

## **2011 UCSF Faculty Climate Survey**

### **Recommendations for Further Actions**

#### **Background**

In response to the findings from a 2001 faculty survey, the Chancellor's Council on Faculty Life (CCFL) was formed and charged with improving faculty life at UCSF. Over the past decade, the CCFL, other UCSF committees, and the UCSF senior leadership have focused on improving the quality of the faculty's academic and professional experiences at UCSF, and supporting faculty in their career advancement and work-life balance.

In 2011, UCSF again conducted an extensive survey of UCSF faculty to measure faculty satisfaction with their career and work at UCSF, as well as their perceptions and satisfaction with their work-life balance.

The CCFL's Faculty Climate Survey Subcommittee has analyzed the results of the 2011 survey and concluded that notable improvements were made, particularly in the areas of mentoring, advancement, and interaction with students. Nevertheless, opportunities for improvement remain. Two areas of concern for faculty are noted below:

1) Salary

- Stability of salary over time, particularly during times of limited grant funding, reduced clinical revenues, and constraints on state and university budgets
- Perceived salary and compensation inequities

2) Work Life balance

- Concern over ability to successfully balance the demands of work and family life.

#### **Recommended Actions**

To address the concerns identified above, the CCFL Faculty Climate Survey Subcommittee recommends the following actions. It should be noted that these recommended actions are consistent with, and are in support of, the Chancellor's stated goal for UCSF to be the workplace of choice for diverse, top-tier talent. In particular, the Subcommittee's recommended actions address the strategies identified under the Chancellor's stated goal; specifically, to "enhance development opportunities for faculty and staff" and to "ensure diversity, equity, and inclusion in UCSF's recruitment and retention practices."

#### **Salary Stability and Equity:**

##### **Recommendation 1**

Pursue plans for the development of a “faculty endowment” that would provide all non-ladder rank faculty who do not hold an endowed chair with 20% base salary for unsupported faculty activities. This would serve to increase faculty salary stability, thereby improving morale and enhancing retention.

**Action:** Secure endorsement from UCSF senior leadership for the development of a faculty endowment.

**Action:** Meet with the Vice Chancellor for University Development and Alumni Relations and engage with other development personnel across departments and schools to encourage the development of strategies that will lead to salary stability.

### Recommendation 2

Investigate faculty perception reported in the survey indicating preferential treatment by gender in salary and compensation at UCSF

**Action:** Pursuant to President Yudof’s letter of September 11, 2012, UCSF will submit an action plan to UCOP by January 15, 2013 which includes:

- the appointment of a Senate/Administration committee to oversee a salary study which will be conducted by each School; and
- a statement on how any findings as a result of the salary analysis will be addressed and made transparent/accessible to the campus as appropriate.

### Work-life balance

#### Recommendation 3

Work to identify better methods of publicizing existing campus-wide programs that support improved work-life balance

**Action:** Collaborate with other campus entities to be more proactive in publicizing programs that support improved work-life balance.

- Consider alternate venues for publicizing information (e.g., at departmental annual meetings, on campus shuttles)
- Consider alternate methods of disseminating information (e.g., websites, flyers, brochures, targeted mailings)

### Other Areas of Focus

In addition to providing recommendations to address the concerns identified in the categories above, the CCFL Faculty Climate Survey Subcommittee also recommends the following areas of focus based on survey results:

#### Recommendation 4

The Climate Survey indicates that the majority of faculty would like to remain at UCSF for the duration of their careers. While recognizing that salary stability and equity are key components for faculty retention, they are not necessarily the only components. Based on additional findings from the Survey, the Subcommittee recommends an increased focus on retention strategies since recruitment packages often include provisions for salary and research support. The Climate Survey also concluded that programs offered in the past for faculty at the Assistant Professor level (e.g., mentoring) have been quite useful to faculty and therefore the Subcommittee recommends that new faculty development efforts should focus on Associate Professor level to enhance retention of this cohort.

**Action:** Develop a comprehensive series of workshops aimed specifically at Associate Professors in all series.

- Form a focus group of Associate Professors to identify their needs
- Schedule the first workshop for Spring 2013

#### Recommendation 5

The results of the 2011 Climate Survey indicated that many of the programs implemented since the initial Climate Survey (e.g., Mentoring, Leadership, Faculty Development, Faculty Development Day, Wellness Series workshops) have had a positive impact on the quality of the faculty's academic, professional and personal experiences at UCSF. However, in light of reduced budget allocations for CCFL activities, a review of current programs is appropriate at this time. This will enable CCFL to retain the most effective programs and accommodate new and emerging programs.

**Action:** Conduct a comprehensive review of CCFL programs offered in the last 3 years.

- Identify metrics that are meaningful measures of effectiveness of these programs
- Identify and consider alternative programs and activities
- Estimate cost and impact of individual programs
- Identify partnering opportunities with other campus entities to gain efficiencies and avoid duplication of effort
- Ensure alignment with campus strategic goals