *disagree* (only 15% agree “strongly” and “somewhat”) that promotion in their department is based on social connections, rather than merit.

**Basis of Promotion**

Do you agree or disagree with the following? (Agree strongly, agree somewhat, neutral, disagree somewhat, disagree strongly)

	Percent Agree (Strongly and Somewhat)			Percent agreeing minus Percent disagreeing		
	Total	Women	Men	Total	Women	Men
The process for promotion in my department is based on social ties more than merit	15%	19%	11%	-48	-32	-59
Question 69						

However, even though pluralities and majorities in most groups we examined are in disagreement with the assertion of social bias, there are some important differences. Most notably, there is a great disparity between men and women on this issue. Men strongly reject the notion that promotion is based on social ties, not merit (70% “strongly” or “somewhat” disagree), while women spread their replies among disagree (51%), neutral (13%) and “don’t know” (15%) and a small number who agree (15%). There is also a sizable difference between heterosexual (65% disagree) and gay, lesbian and bi-sexual faculty (45% disagree).

Other faculty members who are most likely to disagree that promotion is based on social ties are, not surprisingly, those who have “made it” themselves already: Tenure Track faculty (77% “somewhat” or “strongly disagree”), and Professors Step 6 or above (81%). Among the least likely to disagree that promotion is based on social ties are Clinical (56%) and Adjunct faculty (49%), and Assistant Professors (52%).

### **Promotion Based on Social Ties over Merit by Subgroup**

Q69. The process for promotion in my department is based on social ties more than merit: Do you agree or disagree with the following?

	Agree		Neutral	Disagree		Don't know
	Strongly	Some-what		Some-what	Strongly	
<b>Total</b>	<b>4%</b>	<b>11</b>	<b>11</b>	<b>19</b>	<b>44</b>	<b>11</b>
Women	7%	12	13	22	29	15
Men	2%	9	9	18	52	9
Nursing	7%	7	11	17	41	13
Dentistry	6%	18	13	7	45	9
Pharmacy	--	12	6	17	58	5
Medicine	3%	10	10	20	44	11
Tenure Track	4%	11	6	14	63	2
In Residence	3%	7	13	18	50	7
Clinical X	4%	9	8	13	54	12
Clinical	3%	12	12	20	36	14
Adjunct	5%	13	11	25	24	20
Assistant	5%	12	11	22	30	20
Associate	3%	13	12	24	40	8
Professor, Steps 1-5	4%	9	11	16	52	5
Professor, Step 6+	1%	7	5	9	72	4
Had mentor	3%	9	11	19	44	12
No mentor	5%	12	10	17	44	9
Heterosexual	3%	10	9	20	45	11
Lesbian/gay/bisexual	11%	10	21	15	31	13

## **C. Are Family and Work Well Balanced?**

The survey suggests that working at UCSF takes a heavy toll in terms of being able to have a life outside work, particularly among women. The imbalance between personal life and work that many faculty members believe exists is most evident when they think of the time they have to spend on themselves or their families -- and women are especially dissatisfied with this aspect of their relationship to UCSF. Female faculty members are considerably more frustrated with what they view as an unhealthy time commitment required to succeed in the institution and fear that taking time off to have a baby is in fact held against them. Furthermore, they are very enthusiastic about ideas such as changing the academic senate rules to include part-time faculty.

### **Overview of satisfaction with personal life**

We take a look in this section at satisfaction with several aspects of personal life and how their jobs and life outside of work fit together. The results reveal that most members of the UCSF faculty believe some aspects of their personal life and work are out of balance. On the one hand, most are satisfied with their commute, and say the system permits flexibility to attend to their personal lives and families.

However, faculty members – especially women – are quite unhappy with the amount of time they have available to spend outside work. Only a quarter of women and one third of men say they are satisfied with time for themselves or their families and outside interests.

### Satisfaction with Personal Aspects

Currently, how satisfied are you with each of the following aspects of your situation at UCSF? (Very satisfied, fairly satisfied, neutral, fairly dissatisfied, very dissatisfied)

	Percent Satisfied (Very and Somewhat)			Percent satisfied minus Percent dissatisfied		
	Total	Women	Men	Total	Women	Men
Amount of time it takes you to get to work	66%	61%	68%	+43	+33	+47
Degree of flexibility in the system for you to tend to family or personal needs	55%	58%	55%	+31	+31	+33
Amount of time you have for spending with your family and/or outside interests	30%	25%	33%	-20	-34	-13
Amount of time you have for yourself	27%	23%	30%	-25	-37	-19

Questions 18, 17, 16 and 15

**Drive time:** While most faculty members say they are satisfied with the amount of time it takes them to get to work (66% say “very” or “fairly satisfied”), some are dissatisfied with this aspect (23%). Among the most content are faculty members in the School of Medicine (69% “very” or “fairly satisfied”), on the Tenure Track (74%), or Step 6 or above (71%). Least likely to be satisfied are Nursing faculty (44%) and School of Dentistry faculty (59%).

### Satisfaction with Commute Time by Subgroup

Q18. **Amount of time it takes you to get to work:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>39%</b>	<b>27</b>	<b>10</b>	<b>13</b>	<b>10</b>	<b>*</b>
Women	38%	23	10	15	13	1
Men	38%	30	11	12	9	*
Nursing	27%	17	16	26	11	2
Dentistry	31%	28	14	14	13	--
Pharmacy	28%	39	8	15	4	5
Medicine	41%	28	9	12	10	--
Tenure Track	45%	29	10	10	6	--
In Residence	34%	33	11	11	11	--
Clinical X	27%	37	9	17	10	--
Clinical	41%	25	9	14	10	--
Adjunct	38%	19	11	18	13	1
Assistant	41%	27	11	11	10	--
Associate	36%	24	10	18	11	1
Professor, Steps 1-5	36%	31	11	12	9	--
Professor, Step 6+	44%	27	7	13	9	--
Had mentor	39%	28	10	11	10	--
No mentor	38%	26	10	15	9	--

**Flexibility of system for family needs:** Although many faculty members are “fairly satisfied” (37%) with the degree of flexibility UCSF provides them to tend to family or personal needs, they are unlikely to be “very satisfied” (18%). Those most likely to be contented are faculty in the School of Pharmacy (79% “very” or “fairly satisfied”), Adjunct Professors (70%), and Professors Step 6 and above (58%). Among the least satisfied are members of the School of Medicine (53% “very” or “somewhat satisfied”), Clinical X faculty (36%), and Associate Professors (51%). Compared with faculty who have older children (12-18 years old) or who do not have children, faculty parents with children under the age of 12 are more likely to be dissatisfied with the flexibility they have to tend to family needs (32% “very” or “fairly dissatisfied”).

### Satisfaction with Flexibility for Family or Personal Needs by Subgroup

Q17. The degree of flexibility in the system for you to tend to family or personal needs: Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>18%</b>	<b>37</b>	<b>20</b>	<b>15</b>	<b>9</b>	<b>1</b>
Women	19%	39	15	15	12	1
Men	18%	37	21	15	7	1
Nursing	19%	55	9	13	5	--
Dentistry	23%	36	20	15	3	3
Pharmacy	43%	36	9	4	5	3
Medicine	16%	37	21	15	10	1
Tenure Track	20%	42	24	9	5	1
In Residence	16%	37	22	15	9	1
Clinical X	10%	26	28	23	12	--
Clinical	17%	33	19	18	11	2
Adjunct	22%	48	12	11	6	--
Assistant	17%	39	19	15	10	1
Associate	16%	35	18	22	8	2
Professor, Steps 1-5	18%	38	20	13	9	1
Professor, Step 6+	23%	35	27	8	7	--
Had mentor	19%	37	19	16	7	1
No mentor	16%	37	22	12	12	1
Kids <12	17%	36	15	20	12	1
Kids 12-18	18%	41	16	15	9	1
No kids	17%	38	23	13	8	1

**Time for family:** Faculty members overall express dissatisfaction with the amount of time they have for spending with family, with fully half (50%) expressing unhappiness. This discontent is seen across all groups, with half or a little less identifying themselves as dissatisfied in almost every group. However, women (31%) are almost twice as likely as men (18%) to say they are *very* dissatisfied with the time they have for family. Also among the most dissatisfied are members of the faculty of the School of Nursing (58% say “very” or “fairly dissatisfied”), correlated with being a largely female school.

Another interesting finding here is that the problem does not seem to be alleviated greatly by position one has attained, but appears instead to be a concern of individuals at all points in their careers at UCSF with only minor variation. It is also interesting that individuals with and without children appear similarly discontented.

### Satisfaction with Amount of Time Spent with Family by Subgroup

Q16. Amount of time you have for spending with your family and/or outside interests: Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>7%</b>	<b>23</b>	<b>19</b>	<b>28</b>	<b>22</b>	<b>1</b>
Women	5%	20	15	28	31	1
Men	8%	25	20	28	18	1
Nursing	5%	23	14	23	35	--
Dentistry	10%	25	26	21	12	4
Pharmacy	8%	30	20	21	18	3
Medicine	6%	22	19	29	22	1
Tenure Track	8%	22	22	29	18	1
In Residence	5%	26	16	27	24	1
Clinical X	3%	16	13	46	21	1
Clinical	7%	20	21	26	24	2
Adjunct	6%	30	23	22	18	1
Assistant	5%	25	23	24	22	1
Associate	5%	20	19	31	25	1
Professor, Steps 1-5	6%	23	17	28	25	1
Professor, Step 6+	14%	23	18	33	12	1
Had mentor	5%	25	21	28	21	1
No mentor	9%	20	17	28	24	1
Kids <12	5%	20	20	28	26	2
Kids 12-18	5%	19	18	29	27	2
No kids	7%	24	20	28	20	1

**Time for self:** Faculty members are two times more likely to be dissatisfied (52% “fairly” and “very”) than satisfied (27% “very” and “fairly”) with the amount of time they have for themselves. And as before, women and men differ on this issue, with more women (60% “very” or “fairly dissatisfied”) than men (49%) saying they are dissatisfied with the amount of time they have for themselves. Nursing faculty members are again the most likely to express dissatisfaction with the amount of time they have for themselves (58%). But beyond these differences, we see that this complaint of lack of time for oneself, like lack of time for family, does not disappear as faculty move up the career ladder, so even those who have attained Step 6 or above are more dissatisfied than satisfied.

### Satisfaction with Amount of Time for Yourself by Subgroup

Q15. **The amount of time you have for yourself:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied		Neutral	Dissatisfied		Does not apply
	Very	Fairly		Fairly	Very	
<b>Total</b>	<b>8%</b>	<b>19</b>	<b>18</b>	<b>30</b>	<b>22</b>	<b>1</b>
Women	6%	17	15	29	31	2
Men	9%	21	20	31	18	1
Nursing	5%	18	18	28	30	--
Dentistry	9%	27	25	20	16	3
Pharmacy	9%	26	20	27	18	--
Medicine	8%	18	17	32	23	1
Tenure Track	9%	19	21	31	20	--
In Residence	12%	19	15	30	23	1
Clinical X	4%	12	14	45	24	1
Clinical	6%	18	19	28	27	2
Adjunct	10%	27	20	29	14	*
Assistant	7%	24	22	26	21	1
Associate	5%	16	18	36	24	1
Professor, Steps 1-5	9%	18	14	32	26	1
Professor, Step 6+	15%	18	23	27	15	2
Had mentor	8%	21	16	32	21	2
No mentor	8%	17	21	28	25	1
Kids <12	6%	16	18	32	26	1
Kids 12-18	7%	12	20	33	26	2
No kids	9%	21	17	32	26	1



## Flexibility of the system

The faculty – both male and female – is divided between positive and negative attitudes on how good a job the University does of providing flexibility for faculty with young children, elderly parents, or other family needs. Only a third (32%) believes the institution does an “excellent” or “good” job in this area.

### Schedule Flexibility for Those with Dependent Family

In your view, today, how good a job does UCSF do in: (Excellent, good, neutral, poor, very poor)

	Percent saying “excellent” or “good”			Percent “excellent” or “good” minus Percent “poor” or “very poor”		
	Total	Women	Men	Total	Women	Men
Providing scheduling flexibility for faculty with young children, elderly parents or other family needs	32%	34%	31%	+8	+6	+9
Question 30						

Breaking this question down by groups, the faculty members in the School of Nursing are most likely to consider the scheduling flexibility provided for family needs as “excellent” (13%) or “good (49%).”

Clinical X (42% say “poor” or “very poor”), Associate Professors (31%), and parents of children under 12 (35%) all are more likely to say UCSF does a “poor” or “very poor” job in providing schedule flexibility.

**Providing Flexibility for Faculty with Family Needs by Subgroup**

Q30. **Providing scheduling flexibility for faculty with young children, elderly parents, or other family needs:** In your view, today, how good a job does UCSF do in each of the following areas?

	Positive			Negative		DK/ Refuse
	Excellent	Good	Neutral	Poor	Very poor	
<b>Total</b>	7%	25	26	16	8	18
Women	8%	26	23	19	9	15
Men	6%	25	26	15	7	21
Nursing	13%	49	14	12	3	9
Dentistry	8%	25	28	15	5	18
Pharmacy	15%	25	29	9	2	19
Medicine	6%	23	26	17	9	19
Tenure Track	9%	30	25	14	4	18
In Residence	3%	22	30	16	9	20
Clinical X	3%	16	31	22	20	9
Clinical	5%	25	22	20	9	18
Adjunct	16%	25	26	9	5	20
Assistant	11%	29	20	14	7	19
Associate	4%	20	28	19	12	16
Professor, Steps 1-5	4%	23	30	19	8	16
Professor, Step 6+	8%	26	28	11	4	22
Kids <12	9%	25	25	21	14	5
Kids 12-18	9%	25	26	20	6	14
No kids	6%	22	28	13	6	25
Had mentor	8%	27	22	17	8	18
No mentor	6%	21	30	15	8	18

## Family and work

The UCSF faculty members are largely in agreement that the demands and rules of the institution are overwhelming, with fully two thirds agreeing (65% “strongly” and “somewhat”) they have to work an unhealthy, unreasonable amount of time to succeed. Both women and men are very displeased with the number of hours needed to succeed at UCSF. Also half of men and two thirds of women agree the academic senate faculty should be able to work part time.

However, the women are far more likely than men to desire a change in the academic senate rules to allow part-time work, and to believe the system is unhealthy and penalizes those who take maternity leave.

### Family v. Work

Do you agree or disagree with the following? (Agree strongly, agree somewhat, neutral, disagree somewhat, disagree strongly)

	Percent Agree (Strongly and Somewhat)			Percent agreeing minus Percent disagreeing		
	Total	Women	Men	Total	Women	Men
I have to work an unhealthy and unreasonable amount of hours to succeed at UCSF.	65%	74%	59%	+49	+64	+40
The academic senate should change the rules system- wide to allow the academic senate faculty to work part time	55%	68%	49%	+42	+63	+34
Even though faculty members are allowed to stop the tenure clock for child bearing, I believe it is held against those who do so.	40%	54%	31%	+26	+49	+14

Questions 73, 71 and 72

**Hours to succeed:** As per above, faculty members agree overall that they have to work an unreasonable and unhealthy amount of hours to succeed at UCSF (65% “strongly” or “somewhat” agree), and women (43%) are twice as likely as men (21%) to feel strongly about this. In addition, almost eight in ten among Nursing (76% “strongly” or “somewhat agree”), Clinical X (78%), and lesbian, gay and bisexual faculty (75%) concur that they have to work an unreasonable amount of hours to succeed.

### **Working an Unreasonable and Unhealthy Amount of Hours to Succeed by Subgroup**

Q73. I have to work an unreasonable and unhealthy number of hours to succeed at UCSF: Do you agree or disagree with the following?

	Agree			Disagree		Don't know
	Strongly	Some- what	Neutral	Some- what	Strongly	
<b>Total</b>	<b>29%</b>	<b>36</b>	<b>17</b>	<b>10</b>	<b>6</b>	<b>3</b>
Women	43%	31	12	7	3	2
Men	21%	38	18	12	7	3
Nursing	50%	26	14	7	3	--
Dentistry	17%	33	25	10	6	8
Pharmacy	22%	35	19	15	9	--
Medicine	29%	37	16	9	6	3
Tenure Track	25%	33	16	11	13	1
In Residence	30%	35	19	9	3	2
Clinical X	28%	50	10	9	3	--
Clinical	31%	33	16	9	4	5
Adjunct	27%	39	19	7	5	3
Assistant	32%	35	17	8	4	4
Associate	33%	34	18	9	4	2
Professor, Steps 1-5	27%	36	16	13	4	3
Professor, Step 6+	17%	35	17	9	20	1
Had mentor	28%	36	17	10	6	3
No mentor	30%	34	17	9	6	3
Heterosexual	28%	36	16	10	6	3
Lesbian/gay/bisexual	43%	32	14	6	5	--

**Part-time academic senate faculty:** Most agree that academic senate faculty should be able to work part-time (31% “strongly” and 24% “somewhat”). However, this is not a hotly felt issue by many men, as reflected in the third of men who are neutral (23%) or of no opinion (13%) on this question.

On the other hand, women *are* very clear on this. Nearly seven in ten (68% “strongly” or “somewhat” agree) say the rules should be changed, making them much more likely than men (49%) to agree that part-time work should be an option for academic senate faculty. Lesbian, gay and bisexual faculty (65%) is also a big supporter of this idea.

### **Academic Senate Faculty Should Work Part Time by Subgroup**

Q71. The academic senate should change the rules system-wide to allow academic senate faculty to work part time: Do you agree or disagree with the following?

	Agree		Neutral	Disagree		Don't know
	Strongly	Some-what		Some-what	Strongly	
<b>Total</b>	<b>31%</b>	<b>24</b>	<b>20</b>	<b>8</b>	<b>5</b>	<b>12</b>
Women	45%	23	16	3	2	11
Men	25%	24	23	9	6	13
Nursing	33%	30	14	9	5	10
Dentistry	22%	15	23	12	8	19
Pharmacy	18%	25	36	6	6	9
Medicine	32%	25	19	7	5	11
Tenure Track	23%	26	19	15	10	7
In Residence	30%	30	20	7	6	6
Clinical X	34%	21	20	5	16	4
Clinical	35%	20	20	4	2	18
Adjunct	29%	26	20	8	1	17
Assistant	29%	27	22	5	3	14
Associate	37%	20	15	7	4	16
Professor, Steps 1-5	32%	27	20	8	5	8
Professor, Step 6+	17%	22	21	18	14	7
Had mentor	33%	23	18	7	4	13
No mentor	27%	26	21	8	7	10
Heterosexual	30%	25	20	8	5	12
Lesbian/gay/bisexual	46%	19	18	6	3	9

**Child bearing:** When asked if they believe if child bearing is held against faculty members who take time off with a baby, a third of faculty members (31%) reply that they do not know and another 16% say they are neutral. However, four in ten (40%) agree this is the case, and only 14% disagree. Nearly four times as many women as men agree that this is true (54% to 31% “strongly” or “somewhat”). Also likely to agree are Nursing faculty (52% “strongly” or “somewhat agree”), and lesbian, gay and bisexual faculty (50%).

### Child Bearing Held Against Faculty Members? by Subgroup

Q72. Even though faculty members are allowed to stop the tenure clock to take time off for child bearing, I believe it is held against those who do so: Do you agree or disagree with the following?

	Agree		Neutral	Disagree		Don't know
	Strongly	Some-what		Some-what	Strongly	
	14%	26	16	8	6	31
Women	26%	28	13	3	2	28
Men	7%	24	17	10	7	35
Nursing	29%	23	12	4	5	26
Dentistry	8%	19	23	7	5	36
Pharmacy	10%	31	30	8	9	11
Medicine	14%	26	15	8	6	31
Tenure Track	13%	26	14	11	16	21
In Residence	14%	29	15	13	7	22
Clinical X	12%	23	22	14	3	26
Clinical	14%	23	16	4	1	42
Adjunct	18%	28	15	3	2	33
Assistant	15%	23	18	3	1	40
Associate	16%	30	14	5	3	33
Professor, Steps 1-5	15%	30	14	14	6	21
Professor, Step 6+	7%	15	20	11	23	24
Kids <12	19%	25	15	8	3	29
Kids 12-18	13%	26	15	12	7	27
No kids	12%	26	16	8	7	31
Had mentor	15%	26	15	6	5	32
No mentor	13%	24	17	10	6	29
Heterosexual	13%	25	16	8	6	32
Lesbian/gay/bisexual	23%	27	10	3	*	37

## D. Does UCSF Inform Faculty About Procedures and Options?

### Overview of career information for faculty

The faculty is quite critical of UCSF in terms of informing new faculty of options open to them, the advantages and disadvantages of series and the promotion process. Women are dramatically more displeased with the level of information and the clarity of the processes related to their careers.

#### Information and Clarity about Options and Process

In your view, today, how good a job does UCSF do in: (Excellent, good, neutral, poor, very poor)

	Percent saying "excellent" or "good"			Percent "excellent" or "good" minus Percent "poor" or "very poor"		
	Total	Women	Men	Total	Women	Men
Providing information about the options that will be open to new faculty, and the advantages and disadvantages of the series	22%	16%	24%	-23	-40	-15
Providing clarity about the faculty promotion process	24%	17%	26%	-23	-40	-17

Questions 25 and 26

**Information on options for new faculty:** When it comes to providing information about the options open to new faculty, and advantages and disadvantages of academic series, very few faculty members describe UCSF as doing an “excellent” (four percent) or “good” job (18%) and many call it “poor” or “very poor” (45%). Women are more negative (56% “poor” or “very poor”) on this question than men (39%), and faculty in the Nursing and Medical Schools are more critical than others (49% and 47%).

And once again, the lower one is in the academic hierarchy, the more likely one is to express negative views – in this case, to believe too little information was forthcoming. Thus Adjunct Professors (56% say “poor” or “very poor”) and Assistant Professors (50%) are likely to say too little information about their series was provided, while Professors Step 6 and above (27%) and faculty on the Tenure Track (32%) are the least likely to see this as a problem.

### **Providing Information about Options Open To New Faculty by Subgroup**

Q25. **Providing information about the options that will be open to new faculty, and the advantages and disadvantages of the academic series:** In your view, today, how good a job does UCSF do in each of the following areas?

	Positive			Negative		DK/ Refuse
	Excellent	Good	Neutral	Poor	Very poor	
<b>Total</b>	<b>4%</b>	<b>18</b>	<b>27</b>	<b>32</b>	<b>13</b>	<b>6</b>
Women	2%	14	20	38	18	8
Men	4%	20	30	28	11	6
Nursing	4%	27	16	39	10	5
Dentistry	2%	22	26	27	17	7
Pharmacy	5%	28	28	27	5	6
Medicine	4%	16	28	32	14	6
Tenure Track	6%	30	25	27	5	7
In Residence	3%	15	31	31	15	5
Clinical X	6%	19	29	34	7	5
Clinical	2%	17	25	32	16	7
Adjunct	5%	7	28	37	19	4
Assistant	4%	16	28	33	17	3
Associate	2%	15	25	38	12	7
Professor, Steps 1-5	4%	14	27	31	15	8
Professor, Step 6+	5%	33	30	20	7	1
Had mentor	5%	20	28	30	11	6
No mentor	2%	15	25	33	17	6



**Faculty promotion process:** Faculty are also more likely to say UCSF does a poor job (32% “poor” and 15% “very poor”) of providing clarity about the promotion process than to say the University does a good (20%) or excellent (four percent) job. Women (57% say “poor” or “very poor”) are more dissatisfied than men (43%), as are faculty members in the Dentistry school (52%), in Clinical (52%), Clinical X (50%) and Adjunct series (56%), and Assistant Professors (54%).

Repeating a similar pattern, the Professors at Step 6 or above in particular are likely to believe there is adequate clarity in the promotion process.

### **Providing Clarity about the Faculty Promotion Process by Subgroup**

Q26. **Providing clarity about the faculty promotion process:** In your view, today, how good a job does UCSF do in each of the following areas?

	Positive			Negative		
	Excellent	Good	Neutral	Poor	Very poor	DK/ Refuse
<b>Total</b>	4%	20	25	32	15	5
Women	2%	15	22	37	20	4
Men	4%	22	26	30	13	5
Nursing	5%	27	21	29	16	2
Dentistry	2%	18	22	37	15	7
Pharmacy	5%	37	20	26	9	3
Medicine	4%	19	25	32	16	5
Tenure Track	6%	35	22	25	7	6
In Residence	2%	21	27	32	16	3
Clinical X	2%	17	28	43	7	2
Clinical	3%	14	26	35	17	5
Adjunct	6%	10	22	30	26	6
Assistant	5%	13	26	34	20	2
Associate	2%	20	25	31	16	6
Professor, Steps 1-5	3%	20	22	35	14	5
Professor, Step 6+	7%	39	25	15	6	8
Had mentor	5%	22	25	31	13	4
No mentor	3%	17	24	32	19	5

**Awareness of options:** When they look back on their own experiences, four in ten faculty members (51% “completely” or “somewhat unaware”) say they did not know what their options were. Fully two thirds (64%) of the women at UCSF say they were unaware of the career and advancement options within their series. Men were only somewhat better informed: 54% of men say they were either “completely” or “somewhat” unaware.

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### Awareness of Career and Advancement Options

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When you decided to join the faculty, how aware were you about the career and advancement options available to you within your academic series?

	<b>Total</b>	<b>Women</b>	<b>Men</b>
Completely aware	8%	5%	8%
Somewhat aware	32	28	36
Somewhat unaware	31	30	31
Completely unaware	27	34	22
Don't recall	2	1	2

Question 37

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## E. Does UCSF Nurture and Mentor its Faculty Well?

Mentoring is important to the faculty, however, the University has a lot of ground to make up to satisfy its faculty's desires in the area of modeling and mentoring.

### Collegial atmosphere

To begin with, the University receives good marks from only 43% over all -- a third of women and a half of men -- on providing a collegial atmosphere generally.

#### Providing a Collegial Atmosphere

In your view, today, how good a job does UCSF do in each of the following areas: (Excellent, good, neutral, poor, very poor)

	Percent saying "excellent" or "good"			Percent "excellent" or "good" minus Percent "poor" or "very poor"		
	Total	Women	Men	Total	Women	Men
Providing an atmosphere of collegiality among the faculty	43%	33%	49%	+16	+1	+25

Question 29

Three in ten (29%) faculty members tend to be neutral on whether UCSF promotes such positive collegiality, and 27% say it does a “poor” or “very poor” job, while 43% says the University does an “excellent” or “good” job.

There are differences of opinion on the atmosphere of collegiality among the faculty. Those without mentors (34%), women (32%), and in Nursing (33%) and Dentistry (36%) are the most likely to say collegiality is “poor” or “very poor.”

On the positive side, School of Pharmacy faculty (69%), those on the Tenure Track (57%), Professors Step 6 and above (55%), as well as those faculty members who say they had mentors (47%), are more likely to say that UCSF provides an “excellent” or “good” atmosphere of collegiality.

### **Promoting an Atmosphere of Collegiality Among Faculty by Subgroup**

Q29. **Promoting an atmosphere of collegiality among the faculty:** In your view, today, how good a job does UCSF do in each of the following areas?

	Positive			Negative		
	Excellent	Good	Neutral	Poor	Very poor	DK/Refuse
<b>Total</b>	<b>11%</b>	<b>32</b>	<b>29</b>	<b>17</b>	<b>10</b>	<b>2</b>
Women	7%	26	34	21	11	1
Men	13%	36	25	16	8	2
Nursing	8%	26	32	21	12	1
Dentistry	3%	36	25	25	11	--
Pharmacy	24%	45	19	7	5	--
Medicine	12%	31	29	16	10	2
Tenure Track	21%	36	22	13	6	2
In Residence	9%	35	27	16	11	2
Clinical X	6%	34	31	14	11	5
Clinical	8%	29	32	20	10	1
Adjunct	10%	28	34	17	11	1
Assistant	13%	33	27	18	8	1
Associate	7%	28	34	17	10	4
Professor, Steps 1-5	8%	31	27	18	13	1
Professor, Step 6+	20%	35	26	11	6	1
Had mentor	12%	35	30	16	6	1
No mentor	9%	27	27	19	15	2

## Role models

Just over half agree (53% “strongly” and “somewhat”) their departments present them with good role models. This includes only a small plurality of women and a small majority of men.

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### Providing Role Models

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Do you agree or disagree with the following? (Agree strongly, agree somewhat, neutral, disagree somewhat, disagree strongly)

	Percent agree (Strongly and Somewhat)			Percent agreeing minus Percent disagreeing		
	Total	Women	Men	Total	Women	Men
Young faculty in my department find good role models	53%	46%	55%	+23	+7	+29

Question 64

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Although faculty members generally agree that young people in their departments find good role models (53% “strongly” or “somewhat agree”), this support is certainly not overwhelming. Those most likely to think that young faculty find good role models are School of Pharmacy faculty (68%), those on the Tenure Track (66%), Professors Step 6 and above (76%), and those who in fact themselves had mentors (58%). Less likely to say that their departments offer good role models are Adjunct Professors (38%), Assistant Professors (46%), Associate Professors (46%), and, logically, those who did not have a mentor at UCSF (46%).

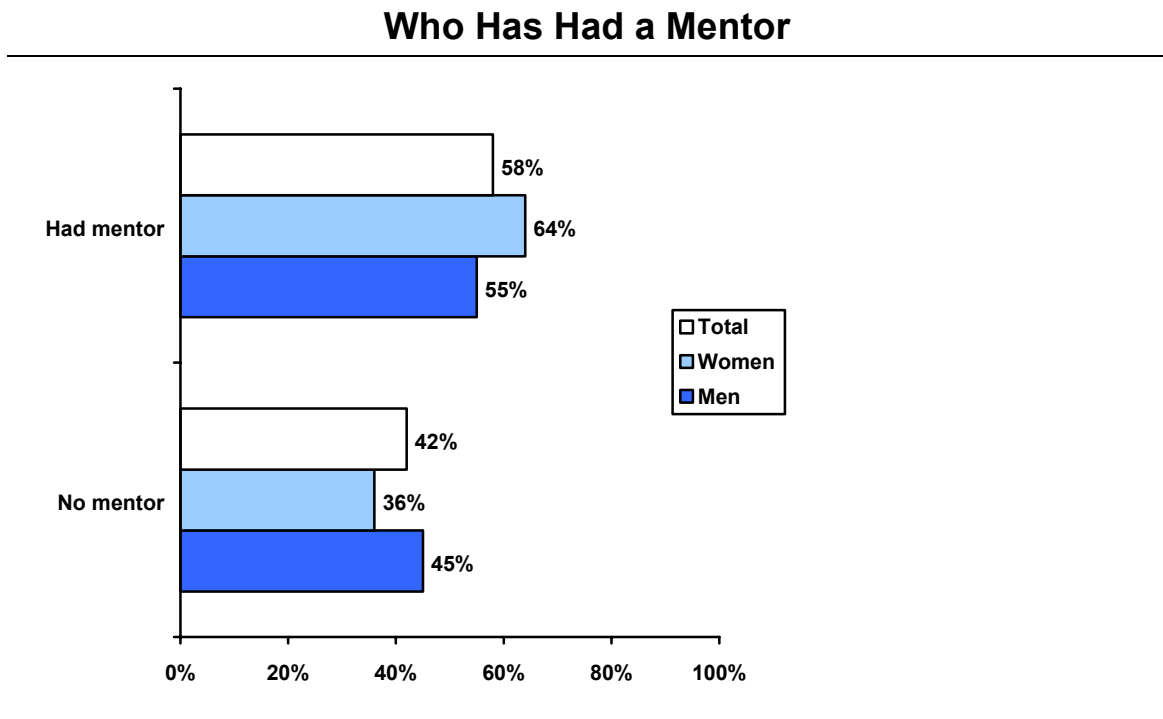
### Finding Good Role Models by Subgroup

Q64. Young faculty in my department find good role models: Do you agree or disagree with the following?

	Agree		Neutral	Disagree		Don't know
	Strongly	Some-what		Some-what	Strongly	
<b>Total</b>	<b>14%</b>	<b>39</b>	<b>13</b>	<b>20</b>	<b>10</b>	<b>2</b>
Women	11%	35	10	25	14	3
Men	14%	41	15	18	8	2
Nursing	16%	37	--	28	9	6
Dentistry	10%	44	12	19	9	4
Pharmacy	22%	46	6	15	3	5
Medicine	14%	38	15	20	10	2
Tenure Track	22%	44	9	15	7	2
In Residence	11%	43	14	18	12	1
Clinical X	10%	42	22	19	7	--
Clinical	13%	37	12	23	10	3
Adjunct	10%	28	18	24	13	4
Assistant	11%	35	17	20	13	3
Associate	12%	34	15	23	13	2
Professor, Steps 1-5	15%	42	11	21	7	2
Professor, Step 6+	24%	52	7	10	2	3
Had mentor	17%	41	13	18	8	2
No mentor	10%	36	14	22	13	3
Heterosexual	13%	39	13	20	9	3
Lesbian/gay/bisexual	10%	39	11	21	16	3

## Mentoring

**Who has a mentor:** Fifty-eight percent of the faculty members say they have had a mentor since coming to UCSF. Women are more likely to have had a mentor than men (64% compared to 55%) – yet in both cases a majority has had that benefit.



Q19. Since arriving at UCSF, have you had what you would consider a mentor, that is, a person to whom you can turn for help with your professional life?

Those who have been in the system longest are *less* likely to have had a mentor experience; among Professors Step 6 and above , 44% had a mentor. And those who are less experienced more often say they were or are mentored; Adjunct Professors (73%), Assistant Professors (71%), and Professors with less than ten years experience (62%) are among the most likely.

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### Who Has Had a Mentor by Subgroup

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Q19. Since arriving at UCSF, have you had what you would consider a mentor, that is, a person to whom you can turn for help with your professional life?

	Yes	No
<b>Total</b>	<b>58%</b>	<b>42</b>
Women	64%	36
Men	55%	45
Nursing	52%	48
Dentistry	49%	51
Pharmacy	57%	43
Medicine	59%	41
Tenure Track	53%	47
In Residence	60%	40
Clinical X	51%	49
Clinical	56%	44
Adjunct	73%	27
Assistant	71%	29
Associate	63%	37
Professor, Steps 1-5	47%	53
Professor, Step 6 +	44%	56
<10 years experience	62%	38
10+ years	54%	46

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**How one finds a mentor:** Faculty members are most likely to say they found their mentor through their own efforts (40%). Women are slightly more likely than men to say that their mentors were assigned to them (ten percent) or to have found their mentors through other means (12%).

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### Finding a Mentor

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Since arriving at UCSF, have you had what you would consider a mentor, that is, a person to whom you can turn for help with your professional life?

Did you find this mentor through you own efforts, was the person assigned to you, or did something else occur?

	<b>Total</b>	<b>Women</b>	<b>Men</b>
<b>Total who had a mentor</b>	<b>58%</b>	<b>64%</b>	<b>55%</b>
Found through own efforts	40%	42%	38%
Assigned	8	10	7
Other	10	12	10
<b>Total who did not have mentor</b>	<b>42%</b>	<b>36%</b>	<b>45%</b>

Questions 19 and 20

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Looking just at those who have had a mentor (in addition to the differences by gender), the most likely to have found their mentor through their own efforts are in the Schools of Pharmacy (81%) and Nursing (79%), those in Clinical X (75%), In Residence (74%) and Tenure Track series (72%), and Associate Professors (71%) and Professors Step 6 and above (79%). Still, finding one's own mentor is the norm and having a person assigned has been a rarity in every group we examined.

### Finding a Mentor by Subgroup

Q20. (Base: 614 who had a mentor) Did you find this mentor : through your own efforts, was the person assigned to you, or did something else occur?

	Through own efforts	Person was assigned	Something else occurred
<b>Total</b>	<b>68%</b>	<b>14</b>	<b>17</b>
Women	66%	15	19
Men	71%	12	17
Nursing	79%	2	18
Dentistry	75%	14	11
Pharmacy	81%	10	9
Medicine	67%	15	18
Tenure Track	72%	8	19
In Residence	74%	10	15
Clinical X	75%	10	15
Clinical	61%	20	19
Adjunct	70%	16	14
Assistant	66%	20	13
Associate	71%	12	17
Professor, Steps 1-5	67%	10	23
Professor, Step 6 +	79%	1	20
<10 years experience	68%	18	14
10+ years	70%	9	21

**Gender matching:** While nearly all the mentored men (91%) had a mentor of the same sex, less than half of mentored women (46%) say their mentor was also a woman.

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### Matched Sex of Mentor and Mentee

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(Base: 614 who had a mentor) Was this person the same sex as you or the opposite sex?

	Total	Women	Men
Same sex	72%	46%	91%
Opposite sex	27	52	8

Question 21

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In addition, those mentored faculty members who are likely to have a mentor of the same sex are in the Schools of Nursing (79%) and Pharmacy (81%), in the Clinical X series (78%), and Step 6 or above (91%) – all variables that track with the gender of the respondent (*e.g.*, those in Nursing tend to be women and Step 6 and above is heavily male).

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### Matched Sex of Mentor and Mentee by Subgroup

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Q21. (Base: 614 who had a mentor) Was this person the same sex as you, or the opposite sex?

	Same sex	Opposite sex
<b>Total</b>	<b>72%</b>	<b>27</b>
Women	46%	52
Men	91%	8
Nursing	79%	21
Dentistry	73%	27
Pharmacy	81%	14
Medicine	71%	28
Tenure Track	77%	21
In Residence	77%	23
Clinical X	78%	19
Clinical	66%	32
Adjunct	70%	30
Assistant	70%	29
Associate	59%	39
Professor, Steps 1-5	79%	20
Professor, Step 6 +	91%	8
<10 years experience	70%	28
10+ years	77%	22

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**Importance of Mentoring:** Most mentored faculty agree: having a mentor at UCSF has been very important in making their experience in the institution positive (65% “very important,” 24% “somewhat”). While there are not notable differences between men and women, Dentistry faculty stands out as having benefited from having a mentor (75% say “very important”), as well as Adjunct (73%) and Assistant Professors (70%). Those less likely to say having a mentor was very important are School of Medicine faculty (64%), Clinical X faculty (57%), and Professors Step 6 or above (45%).

### Importance of Having a Mentor

(Base: 614 who had a mentor) How important was having a mentor to you in making your experience at UCSF positive?

	Total	Women	Men
Very important	65%	69%	62%
Somewhat	24	19	27
Just a little bit	6	7	7
Not very, not at all important	4	4	4

Questions 23

### Importance of Mentor by Subgroup

Q23. (Base: 614 who had a mentor) How important was having a mentor to you in making your experience at UCSF positive?

	Very important	Somewhat	A little bit	Not very important	Not at all important
<b>Total</b>	<b>65%</b>	<b>24</b>	<b>6</b>	<b>3</b>	<b>1</b>
Women	69%	19	7	2	2
Men	62%	27	7	3	1
Nursing	69%	18	14	--	--
Dentistry	75%	17	1	7	--
Pharmacy	69%	20	11	--	--
Medicine	64%	25	6	3	1
Tenure Track	57%	27	9	5	1
In Residence	65%	27	6	1	1
Clinical X	57%	17	11	12	2
Clinical	67%	24	5	2	1
Adjunct	73%	17	5	3	1
Assistant	70%	20	6	3	1
Associate	67%	22	7	2	2
Professor, Steps 1-5	65%	24	8	3	1
Professor, Step 6 +	45%	41	7	5	2
<10 years experience	68%	22	6	3	*
10+ years	63%	26	7	3	2

**Personal satisfaction with the mentoring at UCSF:** We have seen that the faculty members regard mentoring as an important aspect, yet satisfaction with the mentoring currently available at UCSF is low. Indeed, only a third of women and men are satisfied with this area (36% of each are “very” or “somewhat satisfied”).

**Personal Satisfaction with Mentoring**

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Q10. Currently, how satisfied are you with each of the following aspects of your situation at UCSF?  
 (Very satisfied, fairly satisfied, neutral, fairly dissatisfied, very dissatisfied)

	Percent Satisfied (Very and Somewhat)			Percent satisfied minus Percent dissatisfied		
	Total	Women	Men	Total	Women	Men
The mentoring now available to you	36%	36%	36%	+11	0	+14

Looking at personal satisfaction by groups, Nursing faculty (37% “fairly” or “somewhat satisfied”), Clinical X series (33%), Associate Professors (33%), and those who have not had a mentor (37%) are least satisfied with the mentoring to which they have access now.

There are pockets of people who come down solidly on the positive side of this question. Those faculty members who are more likely to be content are in the School of Pharmacy (48% “very” or “fairly satisfied”), Adjunct Professors (41%), Assistant Professors (48%), and those who had a mentor (50%).

### **Satisfaction with Mentoring Now Available by Subgroup**

**Q10. The mentoring now available to you:** Currently, how satisfied are you with each of the following aspects of your situation at UCSF?

	Satisfied			Dissatisfied		Does not apply
	Very	Fairly	Neutral	Fairly	Very	
<b>Total</b>	<b>15%</b>	<b>22</b>	<b>25</b>	<b>14</b>	<b>12</b>	<b>12</b>
Women	12%	24	22	19	17	6
Men	15%	21	27	11	10	17
Nursing	7%	29	20	20	17	6
Dentistry	12%	27	28	12	10	12
Pharmacy	23%	25	22	13	7	9
Medicine	15%	21	26	13	12	13
Tenure Track	16%	20	22	11	9	23
In Residence	15%	18	29	11	11	16
Clinical X	9%	24	32	17	10	7
Clinical	15%	24	22	17	14	8
Adjunct	15%	26	27	14	13	5
Assistant	21%	27	21	16	13	2
Associate	9%	30	25	20	13	3
Professor, Steps 1-5	12%	15	30	11	13	20
Professor, Step 6+	15%	11	25	7	5	38
Had mentor	21%	29	23	12	6	8
No mentor	6%	13	28	17	20	18

**Job rating:** When asked to rate the job of the University in providing *formal* mentoring, only 12% say UCSF does a “good” or “excellent” job. When the question specifies *informal* mentoring or help from other faculty, the marks are higher but still weak, with just a third (33% of women and 37% of men) calling the informal help “good” or “excellent.”

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**Job Rating on Mentoring**

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In your view, today, how good a job does UCSF do in each of the following areas: (Excellent, good, neutral, poor, very poor)

	Percent saying “excellent” or “good”			Percent “excellent” or “good” minus Percent “poor” or “very poor”		
	Total	Women	Men	Total	Women	Men
Providing formal mentoring	12%	9%	12%	-44	-52	-39
Providing informal mentoring or help from other faculty	35%	33%	37%	+5	-1	+11

Questions 28 and 27

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Indeed, most faculty members believe that UCSF is doing a “poor” (34%) or “very poor” (22%) job of providing *formal* mentoring. Although men and women both fall on the negative side of this issue, a substantially larger amount of women (65% say “poor” or “very poor”) believe UCSF is doing an inadequate job of providing formal mentoring. Also likely to agree are Nursing (64% say “poor” or “very poor”), Dentistry (66%), and Medicine faculty (55%), as well as Clinical X (67%) members. While those who had a mentor (17%) are considerably more likely than those without one (three percent) to say UCSF does a good job in this area, *even the mentored* rate the institution poorly overall on its formal approach.

### Job of Providing Formal Mentoring by Subgroup

Q27. **Providing formal mentoring:** In your view, today, how good a job does UCSF do in each of the following areas?

	Positive			Negative		
	Excellent	Good	Neutral	Poor	Very poor	DK/Refuse
<b>Total</b>	<b>2%</b>	<b>10</b>	<b>26</b>	<b>34</b>	<b>22</b>	<b>6</b>
Women	1%	8	20	39	26	5
Men	1%	11	30	32	19	7
Nursing	--	6	26	40	24	4
Dentistry	1%	5	20	41	25	9
Pharmacy	2%	8	40	39	8	3
Medicine	2%	11	27	33	22	6
Tenure Track	1%	15	31	32	16	5
In Residence	*	10	23	35	24	8
Clinical X	2%	3	27	46	21	2
Clinical	2%	9	26	34	23	6
Adjunct	5%	6	26	32	26	4
Assistant	4%	10	24	36	22	4
Associate	1%	8	27	32	27	5
Professor, Steps 1-5	1%	8	25	37	23	6
Professor, Step 6+	--	17	36	23	12	12
Had mentor	3%	14	27	34	18	5
No mentor	--	3	26	35	28	7



The marks for informal assistance are higher, but not stellar, with 35% giving the University positive marks (six percent “excellent”, 29% “good”) and 30% negative. Faculty members who are most positive are School of Pharmacy faculty (52% “excellent” or “good”), and those on the Tenure Track (46%), as well as Assistant Professors (40%), Professors Step 6 or above (41%) and those with mentors (43%).

### Job of Providing Informal Mentoring

Q28. **Providing informal mentoring or help from other faculty:** In your view, today, how good a job does UCSF do in each of the following areas?

	Positive			Negative		
	Excellent	Good	Neutral	Poor	Very poor	DK/Refuse
<b>Total</b>	<b>6%</b>	<b>29</b>	<b>31</b>	<b>21</b>	<b>9</b>	<b>4</b>
Women	4%	29	29	25	9	4
Men	6%	31	32	18	8	5
Nursing	--	39	25	30	5	1
Dentistry	5%	28	27	21	11	7
Pharmacy	4%	48	28	15	--	6
Medicine	7%	28	32	20	9	4
Tenure Track	7%	39	33	13	4	5
In Residence	6%	23	35	23	9	4
Clinical X	8%	24	34	26	7	1
Clinical	5%	31	28	22	10	4
Adjunct	8%	24	31	24	10	3
Assistant	8%	32	28	21	9	3
Associate	5%	28	30	23	11	3
Professor, Steps 1-5	4%	25	34	23	9	5
Professor, Step 6+	6%	35	38	10	3	8
Had mentor	9%	34	31	17	5	3
No mentor	2%	23	31	26	13	5

## F. Is There a Welcoming Climate – Especially for Women – at UCSF?

Answers to a set of questions on the survey about the perceptions the female and male faculty have about the climate at UCSF show starkly different views that women and men hold. Not only do they find the climate different overall, but their perceptions of the experience for the opposite sex are very telling: men *and* women think the climate for men is quite good, but men think this is also the case for women – while women call the climate for themselves poor. And the degree of difference on these questions is striking.

### Welcome to UCSF

Only a third of all faculty members (35%) call the job the University does of welcoming new faculty of their own gender “excellent” or “good.” Women are more likely to say it does an inadequate job than to give UCSF good marks in extending a welcome to women. Men are more likely than women to say the University does a good job of welcoming new faculty of their own gender – although even men are not highly laudatory in this regard.

### Welcoming Upon Arrival

In your view, today, how good a job does UCSF do in each of the following areas: (Excellent, good, neutral, poor, very poor)

	Percent saying “excellent” or “good”			Percent “excellent” or “good” minus Percent “poor” or “very poor”		
	Total	Women	Men	Total	Women	Men
Welcoming new faculty of your gender	35%	27%	39%	+9	-5	+18
Question 24						

In addition to the differences by sex, those who are more likely to be satisfied with the welcome at UCSF are faculty members in the School of Pharmacy (47% say “excellent” or “good”), those on the Tenure Track (49%), Assistant Professors (41%) and Professors Step 6 and above (41%). Less likely to say UCSF is doing an “excellent” or “good” job of welcoming new faculty of their own gender are Adjunct Professors (24%), those in the School of Dentistry (31%), and Associate Professors (28%).

### Welcoming New Faculty by Subgroup

Q24. **Welcoming new faculty of your gender:** In your view, today, how good a job does UCSF do in each of the following areas?

	Positive			Negative		DK/ Refuse
	Excellent	Good	Neutral	Poor	Very poor	
<b>Total</b>	7%	28	32	20	6	7
Women	3%	24	27	28	8	10
Men	8%	31	34	16	5	6
Nursing	3%	31	27	28	2	10
Dentistry	5%	26	40	15	8	5
Pharmacy	13%	34	22	19	--	11
Medicine	7%	28	31	21	6	7
Tenure Track	10%	39	31	13	1	6
In Residence	3%	25	32	22	10	8
Clinical X	8%	27	38	22	3	2
Clinical	6%	29	28	23	6	7
Adjunct	11%	13	38	23	7	9
Assistant	10%	31	30	19	5	5
Associate	6%	22	31	28	5	8
Professor, Steps 1-5	5%	27	30	22	7	8
Professor, Step 6+	9%	32	41	3	7	1
Had mentor	8%	30	31	18	4	7
No mentor	5%	25	32	23	8	6

## Overview of climate for women and men at three levels

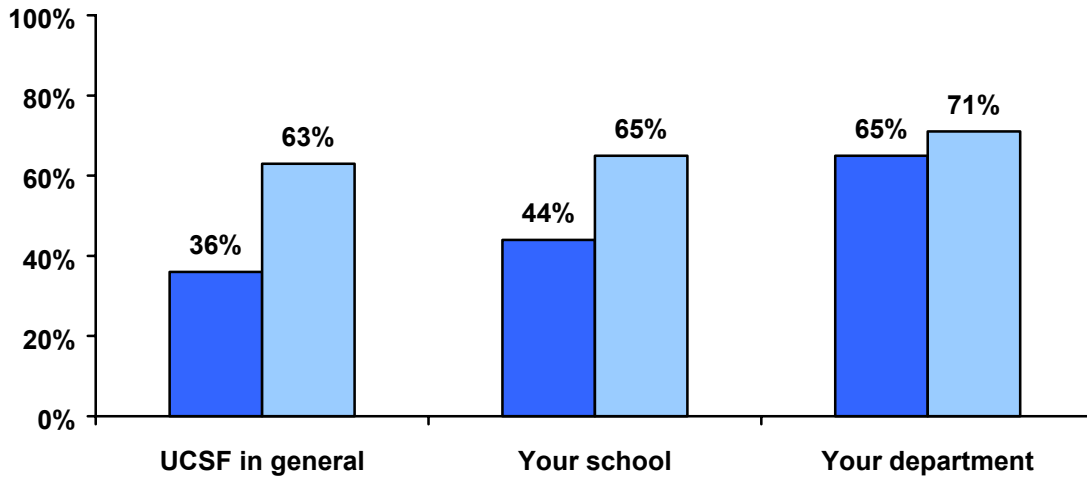
A series of questions probed attitudes about the climate for each gender at three levels: UCSF in general, in schools, and in departments. When we compare how men and women perceive the climate overall for each gender, the gap in their perceptions becomes very apparent. First of all, men say the climate for men is very good – and women agree. But the agreement stops there: men also say the climate for women is very good, while women rate the climate for themselves much less enthusiastically.

In all cases – men or women opining about women or men – the climate seems better to the individuals the closer the institutional level (university, school, or department) is to them. Thus perceptions about the climate are warmest in departments, slightly cooler in schools, and coolest for the University in general. This is not surprising: in most survey ratings, be they about public schools or members of Congress, people give better marks to institutions with which they have the most familiarity and close connection.

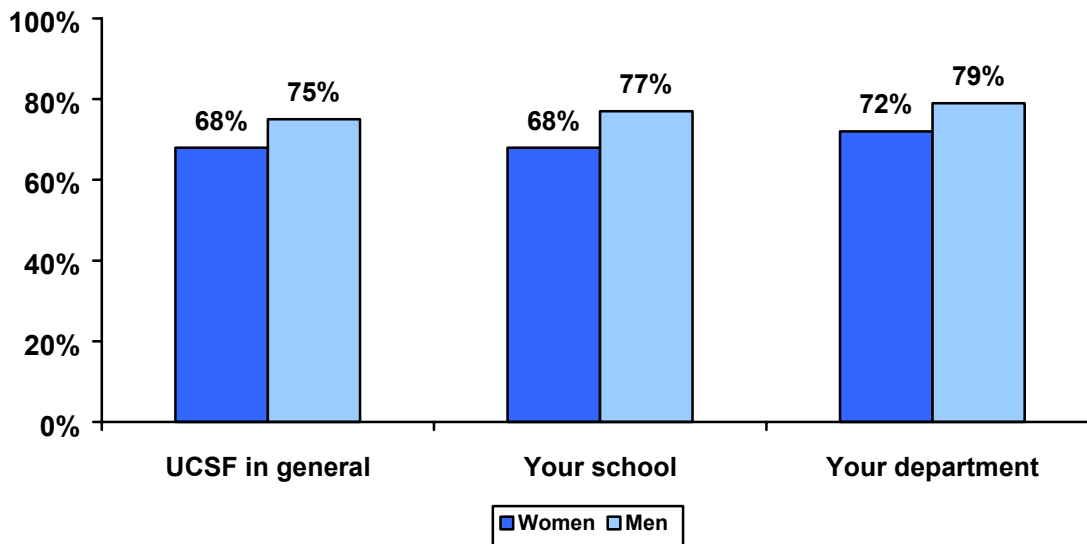
However, the disparity in perceptions between the two sexes in the UCSF case is startling. At all levels, men believe the climate for their female colleagues is fine, while many more women find the climate outside their own departments lacking. For example, 56% of women call the climate for women in their department “excellent” or “good,” 44% say this is so in their school, and only 36% say it is so for UCSF at large. Men’s views are 71%, 65% and 63% percent “excellent” or “good” for women at these three levels.

### Percent Saying Climate is Excellent or Good...

for Women



for Men



Q. How would you describe the climate in general for women...  
38. At UCSF in general?  
39. In your school?  
40. In your department?

Q. How would you describe the climate overall for men...  
41. At UCSF in general?  
42. In your school?  
43. In your department?

### Comparing the Climate for Women and Men

How would you describe the climate overall for **women**: (Excellent, good, neutral, poor, very poor)

	Percent saying "excellent" or "good"			Percent "excellent" or "good" minus Percent "poor" or "very poor"		
	Total	Women	Men	Total	Women	Men
At UCSF in general?	54%	36%	63%	+41	+10	+57
In your school?	57%	44%	65%	+45	+23	+58
In your department?	65%	56%	71%	+52	+35	+62

How would you describe the climate overall for **men**: (Excellent, good, neutral, poor, very poor)

	Percent saying "excellent" or "good"			Percent "excellent" or "good" minus Percent "poor" or "very poor"		
	Total	Women	Men	Total	Women	Men
At UCSF in general?	72%	68%	75%	+55	+66	+56
In your school?	72%	68%	77%	+70	+51	+75
In your department?	76%	72%	79%	+60	+56	+61

Questions 38-43

**Climate for women:** If we look at these same questions by other breakdowns, we see slight differences between series and ranks, but most telling is the school of a faculty member. Starting with the climate for women: While Nursing faculty members overwhelmingly say the climate in their school is “excellent” or “good” (91%), they are the least likely to say so for UCSF in general (38%), compared with large majorities in other schools who say this is the case.

### Overall Climate for Women by Subgroup

Q38-40. How would you describe the climate overall for women?

% saying “excellent” or “good”	At UCSF in general	In your school	In your department
<b>Total</b>	<b>54%</b>	<b>57%</b>	<b>65%</b>
Women	36%	44%	65%
Men	63%	65%	71%
Nursing	38%	91%	84%
Dentistry	68%	73%	72%
Pharmacy	69%	91%	86%
Medicine	53%	52%	62%
Tenure Track	63%	70%	77%
In Residence	53%	51%	61%
Clinical X	62%	66%	75%
Clinical	50%	56%	62%
Adjunct	46%	49%	58%
Assistant	53%	55%	62%
Associate	42%	52%	59%
Professor, Steps 1-5	54%	57%	68%
Professor, Step 6+	75%	74%	78%
Had mentor	53%	57%	66%
No mentor	55%	58%	65%
Heterosexual	55%	58%	66%
Lesbian/gay/bisexual	40%	56%	65%

**Climate for men:** Moving to the atmosphere for men, majorities of both sexes agree that the overall climate for them is either “excellent” or “good” in their school (72%), in their department (76%), and even at UCSF in general (72%). Other groups of the faculty who are particularly likely to believe this is the case are in the School of Pharmacy (89% at UCSF in general), Tenure Track faculty (80%), and Professors Step 6 and above (82%).

### Overall Climate for Men by Subgroup

Q41-43. How would you describe the climate overall for men?

% saying “excellent” or “good”	At UCSF in general	In your school	In your department
<b>Total</b>	<b>72%</b>	<b>72%</b>	<b>76%</b>
Women	68%	68%	72%
Men	65%	77%	79%
Nursing	79%	62%	65%
Dentistry	73%	77%	74%
Pharmacy	89%	93%	92%
Medicine	72%	72%	77%
Tenure Track	80%	79%	81%
In Residence	69%	70%	74%
Clinical X	76%	79%	81%
Clinical	74%	72%	76%
Adjunct	63%	64%	70%
Assistant	75%	74%	78%
Associate	66%	68%	73%
Professor, Steps 1-5	71%	71%	73%
Professor, Step 6+	82%	82%	85%
Had mentor	74%	74%	78%
No, mentor	71%	72%	74%
Heterosexual	73%	74%	77%
Lesbian/gay/bisexual	75%	77%	79%



## Overview of discrimination issues

This different take on reality is seen again in attitudes about how well UCSF does in addressing discrimination. Overall, men give the University relatively good marks for providing an atmosphere free of discrimination based on sexual orientation (70% “excellent” or “good”), race (70%) and sex (64%). Only 52% of women, on the other hand, give these same high marks for the climate relative to sexual orientation, only 47% on racial discrimination, and only 40% on sex discrimination.

### Providing an Atmosphere Free of Discrimination

In your view, today, how good a job does UCSF do in each of the following areas: (Excellent, good, neutral, poor, very poor)

	Percent saying “excellent” or “good”			Percent “excellent” or “good” minus Percent “poor” or “very poor”		
	Total	Women	Men	Total	Women	Men
Providing a climate among the faculty that is free of discrimination based on sexual orientation	64%	52%	70%	+59	+43	+66
Providing a climate among the faculty that is free of racial discrimination	62%	47%	70%	+53	+31	+64
Providing a climate among the faculty that is free of sex discrimination	56%	40%	64%	+43	+14	+57

Questions 34, 33, and 32

**Sexual orientation:** UCSF faculty members generally praise the University for providing an atmosphere free of discrimination based on sexual orientation (64% “excellent” or “good”). Women tend to be less laudatory about the climate UCSF provides (52% call it “excellent” or “good”), as do lesbian, gay and bisexual faculty members (51%). Almost three fourths of men (70%) on the other hand, give the sexual orientation climate these marks. Faculty in the School of Pharmacy give the highest marks (77%), and many Adjunct members say they are unaware (21% say they “don’t know”).

### Providing a Climate Free of Discrimination Based on Sexual Orientation

Q34. **Providing a climate among the faculty that is free of discrimination based on sexual orientation:** In your view, today, how good a job does UCSF do in each of the following areas: (Excellent, good, neutral, poor, very poor)

	Positive			Negative		DK/ Refuse
	Excellent	Good	Neutral	Poor	Very poor	
<b>Total</b>	<b>21%</b>	<b>43</b>	<b>19</b>	<b>4</b>	<b>1</b>	<b>11</b>
Women	16%	36	21	6	3	18
Men	24%	46	19	3	1	8
Nursing	17%	47	11	11	1	12
Dentistry	16%	45	19	5	1	15
Pharmacy	35%	42	8	--	--	14
Medicine	21%	43	20	3	2	11
Tenure Track	28%	48	13	3	1	8
In Residence	18%	44	25	3	1	9
Clinical X	22%	51	18	2	3	4
Clinical	20%	42	19	5	2	12
Adjunct	18%	37	19	3	2	21
Assistant	22%	38	20	2	2	17
Associate	18%	40	20	8	1	13
Professor, Steps 1-5	18%	51	19	4	1	6
Professor, Step 6+	29%	48	16	1	*	5
Had mentor	22%	43	18	4	2	12
No mentor	20%	45	20	4	1	10
Heterosexual	21%	43	18	3	1	12
Lesbian/gay/bisexual	16%	35	32	12	3	2

**Race and ethnicity:** Again, the faculty members are generally satisfied (62% “excellent” or “good”) that UCSF is providing a climate free of racial or ethnic discrimination, with women (16% “poor” or “very poor”) registering more complaints than men (six percent), but still more positive than negative. Also once again, School of Pharmacy faculty are most likely to call the climate UCSF provides with regard to race and ethnicity “excellent” or “good” (79%). Among the most likely to give high marks are those in Tenure Track (74%), Clinical (62%) and Clinical X series (69%), while Adjunct Professors are again least aware (17% say they “don’t know”). Professors Step 6 and above (79%), Tenure Track (74%), and faculty in Pharmacy (79%) see the least problem. While there are differences in job ratings on this depending on school, series, and rank, in every group half or more find the school to be doing a positive job on creating a good atmosphere free of race discrimination.

### **Providing a Climate Free of Racial or Ethnic Discrimination by Subgroup**

Q33. **Providing a climate among the faculty that is free of racial or ethnic discrimination:** In your view, today, how good a job does UCSF do in each of the following areas: (Excellent, good, neutral, poor, very poor)

	Positive			Negative		DK/ Refuse
	Excellent	Good	Neutral	Poor	Very poor	
<b>Total</b>	<b>18%</b>	<b>44</b>	<b>21</b>	<b>7</b>	<b>2</b>	<b>8</b>
Women	12%	35	23	12	4	14
Men	21%	49	19	5	1	6
Nursing	12%	43	20	8	6	11
Dentistry	13%	49	21	10	1	6
Pharmacy	26%	53	11	3	--	8
Medicine	19%	43	22	6	2	8
Tenure Track	24%	50	14	5	1	5
In Residence	14%	42	28	7	2	6
Clinical X	24%	45	20	7	2	2
Clinical	17%	45	20	8	1	9
Adjunct	16%	33	26	5	3	17
Assistant	19%	40	23	4	2	12
Associate	16%	37	24	11	1	12
Professor, Steps 1-5	16%	50	20	9	2	5
Professor, Step 6+	27%	52	15	3	1	1
Had mentor	20%	41	22	7	2	9
No mentor	16%	47	21	7	2	8

**Gender:** In general, faculty give the University high marks with regard to a climate free of sex discrimination (56% “excellent” or “good”), but less so than the climate regarding sexual orientation or racial/ethnic discrimination. As before, men and women diverge on the question, with men considerably more positive (64%) than women (40%).

The other likely positive groups remain the same as in other questions: School of Pharmacy faculty (74% “excellent” or “good”), those on the Tenure Track (69%), and Professors Step 6 and above (72%) are among the most likely to be satisfied with the climate at UCSF. Those less likely to call it “excellent” or “good” include faculty in the Nursing (51%) and Medical Schools (55%), In Residence (49%) and Adjunct faculty (49%), and Associate and Step 1-5 Professors (49% each). Still all in all, all types of faculty members are more positive than negative – with women being the most negative of any group.

### **Providing a Climate Free of Sex Discrimination by Subgroup**

Q32. **Providing a climate among the faculty that is free of sex discrimination:** In your view, today, how good a job does UCSF do in each of the following areas? (Excellent, good, neutral, poor, very poor)

	Positive			Negative		DK/ Refuse
	Excellent	Good	Neutral	Poor	Very poor	
<b>Total</b>	<b>15%</b>	<b>41</b>	<b>24</b>	<b>10</b>	<b>3</b>	<b>6</b>
Women	10%	30	27	19	7	5
Men	17%	47	22	5	2	7
Nursing	14%	37	22	17	5	4
Dentistry	11%	54	19	8	5	3
Pharmacy	23%	51	15	7	--	5
Medicine	16%	39	26	10	3	7
Tenure Track	20%	49	15	8	4	4
In Residence	13%	36	31	11	4	5
Clinical X	20%	44	23	6	4	3
Clinical	14%	40	25	11	2	8
Adjunct	13%	36	29	10	4	8
Assistant	16%	38	28	8	4	7
Associate	13%	36	26	12	4	9
Professor, Steps 1-5	13%	36	26	12	4	9
Professor, Step 6+	22%	50	18	5	2	2
Had mentor	18%	36	26	10	3	7
No mentor	12%	47	23	10	4	5

**Glass ceiling:** Similarly, views are very different on the existence of a glass ceiling for women in their own departments. Overall one could say the faculty members disagree that there is one in their departments – and certainly this is true for men. However, the women faculty members are very divided on this question.

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### Glass Ceiling for Women

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Do you agree or disagree with the following? (Agree strongly, agree somewhat, neutral, disagree somewhat, disagree strongly)

	Percent agree (Strongly and Somewhat)			Percent agreeing minus Percent disagreeing		
	Total	Women	Men	Total	Women	Men
A glass ceiling for promotion of women exists in my department	14%	27%	6%	-44	-14	-61
Question 70						

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While 41% of women disagree, 27% agree, and 31% are neutral or don't know.

Among the most likely to disagree that there is a glass ceiling in their departments are School of Pharmacy faculty (87% “strongly” or “somewhat disagree”), those on the Tenure Track (72%) and in the Clinical X series (73%), and Professors Step 6 and above (81%). Fifteen percent say they do not know if a glass ceiling exists in their departments; and this figure is highest among those in Dentistry (22%), Adjunct staff (24%) and Assistant Professors (24%).

### Glass Ceiling for Promotion of Women by Subgroup

Q70. A glass ceiling for promotion of women exists in my department: Do you agree or disagree with the following?

	Agree		Neutral	Disagree		Don't know
	Strongly	Some-what		Some-what	Strongly	
<b>Total</b>	<b>4%</b>	<b>10</b>	<b>12</b>	<b>14</b>	<b>44</b>	<b>15</b>
Women	10%	17	14	16	25	17
Men	1%	5	10	13	54	15
Nursing	--	9	11	16	45	16
Dentistry	2%	6	15	7	46	22
Pharmacy	--	2	6	16	71	3
Medicine	5%	11	12	14	43	14
Tenure Track	2%	6	11	8	64	7
In Residence	4%	10	12	16	48	9
Clinical X	3%	6	7	19	54	11
Clinical	6%	11	12	15	35	19
Adjunct	4%	16	14	13	27	24
Assistant	5%	13	15	14	29	24
Associate	5%	12	14	16	40	13
Professor, Steps 1-5	4%	8	10	14	52	9
Professor, Step 6+	--	5	7	6	75	5
Had mentor	5%	11	12	12	43	15
No mentor	3%	8	12	16	45	13
Heterosexual	4%	9	11	14	44	16
Lesbian/gay/bisexual	10%	12	19	15	33	11

**Gender inequity at different levels:** And again, when asked directly if there is gender inequity at three different levels from the institution generally to their school and department, the two sexes part company. About half of women say there is a great deal or some at UCSF generally (54%) and their school (50%), and a little less so about their own departments (42%). The figures for men are considerably lower, dropping to 30%, 31% and 27%, respectively.

### Gender Inequity

Is there gender inequity: (A great deal, somewhat, just a little, none)

	Percent saying a great deal or some			Percent saying just a little or none		
	Total	Women	Men	Total	Women	Men
At UCSF generally?	39%	54%	30%	33%	19%	40%
In your school generally?	38%	50%	31%	40%	29%	45%
In your department?	33%	42%	27%	57%	49%	63%

Questions 77,76,75

Looking at sentiments about gender inequity by other groups, we see those likely to say there is “a great deal” or “some” in their *department* are Schools of Pharmacy (36% “a great deal” or “somewhat”) and Medicine faculty (34%), faculty in the Clinical series (37%), and all Professors below Step 6 (34%). School of Nursing faculty (19%), Clinical X series (27%), and Professors Step 6 or above are (26%) least likely to say there is gender inequity in their department.

Those most likely to say that gender inequity exists in their *school* are Pharmacy (39%) and Medical school faculty (40%), Clinical (40%), In Residence faculty (40%), Tenure Track faculty (39%) and Associate Professors (43%). Least likely to say that gender inequity exists “a great deal” or “somewhat” in their school are Nursing faculty (21%) and Adjunct Professors (29%).

Finally, the most likely to agree that gender inequity exists at *UCSF in general* include Nursing (60%) and Pharmacy faculty (51%), those on the Tenure Track (45%) and Associate Professors (48%) are among. Least likely to say gender inequity exists at UCSF are faculty in the School of Dentistry (27%), Assistant Professors (31%) and Professors Step 6 or above (31%).



### A Great Deal or Some Gender Inequity by Subgroup

Q75-77. Is there gender inequity....

% saying a great deal or somewhat	In your department	In your school generally	At UCSF generally
<b>Total</b>	<b>33%</b>	<b>38%</b>	<b>39%</b>
Women	42%	50%	54%
Men	27%	31%	30%
Nursing	19%	21%	60%
Dentistry	29%	31%	27%
Pharmacy	36%	39%	51%
Medicine	34%	40%	37%
Tenure Track	31%	39%	45%
In Residence	32%	40%	38%
Clinical X	27%	33%	33%
Clinical	37%	40%	37%
Adjunct	28%	29%	34%
Assistant	34%	35%	31%
Associate	35%	43%	48%
Professor, Steps 1-5	34%	41%	44%
Professor, Step 6+	26%	34%	31%
<10 years experience	32%	34%	34%
10+ years	33%	41%	43%
Had mentor	33%	40%	41%
No mentor	32%	36%	34%

About one third (35% or 367 n) penned an answer to the question “If there is gender inequity at UCSF, what form does it take?”

There are two types of gender inequity the women answering most often mention. One is a glass ceiling or lack of promotions for women, raised by 22% of the women responding. Second, an equal number of those writing an answer to this question -- 22% of the women – also believe the inequity comes in lower salaries for women.

There are many other types of gender inequity cited by a few women each. These include unequal committee assignments and exclusion from decision making; lack of flexibility for family needs; unequal space and resources; and others.

Men are much less likely than women to see these differences, as the following tables reveals.

### Forms Gender Inequity Takes

*(Based on 367 of 1057 respondents (35%) who answered the following question)*

Q. If gender inequity takes place at UCSF, what form does it take? [OPEN END]

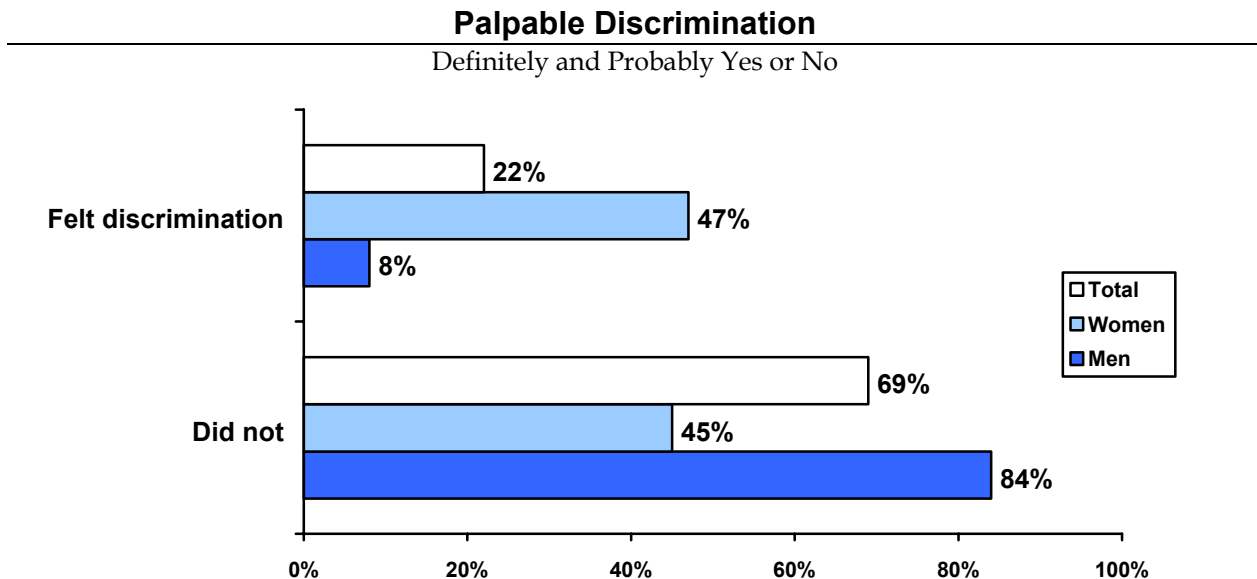
	Total	Female	Male
Promotion of women/glass ceiling	21%	22%	17%
Lower salary for women/higher for men	18%	22%	2%
Women not assigned to important committees	6%	8%	--
Family responsibilities/flexibility	6%	5%	9%
Space issues for women	5%	6%	*
Gender and series differences	5%	5%	4%
Fewer resources for women	4%	6%	--
Women not in decision-making positions	4%	5%	2%
Lack of networking/old boys network	3%	3%	*
Hiring practices	2%	2%	4%
Less mentoring for women	2%	1%	4%
Women get preferential treatment	2%	--	12%
Fewer academic responsibilities given to women	1%	1%	2%
More men than women faculty	1%	*	6%
Few women work full time/no part time	*	--	1%

## G. Is Discrimination Obvious?

So far we have seen that University female faculty members in particular believe there is an unwelcoming atmosphere, but does obvious discrimination occur? In this section we look at answers to a question directly asking if the faculty members say they have been the victim of discrimination, and the kinds of situations where they believe they witness preferential treatment of one sex over the other.

### Personal experience

Nearly one half (47%) of women believe they personally have probably or definitely experienced discrimination at UCSF. Only eight percent of men say this is true for themselves.



Q74. Do you feel at any time at UCSF, you have been discriminated against on the basis of your gender?

## Overview of preferential treatment

A series of questions were asked about specific situations, and whether it appears that women or men get preferential treatment. *Most men perceive there to be no preferential treatment for men in a myriad of instances from hiring to space, to committee assignment, and opportunities. Large margins of women, on the other hand, believe men get preferential treatment in these areas.*

The following table reveals that with the exception of “flexibility for family needs,” half or more UCSF men say neither sex gets preferential treatment in almost all cases (3<sup>rd</sup> column). Also it shows that a third or less of women believe no one gets preferential treatment in all cases except for family needs – and that they almost always say men are the ones to get the preferential treatment (5<sup>th</sup> column illustrates the margin by which women say men get the better treatment over those who say women get the better deal).

### Preferential Treatment

Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories? (Women get preferential treatment most of the time, women get preferential treatment some of the time, there is little preferential treatment of either, men get preferential treatment some of the time, men get preferential treatment most of the time)

	Percent saying neither get preferential treatment			Percent saying men get preferential treatment minus percent saying women get preferential treatment		
	Total	Women	Men	Total	Women	Men
Flexibility for family needs	45%	47%	42%	-26	-26	-35
Nomination and conferring of awards	52%	35%	59%	-10	-35	+35
Hiring	44%	30%	51%	-14	-38	0
Desirable work assignments	52%	33%	62%	-17	-36	-5
Assignments to important committees	44%	24%	55%	+32	-44	-6
Promotion	43%	21%	54%	-23	-51	-8
Allocation of space/resources	47%	21%	60%	-25	-51	-12
Salary and compensation package	42%	17%	55%	-29	-56	-16
Being included in decision making	44%	17%	56%	-32	-62	-18
Opportunities to assume leadership positions	39%	18%	49%	-34	-57	-20

Questions 58, 62, 55, 57, 59, 56, 61, 54, 60 and 63

The tables on the following pages detail the responses to each of the ten areas where preferential treatment might occur. About two in ten respondents indicate in each that they do not know if one gender or the other receives preferential treatment. Assistant and Adjunct Professors and Nursing faculty answer “don’t know” more frequently than their colleagues.

**Flexibility for family needs:** According to the survey, family need is the one area where women get better treatment. While many faculty members (45%) say there is little preferential treatment for either gender when it comes to flexibility for family needs, the remainder overwhelmingly says that women are given preference (30%). In addition to men, those most likely to find preferential treatment for women in this case are faculty in the Clinical X series (36% “most” or “some of the time”).

### Preferential Treatment: Flexibility for Family Needs

Q58. **Flexibility for family needs:** Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories?

	Women get pref. treatment		There is little pref. treatment of either	Men get pref. treatment		Don't know
	Most of the time	Some of the time		Some of the time	Most of the time	
<b>Total</b>	<b>4%</b>	<b>26</b>	<b>45</b>	<b>2</b>	<b>2</b>	<b>19</b>
Women	2%	19	47	2	3	25
Men	5%	33	42	1	*	16
Nursing	2%	20	37	--	3	33
Dentistry	4%	24	38	2	--	30
Pharmacy	7%	21	55	2	--	9
Medicine	5%	28	46	2	2	17
Tenure Track	4%	30	45	3	1	16
In Residence	5%	29	47	2	2	13
Clinical X	8%	28	53	--	*	11
Clinical	4%	22	43	2	2	25
Adjunct	3%	28	42	1	--	24
Assistant	4%	21	44	2	1	26
Associate	3%	29	42	2	2	21
Professor, Steps 1-5	5%	27	48	2	2	14
Professor, Step 6+	4%	36	46	2	2	7
Kids <12	4%	27	47	2	2	17
Kids 12-18	7%	29	47	2	*	14
No kids	5%	25	43	3	1	21
Heterosexual	3%	28	44	1	1	19
Lesbian/gay/bisexual	8%	22	42	4	1	22

**Nomination and conferring of awards:** While 59% of the male faculty members say there is little preferential treatment of either gender in nomination and conferring of awards, only 35% of women believe that to be the case. Women are almost five times (37% “some” or “most of the time”) as likely as men (eight percent) to say that men get preferential treatment with the nomination and conferring of awards.

Looking at this issue by groups, those most likely to say that men get preferential treatment in this regard are School of Nursing faculty (39% “most” or “some of the time”), and lesbian, gay and bisexual faculty members (27%). The groups who are especially likely to say there is “little preferential treatment” are Professors Step 6 and above (63%) and Clinical X faculty (69%).

### **Preferential Treatment: Nomination and Conferring of Awards by Subgroup**

Q62. **Nomination and conferring of awards:** Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories?

	<b>Women get pref. treatment</b>		<b>There is little pref. treatmnt of either</b>	<b>Men get pref. treatment</b>		<b>Don't know</b>
	<b>Most of the time</b>	<b>Some of the time</b>		<b>Some of the time</b>	<b>Most of the time</b>	
<b>Total</b>	<b>1%</b>	<b>7</b>	<b>52</b>	<b>11</b>	<b>6</b>	<b>20</b>
Women	1%	1	35	22	15	24
Men	1%	11	59	6	2	19
Nursing	1%	2	26	27	12	27
Dentistry	--	8	56	7	5	23
Pharmacy	3%	3	55	13	8	12
Medicine	1%	8	53	11	6	20
Tenure Track	2%	13	49	13	9	13
In Residence	2%	9	55	12	5	14
Clinical X	1%	7	69	6	2	15
Clinical	*	4	48	13	7	25
Adjunct	1%	3	48	8	5	33
Assistant	1%	5	46	11	7	29
Associate	2%	4	50	16	7	19
Professor, Steps 1-5	*	11	53	11	7	15
Professor, Step 6+	1%	10	63	10	4	9
Heterosexual	1%	7	52	11	6	20
Lesbian/gay/bisexual	--	8	41	20	7	23



**Hiring:** Similarly men say there is little preferential treatment of either gender in hiring (51%), while only 30% of women agree. The largest number of women (43%) assert that men are in the better position -- almost three times the rate of their male colleagues (16%).

Other faculty members who are most likely to see a male bias in hiring include School of Nursing faculty (41%) and Associate Professors (32%).

### Preferential Treatment: Hiring by Subgroup

Q55. **Hiring:** Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories?

	Women get pref. treatment		There is little pref. treatment of either	Men get pref. treatment		Don't know
	Most of the time	Some of the time		Some of the time	Most of the time	
<b>Total</b>	<b>2%</b>	<b>10</b>	<b>44</b>	<b>17</b>	<b>9</b>	<b>16</b>
Women	1%	4	30	26	17	21
Men	2%	14	51	12	4	14
Nursing	3%	3	19	26	15	28
Dentistry	1%	13	36	18	5	26
Pharmacy	3%	13	55	16	3	5
Medicine	2%	10	47	16	9	14
Tenure Track	2%	17	43	16	10	10
In Residence	2%	11	50	17	9	9
Clinical X	3%	10	61	12	3	12
Clinical	1%	8	41	18	9	21
Adjunct	1%	6	36	19	9	26
Assistant	2%	9	42	18	5	23
Associate	3%	6	40	19	13	18
Professor, Steps 1-5	1%	12	43	18	11	12
Professor, Step 6+	2%	16	57	12	5	6
Heterosexual	2%	10	44	16	9	17
Lesbian/gay/bisexual	2%	12	39	25	6	16

**Desirable work assignments:** Four in ten women also assert that men get the better work assignments (39%), making them three times as likely as men (11%) to say that men get preferential treatment in assignments. Men by contrast largely believe there is no preference in work assignments (62%). Professors at Step 6 and above (69%) as well as individuals in the Clinical X series (70%) are the strongest believers that the choice work assignments are not given more to men, where as those in Nursing are the most suspect (23% say there is no preference and 32% say they do not know).

### Preferential Treatment: Desirable Work Assignments by Subgroup

Q57. **Desirable work assignments:** Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories?

	Women get pref. treatment		There is little pref. treatmnt of either	Men get pref. treatment		Don't know
	Most of the time	Some of the time		Some of the time	Most of the time	
<b>Total</b>	<b>1%</b>	<b>4</b>	<b>52</b>	<b>14</b>	<b>8</b>	<b>19</b>
Women	1%	2	33	24	15	23
Men	1%	5	62	8	3	18
Nursing	5%	3	27	18	10	32
Dentistry	--	9	47	10	5	28
Pharmacy	--	4	58	19	7	5
Medicine	1%	3	55	14	8	18
Tenure Track	1%	5	54	16	8	14
In Residence	1%	3	60	13	8	12
Clinical X	--	5	70	8	7	10
Clinical	1%	3	46	17	8	23
Adjunct	1%	4	46	8	6	33
Assistant	1%	3	48	14	7	25
Associate	1%	5	48	15	10	20
Professor, Steps 1-5	*	3	54	14	8	17
Professor, Step 6+	1%	5	69	11	4	8
Heterosexual	1%	4	53	14	7	19
Lesbian/gay/bisexual	3%	--	45	13	17	23

**Assignments to important committees:** Half of women (49% “some” or “most of the time”) say men get preferential treatment in being assigned to important committees. Women are three times as likely as men to say this is true at UCSF (49% to 14%). Fifty-five percent of men say no one gets committee preference.

### **Preferential Treatment: Assignments to Important Committees**

Q59. **Assignments to important committees:** Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories?

	Women get pref. treatment		There is little pref. treatment of either	Men get pref. treatment		Don't know
	Most of the time	Some of the time		Some of the time	Most of the time	
<b>Total</b>	<b>1%</b>	<b>6</b>	<b>44</b>	<b>16</b>	<b>10</b>	<b>20</b>
Women	1%	3	24	27	22	21
Men	1%	7	55	10	4	20
Nursing	2%	3	12	27	21	30
Dentistry	1%	6	46	11	6	29
Pharmacy	3%	--	65	14	5	7
Medicine	1%	7	46	16	9	19
Tenure Track	2%	10	45	14	11	15
In Residence	1%	7	52	15	9	13
Clinical X	--	9	56	18	6	11
Clinical	1%	4	38	19	11	26
Adjunct	2%	3	38	14	8	32
Assistant	2%	2	40	17	9	29
Associate	*	8	37	20	15	20
Professor, Steps 1-5	1%	8	48	14	8	17
Professor, Step 6+	1%	11	58	13	6	6
Heterosexual	1%	6	44	16	10	21
Lesbian/gay/bisexual	3%	5	36	22	17	17

**Promotion:** More than half of women faculty (55%) believe men get better treatment in promotion, whereas most men say no one gets the better deal (54% say “there is little preferential treatment”). Once again, other faculty members more likely to say men get preferential treatment in promotion are Nursing faculty (45%), and lesbian, gay and bisexual faculty (50%).

### Preferential Treatment: Promotion by Subgroup

Q56. **Promotion:** Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories?

	Women get pref. treatment		There is little pref. treatment of either	Men get pref. treatment		Don't know
	Most of the time	Some of the time		Some of the time	Most of the time	
<b>Total</b>	<b>2%</b>	<b>6</b>	<b>43</b>	<b>19</b>	<b>12</b>	<b>16</b>
Women	2%	2	21	31	24	18
Men	2%	8	54	13	5	16
Nursing	5%	2	18	30	15	26
Dentistry	1%	12	43	13	10	21
Pharmacy	6%	3	56	16	7	5
Medicine	2%	6	45	19	12	15
Tenure Track	2%	11	46	20	9	10
In Residence	3%	7	50	16	11	11
Clinical X	2%	4	61	16	6	10
Clinical	1%	3	37	21	15	21
Adjunct	1%	5	35	22	9	25
Assistant	2%	4	38	20	11	24
Associate	3%	4	42	21	14	16
Professor, Steps 1-5	1%	8	43	20	13	12
Professor, Step 6+	3%	10	61	14	4	6
Heterosexual	2%	5	44	19	11	17
Lesbian/gay/bisexual	3%	1	27	30	20	18

**Space and resources:** Sixty percent of men say there is no preference in the allocation of space and resources. But, more than half of women faculty members (54%) believe that men get preferential treatment with allocation of space and resources some or most of the time.

The patterns of responses by other categories remain the same: School of Nursing faculty (47%), and lesbian, gay and bisexual faculty (39%) are more likely to say that men receive preferential treatment when it comes to space and resources. Less likely to say this is the case are School of Dentistry faculty (20%), those in the Clinical X series (18%), and Professors Step 6 and above (22%).

### Preferential Treatment: Allocation of Space and Resources

Q61. **Allocation of space and resources:** Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories?

	Women get pref. treatment		There is little pref. treatmnt of either	Men get pref. treatment		Don't know
	Most of the time	Some of the time		Some of the time	Most of the time	
<b>Total</b>	<b>1%</b>	<b>3</b>	<b>47</b>	<b>17</b>	<b>12</b>	<b>19</b>
Women	1%	2	21	27	27	21
Men	1%	3	60	13	3	19
Nursing	3%	2	18	20	27	25
Dentistry	1%	7	43	15	5	26
Pharmacy	--	3	61	17	10	3
Medicine	*	2	49	18	11	18
Tenure Track	1%	3	49	20	13	12
In Residence	*	3	51	15	14	15
Clinical X	--	*	68	11	7	13
Clinical	1%	2	41	21	12	23
Adjunct	1%	4	41	12	10	29
Assistant	1%	2	43	18	12	24
Associate	1%	3	41	19	15	20
Professor, Steps 1-5	*	3	48	18	11	16
Professor, Step 6+	1%	3	65	15	7	7
Heterosexual	*	2	47	17	11	19
Lesbian/gay/bisexual	5%	3	29	24	15	25

**Salary and compensation:** Nearly three times as many women (59% say “some” or “most of the time”) as men (19%) say that men get preferential treatment with regard to compensation and salary. As before, the most likely to say this is true are in the Nursing faculty (49%), and those less likely to say that men get preferential treatment are in the School of Dentistry (24%), in the Clinical X series (18%), and Professors Step 6 and above (27%).

### Preferential Treatment: Salary and Compensation

Q54. **Salary and compensation package:** Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories?

	Women get pref. treatment		There is little pref. treatment of either	Men get pref. treatment		Don't know
	Most of the time	Some of the time		Some of the time	Most of the time	
<b>Total</b>	<b>1%</b>	<b>2</b>	<b>42</b>	<b>17</b>	<b>15</b>	<b>20</b>
Women	2%	1	17	26	33	20
Men	1%	2	55	14	5	21
Nursing	5%	2	12	24	25	30
Dentistry	--	5	44	11	13	26
Pharmacy	3%	--	40	21	17	13
Medicine	1%	2	44	18	15	19
Tenure Track	2%	3	44	19	16	15
In Residence	1%	2	46	20	14	16
Clinical X	--	1	63	11	7	16
Clinical	1%	1	37	17	17	23
Adjunct	1%	3	31	15	15	32
Assistant	1%	2	38	15	16	28
Associate	2%	1	35	19	20	22
Professor, Steps 1-5	--	4	45	19	15	16
Professor, Step 6+	1%	--	59	19	8	10
Heterosexual	1%	1	39	18	17	22
Lesbian/gay/bisexual	2%	3	30	21	19	25

**Inclusion in decision-making:** Also 56% of UCSF male faculty members, but only 17% of women, say neither gender gets better treatment in terms of being included in decision making. Instead most women (65%) say men get preference. As before, Nursing faculty (58%) and Clinical faculty (40%) are most likely to believe that men get preferential treatment, and less likely to think this is the case are faculty in the Dentistry school (22%), Clinical X faculty (23%), and Professors Step 6 and above (23%).

### **Preferential Treatment: Being Included in Decision-Making by Subgroup**

Q60. **Being included in decision-making:** Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories?

	Women get pref. treatment		There is little pref. treatmnt of either	Men get pref. treatment		
	Most of the time	Some of the time		Some of the time	Most of the time	Don't know
<b>Total</b>	<b>1%</b>	<b>3</b>	<b>44</b>	<b>20</b>	<b>16</b>	<b>14</b>
Women	1%	1	17	29	36	14
Men	1%	4	56	17	6	14
Nursing	2%	6	8	26	32	21
Dentistry	1%	3	50	12	10	23
Pharmacy	3%	--	50	26	12	3
Medicine	*	3	46	21	16	13
Tenure Track	1%	5	45	20	18	9
In Residence	1%	3	49	20	14	11
Clinical X	--	6	63	17	6	7
Clinical	1%	2	40	21	19	16
Adjunct	1%	2	35	18	15	26
Assistant	1%	2	38	23	17	19
Associate	1%	5	34	22	23	14
Professor, Steps 1-5	1%	3	49	18	14	12
Professor, Step 6+	--	6	62	15	8	7
Heterosexual	*	3	43	21	16	14
Lesbian/gay/bisexual	5%	2	31	29	19	15

**Leadership positions:** Women at UCSF are much more likely (62% say “some” or “most of the time”) than men (28%) to say men have more opportunities to assume leadership positions. Other groups answer in the same patterns we have seen in the earlier questions.

**Preferential Treatment: Opportunities to Assume Leadership Positions  
by Subgroup**

Q63. **Opportunities to assume leadership positions:** Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories?

	Women get pref. treatment		There is little pref. treatment of either	Men get pref. treatment		Don't know
	Most of the time	Some of the time		Some of the time	Most of the time	
<b>Total</b>	<b>1%</b>	<b>5</b>	<b>39</b>	<b>23</b>	<b>16</b>	<b>14</b>
Women	2%	2	18	29	33	15
Men	1%	6	49	20	8	13
Nursing	3%	5	12	30	22	22
Dentistry	*	6	47	13	10	22
Pharmacy	3%	--	56	25	7	3
Medicine	1%	5	39	24	17	12
Tenure Track	2%	9	38	21	19	10
In Residence	1%	5	45	21	17	9
Clinical X	--	5	56	23	9	7
Clinical	1%	3	35	27	16	16
Adjunct	1%	5	30	18	17	27
Assistant	1%	3	38	23	15	19
Associate	2%	3	33	25	22	15
Professor, Steps 1-5	1%	7	38	23	18	11
Professor, Step 6+	1%	9	53	20	8	5
Heterosexual	1%	5	39	22	16	14
Lesbian/gay/bisexual	3%	2	24	37	22	12



## Overview of inequity in everyday practice

There is a striking difference in how women and men on the UCSF faculty perceive their participation in committees and meetings. Sizable pluralities (but not majorities) of women believe they are asked to serve on less important committees (43% “strongly” or “somewhat” agree), left out of formal (45%) and informal (39%) occasions where important business transpires, and get assignments as tokens (33%). Men, by contrast, heartily disagree with all these ideas.

### Inequity in Everyday Practice by Subgroup

Do you agree or disagree with the following? (Agree strongly, agree somewhat, neutral, disagree somewhat, disagree strongly)

	Percent agree (Strongly and Somewhat)			Percent agreeing minus Percent disagreeing		
	Total	Women	Men	Total	Women	Men
Women are asked to serve more often than men on the less important committees	22%	43%	9%	-12	+31	-38
Women faculty are often left out of, or cannot participate in, formal meetings where important business is transacted	22%	45%	10%	-15	+14	-52
Women faculty are often left out of, or cannot participate in, informal events where important information is exchanged	18%	39%	9%	-29	+18	-52
Women faculty members are often assigned to committees at UCSF as a token gesture	16%	33%	8%	-34	+8	-57

Questions 68, 65, 66 and 67

**Committee service:** Overall, many faculty have no opinion (28% “don’t know”) and the other faculty members are divided on the question of whether women are asked to serve on less important committees than men. However, 43% of women believe they are given the lesser assignments, a rate almost five times more likely than men (nine percent) to believe this.

As before, Nursing faculty (35% agree “strongly” or “somewhat”), and lesbian, gay and bisexual faculty (38%) are more likely to believe that women are asked to serve more often than men on the less important committees. Pharmacy faculty (61% disagree “strongly” or “somewhat”), those in the Clinical X series (49%), and Professors Step 6 and above (54%) are more likely to disagree that women serve on less important committees.

### **Women Serve on Less Important Committees by Subgroup**

Q68. Women are asked to serve more often than men on the less important committees: Do you agree or disagree with the following?

	Agree		Neutral	Disagree		Don't know
	Strongly	Some-what		Some-what	Strongly	
<b>Total</b>	<b>7%</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>20</b>	<b>28</b>
Women	16%	27	15	7	5	29
Men	1%	8	14	19	28	28
Nursing	13%	22	15	7	6	33
Dentistry	6%	13	13	9	30	27
Pharmacy	5%	12	8	22	39	11
Medicine	6%	14	15	16	19	28
Tenure Track	8%	14	16	15	30	15
In Residence	8%	14	15	17	26	18
Clinical X	8%	11	13	17	32	19
Clinical	5%	17	13	14	12	37
Adjunct	4%	10	18	10	14	42
Assistant	6%	13	14	13	16	37
Associate	9%	19	14	17	14	26
Professor, Steps 1-5	7%	15	17	14	23	22
Professor, Step 6+	4%	10	13	16	38	17
Had mentor	7%	14	14	13	20	29
No mentor	6%	15	16	16	20	25
Heterosexual	6%	14	15	15	20	28
Lesbian/gay/bisexual	15%	23	10	11	8	34

**Formal meetings:** A plurality of the faculty (47%) disagrees that women are left out of formal meetings where important business is transacted. However, this overall figure is driven by the attitudes of the male faculty. Women tend to agree they are excluded, and are more than four times as likely to agree with this notion than men (45% to ten percent).

Also members in Nursing (41% agree) and gay and lesbian faculty (33%) more frequently agree that women are left out of formal meetings. Disagreement comes, on the other hand, from faculty in the Medical School (50% “somewhat” or “strongly” disagree), and School of Pharmacy (61%), those on the Tenure Track (57%), In Residence (54%), and in the Clinical X series (63%), and most especially Professors Step 6 or above (72%).

### Women Faculty Left Out of Formal Meetings by Subgroup

Q65. Women faculty are often left out of, or cannot participate in, formal meetings where important business is transacted: Do you agree or disagree with the following?

	Agree		Neutral	Disagree		Don't know
	Strongly	Some-what		Some-what	Strongly	
<b>Total</b>	<b>5%</b>	<b>17</b>	<b>14</b>	<b>18</b>	<b>29</b>	<b>15</b>
Women	12%	33	14	12	8	19
Men	1%	9	14	22	40	13
Nursing	7%	34	12	10	8	26
Dentistry	2%	17	17	11	30	23
Pharmacy	5%	17	9	13	48	6
Medicine	5%	16	15	20	30	14
Tenure Track	5%	19	10	18	39	8
In Residence	6%	12	19	23	31	7
Clinical X	2%	14	13	15	48	8
Clinical	4%	21	13	17	22	21
Adjunct	4%	16	15	16	21	26
Assistant	4%	17	14	18	24	22
Associate	5%	22	16	17	22	16
Professor, Steps 1-5	7%	17	15	19	30	9
Professor, Step 6+	*	10	9	17	55	7
Had mentor	5%	18	15	18	27	16
No mentor	5%	16	14	19	31	14
Heterosexual	5%	18	14	18	29	15
Lesbian/gay/bisexual	10%	23	16	25	10	17

**Informal events:** Many UCSF faculty members (47% disagree “strongly” and “somewhat”) also seem to disagree that women are left out of informal events. However, again four times as many women as men “strongly” or “somewhat” agree this is the case (39% to nine percent). As usual, Nursing faculty (36% agree) are likely to agree that women are left out of informal events. Those faculty members more likely to disagree that women are left out of informal events include School of Pharmacy faculty (64% disagree), Clinical X faculty (65%), those on the Tenure Track (51%) and In Residence (53%), and Professors Step 6 and above (65%).

### Women Are Left Out of Informal Events

**Q66. Women faculty are often left out of, or cannot participate in, informal events where important information is exchanged:** Do you agree or disagree with the following?

	Agree		Neutral	Disagree		Don't know
	Strongly	Some-what		Some-what	Strongly	
<b>Total</b>	<b>5%</b>	<b>13</b>	<b>15</b>	<b>18</b>	<b>29</b>	<b>17</b>
Women	13%	26	16	13	8	22
Men	2%	7	14	22	39	14
Nursing	10%	26	9	14	8	29
Dentistry	3%	13	18	10	34	20
Pharmacy	3%	18	4	25	39	8
Medicine	5%	12	16	19	30	16
Tenure Track	7%	14	17	18	33	10
In Residence	7%	14	14	20	33	9
Clinical X	3%	8	13	20	45	11
Clinical	4%	16	13	18	24	24
Adjunct	4%	8	22	15	24	25
Assistant	4%	15	12	20	26	22
Associate	4%	17	20	20	20	18
Professor, Steps 1-5	7%	12	17	16	32	13
Professor, Step 6+	4%	8	10	19	46	10
Had mentor	5%	14	15	19	29	17
No mentor	6%	12	16	17	30	17
Heterosexual	5%	14	16	19	28	17
Lesbian/gay/bisexual	14%	19	7	23	21	17

**Tokenism:** Again, most faculty members disagree (50%) that women are assigned to committees as a token gesture; only 16% agree. However, a third of women (33%) believe it is the case that women are often assigned to committees as tokens – and only a quarter (25%) disagrees. Only eight percent of men agree and 65% disagree.

Following the usual pattern, Nursing faculty also lean toward agreement (35% “strongly” or “somewhat agree”), and those most likely to disagree that this is the case are Pharmacy faculty (75%), those in the Clinical X series (64%), and Professors Step 6 and above (67%).

### Women Faculty Assigned to Committees as Tokens

Q67. Women faculty members are often assigned to committees at UCSF as a token gesture: Do you agree or disagree with the following?

	Agree		Neutral	Disagree		Don't know
	Strongly	Some-what		Some-what	Strongly	
<b>Total</b>	<b>4%</b>	<b>12</b>	<b>14</b>	<b>16</b>	<b>34</b>	<b>18</b>
Women	11%	22	18	12	13	24
Men	1%	7	11	21	44	15
Nursing	13%	22	16	6	10	28
Dentistry	2%	9	12	19	35	21
Pharmacy	3%	6	5	24	51	8
Medicine	4%	12	14	17	35	17
Tenure Track	5%	13	14	16	42	8
In Residence	5%	14	15	18	40	6
Clinical X	2%	10	10	15	49	14
Clinical	4%	11	13	17	26	28
Adjunct	3%	11	15	13	27	29
Assistant	4%	8	15	13	32	28
Associate	4%	16	13	20	28	17
Professor, Steps 1-5	5%	15	15	17	34	12
Professor, Step 6+	2%	7	14	17	50	7
Had mentor	4%	11	13	16	36	20
No mentor	4%	14	16	17	31	15
Heterosexual	4%	13	13	18	34	17
Lesbian/gay/bisexual	11%	12	15	23	15	24

## Overview of institutional response to discrimination

The faculty overall gives lukewarm approval to UCSF on addressing discrimination issues including responses to sexual harassment and perceived discrimination, and resources for persons with disabilities.

However, once again, there is a great difference in the male and female response patterns. For example, while four in ten men (42%) say the University does an “excellent” or “good” job responding to charges of sexual harassment and addressing perceived discrimination, only about a quarter of women (24%) believe this is the case.

### Institutional Response to Discrimination

In your view, today, how good a job does UCSF do in each of the following areas: (Excellent, good, neutral, poor, very poor)

	Percent saying “excellent” or “good”			Percent “excellent” or “good” minus Percent “poor” or “very poor”		
	Total	Women	Men	Total	Women	Men
Responding to charges of sexual harassment	36%	24%	42%	+30	+14	+39
Addressing perceived discrimination	39%	28%	44%	+27	+8	+36
Providing appropriate resources for persons with disabilities	26%	20%	30%	+18	+12	+23

Questions 36, 35, and 31

**Charges of sexual harassment:** Although fully four in ten faculty members (42%) confess they do not know if how good a job UCSF does in responding to charges of sexual harassment, far more say that UCSF is doing an “excellent” or “good” job in this regard (36%) than “poor” or “very poor” (six percent).

Men are almost twice as likely as women to say that UCSF does an “excellent” or “good” job in responding to charges of sexual harassment (42% to 24%), along with those on the Tenure Track (46%) and in the Clinical X series (42%), and Professors Step 6 and above (52%). Less likely to think that UCSF is doing an “excellent” or “good” job are Nursing faculty (24%), Adjunct Professors (24%), and Assistant Professors (24%).

### Responding to Charges of Sexual Harassment

Q36. **Responding to charges of sexual harassment:** In your view, today, how good a job does UCSF do in each of the following areas?

	Positive			Negative		DK/ Refuse
	Excellent	Good	Neutral	Poor	Very poor	
<b>Total</b>	<b>13%</b>	<b>23</b>	<b>16</b>	<b>4</b>	<b>2</b>	<b>42</b>
Women	5%	19	15	7	3	50
Men	15%	27	16	2	1	38
Nursing	9%	15	27	4	--	46
Dentistry	13%	26	23	2	1	35
Pharmacy	12%	27	16	3	--	42
Medicine	13%	24	15	4	2	42
Tenure Track	18%	28	17	3	2	32
In Residence	14%	25	16	4	2	40
Clinical X	18%	24	24	3	2	29
Clinical	9%	24	15	4	1	47
Adjunct	11%	13	15	4	2	54
Assistant	10%	14	13	5	2	56
Associate	10%	24	19	3	1	41
Professor, Steps 1-5	15%	30	16	3	2	34
Professor, Step 6+	22%	30	18	2	2	25
Had mentor	14%	23	13	4	2	44
No mentor	10%	25	21	4	2	39

**Response to perceived discrimination:** There are a number of faculty members who take a neutral position (21%), or admit they do not know (28%) whether UCSF does a good job in addressing perceived discrimination. Among women, fully 30% say they do not know and 22% are neutral. Still, a plurality of responses fall into “excellent” or “good” categories (39%). Women (28%) are considerably less likely than men (44%) to believe that the University is doing an “excellent” or “good” job.

### Addressing Perceived Discrimination

**Q35. Addressing perceived discrimination:** In your view, today, how good a job does UCSF do in each of the following areas?

	Positive			Negative		DK/ Refuse
	Excellent	Good	Neutral	Poor	Very poor	
<b>Total</b>	<b>12%</b>	<b>27</b>	<b>21</b>	<b>8</b>	<b>4</b>	<b>28</b>
Women	7%	21	22	13	7	30
Men	13%	31	20	5	3	27
Nursing	8%	33	21	9	1	27
Dentistry	12%	34	29	8	2	15
Pharmacy	14%	31	14	5	3	34
Medicine	12%	26	21	7	5	29
Tenure Track	15%	35	18	7	3	21
In Residence	12%	27	25	6	4	27
Clinical X	14%	25	31	8	2	19
Clinical	10%	27	21	7	5	29
Adjunct	11%	15	18	10	5	41
Assistant	11%	22	20	7	4	36
Associate	12%	22	24	8	6	28
Professor, Steps 1-5	11%	32	22	9	4	22
Professor, Step 6+	17%	37	20	3	2	20
Had mentor	12%	26	21	6	4	30
No mentor	11%	28	22	10	4	26



**Resources for persons with disabilities:** Nearly half the faculty members (46%) say that they do not know how good a job UCSF is doing in providing resources for persons with disabilities, two in ten are neutral (20%), and a quarter (26% say “excellent” or “good”) give them good marks in this area.

### **Providing Appropriate Resources for Persons with Disabilities**

**Q31. Providing appropriate resources for persons with disabilities:** In your view, today, how good a job does UCSF do in each of the following areas?

	Positive			Negative		DK/ Refuse
	Excellent	Good	Neutral	Poor	Very poor	
<b>Total</b>	<b>5%</b>	<b>21</b>	<b>20</b>	<b>5</b>	<b>3</b>	<b>46</b>
Women	4%	16	15	5	3	56
Men	5%	25	21	5	2	43
Nursing	5%	35	19	5	6	30
Dentistry	6%	33	24	3	1	33
Pharmacy	8%	37	14	5	--	36
Medicine	5%	18	19	5	3	49
Tenure Track	9%	23	20	5	3	39
In Residence	3%	20	20	5	4	48
Clinical X	7%	21	35	2	2	33
Clinical	3%	21	18	6	1	50
Adjunct	8%	22	14	3	3	50
Assistant	5%	21	15	2	2	55
Associate	4%	18	21	9	2	45
Professor, Steps 1-5	5%	24	19	7	4	41
Professor, Step 6+	10%	23	28	3	2	33
Had mentor	6%	20	19	6	2	47
No mentor	4%	23	20	4	3	45

## H. What Is Needed to Attract and Keep Top-notch Women to UCSF?

### Staying or leaving

A central question this research examines is how to attract and keep excellent women at UCSF. To understand this issue, we look first at the desirability of remaining at UCSF for the current faculty. Fully six in ten (60%) faculty members say they would like to stay at UCSF for most of their career rather than spend it somewhere else (eight percent), although a quarter (25%) admit they do not know. Men and women differ very little on this issue.

#### Desire to Stay at UCSF

Would you like:

	<b>Total</b>	<b>Women</b>	<b>Men</b>
To stay at UCSF for most of the rest of your career	60%	61%	66%
To spend most of it somewhere else	8	10	7
Don't know	25	28	25

Question L

Naturally those who are least settled on this issue are individuals who have recently begun their careers or have less job security. Thus a third of Adjunct Professors (30%), Assistant Professors (30%), and faculty who have been at UCSF for less than ten years (32%) are unsure what they would like to do, whereas only 16% each of Professors Steps 1-5 and Steps 6 and above are uncertain.

### **Desire to Spend Career at UCSF by Subgroup**

L. Would you like to....

	Stay at UCSF for most of your career	Spend most of it somewhere else	Don't know
<b>Total</b>	<b>60%</b>	<b>8</b>	<b>25</b>
Women	61%	10	28
Men	66%	7	25
Nursing	73%	6	14
Dentistry	69%	14	15
Pharmacy	68%	4	24
Medicine	58%	7	26
Tenure Track	69%	4	20
In Residence	61%	6	28
Clinical X	55%	6	23
Clinical	62%	8	23
Adjunct	45%	15	30
Assistant	53%	11	30
Associate	51%	8	32
Professor, Steps 1-5	71%	5	16
Professor, Step 6+	72%	4	16
<10 years experience	56%	10	32
10+ years	72%	7	21
Had mentor	58%	8	26
No mentor	63%	7	22

Seven in ten of the respondents to the survey wrote an answer to the open-ended question “If you were to leave UCSF, it would be for the following reason.” The most frequently cited reasons by the female faculty members why they would leave are financial: 28% of those answering say for more pay or benefits, 10% because of the cost of living in the San Francisco Bay Area, and four percent because they cannot obtain the grants or other financing they need for their work. The men responding to this question identify financial concerns the most as well.

Secondly women identify professional advancement and atmospherics. Seventeen percent of the women answering say the chief reason they would leave would be for better opportunity or leadership opportunities elsewhere, and 19% cite dissatisfaction with the climate and conditions. A few say they would leave if they could not advance (six percent). Again men’s reasons track closely with the women’s.

The third tier of reasons for possibly leaving are time related – and these reasons are more important to women than to men at UCSF. Twelve percent of women responding but only five percent of men, mention burnout, workload or stress. Similarly 12% of women and only five percent of men raise the desire to spend more time with their families as a reason they would leave. Other time-related reasons include wanting more flexibility (six percent of women responding, two percent of men); and dissatisfaction with commuting (three percent of women, two percent of men).

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### Reasons to Leave UCSF

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*(Based on 755 of 1057 respondents who answered the following question)*

M. If you were to leave UCSF, it would be for the following reason: [OPEN END]

	<b>Total</b>	<b>Female</b>	<b>Male</b>
Higher salary, better benefits	25%	28%	24%
Cost of living in Bay Area	13	10	14
Lack of financial support/grants	3	4	3
Better opportunity/leadership position elsewhere	20	17	22
Lack of promotion/inability to advance	4	6	3
Dissatisfaction with atmosphere/working conditions/lack of recognition	18	19	18
Burnout/exhaustion/work-related stress/too much work/unable to handle workload	8	12	5
Time with family/spouse's work	8	12	5
More flexible position/opportunity for part time work	4	6	2
Dissatisfaction with commute	2	3	2
Retirement/illness/death	10	4	14

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## Overview of measures to attract women to UCSF

What is it that UCSF can do to ensure that it attracts and keeps top women in its ranks? The answers to a set of questions in the survey offer some clear guidance. One of the questions asked the faculty members to tell us in their own words what the institution could do to attract “the best and the brightest women.”

Results show that money is important – but, according to current faculty, throwing money at women is not likely to entice them to come to or stay at UCSF in the absence of good mentoring and role modeling, or without helping attend to the family and personal needs women have.

- The types of needs that women themselves mention often include putting other women in roles they can turn to and emulate. Thus, they call for more mentoring, better role models, and more women in leadership positions.
- Also they frequently mention seeking more flexibility and part-time work, assistance with child care and spousal employment, and more encouragement to work regular hours.
- And of course money does matter, so the women tell us that higher salaries and help with such needs as the cost of housing in the San Francisco area could be strong inducements to attracting desirable female candidates.

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### Suggestions for Recruiting Best and Brightest Women

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(Based on 321 of 1060 respondents (30%) who answered)

Q53. Is there anything else you would suggest UCSF could do to recruit the best and the brightest women as faculty? [OPEN END]

	Total	Women	Men
<b>Modeling and supporting women (net)</b>	<b>34 %</b>	<b>36%</b>	<b>31%</b>
More mentoring, role models	14	19	9
More women in leadership positions	13	11	14
More administrative support	10	11	10
<b>Finances (net)</b>	<b>21%</b>	<b>22%</b>	<b>21%</b>
Increase salary / funding	15	16	14
Assist with high cost of living	9	9	10
<b>Family Issues (net)</b>	<b>20%</b>	<b>25%</b>	<b>12%</b>
Offer flexibility / Part-time work	9	13	3
Assist with child care	6	5	5
Assist with spousal employment	3	3	3
Encourage regular work hours / overworked	3	6	1
<b>Equal treatment (net)</b>	<b>23%</b>	<b>31%</b>	<b>15%</b>
Promote and recognize women for their work	11	15	8
Educate faculty and treat women equally	9	11	6
Value series positions equally, stop hiring Adjunct Professors, decrease clinical <i>et al</i> obligations for women	4	7	1
<b>Recruitment (net)</b>	<b>8%</b>	<b>5%</b>	<b>11%</b>
Recruit more women	5	2	8
Monitor search committee composition	3	3	3

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When we offered the faculty members a list of concrete measures to attract and keep women, the answers reflect the same sentiments that they expressed in their own words (as described above). That is, money and advancement are very important, but the surrounding atmosphere and support for families and personal life are also very powerful. The following table presents the responses to a series of measures.

- It reveals large majorities of the faculty members say financial assistance for housing (78% overall, 82% among women) and offering higher salaries (74% overall, 86% among women) are “essential” or “very important.”
- Another top way to attract women is to offer them more opportunities for advancement (73% overall, 86% among women).
- Only slightly less important to women are family issues: offering more flexible schedules (76% women), more availability of childcare (70%), and more possibilities for working part time (64%).
- Women themselves say that help with start up (75% women) and promotion packages (74% women) is also in the top tier of important steps UCSF could take to appeal to women – things that men on the faculty are less likely to see as important (49% and 45% respectively among men).

Women essentially rate all of the ideas that we presented more highly than men.



### Attracting Women to UCSF

Please use the following codes to indicate how important you think each of these would be in attracting and keeping top-notch women on the UCSF faculty: (Essential, very important, relatively important, not very important, not important at all)

	% saying “essential” or “very important”		
	Total	Women	Men
More financial assistance for housing	78%	82%	77%
Higher salaries	74%	86%	68%
More opportunities for advancement	73%	86%	64%
More flexible schedules	70%	76%	68%
Availability of childcare	68%	70%	69%
More help negotiating startup packages	59%	75%	49%
More help assembling promotion packages	57%	74%	45%
More possibilities for working part time	53%	64%	48%
Availability of elder care	20%	27%	13%

Questions 47, 45, 48, 44, 46, 51, 52, 50, 49

**Financial attractions:** UCSF faculty members overwhelmingly agree that more financial assistance for housing is “essential” (43%) or “very important” (35%) to attract and keep top-notch women faculty at UCSF. Among those more likely to say this is true are School of Nursing faculty (82% saying “essential” or “very important”), Tenure Track (83%), In Residence faculty (83%), and Professors Steps 1-5 (81%).

**Attracting Women Faculty: More Financial Assistance for Housing by Subgroup**

Q47. **More financial assistance for housing:** Please use the following codes to indicate how important you think each of these would be in attracting and keeping top-notch women on the UCSF faculty.

	Essential	Very important	Relatively important	Not very/ not at all important	DK
<b>Total</b>	<b>43%</b>	<b>35</b>	<b>12</b>	<b>4</b>	<b>4</b>
Women	50%	32	11	2	4
Men	39%	38	13	4	5
Nursing	54%	28	16	--	--
Dentistry	38%	32	14	5	9
Pharmacy	47%	22	17	5	6
Medicine	43%	36	12	4	4
Tenure Track	52%	31	9	2	4
In Residence	47%	36	10	3	3
Clinical X	36%	38	11	13	1
Clinical	39%	37	13	5	5
Adjunct	40%	31	18	3	7
Assistant	43%	35	14	5	4
Associate	39%	34	13	6	7
Professor, Steps 1-5	45%	36	10	2	4
Professor, Step 6 +	44%	33	14	2	4
<10 years experience	40%	36	14	4	5
10+ years	45%	34	11	3	4
Had mentor	48%	32	12	2	3
No mentor	36%	39	13	4	6

**Higher salaries:** Again, a majority of faculty members agree that offering higher salaries is essential (37%) or very important (37%) to attract and keep top-notch women faculty at UCSF. Men are less likely to agree that women need higher salaries (68% saying “essential” or “very important”), whereas 86% of women think they are significant. Those most likely to say that UCSF should offer higher salaries to attract and keep women at the University are Nursing faculty (95%), Adjunct Professors (73%), and Assistant Professors (81%).

### **Attracting Women Faculty: Higher Salaries by Subgroup**

Q45. **Higher salaries:** Please use the following codes to indicate how important you think each of these would be in attracting and keeping top-notch women on the UCSF faculty.

	Essential	Very important	Relatively important	Not very/ not at all important	DK
<b>Total</b>	<b>37%</b>	<b>37</b>	<b>17</b>	<b>4</b>	<b>3</b>
Women	50%	36	9	2	1
Men	29%	39	21	5	5
Nursing	57%	38	2	--	1
Dentistry	40%	43	11	1	4
Pharmacy	41%	26	22	6	3
Medicine	35%	37	18	6	3
Tenure Track	32%	34	23	5	4
In Residence	30%	38	21	6	4
Clinical X	33%	32	21	12	2
Clinical	45%	39	9	2	3
Adjunct	39%	34	19	3	3
Assistant	44%	37	13	3	2
Associate	38%	36	15	5	5
Professor, Steps 1-5	33%	40	19	5	2
Professor, Step 6 +	28%	30	27	7	6
<10 years experience	40%	41	11	4	3
10+ years	35%	34	21	5	4
Had mentor	43%	33	16	5	2
No mentor	29%	42	18	4	5

**Advancement:** Expanding advancement possibilities for women would also be a powerful way to attract them (31% say “essential” or “very important”). Fully 45% of women themselves call this “essential” (as opposed to 23% of men), along with high numbers of Nursing (49%) and Adjunct faculty (42%).

### More Opportunities for Advancement by Subgroup

Q48. **More opportunities for advancement:** Please use the following codes to indicate how important you think each of these would be in attracting and keeping top-notch women on the UCSF faculty.

	Essential	Very important	Relatively important	Not very/ not at all important	DK
<b>Total</b>	<b>31%</b>	<b>42</b>	<b>18</b>	<b>4</b>	<b>5</b>
Women	45%	41	9	1	2
Men	23%	41	22	5	7
Nursing	49%	35	12	--	2
Dentistry	23%	57	9	1	9
Pharmacy	22%	36	23	9	6
Medicine	31%	41	19	2	4
Tenure Track	26%	37	22	8	5
In Residence	30%	38	23	4	3
Clinical X	20%	49	28	2	--
Clinical	33%	47	12	1	6
Adjunct	42%	37	13	1	5
Assistant	36%	44	13	2	3
Associate	33%	39	20	1	6
Professor, Steps 1-5	29%	43	18	3	5
Professor, Step 6+	19%	37	27	9	6
<10 years experience	33%	42	16	3	4
10+ years	29%	41	19	3	6
Had mentor	37%	42	14	3	4
No mentor	23%	41	24	4	6

**Flexible schedules:** Women feel passionately about the need for more flexible schedules; 41% call them “essential”, and another 35% “very important” to attracting women. Other pockets of support for more flexible schedules are in the School of Pharmacy (42% say they are “essential”) and Nursing (42%).

### Flexible Schedules by Subgroup

Q44. **More flexible schedules:** Please use the following codes to indicate how important you think each of these would be in attracting and keeping top-notch women on the UCSF faculty.

	Essential	Very important	Relatively important	Not very/ not at all important	DK
<b>Total</b>	<b>31%</b>	<b>39</b>	<b>21</b>	<b>5</b>	<b>4</b>
Women	41%	35	18	3	1
Men	25%	43	22	4	6
Nursing	46%	34	15	1	2
Dentistry	25%	45	22	2	4
Pharmacy	42%	28	15	6	6
Medicine	29%	40	21	5	4
Tenure Track	26%	34	23	8	7
In Residence	24%	45	22	5	3
Clinical X	22%	42	19	16	1
Clinical	39%	38	17	1	3
Adjunct	31%	39	21	3	4
Assistant	36%	39	19	4	2
Associate	29%	43	18	4	4
Professor, Steps 1-5	28%	37	26	3	4
Professor, Step 6 +	25%	37	17	10	7
<10 years experience	35%	39	18	4	3
10+ years	27%	40	23	3	5
Had mentor	33%	40	19	5	2
No mentor	27%	38	23	5	6

**Childcare:** Both men (29% “essential” and 42% “very important”) and women (35% “essential” and 35% “very important”) believe the availability of childcare is important to attracting high caliber women to UCSF. Indeed this is a concern that cuts across all groups – even though it is not a very top tier issue to everyone. It is especially important to faculty, however, in the School of Pharmacy (47% say “essential”).

### Making Childcare Available by Subgroup

**Q46. Availability of childcare:** Please use the following codes to indicate how important you think each of these would be in attracting and keeping top-notch women on the UCSF faculty.

	Essential	Very important	Relatively important	Not very/ not at all important	DK
<b>Total</b>	<b>29%</b>	<b>39</b>	<b>20</b>	<b>5</b>	<b>6</b>
Women	35%	35	20	4	5
Men	27%	42	19	5	6
Nursing	30%	29	19	12	7
Dentistry	25%	54	10	1	9
Pharmacy	47%	23	21	--	6
Medicine	28%	39	21	5	6
Tenure Track	31%	35	19	6	6
In Residence	30%	39	18	6	5
Clinical X	19%	44	26	8	2
Clinical	27%	40	21	4	7
Adjunct	30%	39	16	3	9
Assistant	32%	40	19	4	5
Associate	27%	35	22	9	6
Professor, Steps 1-5	29%	39	20	4	6
Professor, Step 6 +	22%	42	17	8	9
<10 years experience	32%	39	20	4	5
10+ years	27%	39	20	4	7
Kids <12	36%	37	18	5	2
Kids 12-18	24%	40	25	5	5
No kids	25%	41	20	6	7
Had mentor	32%	37	19	5	5
No mentor	24%	41	21	6	7

**Startup and promotion packages:** Assistance with negotiating startup packages and assembling promotion packages are viewed as somewhat helpful by men, but considerably more so by women.

Forty nine percent of men and fully 75% of women say help *negotiating startup packages* would be essential or very important to attracting and keeping top female faculty. Nursing and Dentistry, Clinical and Adjunct faculty, and Assistant Professors are particularly enthusiastic about the appeal of idea.

### Negotiating Startup Packages by Subgroup

Q51. **More help negotiating startup packages:** Please use the following codes to indicate how important you think each of these would be in attracting and keeping top-notch women on the UCSF faculty.

	Essential	Very important	Relatively important	Not very/ not at all important	DK
<b>Total</b>	<b>24%</b>	<b>35</b>	<b>21</b>	<b>10</b>	<b>10</b>
Women	41%	34	13	3	7
Men	15%	34	25	11	12
Nursing	43%	27	17	3	8
Dentistry	26%	41	14	4	14
Pharmacy	22%	29	22	15	8
Medicine	22%	35	22	11	9
Tenure Track	23%	31	20	15	9
In Residence	21%	32	26	10	9
Clinical X	13%	33	27	18	8
Clinical	25%	41	17	6	10
Adjunct	31%	29	20	9	10
Assistant	25%	38	19	9	8
Associate	30%	26	23	7	11
Professor, Steps 1-5	21%	38	21	9	8
Professor, Step 6 +	14%	31	21	17	14
<10 years experience	24%	36	22	9	9
10+ years	24%	33	20	9	12
Had mentor	25%	37	19	9	8
No mentor	21%	31	23	11	12

Similarly, forty five percent of men and 74% of women regard more help *assembling promotion packages* as essential or very important to attracting and keeping highly regarded women. This is particularly attractive according to individuals in the Nursing and Dentistry Schools, the Clinical and Adjunct series, and Assistant and Associate Professors.

### **Assembling Promotion Packages by Subgroup**

**Q52. More help assembling promotion packages:** Please use the following codes to indicate how important you think each of these would be in attracting and keeping top-notch women on the UCSF faculty.

	<b>Essential</b>	<b>Very important</b>	<b>Relatively important</b>	<b>Not very/ not at all important</b>	<b>DK</b>
<b>Total</b>	<b>23%</b>	<b>34</b>	<b>22</b>	<b>10</b>	<b>9</b>
Women	39%	35	14	3	6
Men	14%	31	28	11	12
Nursing	46%	26	16	3	5
Dentistry	29%	41	13	4	11
Pharmacy	23%	16	29	15	10
Medicine	21%	34	23	11	9
Tenure Track	19%	27	23	15	8
In Residence	16%	33	26	10	10
Clinical X	17%	31	32	18	7
Clinical	27%	40	16	6	10
Adjunct	29%	29	24	9	10
Assistant	25%	39	20	9	8
Associate	30%	30	21	7	11
Professor, Steps 1-5	21%	33	24	9	7
Professor, Step 6 +	11%	26	24	17	12
<10 years experience	22%	37	23	9	9
10+ years	23%	28	23	9	11
Had mentor	24%	37	20	9	8
No mentor	21%	29	25	11	11



**Part time work:** Fifty-three percent of the faculty believe that making part time work available could be essential or very important to attracting top women to UCSF – making this concept one of the more mildly important ideas we tested overall.

Still many women call part-time work opportunities important (64% “essential” or “very important”). Sixty percent of Clinical series faculty give this high score. Also it is recognized as a relevant factor by people who themselves are younger; among those with less than 10 years experience, for example, 60% call it “essential” or “very important.” Similarly, 59% of those with children under 12 would find this compelling.

The reader may recall there is a good deal of support for the idea of allowing academic senate members to be part time employees, and that part time options were one of the ideas suggested by faculty themselves, when asked for their advice on attracting women to UCSF.

### **Possibilities for Part-time Work by Subgroup**

**Q50. More possibilities for working part time:** Please use the following codes to indicate how important you think each of these would be in attracting and keeping top-notch women on the UCSF faculty.

	<b>Essential</b>	<b>Very important</b>	<b>Relatively important</b>	<b>Not very/not at all imp.</b>	<b>DK</b>
<b>Total</b>	<b>20%</b>	<b>33</b>	<b>26</b>	<b>12</b>	<b>8</b>
Women	32%	32	21	8	5
Men	13%	35	28	13	10
Nursing	22%	26	41	3	5
Dentistry	17%	44	23	6	8
Pharmacy	19%	27	16	29	6
Medicine	20%	32	26	13	9
Tenure Track	9%	29	33	18	10
In Residence	12%	33	28	15	10
Clinical X	19%	36	24	15	6
Clinical	30%	35	22	6	6
Adjunct	20%	31	24	13	9
Assistant	26%	33	24	9	8
Associate	23%	32	27	8	10
Professor, Steps 1-5	14%	34	26	16	8
Professor, Step 6 +	8%	29	32	19	10
<10 years experience	25%	35	24	8	7
10+ years	16%	32	28	13	9
Kids <12	26%	33	24	10	6
Kids 12-18	16%	33	25	15	10
No kids	17%	30	29	14	8
Had mentor	23%	32	24	11	8
No mentor	15%	34	28	13	8

**Elder care:** Addressing the availability of elder care is the least relevant idea that we tested. Only 27% of women and 13% of men call it “essential” or “very important.”

### Availability of Elder Care by Subgroup

**Q49. Availability of elder care:** Please use the following codes to indicate how important you think each of these would be in attracting and keeping top-notch women on the UCSF faculty.

	Essential	Very important	Relatively important	Not very/ not at all important	DK
<b>Total</b>	5%	15	31	29	19
Women	6%	21	31	20	21
Men	3%	10	32	34	20
Nursing	16%	24	28	20	8
Dentistry	3%	26	24	23	22
Pharmacy	12%	13	33	24	15
Medicine	3%	13	32	31	20
Tenure Track	6%	11	29	32	19
In Residence	2%	11	29	34	22
Clinical X	3%	12	38	34	11
Clinical	5%	17	31	26	20
Adjunct	4%	21	30	23	19
Assistant	3%	18	29	30	19
Associate	4%	16	33	25	20
Professor, Steps 1-5	7%	10	31	30	20
Professor, Step 6 +	2%	16	32	30	17
<10 years experience	3%	16	32	29	18
10+ years	5%	13	30	30	21
Had mentor	4%	15	31	28	20
No mentor	5%	14	31	31	18