



Opinion Research
Strategic Communication

2017 UCSF Faculty Climate Survey

Analysis of a survey of 1,158 faculty members

For the University of California, San Francisco

July 2017

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Introduction

The 2017 UCSF Faculty Climate Survey is the third survey undertaken to monitor how well the University is performing in its efforts to welcome and nurture its diverse and growing professional staff. We first surveyed the faculty in 2001, at the request of the Chancellor of UCSF, principally addressing concerns about the status of women faculty. Since that time, the demographic makeup of the faculty has become more female and now includes more individuals with Asian heritage. In 2011 we conducted a second study, broadening the scope to assess the quality of life for women and men in all their diversity. This direction was continued in the 2017 survey reported here.

The 2001 survey revealed several areas of need to improve the climate for women in particular, and UCSF implemented programs to respond to the findings. The 2011 survey found a number of areas of improvement in the climate for women. The current study, conducted early in 2017, provides a fundamentally positive but more complicated picture. In particular, the addition of more women into the ranks at UCSF has increased the challenge of creating and maintaining a welcoming climate for women in their careers and personal lives.

The results reported here are from an online survey of 1,158 UCSF faculty members, conducted from March 20 to April 10, 2017. An invitation to the web-enabled survey was sent to all faculty members with an available, working e-mail address; 39% participated in the survey. The following report includes a summary and detailed findings. Appendices include the questionnaire with response totals, crosstab tables (referenced for the reader in the text as Appendix Tables), additional cross tabulation computer output with significance indicators, and a detailed methodology.

Reading this report

Tables and graphs included in this report highlight selected relevant survey findings and are expressed in percentages. The base for each table is all respondents (n=1,158) unless otherwise noted. In reading the tables, 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. Due to weighting, rounding, omission of “don’t know,” “refused,” or other responses, percentages may add to more or less than 100%.

Executive Summary

A. Overview

The 2017 UCSF Faculty Climate Survey underscores how much the faculty across the Schools of Dentistry, Medicine, Nursing and Pharmacy appreciate the opportunities to pursue rewarding work and to do it in a collegial institution. We found generally positive views of the treatment of and opportunities for faculty members based on race, gender, disability, sexual orientation and gender identity.

At the same time, financial challenges weigh on the faculty who struggle to obtain funding for their work and to live and raise families in a very expensive area. And while the faculty members find many aspects of working at UCSF satisfactory, much of the progress in improving the climate for women and others that we saw between 2001 and 2011 appears to have stalled and in some cases worsened. As the percentage of the faculty who are women has increased so have some views that there is still work to be done to maintain a desirable climate for all at UCSF.

B. Satisfaction with current conditions

Top areas of satisfaction

Three quarters of the faculty members continue to express general satisfaction with their careers at UCSF, including half that say it is fairly satisfying and a quarter who call it very satisfying.

- The aspects of working at UCSF that especially contribute to satisfaction among the workforce include the intellectual stimulation of their work and collaborations and interactions with others. Also important is the mix of research, teaching and practice that many are able to enjoy. As in 2011, faculty members of all demographic types and working at all levels express satisfaction in these areas.
- When it comes to measures of career progression, solid majorities register satisfaction with their rank, academic series and prospects for advancement, and the levels of satisfaction rise as faculty members move up the career ladder. These assessments have not changed dramatically since our 2011 survey.

- Mentoring, which has continued to grow, is a highly popular aspect of work life at UCSF. Faculty members who have had mentors report more positive views throughout the survey as compared to those who have not established those relationships.

The areas of concern

Faculty views about the financial support for their work at UCSF, their workspace, and their commutes are less sanguine than their views about intellectual and collegial experiences.

- These issues include the ability to obtain grants, support for new ventures or start-ups, and ongoing support for funding, staff and equipment. In the case of grants in particular, there appears to be a continuing decline in satisfaction.
- Three in ten are dissatisfied with their workspace. While half are satisfied, that number is down from 2011.
- A little over half say they are also satisfied with their commute, but this number has fallen since 2011, clearly a reflection of the ever more difficult housing market in the San Francisco Bay Area.

Contentment with income is also an area of less agreement and has seen some erosion.

- Fewer than half express satisfaction with their incomes and less than two in ten are very satisfied. The level of satisfaction with income has fallen from 2001 and 2011 when half said they were satisfied.

The perception of inadequate compensation, along with complaints about difficult commutes, is a theme that plays throughout the views expressed in the survey, as cost of living in the Bay Area continues to move upward.

C. Balancing work and family

Efforts at UCSF to address the challenges of balancing working in a high-powered institution with family commitments and personal life appear to be having some success. However, women and individuals earlier in their careers at UCSF are more discontent with the progress than other faculty members.

- Today a plurality of faculty members expresses satisfaction rather than dissatisfaction with the amount of time they have for spending with family and outside interests, continuing a trend upward in positive feelings and a decline in dissatisfaction that began in 2011. Still only four in ten are satisfied with the time they have available, so there is room for more improvement.

- Four in ten agree that their department chairs and division chiefs keep family responsibilities of the faculty in mind when scheduling and only 20% disagree.
- Colleagues are almost universally praised for supporting each other when personal and family needs arise.
- An issue that continues to be a concern is the perception that one has to work an unreasonable number of hours to succeed in their positions at UCSF. Agreement with this notion has declined from two thirds to a little over half since 2001 – but did not improve any more between 2011 and today.
- Half agree that their work at UCSF is too stressful.
- The view that UCSF has been effective in providing support for childbearing and rearing leave has declined from nearly four in ten in 2011 to little more than a quarter in 2017, and the number calling it ineffective has seen a small increase.
- Two in ten say the institution is effective in supporting transition back from childbearing and rearing leave – although half are not aware of success or failure on this function and two in twenty call it ineffective, again slightly more than in 2011.
- A plurality of respondents disagree that taking leave is held against faculty; however, fewer women faculty disagree.

These issues of balance between work and personal life are more keenly felt by female faculty members, especially those mothers of children under 12 years old living at home with them.

D. Communicating and supporting faculty

The UCSF faculty generally applauds the institution's work to provide a welcoming climate and information to promote wellness and other developmental programs, although there are clearly areas where more work is needed.

The atmosphere

- Views about the efforts to welcome new faculty and promote a collegial environment on balance are very good and possibly moving in a positive direction.
- Half say UCSF has been effective at providing the information they want about different academic series and the promotion process. However, about two in ten are not satisfied with these efforts and these numbers have not changed from 2011.

Wellness and development programs

- Half of the faculty call UCSF programs to promote health and wellness effective, a third are neutral, and less than two in ten say they are ineffective.
- Six in ten individuals say they have taken part in one or another of the CCFL programs. Most common is Faculty Development Day, attended by four in ten.

E. Mentoring

Mentoring at UCSF is widespread and having a mentor is associated positively with almost every need and issue we tested throughout the survey findings.

- Mentoring at UCSF – formal and informal development of a relationship with someone who can provide help with one’s professional life – has reached two thirds of the faculty. And the practice appears to have grown incrementally since 2001.
- More than a third have participated in the formal Faculty Mentoring Program.
- Just under two in ten do not have a mentor but would like to find one.
- Most who have had a mentor say they are satisfied with the relationship.
- A little more than half agree that junior faculty members find good role models in their departments.

F. Equity for all

On the whole, the faculty sees the climate at UCSF as healthy for all. The 2017 survey suggest a growing sentiment that the climate at UCSF for racial minorities is positive. On the other hand, while still positive on balance, there is some slippage in views about gender equality – driven by the more negative opinions of the female faculty. Also today five in ten say UCSF effectively promotes a clear process for reporting charges of discrimination or misconduct, down somewhat from six in ten in 2011.

Gender equality

While UCSF in general is seen as promoting a good climate for women, there has been some decline in positive views, as the ratio of women to men has changed. The perspectives of men and women on questions of the climate and advantages are quite different from one another.

Positives

- Two thirds overall say UCSF is effective in promoting a climate free of gender discrimination, a positive assessment that has remained the same over the last six years. Three quarters of the men, but only half of the women at UCSF agree that the climate is gender-discrimination free.
- Over six in ten say the climate for women specifically at each level – UCSF generally, the Schools and the departments – is very good or good, views that are similar to those held in 2011.
- About eight in ten say the climate for men is very good or good at each level.

Signs of discontent

- While views among women are still very positive, there have been declines at the School and department levels.
- The 2017 results suggest an uptick in the view among the women at UCSF that they have at any time been discriminated against. Almost half reported the belief that they have suffered gender discrimination personally in 2001 when we first asked this. The figure fell to three in ten in 2011, but has risen to over four in ten in the current survey. It is not possible to know if the increase in women reporting such discrimination is a result of the growing attention given to this issue at UCSF rather than an increase in actual discriminatory actions, a combination of the two, or other factors.
- Another worrisome finding is that more faculty members today -- as compared to six years ago -- say at each level from department to School to UCSF that there is a great deal or some inequity or unequal treatment for women. The total number of individuals who believe this inequity exists at each level has grown only a small amount, but the number describing it as a great deal, particularly at the institution wide level, is considerable. This shift in views has come from the female faculty, not the men.
- We looked at perceptions of whether women or men receive preferential treatment in eight areas, including salary, promotion, leadership opportunities, space and resources, awards, hiring and even flexible scheduling. While a plurality said in each case that neither gender is preferred, when preference is detected, it goes to men in twice as

many instances. The one exception is providing flexibility to meet personal or family needs where women are seen as having an advantage more often than men.

- The view that men get preferential treatment has grown in each of the eight areas we included. Here too there are signs of a reversal from the growth in positive views that we found between 2001 and 2011.
- Another example of growing negative views about the climate for women at UCSF comes from how the women see their opportunities to participate in formal meetings and committees and for advancement. While they had become more sanguine on these matters between 2001 and 2011, those views have reversed course and become more negative by 2017.

Racial and ethnic equality

The 2017 survey indicates there is an increase in perceptions that UCSF is promoting a healthy climate for faculty of all races, including the opinions for the most part of underrepresented minorities themselves.

- When asked just about underrepresented minorities [Blacks, Hispanics, and Native Americans (American Indians, Alaska Natives)], who make up a very small portion of the total faculty population, the views are on balance positive, but many of the faculty members say they know too little about the issue to offer an opinion. About half call the climate good or very good for URM at all levels, the Departments, Schools and UCSF generally.

However, URMs themselves are far less likely than their colleagues to hold these positive views.

- Only a third of this group says the climate for URM is good or very good.
- Four in ten URMs believe they have been discriminated against at any time on the basis of their race or ethnicity at UCSF. This number is more than two times as large as it was in 2011, but the small number of URMs at UCSF and thus in our survey makes conclusive analysis difficult.
- A third of the URMs on the faculty also say they face unequal treatment at every level—a sentiment shared by only about one in ten white and Asian members. These negative views among the URMs also appear to have grown since 2011.
- Similarly, the views among URMs that there is a glass ceiling for them, that they are excluded from formal meetings, and that they are included in committees as tokens appear to have grown over the last six years.

Equality for LGBTQ faculty

The faculty overall sees UCSF as successful in promoting a climate free of discrimination based on sexual orientation and gender expression. Indeed, positive assessments on discrimination based on sexual orientation have grown in the last six years, and today three quarters give UCSF favorable marks in this area.

- While two in ten LGBTQ faculty members believe they have experienced discrimination at any time at UCSF based on their sexual orientation, most of their perceptions about discrimination today are positive. Indeed, when answering about the climate at different levels of department, School and UCSF generally, the LGBTQ faculty is even more positive than the remaining population.
- Most heterosexual faculty members say they are not knowledgeable about the degree to which there is discrimination based on sexual orientation in the departments, Schools and UCSF. Among LGBTQ faculty members only small numbers say there is much discrimination against them, and these numbers look even better than they did in 2011.

Supporting people with disabilities

The UCSF faculty primarily views the institution as dealing well with people with disabilities and occasions when members need to take medical leave.

- Three percent say they have experienced discrimination at UCSF due to their visible or invisible disability.
- While many on the faculty are unaware of how well UCSF is doing to provide appropriate resources and accommodations for people with disabilities, among those who do express an opinion, it is largely laudatory. Also the proportion of the faculty who are aware of this issue has grown over the last six years, as has the number offering positive reviews.
- Similarly, among the minority who express a view, most call UCSF effective at helping faculty transition back from medical or disability leave.
- Only one in ten believes there is inequity or unequal treatment for people with disabilities (visible or invisible) at UCSF at each level, although again, more than half say they know too little to express an opinion on this.

G. Attracting and keeping the best faculty at UCSF

Generally the faculty members are inclined to recommend UCSF as a place to work, with two in ten extremely likely to do so.

- The qualities that they say are top attractions for high caliber applicants are the same things that they told us they believe the institution does well, namely providing opportunities for professional development, leadership and advancement, and the promotion of diversity.
- Aspects that the faculty sees as weaker include those likely to impact parents of young children, such as flexible scheduling, childcare, and availability of part time employment.
- Financial variables are seen as among the least helpful in attracting and keeping faculty, particularly a perception that salaries are not competitive and that financial assistance for housing in the Bay Area is inadequate. These views are unchanged from 2011.
- Half the faculty says they want to stay at UCSF for the rest of their careers, and four in ten are undecided. Only one in ten indicates that he or she would prefer to move elsewhere.
- The issues that would drive faculty members to leave are the same complaints expressed in other questions on the survey, chiefly financial concerns of a group of professionals working in one of the most expensive markets in the country.

H. Focus on the variables that contribute to issues of concern

Throughout the survey, the views of women and men often diverge with women offering critical views more often.

We looked at answers to key questions about women's experiences at UCSF, to see if views are explained better by having the responsibilities and time commitments associated with having children or by the length of time faculty members have worked at UCSF.

- We found that more negative views on issues, such as the overall climate for women and the existence of unequal treatment, are related to having been at UCSF for five to nine years, rather than being a parent.
- The same holds true for personal experience with gender discrimination.

However, having children does impact views more directly connected to successful career progress such as leadership opportunities.

- For example, having children and working longer than five years at UCSF both contribute to saying men get preferential treatment in leadership positions.
- Furthermore, mothers of young children on the faculty are considerably more critical about the institution's efforts around childbearing/rearing leave than any other group in the faculty.

I. Differences by School

The small numbers of the faculty members in the Schools of Dentistry, Nursing and Pharmacy make it difficult for us to report the results by those Schools with much degree of confidence – and therefore these results do not appear in the body of this report. Nevertheless, there are some distinctions among the ways the faculties of the four Schools answered the survey that are worth considering, perhaps for additional research within the Schools.

School of Medicine (84% of UCSF total)

Because the School of Medicine faculty is so much larger than the other three individually and added together, their views are generally represented by the overall findings of the survey.

School of Dentistry (six percent)

The perceptions of the School of Dentistry faculty members also do not stand out as different from the rest of the faculty for the most part.

- Among the few differences are their especially high levels of satisfaction with their interactions with students, but lower satisfaction with the intellectual stimulation of their work as compared to the norm.
- They are also less likely to say that UCSF is very effective at promoting a collegial and welcoming atmosphere.

School of Pharmacy (three percent)

The members of the School of Pharmacy faculty also express satisfaction and sanguine views for the most part.

- Comparing them to the other Schools, faculty in the School of Pharmacy are more satisfied on all of the aspects of their careers, incomes, series, workspace, and collegiality. They are the most likely to rate the climate for women and URMs at their Schools positively, and are less likely to see inequity in their own School and departments than are the faculty members of the Schools of Dentistry and Medicine.

- One of the few areas where the Pharmacy faculty is more pessimistic is the opportunity for working part time, an area where they are more likely than the norm to rate UCSF as ineffective.

School of Nursing (five percent)

The School of Nursing faculty is largely female and survey responses from them follow a similar pattern as from women across the institution.

- The members of the Nursing faculty see their own School positively, but are more critical of UCSF in most areas than are the faculties of the other Schools – each of which have a small majority of men. These include concerns about financial needs, salaries, and work-life balance.
- The satisfaction with their careers is somewhat positive but not as positive as that of the faculties from other Schools.
- On issues of gender discrimination, equity, and preferential treatment for men, School of Nursing faculty members are more critical than faculty in other Schools about UCSF in general, but are very positive about their School and departments. They say their colleagues and supervisors are mindful and supportive of family responsibilities. They participate more in CCFL programs, and are the most likely to call mentoring important to their work experience.

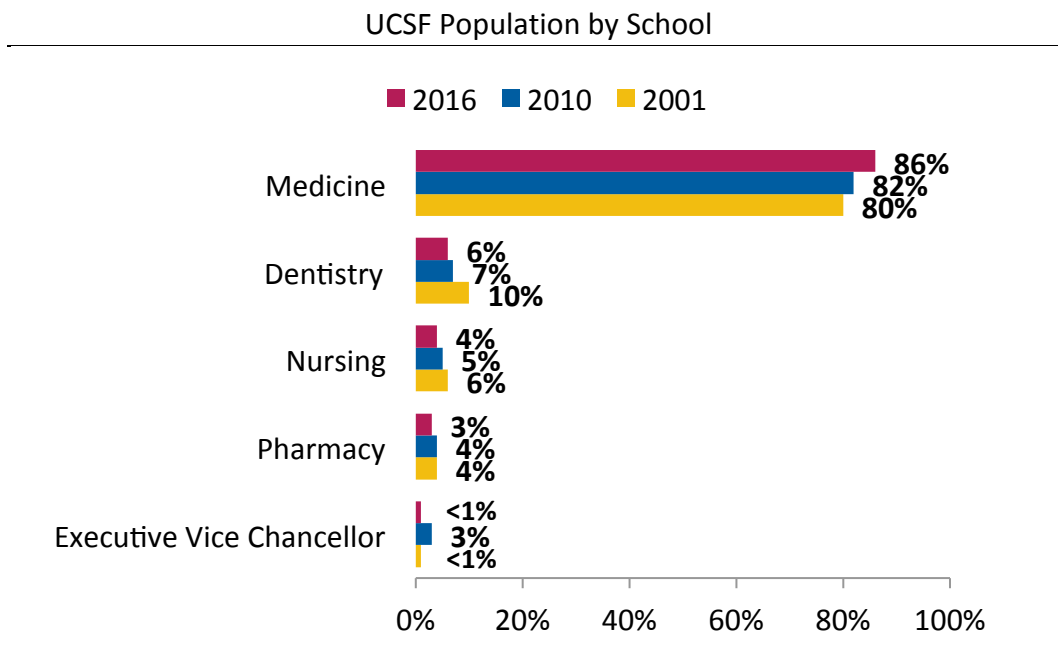
Detailed Findings

A. Faculty profile

The respondents to the survey reported here were weighted to match the actual UCSF faculty population. According to the Office of Academic Affairs, there were 2,993 faculty members as of October 2016, compared to 1,787 in July 2001 and 2,382 in October 2010.

1. School and series

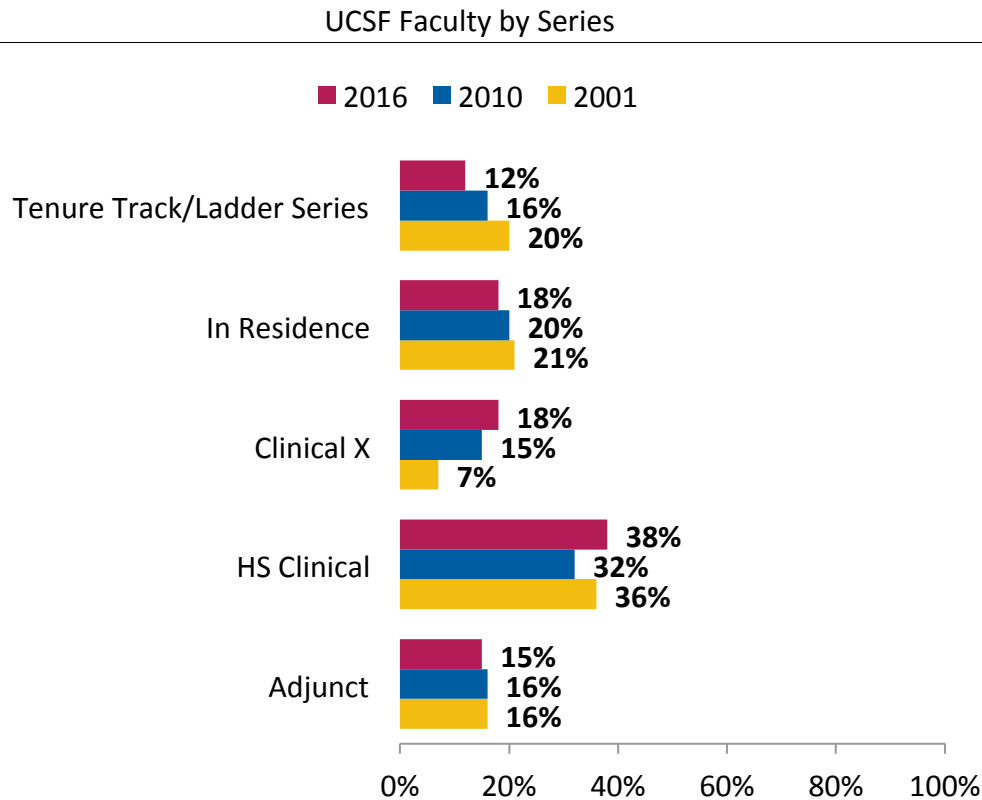
During this period of growth, the proportion in the School of Medicine has expanded to 86% of the total compared to 80% in 2001. As of 2016 six percent were in the School of Dentistry, four percent in Nursing and three percent in Pharmacy.



Source: UCSF Office of Academic Affairs

As before, about half of the faculty at UCSF has an appointment in a series which conveys membership in the Academic Senate. However, the portion of faculty members in the Tenure Tracked/Ladder Series has shrunk from 20% in 2001 to 12% in 2016, and those In Residence moved down from 21% to 18% 2001 to 2016. Meanwhile the Clinical X positions have increased from seven percent to 18% in the same time period.

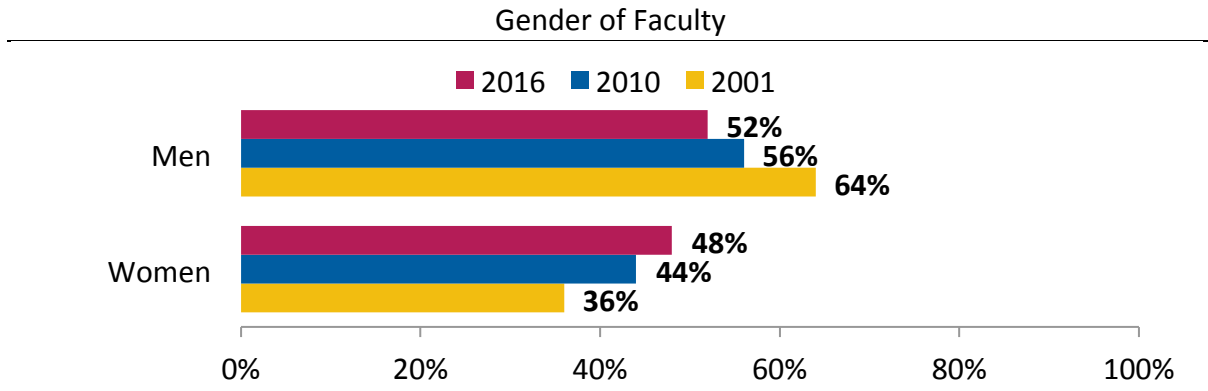
Slightly more than one third of the faculty (38%) is now in the Health Sciences Clinical series, and the remaining 15% have Adjunct appointments.



Source: UCSF Office of Academic Affairs

2. Gender

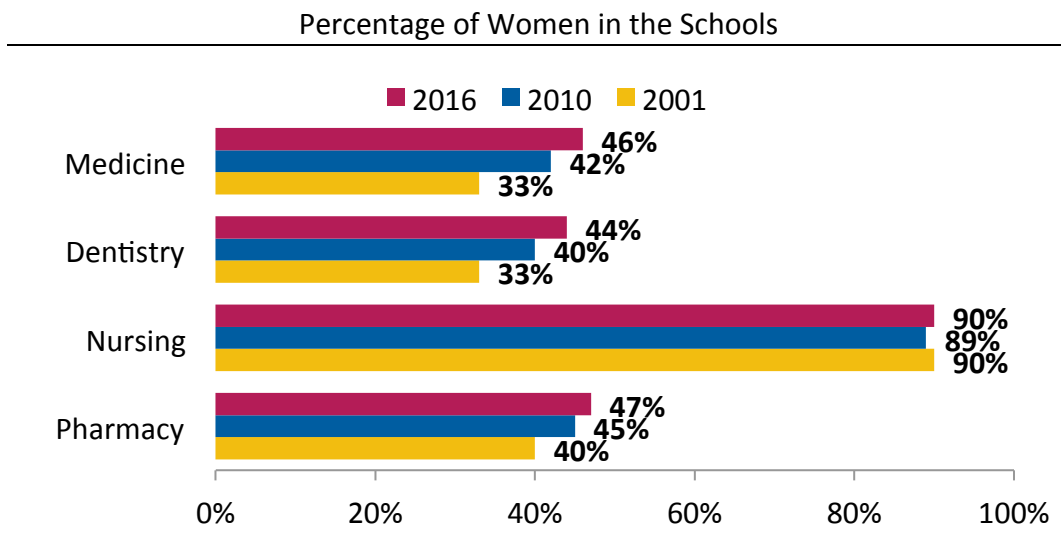
The ratio of women to men has changed considerably since 2001. According to the 2016 figures, men have a bare majority of the faculty of 52%, compared to 48% women. In 2001, there were nearly twice as many men (64%) as women (36%).



Source: UCSF Office of Academic Affairs

Gender by School: All Schools besides Nursing have seen growth in the percentage of women faculty members since our first study in 2001 – most notably Medicine, which has grown from one third to nearly one half women. The 2016 data from the Office of Academic Affairs show the following:

- School of Medicine: 46% women, 54% men;
- School of Dentistry: 44% women, 56% men;
- School of Nursing: 90% women, 10% men; and
- School of Pharmacy: 47% women, 53% men.

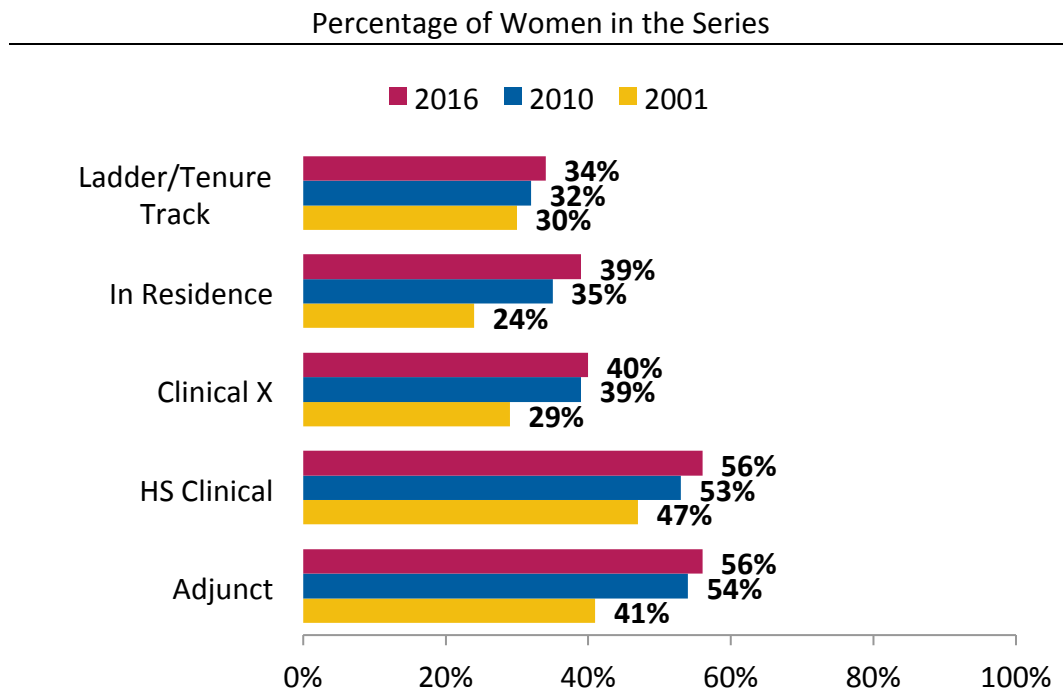


Source: USF Office of Academic Affairs

Gender by series: The growth of the population of women is evident in every series, although gains in Tenure Track/Ladder Series positions are quite small, having grown only four percentage points since 2001 from 30% then to 34% in 2016. Women’s share of the total is substantial in all the other series:

- Tenure Track/Ladder Series (34% women)
- In Residence (39%)
- Clinical X (40%);
- Health Sciences Clinical (56%); and
- Adjunct (56%).

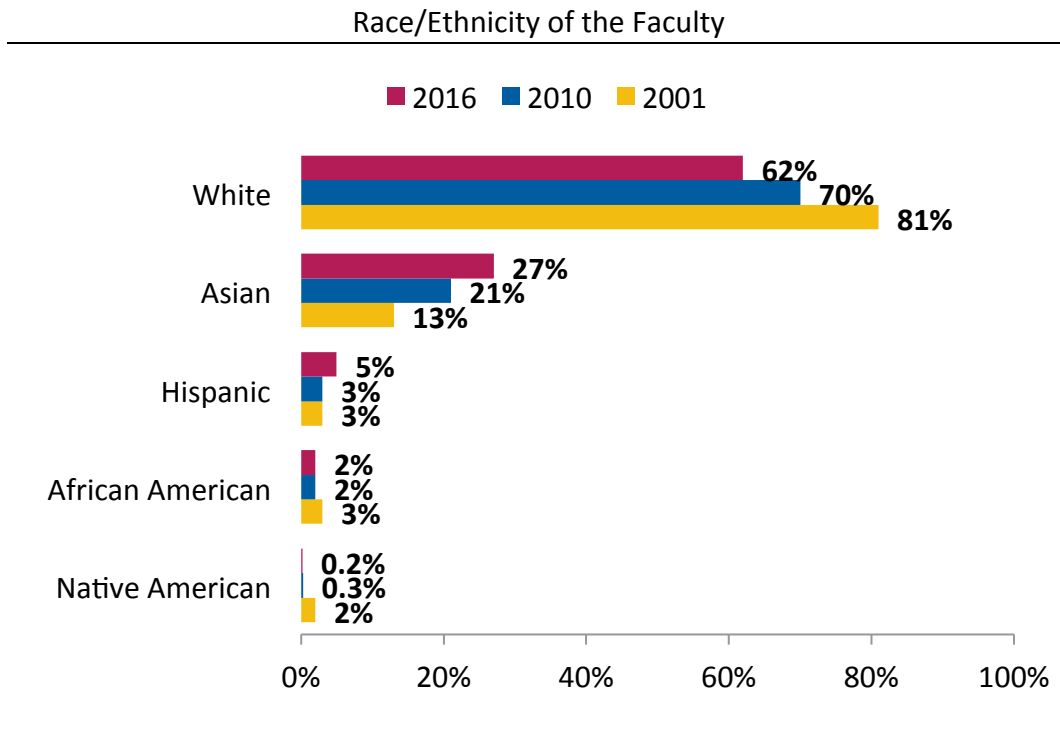
Much of the increase in women’s share in the series occurred between 2001 and 2011, but the trend upward has continued.



Source: UCSF Office of Academic Affairs

3. Race and ethnicity

According to the Office of Academic Affairs, over the last 15 years the racial makeup of the UCSF faculty has undergone considerable change. While it was 81% white in 2001, it is now 62% white. Almost all of the change is a result of the growth in Asian faculty, from 13% in 2001 to 21% in 2010 and 27% in 2016. Smaller percentages are Hispanic (five percent), African American (two percent) or Native American (less than one percent). The race of about four percent of the faculty is not known.



Source: UCSF Office of Academic Affairs

4. Other demographic characteristics

LGBTQ status and gender identity: Six percent of the faculty identify as lesbian or gay, and another two percent identify as bisexual. Less than one percent says they are transgender. Fourteen percent declined to state.

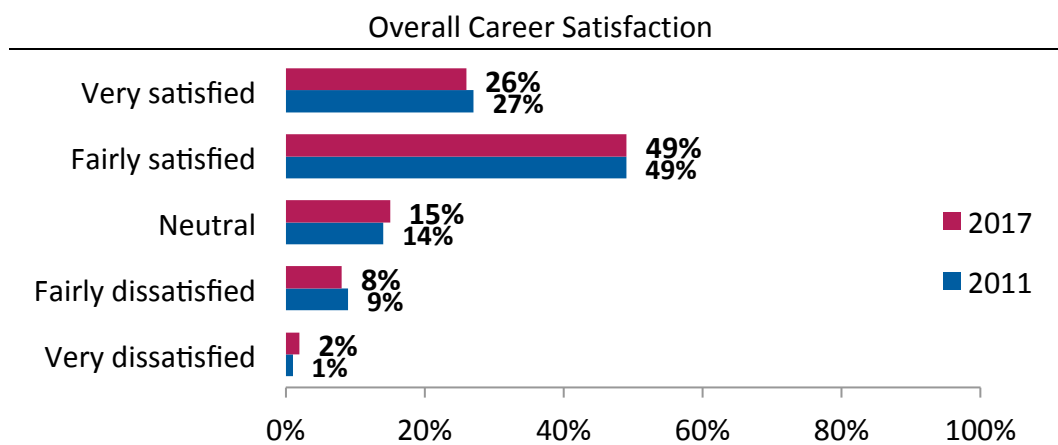
Parental status: About half of UCSF faculty members have children 18 or younger and four in ten (39%) have children under age 12, and 17% have children between 12 and 18 living at home with them. Half (49%) have no children under 18 at home.

B. Satisfaction with work, careers, and support

In each of the three surveys we have asked the faculty members about their satisfaction with a range of aspects of their work at UCSF, and we have found each time that most of the faculty members are fairly happy with their experiences. In particular the substance of the work itself and relationships with others remain high points. On the other hand there is growing dissatisfaction with financial resources, including grants and income levels.

1. Most UCSF faculty members are satisfied with their careers

UCSF faculty members express general satisfaction with their experience at UCSF, with three quarters (75%) saying they are satisfied in their careers. However, the overall satisfaction is mild, as half (49%) are only fairly satisfied. Yet very few say their feelings are neutral (15%) or that they are dissatisfied (two percent very dissatisfied, eight percent fairly dissatisfied). These views are essentially unchanged from 2011.



Q1. Thinking overall, how satisfied are you with your career at UCSF...very satisfied, fairly satisfied, neutral, fairly dissatisfied, very dissatisfied?

Differences among the faculty (Appendix Table 1 in Appendix A): The groups more likely to be very satisfied with their careers at UCSF include the following:

- Tenure Track/Ladder Series (36%) and Clinical X (38%) faculty;
- Full Professors Step 6+ (50%); and
- Those who have been at UCSF for 10 or more years (33%).

The groups who are least likely to be very satisfied with their careers so far at UCSF include:

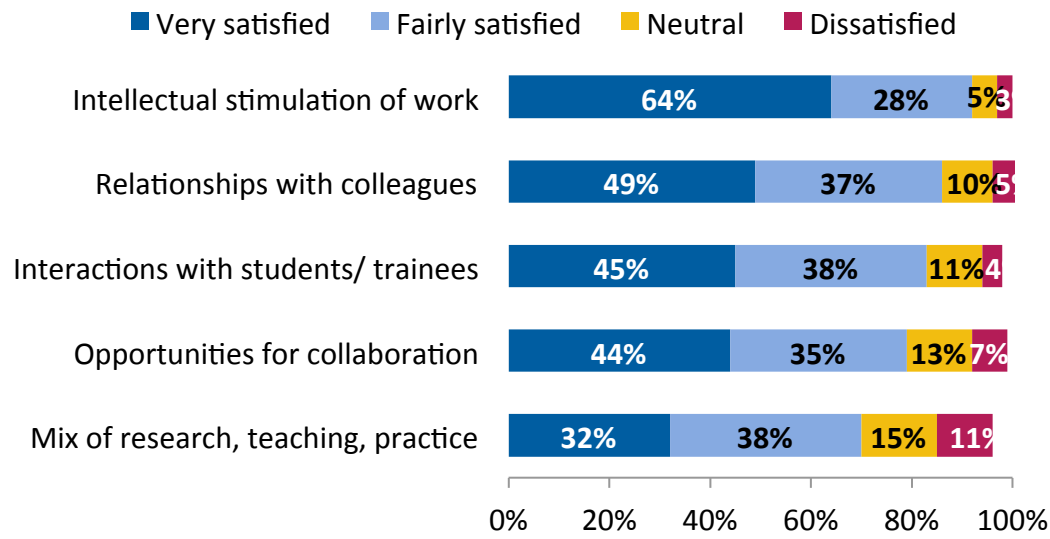
- Those who have been at UCSF between 5 and 9 years (19%); and
- Assistant or Associate rank faculty with no mentors (12%).

2. Satisfaction with the work itself

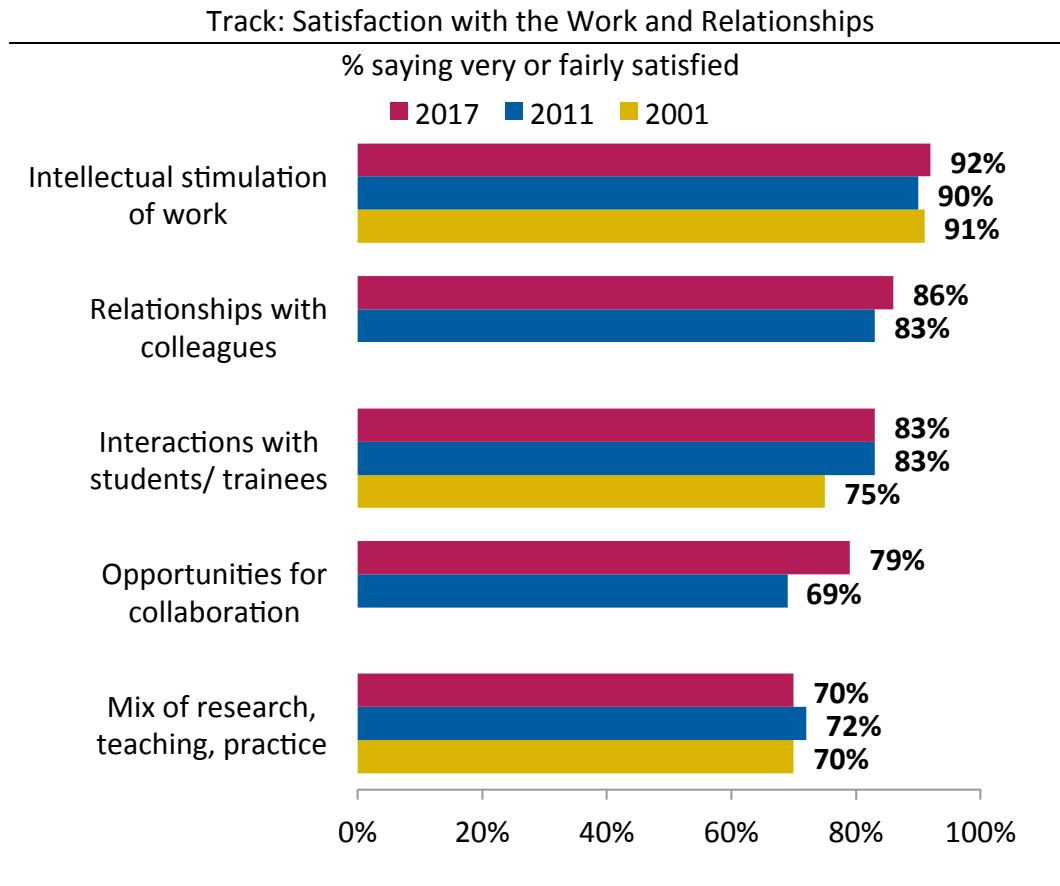
What they do and with whom they work continue to be very important elements of the faculty's experience at UCSF.

- Intellectual stimulation of the work they do has remained the top driver of satisfaction for faculty members, with 92% saying they are very or fairly satisfied with this element of their work.
- The mix of research, teaching and practice that faculty members have been able to develop is a moderately satisfying aspect, with 70% of the faculty calling it satisfactory.
- Another area of strength – and one that is growing in satisfaction – deals with relationships. Relationships with colleagues (86% satisfied) and interaction with students and trainees (83%) are strong.
- Also opportunities to collaborate appear to have been enhanced in the last few years, growing from 69% to 79% satisfied between 2011 and 2017.

Satisfaction with the Work and Relationships



Q3. Currently, how satisfied are you with each of the following at UCSF...very satisfied, fairly satisfied, neutral, fairly unsatisfied, very unsatisfied, N/A? m. The intellectual stimulation of your work; h. Relationships with your colleagues; e. Your interactions with students/trainees; j. Opportunities for collaboration; d. Your mix of research, teaching, and clinical practice



Q3. Currently, how satisfied are you with each of the following at UCSF...very satisfied, fairly satisfied, neutral, fairly unsatisfied, very unsatisfied, N/A? m. The intellectual stimulation of your work; h. Relationships with your colleagues; e. Your interactions with students/trainees; j. Opportunities for collaboration; d. Your mix of research, teaching, and clinical practice;

Differences among the faculty (Appendix Tables 2-6): There are some differences in satisfaction with the substantive elements of the work.

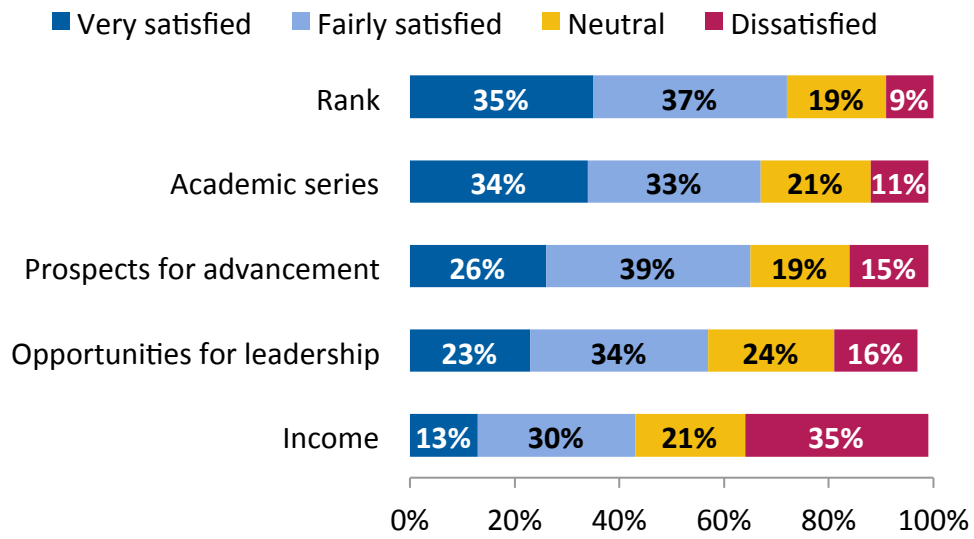
- Satisfaction rises along with one's rank, with Full Professors Step 6+ showing extremely high levels of satisfaction with each category. Full Professors with mentors have the highest satisfaction ratings of any group, with mentorship improving satisfaction ratings for those with lower ranks as well.
- Academic series also play an important role. The Tenure Track/Ladder Series and In Residence series stand out for their high levels of satisfaction with the mix of research, teaching, and clinical work, and the opportunities for collaboration.
- Part time faculty are more satisfied with their interactions with students, but less satisfied with their relationships with colleagues, opportunities for collaboration, and mix of research, teaching, and clinical work.

- Underrepresented minorities are slightly less satisfied than others with their opportunities for collaboration.

3. Career progress and compensation

- Attitudes about their career progress are more differentiated. Most are relatively content with their rank, series, and prospects for leadership and advancement, but not happy about their income levels.
- Three quarters (72%) express satisfaction with their rank, including 35% who are very satisfied. Seven in ten (67%) are satisfied with their academic series, and 34% are very satisfied.
- Majorities are satisfied with their prospects for advancement (65%) and their opportunities for leadership positions (57%). However, only around a quarter is very satisfied with each (advancement: 26%; leadership: 23%).
- Fewer than half (43%) are satisfied with their income, and only 13% are very satisfied while three in ten (35%) are dissatisfied.

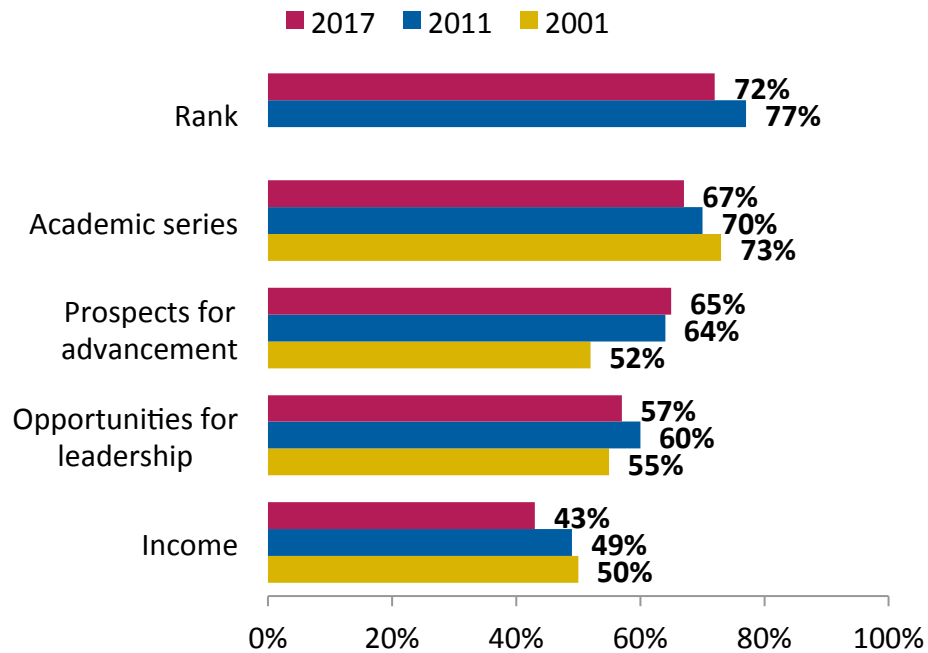
Satisfaction with Career Progression and Opportunity



Q3. Currently, how satisfied are you with each of the following at UCSF...very satisfied, fairly satisfied, neutral, fairly unsatisfied, very unsatisfied, N/A? b. Your rank; a. Your academic series; f. Your prospects for advancement; g. Your opportunities for leadership positions; c. Your income

Track: Satisfaction with Career Progression and Opportunity

% saying very or fairly satisfied



Q3. Currently, how satisfied are you with each of the following at UCSF...very satisfied, fairly satisfied, neutral, fairly unsatisfied, very unsatisfied, N/A? b. Your rank; a. Your academic series; f. Your prospects for advancement; g. Your opportunities for leadership positions; c. Your income

Differences among the faculty (Appendix Tables 7-11): As with the substantive elements of the work, there are significant differences regarding satisfaction with career progression.

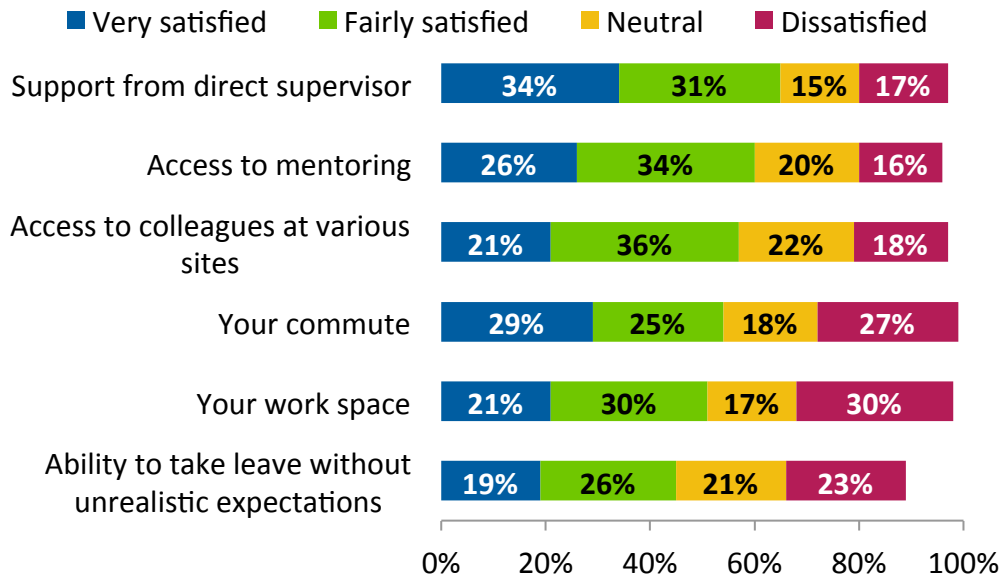
- Faculty with mentors report higher levels of satisfaction with each of these aspects of career progression.
- Satisfaction rises with rank and years at UCSF.
- Series also play a significant role in satisfaction with one's career progression. Adjunct and HS Clinical faculty are generally less satisfied than the others with all aspects of their career, while Tenure Track/Ladder Series faculty are more satisfied.
- Part-time faculty members are less satisfied than full-time faculty on all of these measures.

4. Support, work conditions, and resources

Work conditions and personal support: Most of the UCSF faculty members appear satisfied with the personal support they receive from colleagues and with the conditions of their jobs, although their commuting and work spaces are a little less appealing.

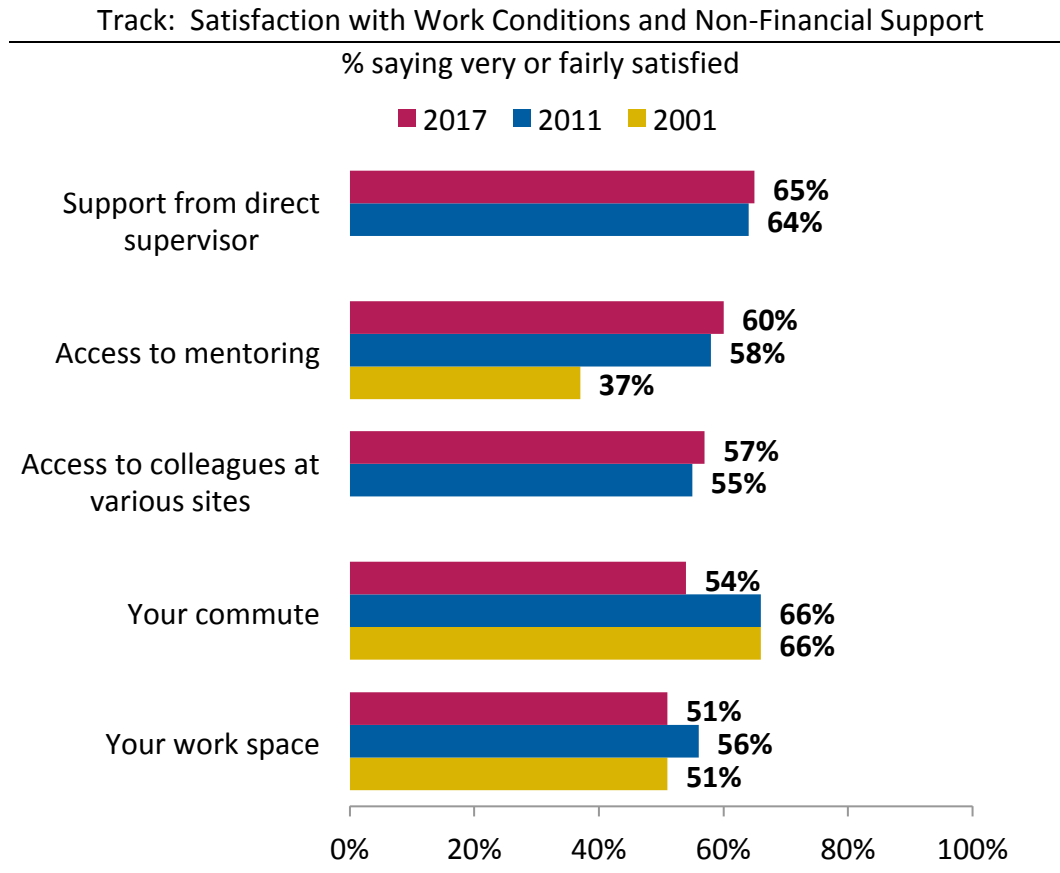
- Two thirds (65%) are satisfied with overall support from their direct supervisors and six in ten (60%) are satisfied with their access to mentoring. A quarter (26%) is very satisfied with access to mentoring and 34% very satisfied with direct supervisors -- results very similar to the 2011 findings.
- A majority (57%) is at least somewhat satisfied with access to colleagues based at various UCSF sites, with 21% very satisfied.
- Fifty-four percent are satisfied with their commutes (29% very satisfied), a 12 point difference from 2011 when 66% said they were satisfied. And a quarter (27%) are dissatisfied with the commuting they need to do.
- The area of the most discontent is work space, with 30% saying they are are dissatisfied. Nevertheless, half (51%) indicate they are satisfied with their work spaces, including 21% who are very satisfied.

Satisfaction with Work Conditions and Non-financial Support



Q3. Currently, how satisfied are you with each of the following at UCSF...very satisfied, fairly satisfied, neutral, fairly unsatisfied, very unsatisfied, N/A? t. Your commute; k. Overall support from your direct supervisor; l. Access to mentoring; n. Your work space; i. Access to colleagues based at various UCSF sites s. The ability to take available leave without unrealistic expectations upon return

Views on these aspects of work life at UCSF have not changed dramatically in the last few years, except satisfaction with commuting which has dropped 12 percentage points in six years.



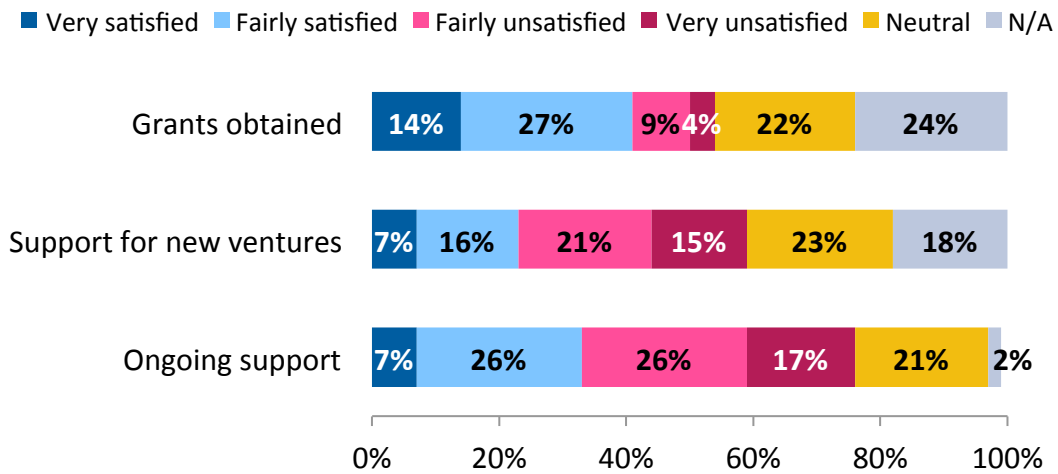
Q3. Currently, how satisfied are you with each of the following at UCSF...very satisfied, fairly satisfied, neutral, fairly unsatisfied, very unsatisfied, N/A? k. Overall support from your direct supervisor; l. Access to mentoring; i. Access to colleagues based at various UCSF sites; t. Your commute; n. Your work space

Financial support and resources: Views about the financial aspects of their relationship with UCSF are considerably less positive than their views about the elements discussed above.

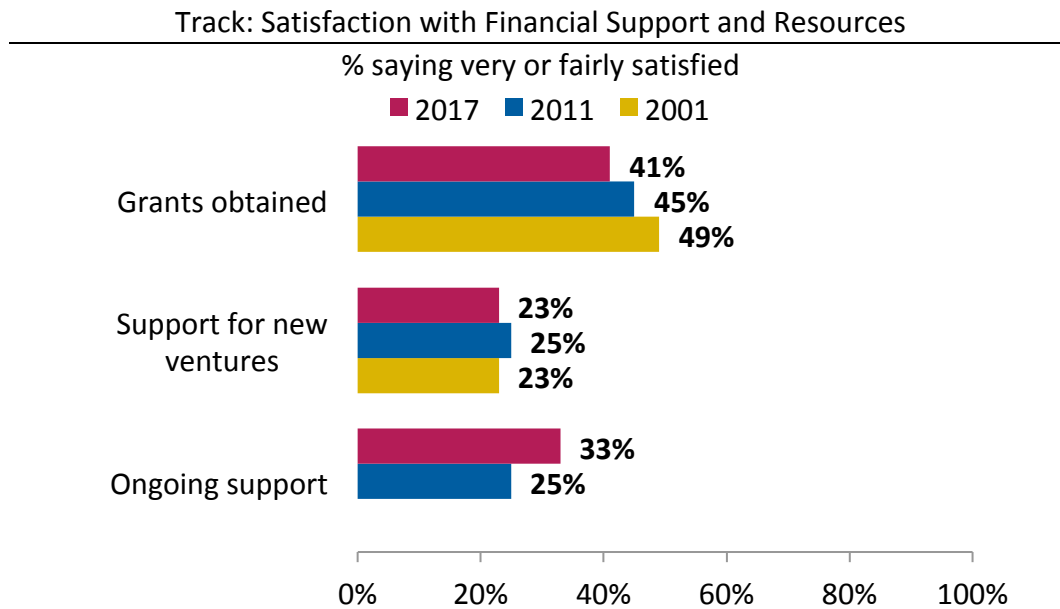
- Fewer than half (41%) are satisfied with grants they have been able to obtain to support their work and/or their lab, and only 14% are very satisfied. At the same time it is important to note that absolute portion of the faculty who express dissatisfaction is low (13%), and 24% say this does not apply to them.
- Satisfaction with UCSF support for start up or new ventures, including financing staff, and equipment, continues to be relatively low, with more faculty expressing dissatisfaction (36%) than satisfaction (23%). Eighteen percent say this need does not apply to them.

- While, satisfaction with ongoing support, including funding, staff, and equipment from UCSF, is also relatively low at 33%, this is an increase from 25% in 2011. Nevertheless the dissatisfaction about the lack of ongoing support is especially high at 43% (26% fairly and 17% very unsatisfied).

Satisfaction with Financial Support and Resources



Q3. Currently, how satisfied are you with each of the following at UCSF...very satisfied, fairly satisfied, neutral, fairly unsatisfied, very unsatisfied, N/A? q. Grants you have been able to able to obtain to support your work and/or your lab; o. Support, including financing, staff, and equipment, from UCSF for start-up or new ventures; p. Ongoing support, including funding, staff, and equipment from UCSF



Q3. Currently, how satisfied are you with each of the following at UCSF...very satisfied, fairly satisfied, neutral, fairly unsatisfied, very unsatisfied, N/A? q. Grants you have been able to obtain to support your work and/or your lab; o. Support, including financing, staff, and equipment, from UCSF for start-up or new ventures; p. Ongoing support, including funding, staff, and equipment from UCSF

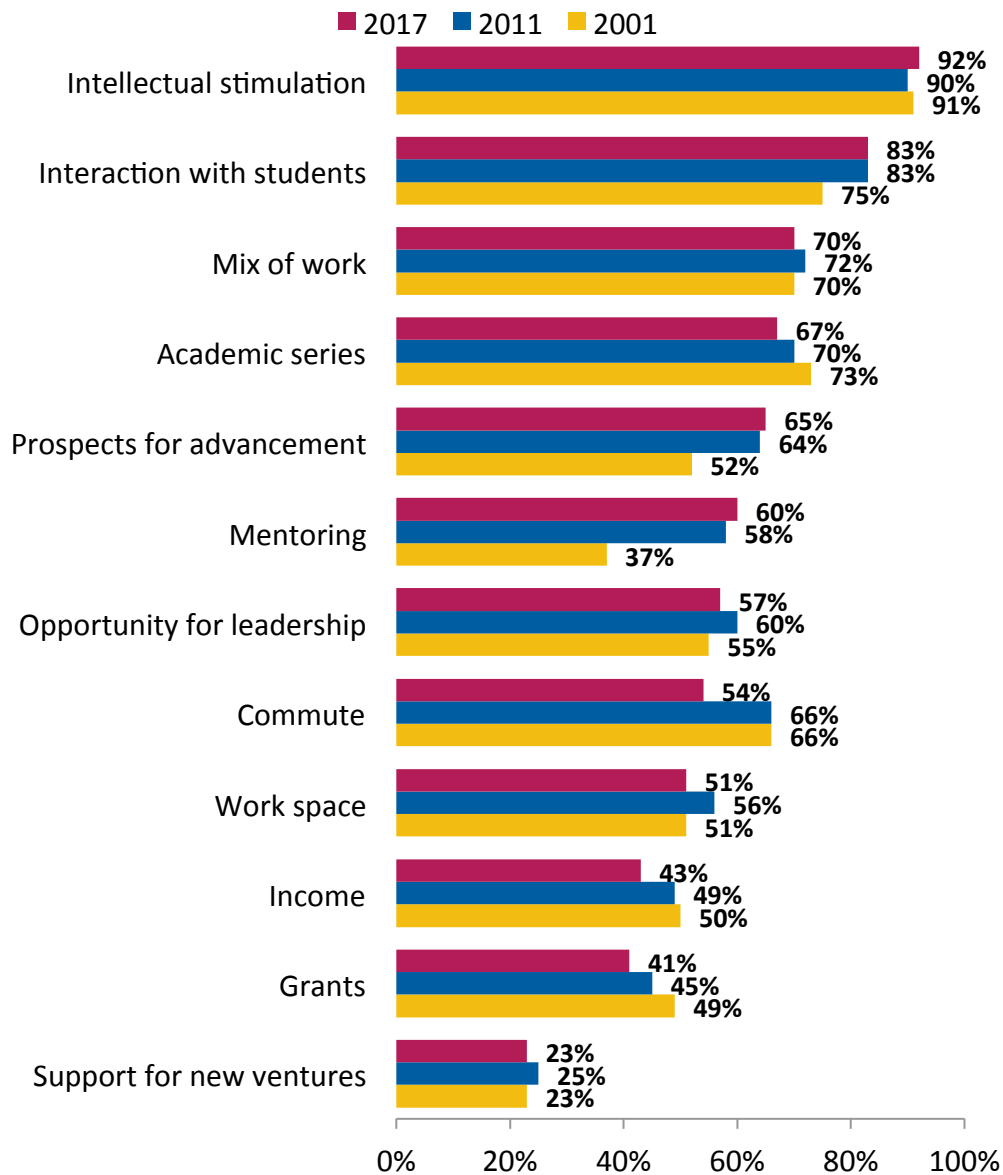
Differences among the faculty (Appendix Tables 13-17): Faculty members' differences in their satisfaction with work conditions and support include the following:

- URM's express more dissatisfaction with their commutes than do others.
- Newer faculty members express the most satisfaction with support from their direct supervisor.
- Full Professors and those in Tenure Track/Ladder Series positions are most satisfied with their work space.
- Professors Steps 6+ are most satisfied with access to colleagues at other sites. URM's and part-time faculty are the least satisfied in this area.

Satisfaction is low across the board with the support received for ongoing and new projects, and it is particularly low among those in the In Residence Series. Satisfaction with obtaining grants seems to relate largely to whether obtaining grants is important to a person's job function, with high numbers of clinical faculty saying this area does not apply to them (Appendix Tables 18-20).

Track: Changes in Satisfaction Across 12 Aspects since 2001

% saying very or fairly satisfied



Q3. Currently, how satisfied are you with each of the following at UCSF...very satisfied, fairly satisfied, neutral, fairly dissatisfied, very dissatisfied, N/A? m. The intellectual stimulation of your work; e. Your interactions with students/trainees (2001: your interaction with students); d. Your mix of research, teaching, and clinical practice; a. Your academic series (2001: your academic series or title); f. Your prospects for advancement; i. Access to mentoring (2001: the mentoring now available to you); g. Your opportunities for leadership positions (2001: your potential for leadership positions); t. Your commute (2001: amount of time it takes you to get to work) n. Your work space; c. Your income; q. Grants you have been able to obtain to support your work and/or your lab (2001: grants you have been able to obtain to support your work and/or lab); o. Support, including financing, staff, and equipment from UCSF for start-up or new ventures (2001: support including financing, staff, and equipment from the university for start-up or new ventures)

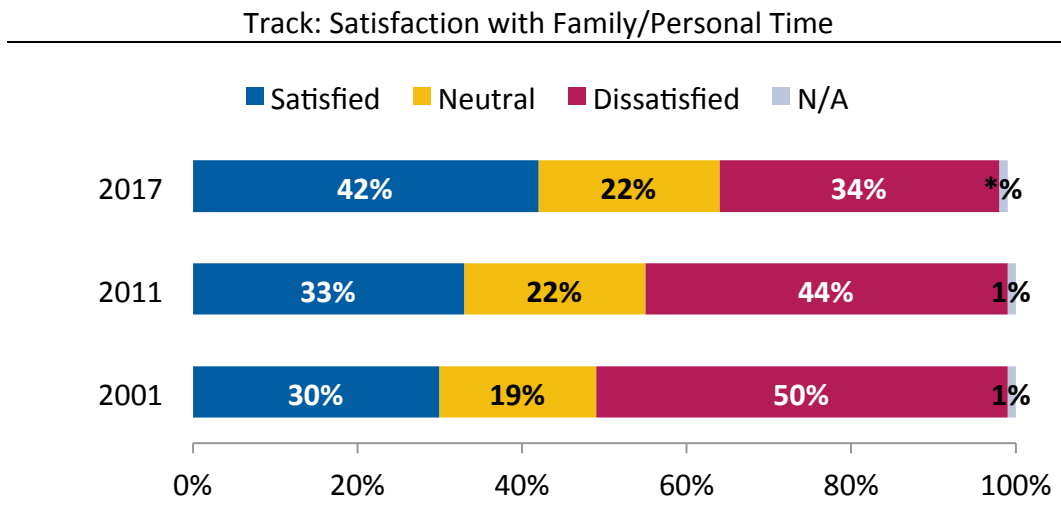
C. Balancing work and family

The efforts being made at UCSF to help faculty balance their work and family lives are mixed, with positive movement on some measures and not others. Satisfaction with personal and family time is up as compared to 2011, and colleagues are viewed as helpful when personal needs arise. Yet, the view that they need to work an unhealthy amount of time persists, and stress levels are high. Also the jury is still out on how effectively UCSF is handling transitioning back to work when one has taken leave.

1. Time for family and personal needs

Satisfaction with personal and family time: In contrast to our past surveys, we find more faculty members expressing satisfaction rather than dissatisfaction with the amount of time they have for spending with family and outside interests. This represents a continuation of an increase in positive feelings and a decline in dissatisfaction that began in 2011.

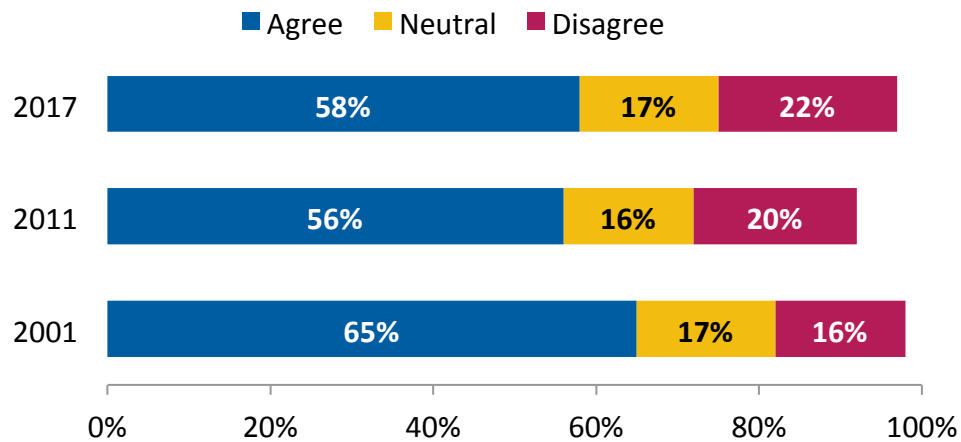
- At this time, 42% are satisfied and 34% dissatisfied with the amount of time they have for spending with family and/or outside interests. Twenty-four percent have neutral feelings on this issue.



Q3. Currently, how satisfied are you with each of the following at UCSF...very satisfied, fairly satisfied, neutral, fairly unsatisfied, very unsatisfied, N/A? r. The amount of time you have for spending with family and/or outside interests

Work required for success: A continuing concern is the view that success at UCSF requires working more than is healthful. While between 2001 and 2011 we saw a decline in the percentage who say that they “have to work an unreasonable and unhealthy number of hours to succeed at UCSF,” this view has not declined any more since 2011. Today 58% agree, including 26% who strongly agree, and only 22% disagree with this statement.

 Track: Have to Work Unreasonable and Unhealthy Hours to Succeed



Q16. To what extent do you agree or disagree with each of the following (2001: do you agree or disagree with the following)... strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree, don't know? j. I have to work an unreasonable and unhealthy number (2001: amount) of hours to succeed at UCSF

Differences among the faculty (Appendix Tables 21-23): Several groups among the faculty are more likely than others to express dissatisfaction with the personal and family time they have and to say that success at UCSF requires unreasonable hours of work. Those more likely to be unhappy in this area include the following:

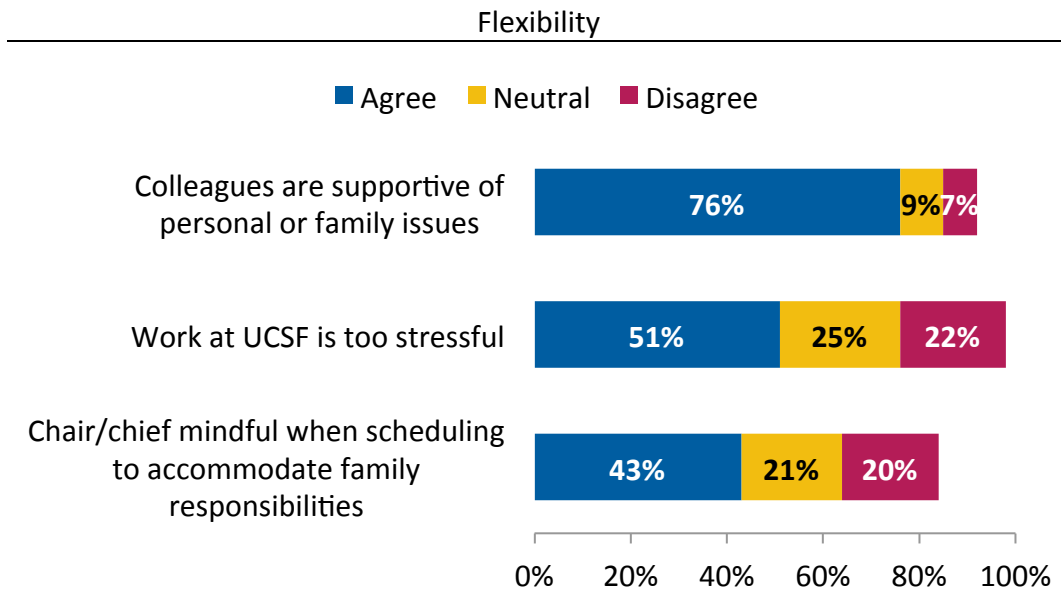
- Women – especially Full Professor and Senate women;
- LGBTQ faculty; and
- Those who have been at UCSF 5-9 years.

2. Flexibility

New questions regarding flexibility in the 2017 survey reflect a sense that colleagues are supportive when it comes to helping each other out, but less certain about the helpfulness of one's superiors and the stress of working in the institution.

- On the positive side, fully 76% agree that “Overall, my colleagues are supportive when I have a personal or family issue to take care of,” including 42% who feel this way strongly.
- Fewer -- 43% -- agree that their department head or division chief “is mindful of scheduling courses and meetings to accommodate faculty with family responsibilities.

- Half of the faculty (51%) agrees that “My work at UCSF is too stressful” – more than twice the number who disagree (22%).



Q16. To what extent do you agree or disagree with each of the following... strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree, don't know? l. Overall, my colleagues are supportive when I have a personal or family issue to take care of. k. My work at UCSF is too stressful. m. My department chair and/or my division chief is mindful of scheduling courses and meetings to accommodate faculty with family responsibilities.

Differences among the faculty (Appendix Tables 24-26): The groups who are more likely to believe an unreasonable number of hours are necessary for success also believe their work is too stressful (women, LGBTQ, and those at UCSF 5-9 years). However, different patterns emerge when looking at views of whether colleagues and supervisors are mindful and supportive of family responsibilities.

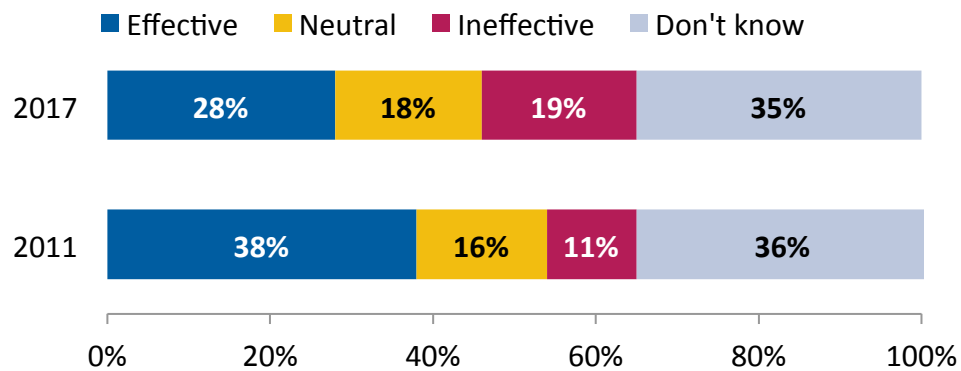
- URMs and LGBTQ faculty are less likely to say that their department chair or division chief accommodates faculty with family responsibilities.
- On the positive side, part-time faculty are more likely to agree that their chair is mindful of family responsibilities when scheduling meetings.

3. Parental leave

Views on how effective UCSF is when dealing with faculty members who take leave for childbearing or rearing are mixed, but seem to be moving in a negative direction.

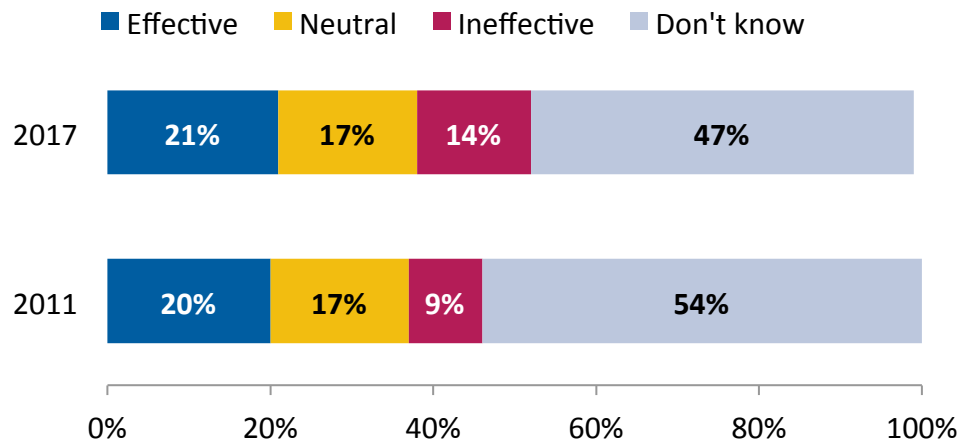
- About a third of the UCSF faculty indicates they do not know how effective the institution is when it comes to providing support for childbearing or parental leave. Twenty-eight percent say UCSF is effective in this regard, 18% are neutral, and 19% say ineffective. The figures for effective have fallen 10 percentage points in six years – from 38% to 28%.
- In the case of support for transitioning back to work after childbearing or rearing leave, half (47%) report not knowing enough about the practice, 21% say UCSF performs effectively in this area, 14% say it is ineffective and 17% are neutral. These attitudes are unchanged from six years ago. (The wording in 2011 was “maternal/childbearing leave.”)

Track: Effectiveness of Support for Childbearing/rearing Leave



Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? e. Providing support for childbearing/rearing leave (2011: Providing support for maternity/parental leave)

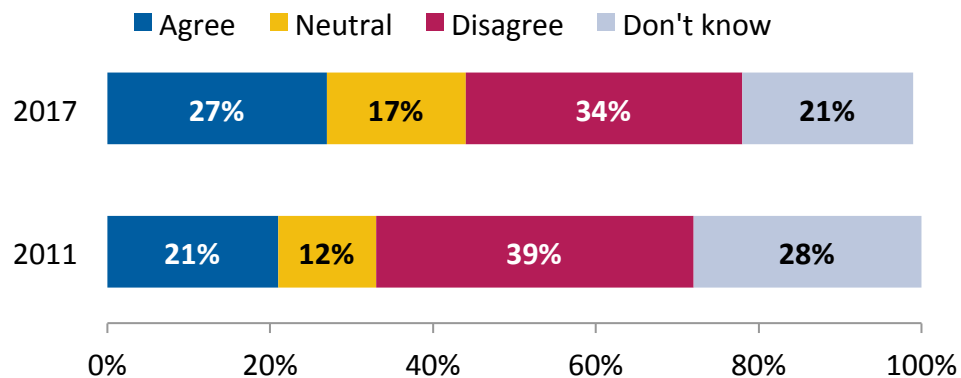
Track: Effectiveness of Support for Transition Back from Childbearing/rearing Leave



Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? g. Supporting transition back from childbearing/rearing leave (2011: Supporting transition back from maternity/parental leave)

Thirty-four percent of the faculty disagree with the assertion that taking time off for childbearing or rearing is held against faculty who do so. However, 27% agree that it is held against faculty even though it is allowed – and this number is a little higher than it was in 2011. (The wording was changed to include “childbearing/rearing” in place of “maternity/paternity” leave.)

Track: Taking Leave is Held against Faculty Members



Q16. To what extent do you agree or disagree with each of the following ... strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree, don't know? i. Even though faculty members are allowed to take time off for childbearing/rearing, I believe it is held against those who do so (2011: Even though faculty members are allowed to take time off for maternity/parental leave, I believe it is held against those who do so)

Differences among faculty (Appendix Tables: 28-30): The higher-ranking faculty members offer better ratings of UCSF's efforts regarding childbearing/rearing leave.

The more meaningful differences come from parents. Women on the faculty and fathers and mothers with children under 12 years old are more likely to have opinions about UCSF's childbearing/rearing leave policies than those who have older children or no children – unsurprisingly, as they are the most likely to have recent experience with this aspect of life at UCSF. While the attitudes of parents of younger children are different from those who do not have children or who have older ones, these differences are driven almost entirely by women with children under 12. The fathers of children under 12 are not much different from the faculty overall on most measures.

- Among faculty women with children under 12, 34% see UCSF's efforts to provide support for childbearing/rearing leave as ineffective and 35% call it effective. Among the fathers of this age group, only 21% say ineffective and 34% effective.
- Thirty-six percent of the mothers of children under 12 say that UCSF is ineffective at supporting return from leave. Of the fathers of these young children, only 13% say UCSF is ineffective in supporting the transition back to work.
- Those with children under 12 are split on the question of whether childbearing/rearing leave is held against the faculty who use it: 33% agree and 33% disagree. However, if we look just at mothers of children under 12 we find a plurality of 46% who agree and only 29% who disagree that leave is held against one.

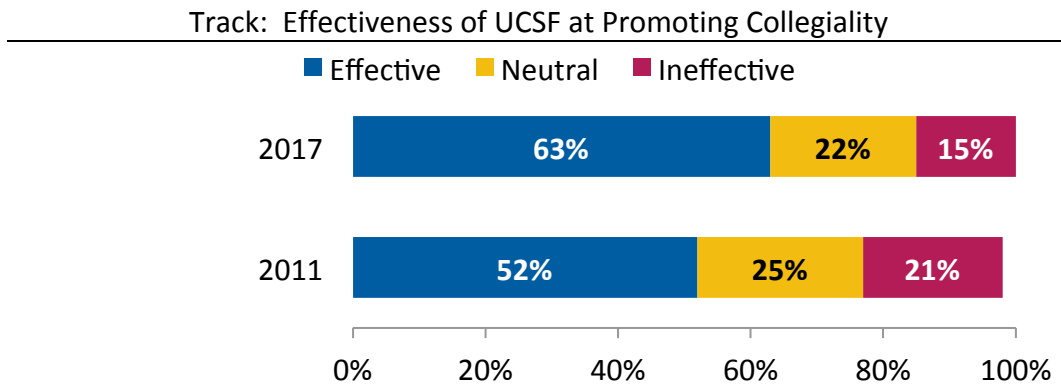
D. UCSF efforts to communicate with and support faculty

The faculty continues to hold positive views on UCSF’s efforts to create a collegial and welcoming climate, to offer information, and to provide wellness and other development programs.

Most of the faculty members are aware of at least some of the Campus Council on Faculty Life programs, and two thirds report taking advantage of at least one of the programs offered.

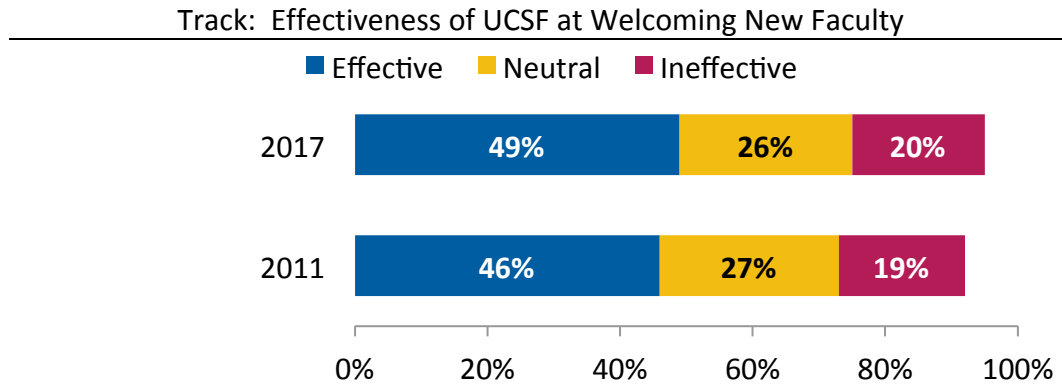
1. Creating a collegial and welcoming environment

Opinions on a number of measures regarding the environment for faculty on campus have moved in a positive direction. Six in ten (63%) faculty members call UCSF effective at promoting an atmosphere of collegiality among the faculty – up 11 percentage points from 2011. Twenty-two percent are neutral on this issue and 15% say it is ineffective in promoting a collegial atmosphere.



Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? d. Promoting an atmosphere of collegiality among the faculty

Creating a welcoming climate for those who are new to UCSF is seen as good to neutral on balance by the faculty. Forty-nine percent say the institution is effectively welcoming new faculty (49%), only 20% call it ineffective in this regard, and 26% are neutral.



Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? a. Welcoming new faculty

Differences among the faculty (Appendix Tables 31-32): The following groups are more likely than others to say UCSF is effective at both creating a collegial atmosphere and welcoming new faculty:

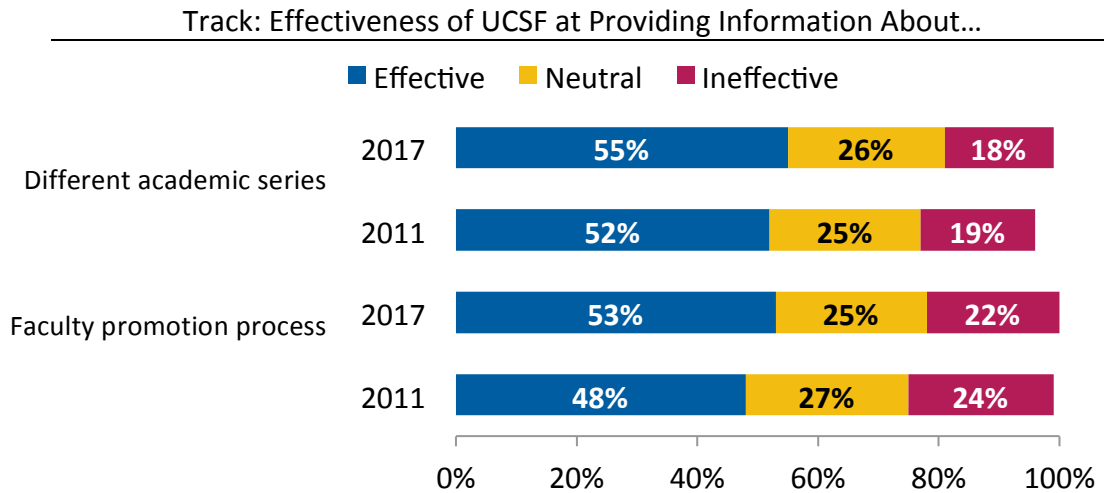
- Faculty members with a mentor;
- Tenure Track/Ladder Series faculty; and
- Full Professors Steps 6 and above.

Faculty who are less likely than others to call UCSF effective in these areas include:

- LGBTQ faculty.

2. Providing information to faculty

Starting in 2001, we saw a good deal of criticism about how well UCSF communicates with faculty about personnel issues. However, by 2011 we found lukewarm but on the whole positive assessments of this issue. As in the prior survey, in 2017 about half of the faculty members believe UCSF has effectively communicated about different academic series (55%), and providing clarity about the faculty promotion process (53%). And as before, less than a quarter calls these efforts ineffective (18% and 22% respectively). A quarter says they are neutral on these questions.



Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? b. Providing information about the different academic series; c. Providing clarity about the faculty promotion process

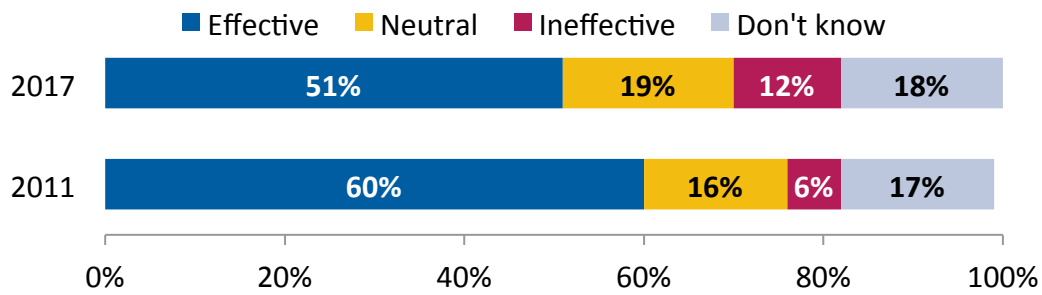
Differences among faculty (Appendix Tables 33-34): These groups are more likely to say the university is effective at providing information about the different academic series and the promotion process:

- Tenure Track/Ladder Series faculty and Full Professors; and
- Those who have a mentor.

3. Process for reporting discrimination

An area to monitor is UCSF’s efforts to make clear the process for addressing claims of discrimination. The percentage who say that UCSF is effective in providing a clear process for reporting charges of discrimination or misconduct has declined from 60% in 2011 to 51%. The number calling it ineffective is only 12% but that is two times the number six years ago.

Track: Effectiveness of UCSF at Process for Reporting Discrimination



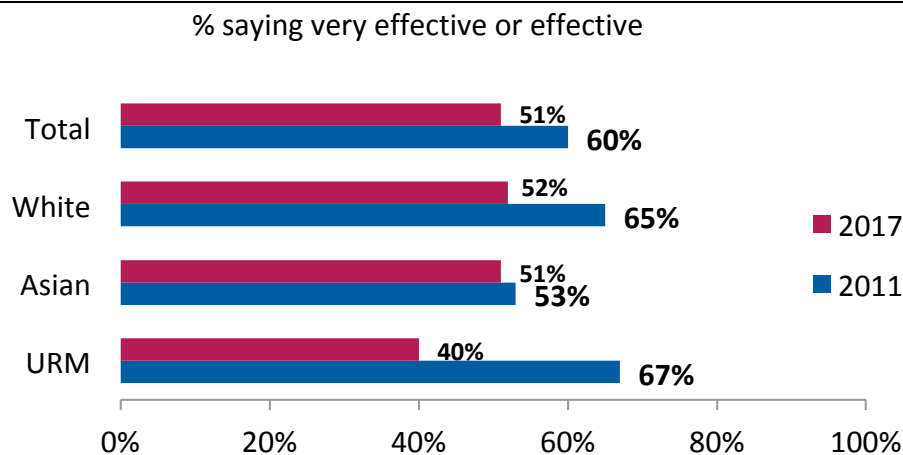
Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? o. Providing a clear process for reporting charges of discrimination and misconduct.

Differences among faculty (Appendix Table 35) Those who are the least likely to believe that UCSF is effective in providing a clear process for reporting discrimination include:

- Women;
- Faculty who have been at UCSF between five and nine years;
- URMs; and
- LGBTQ faculty.

In 2011, URMs were more likely than others to believe UCSF was effectively providing a process for reporting discrimination and misconduct, so this year’s results represent a departure. Indeed, there has been a 24 percentage-point decrease in URMs who call UCSF’s efforts in this area effective. Ratings of effectiveness have also fallen significantly among white faculty members (change of 13 percentage points).

Change in Effectiveness of UCSF in Providing A Clear Process for Reporting Discrimination by Race



Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? o. Providing a clear process for reporting charges of discrimination and misconduct.

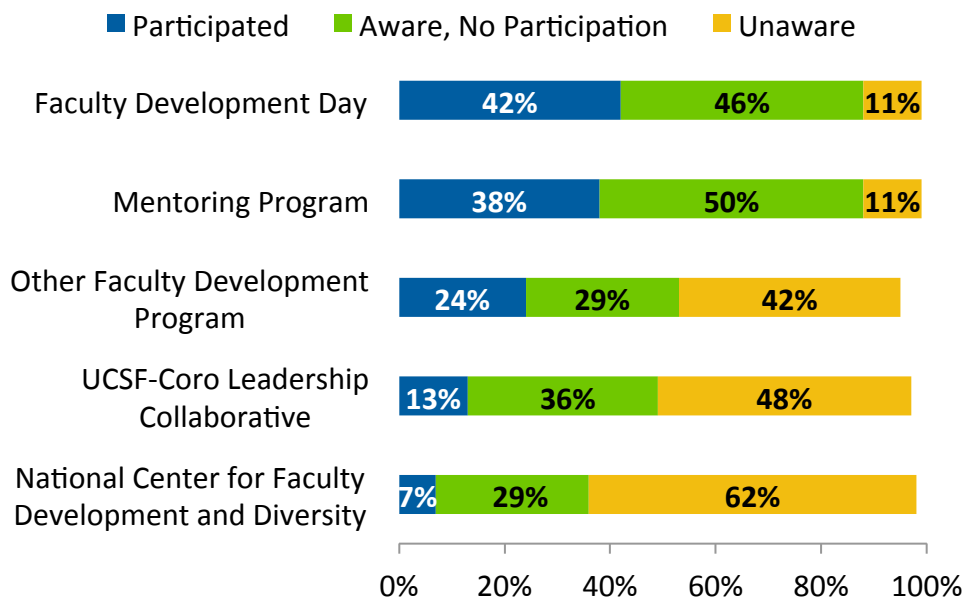
4. Programs for development and wellness

The Campus Council on Family Life (CCFL) reaches many members of the faculty at UCSF, with 62% report having taken part in one or more of the programs.

Faculty Development Day and the Faculty Mentoring Program are the most well attended. Eighty eight percent report being aware of each of these. Four in ten (42%) have taken part in the Development Day and 38% say they have participated in the Mentoring Program.

The other CCFL programs are smaller and have less reach into the faculty. Half (53%) say they knew about, but only 24% had taken part in some “other faculty development programs.” Thirteen percent have been involved in the UCSF-Coro Leadership Collaborative, and seven percent in the National Center for Faculty Development and Diversity.

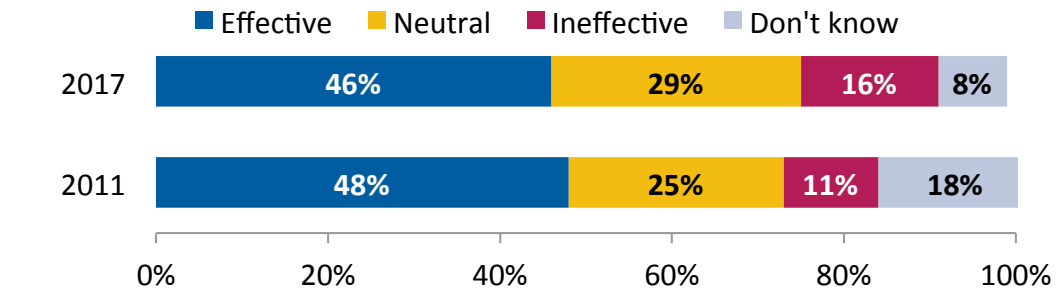
Participation in CCFL Programs



Q25. Which of the following Campus Council on Faculty Life (CCFL) programs have you heard of or participated in? Select all that apply...I have participated in this program; I am aware of this program, but have not participated; I am unaware of this program. a. Faculty Development Day b. Faculty Mentoring Program e. Any one or more of the other Faculty Development Programs c. UCSF-Coro Faculty Leadership Collaborative d. National Center for Faculty Development and Diversity (NCFDD)

About half (46%) say UCSF is effectively making health and wellness programs available, and only 16% say it has been ineffective. Many take a neutral position (29%) on this or indicate they do not know (eight percent).

Track: Effectiveness of UCSF at Providing Health/Wellness Programs



Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? j. Making health promotion/wellness programs available

Differences among the faculty (Appendix Tables 36-41):

- Women are more likely than men to participate in CCFL programs.
- Faculty members in the School of Medicine are the least likely to participate in CCFL programs.
- URM's are more likely than others to participate in Faculty Development Day and the National Center for Faculty Development and Diversity.
- Those who have been at UCSF under 5 years are more likely to be unaware of CCFL programs.
- Track/Ladder Series faculty and Full Professors at Level 6+ are most likely to believe UCSF effectively makes health and wellness programs available.

E. Mentoring and nurturing faculty

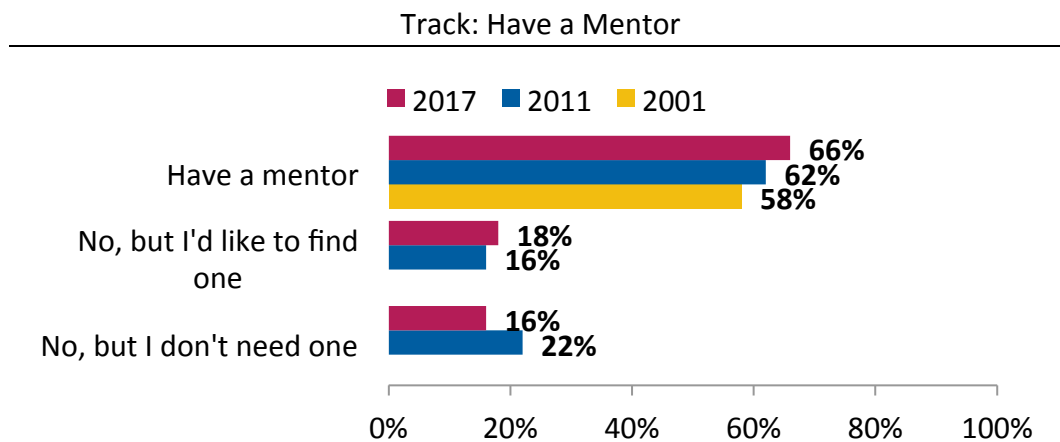
The faculty-mentoring program continues to be a popular aspect of working at UCSF. The worth of mentoring can be seen throughout the survey responses, as satisfaction on nearly every aspect we examined is higher among the individuals who have or have had a mentor.

1. Who has mentors

Fully two thirds (66%) of the UCSF faculty say they currently have a mentor, a person to whom they can turn for help with their professional lives. This participation appears to be growing: 58% in 2001 and 62% in 2011 reported having a mentor. (The 2001 question asked whether the respondent had had a mentor.)

Among those who have mentors, 44% of faculty with the rank of Assistant, Associate or Instructor and 50% of those with ranks are Professor (all steps) have taken part in the formal Faculty Mentoring Program. This suggests that many of those who feel supported by a mentor have established that relationship informally.

Eighteen percent of faculty members do not have a mentor but would like to establish such a relationship and 16% feel no need.



Q4. Do you currently have a mentor, that is, a person to whom you can turn for help with your professional life? (2001: 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.)

Differences among faculty (Appendix Table 42): Lower-ranking faculty are more likely to have mentors than those of higher rank: 86% of Assistant Professors currently have a mentor, 71% of Associates, 50% of Professors at Ranks 1-5, and 40% of Professors of Rank 6+.

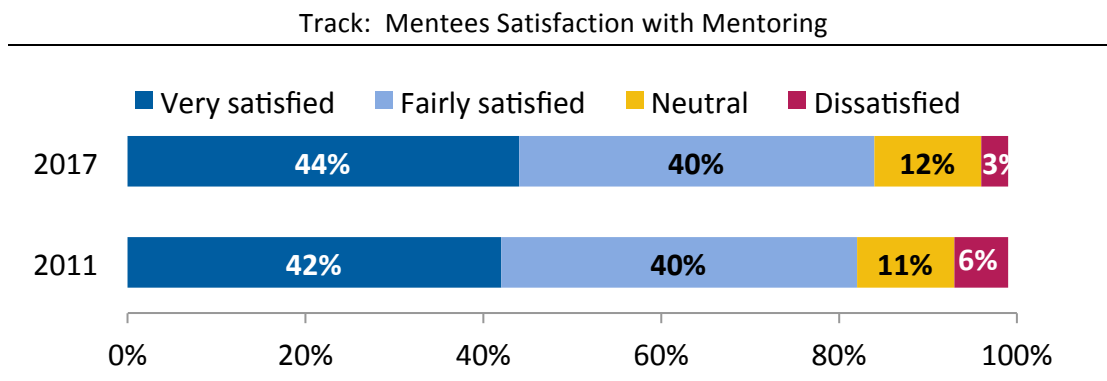
In addition, the following groups of the faculty are more likely than their peers to report having a mentor:

- Women;
- Adjunct Professors; and
- Those who have been at UCSF less than 5 years (80%) or between 5 and 9 years.

2. Quality of mentoring

Current mentees at UCSF remain relatively happy with their arrangements. Forty-four percent say they are very satisfied and 40% fairly satisfied with the quality of the mentoring they are getting. This level of satisfaction is very similar to what existed in 2011.

Differences among the faculty (Appendix Table 43): Satisfaction with the quality of mentoring is fairly consistent across subgroups. However, URM’s are more likely than others to be very satisfied in this regard.



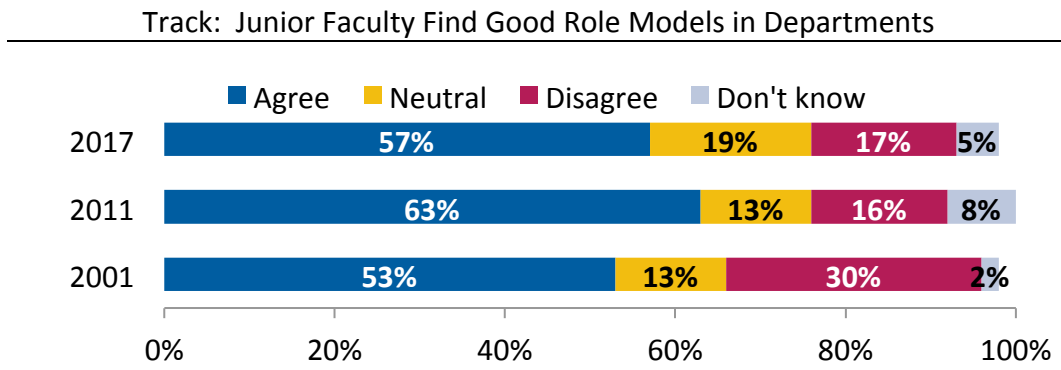
Q5. (n=794) How satisfied are you with the quality of mentoring you've received? Very satisfied, fairly satisfied, neutral, fairly dissatisfied, very dissatisfied

3. Rating UCSF’s efforts to provide mentoring and role models for junior faculty

Effectiveness of UCSF efforts: The UCSF faculty members remain largely positive in their views about the mentoring available to them. As reported in the chapter on faculty satisfaction, six in ten (60%) are now satisfied with their access to mentoring – essentially the same level of satisfaction as we saw in 2011.

Providing role models: In the current survey, 57% say “junior faculty in my department find good role models” (20% strongly agree, 37% somewhat agree), 19% are neutral and 17% disagree (5% strongly, 12% somewhat). While the belief that good role models existed in the

departments appeared to have grown between 2001 and 2011, this year we see a slight drop, so this is an area to monitor.

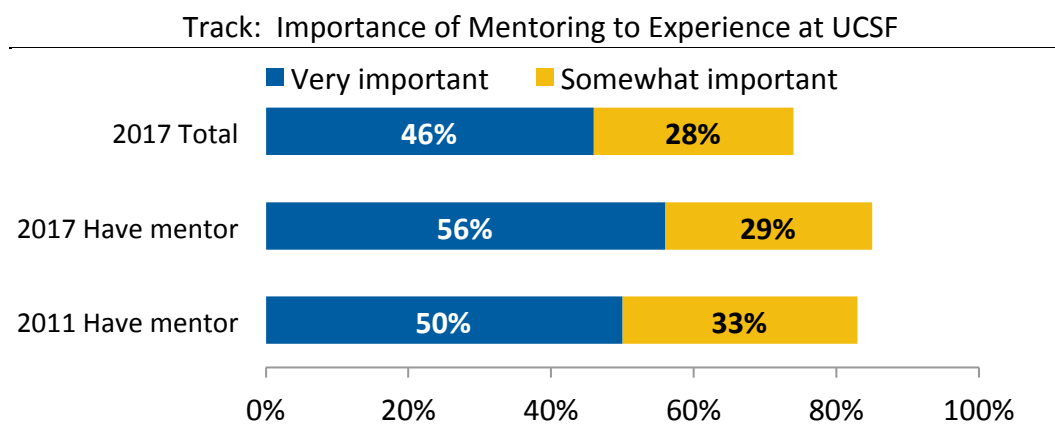


Q16. To what extent do you agree or disagree with each of the following...strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree, don't know? a. Junior faculty in my department find good role models.

Differences among the faculty (Appendix Table 44): Assessments of UCSF’s efforts to provide mentoring and role models to junior faculty are fairly consistent across subgroups.

4. Mentoring and the experience at UCSF

Self-reported impact of mentoring on experience: Most members of the faculty agree that mentoring is important to making the experience working at UCSF positive. In particular, those who have or have had mentors call them very (56%) or somewhat (29%) important to supporting a positive experience. Among the faculty as a whole (including those who do not currently have mentors), seven in ten (74%) say that mentoring has been very (46%) or somewhat (28%) important in making their experience at UCSF positive, while many fewer say that mentoring has been just a little bit (13%), not very (8%), or not at all important to them (4%).



Q6. How important is, or has been, mentoring to you in making your experience at UCSF positive? (2001: [n=614 who had mentors] How important was having a mentor to you in making your experience at UCSF positive?)...very important, somewhat important, just a little bit, not very important, not at all important?

Differences among the faculty (Appendix Table 45): Among the faculty as a whole, the most likely to report that mentoring has been very important to their experiences include these groups:

- Women;
- Asian and URM faculty;
- Adjunct faculty;
- Assistant and Associate Professors; and
- Those who have been at UCSF less than ten years.

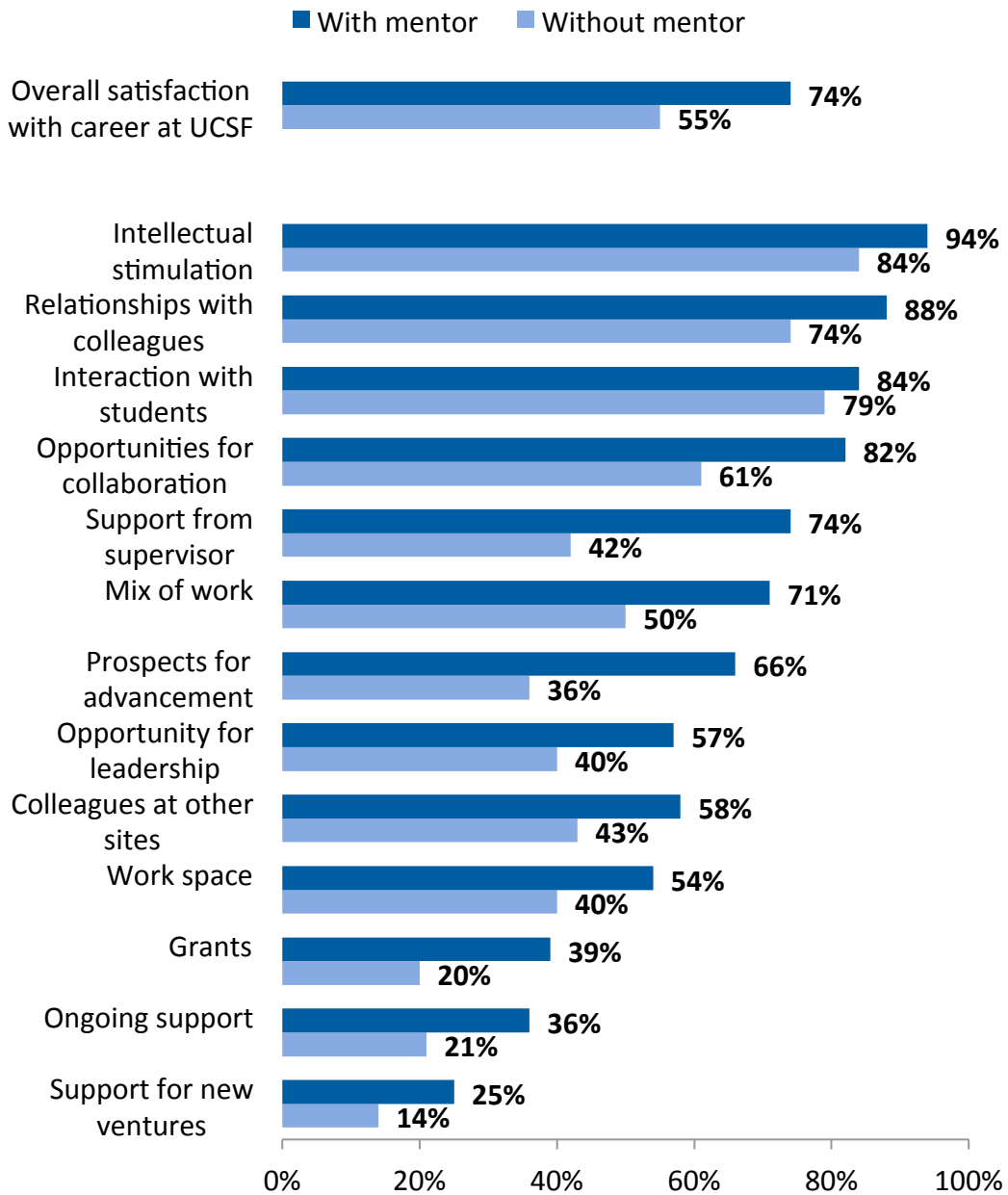
Focus on the impact of mentoring on the satisfaction levels of Assistant and Associate Professors (Appendix Tables 1-17): Looking back at the question series on satisfaction with 12 aspects of being a UCSF faculty member in earlier chapters, it is clear that the Assistant and Associate Professors with mentors are more likely to find their experiences to be positive than are their mentor-less colleagues. Satisfaction is somewhat higher among the mentored on almost every aspect we tested, but it is especially true for views on support from advisors and the likelihood of advancement. Seventy-four percent of Assistant and Associate Professors with mentors are very or fairly satisfied with the support they receive from their supervisors, compared to 42% of the non-mentored in these series. Sixty-six percent of the mentored express satisfaction with their prospects for advancement, while only 36% of the non-mentored feel this way.

Seventy-four percent of Assistant and Associate faculty who have mentors express satisfaction overall with their career at UCSF (22% very satisfied, 52% fairly) compared to only 55% of faculty of those ranks who do not have mentors (12% very, 43% fairly). Among Full Professors, 93% of those who have mentors are satisfied (51% very, 42% fairly), compared to 76% of those who do not have mentors (24% very, 52% fairly).

Mentoring does not have a positive impact on the more personal complaints that many faculty members have, including their commutes and the amount of time they have for themselves and their families.

Satisfaction among Junior Faculty by Mentor Status

% of Assistant and Associate Professors saying very or fairly satisfied



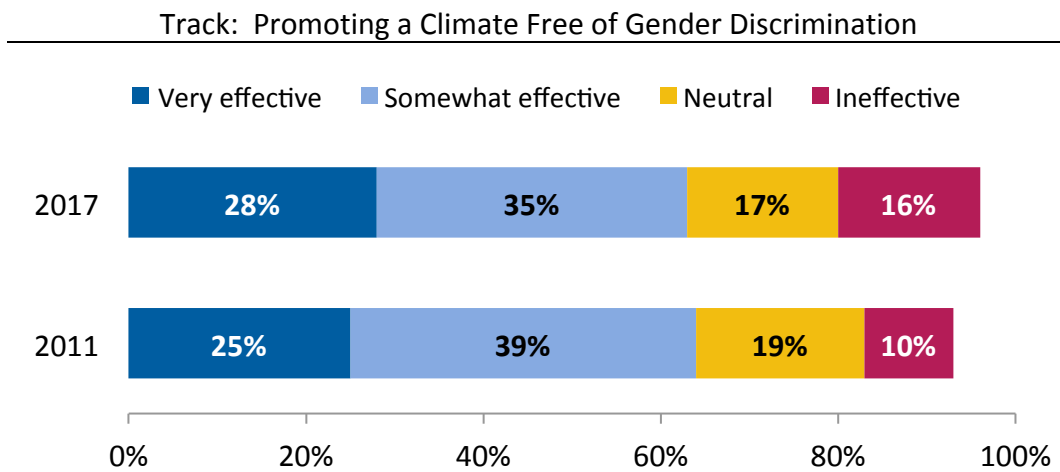
Q1. Thinking overall, how satisfied are you with your career at UCSF? Q3. Currently, how satisfied are you with each of the following at UCSF...very satisfied, fairly satisfied, neutral, fairly dissatisfied, very dissatisfied, N/A? m. The intellectual stimulation of your work; h. relationships with your colleagues; e. Your interactions with students/trainees; j. Opportunities for collaboration; k. Overall support from your direct supervisor; d. Your mix of research, teaching, and clinical practice; f. Your prospects for advancement; g. Your opportunities for leadership positions; i. Access to colleagues based at various UCSF sites; n. Your work space; q. Grants you have been able to obtain to support your work and/or your lab; p. Ongoing support, including funding, staff, and equipment from UCSF; o. Support, including financing, staff, and equipment, from UCSF for start-up or new ventures

F. Gender equality

UCSF has a generally good reputation among its faculty on issues of gender equality, although it may be experiencing a little slippage among women. In addition the women on the faculty hold quite different opinions on the questions of equity and the climate for themselves than do the men.

1. UCSF effectiveness at promoting a climate free of gender discrimination

UCSF efforts on gender discrimination: Most members of the faculty say UCSF is very (28%) or somewhat (35%) effectively promoting a climate that is free of gender discrimination – a positive assessment that has held steady since 2011. This year 16% say it is ineffective. Seventeen percent say their view is neutral.



Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? k. Promoting a climate among the faculty that is free of gender discrimination

Differences between men and women (Appendix Table 46): Women are less likely than men to say UCSF is effective in promoting a climate free of discrimination, but even among women, twice as many offer positive evaluations (51%) than negative ones (26%). Among men, 76% call UCSF effective and only six percent ineffective.

Other differences among the faculty (Appendix Table 46): Other groups also less likely to believe UCSF effectively promotes a climate free of gender discrimination include:

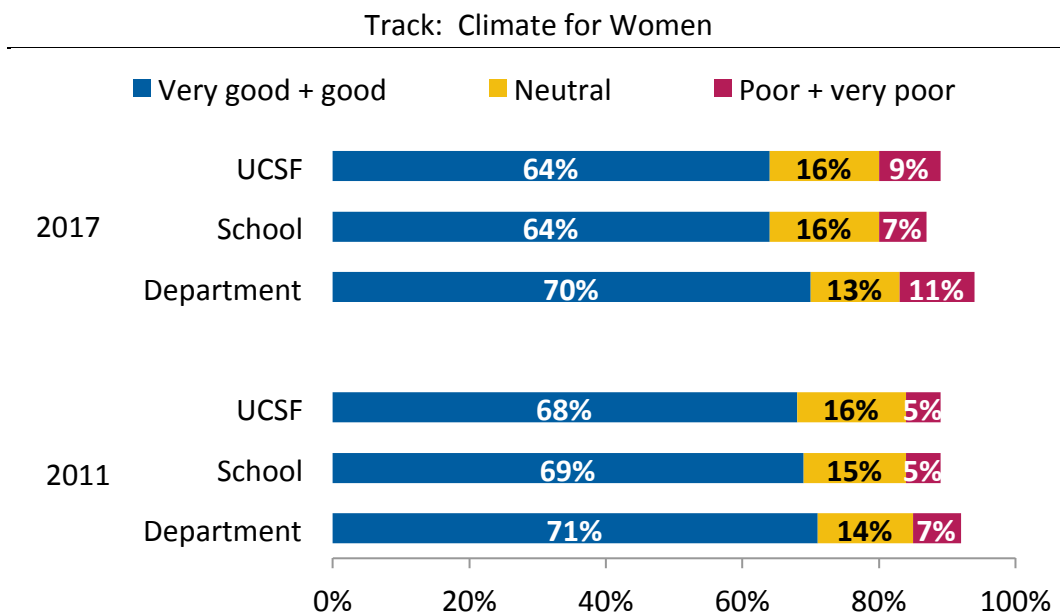
- URM;
- LGBTQ faculty;
- Adjuncts; and

- Part-time faculty.

2. The existing climate

Climate for women: When the question focuses on women, majorities of the faculty say the climate is good or very good at UCSF as a whole, in their Schools, and in their departments. There appears to be only a slight drop in positive views on this issue compared to 2011.

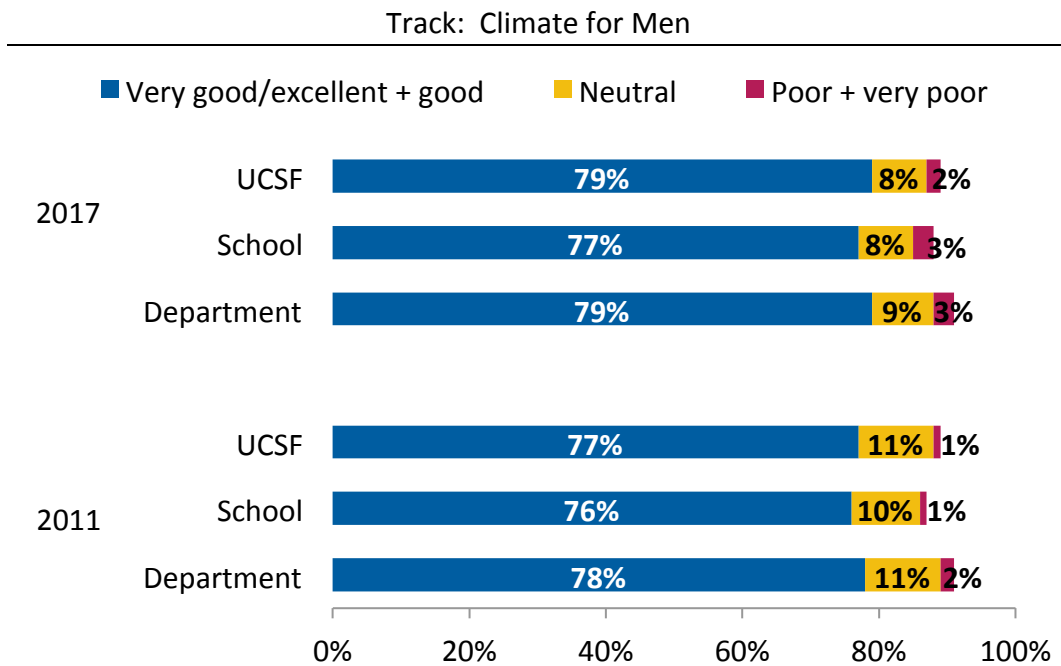
- At UCSF in general, 64% of the faculty say the climate is very good (24%) or good (40%), while 9 percent describe it as poor (eight percent) or very poor (one percent). Overall this is not too dissimilar to the 2011 ratings (27%, 41%, four percent and one percent), but could be the beginning of a decline.
- The story is the same in the Schools. Sixty-four percent say the climate is very good (26%) or good (38%), while seven percent describe it as poor (six percent) or very poor (one percent). In 2011 these figures were similar: 31%, 38%, four percent and one percent.
- In departments, views are also holding steady; seventy percent describe the climate for women as very good (37%) or good (33%), while 11% offer poor (eight percent) or very poor (three percent) opinions. The 2011 results were 38%, 33%, five percent and two percent.



Q8. How would you describe the climate overall for WOMEN...very good, good, neutral, poor, very poor, don't know? a. at UCSF in general; b. In your School; c. In your department .

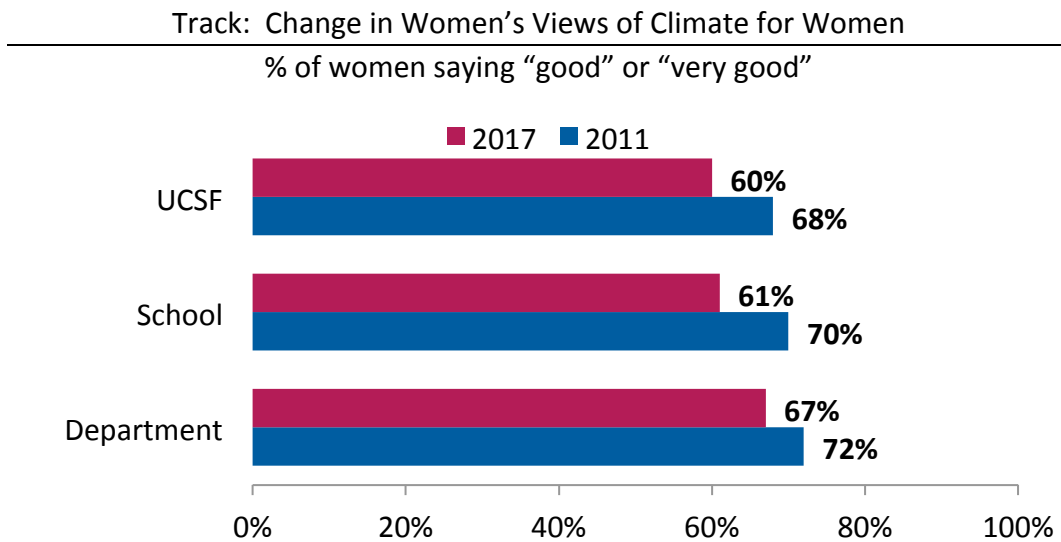
Climate for men: Perceptions for the environment for men are higher than that experienced by women – as we have seen in each study. In 2011 and 2017 more than seven in ten have said the climate for men is very good or good at each level.

- At UCSF overall, this year 79% say the climate for men is good (33%) or very good (46%).
- In their Schools, 77% say the climate is good (33%) or very good (44%).
- In their departments, 79% say the climate is good (31%) or very good (48%).



Q9. How would you describe the climate overall for MEN...very good (2001: excellent), good, neutral, poor, very poor, don't know? a. at UCSF in general; b. In your School; c. In your department

Differences between men and women (Appendix Tables 47-49): While a majority of men and women continue to rate the climate for women as “very good” or “good,” a gap has opened between the way women and men view this issue. In 2011 men and women gave their university, School, and department similar ratings. In the 2017 survey we find that women are about eight to nine percentage points less likely than their male counterparts to rate the climate towards women good or very good. Looking specifically at women, we see that opinions of the climate for women have worsened somewhat at each level.



Q8. How would you describe the climate overall for WOMEN...very good, good, neutral, poor, very poor, don't know? a. at UCSF in general; b. In your school; c. In your department

Track: Change in Views of Climate for Women by Gender

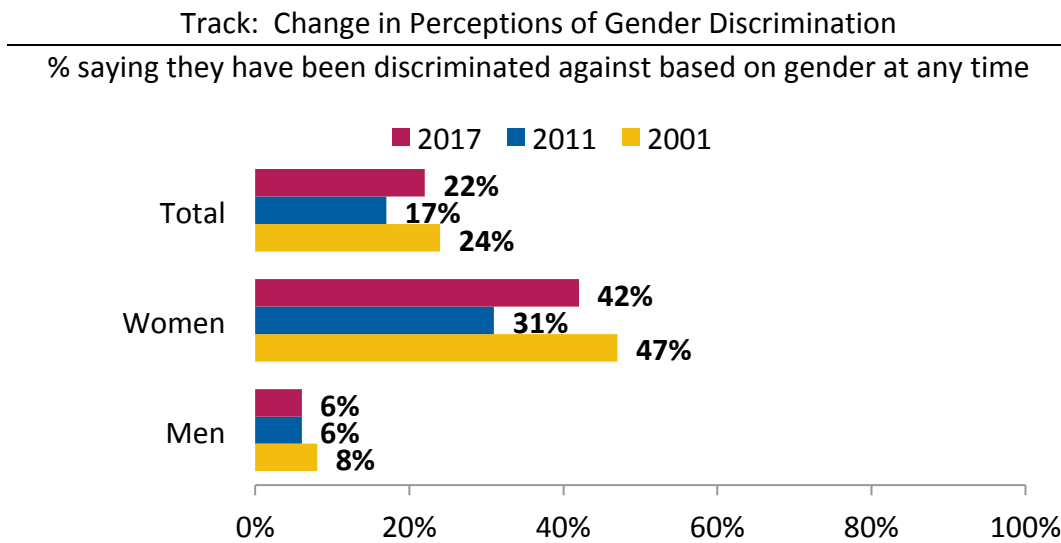
Q8. How would you describe the climate overall for WOMEN...very good, good, neutral, poor, very poor, don't know? a. at UCSF in general; b. In your school; c. In your department

% saying very good or good	UCSF		School		Department	
	2017	2011	2017	2011	2017	2011
Total	64%	68%	64%	69%	70%	71%
Men	69%	67%	70%	68%	75%	71%
Women	60%	68%	61%	70%	67%	72%
Difference between men and women	-9	+1	-9	+2	-8	+1

Other differences among the faculty (Appendix Tables 47-49): Professors at Step 6+ and Tenure Track/Ladder Series faculty are among the most likely to consider the climate for women positive at all three levels.

3. Perceptions of experiencing discrimination personally

Personal experience of discrimination: The 2017 survey indicates a resurgence in feelings among the female faculty that they have been discriminated against on the basis of gender at some point in their careers at UCSF. Overall, 24% of the faculty say they feel they have been discriminated against based on their gender, where as 17% said that in 2011 and 22% in 2001. The percentage of men answering yes to this question has stayed essentially the same over the last 16 years, but the figures among women are striking. While the percentage of women dropped from 47% in 2001, to 31% in 2011, it moved back up to 42% in 2017. It is not possible to know if the increase in women reporting such discrimination is a result of the growing attention given to the issue at UCSF, an increase in actual discriminatory actions, a combination of the two, or other factors.



Q24. Do you feel that, at any time, you have been discriminated against at UCSF on the basis of your: a. Gender

Other faculty who are more likely to report gender discrimination include:

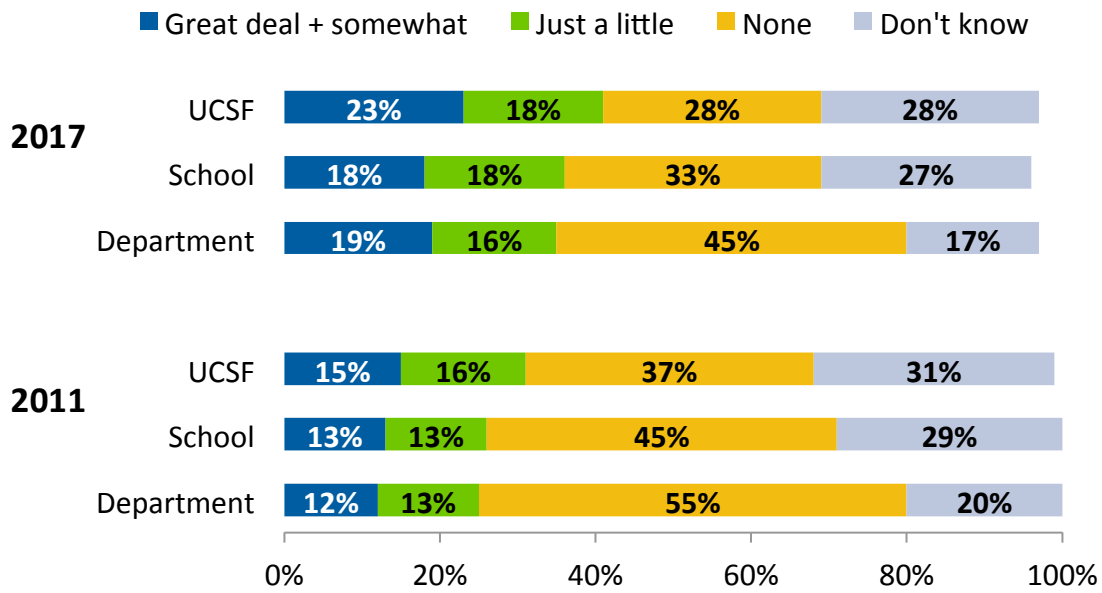
- Associate professors,
- Full professors at steps 1-5, and
- Faculty with children 12-18.

4. Perceptions of inequity based on gender

Inequity for women: An additional worry is the apparent rise in faculty members who say there is inequity or unequal treatment for women at each level and the decline in those who say there is none. While the changes are not enormous and there are very few who say there is a great deal of inequity for women at each level, the movement upward in the somewhat category and downward in the none category are noticeable.

- At UCSF in general, the percent who say there is a great deal or some inequity has risen from 15% in 2011 to 23% today. The number saying there is none has fallen from 37% to 28%.
- At the School level, the 2011 figure for a great deal or some inequity was 13%; today it is 18%. For none, in 2011 we registered 45%; today it stands at 33%.
- In the departments, 19% say there is some or a great deal, up from 12% in 2011. Today 45% say there is none, but 55% said that in 2011.

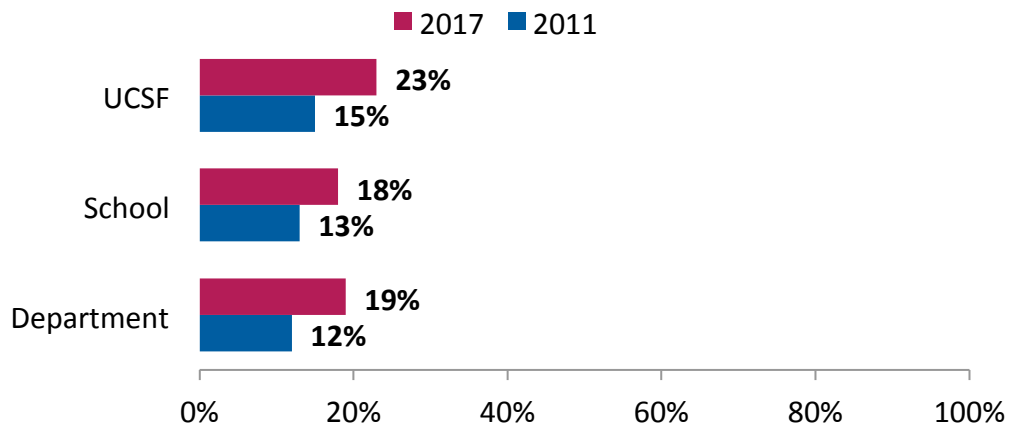
Track: Inequity or Unequal Treatment for Women



Q18. Is there inequity or unequal treatment for WOMEN...a great deal, somewhat, just a little, none, don't know? a. At UCSF in general; b. In your School; c. In your department

Track: Change in Inequity or Unequal Treatment for Women

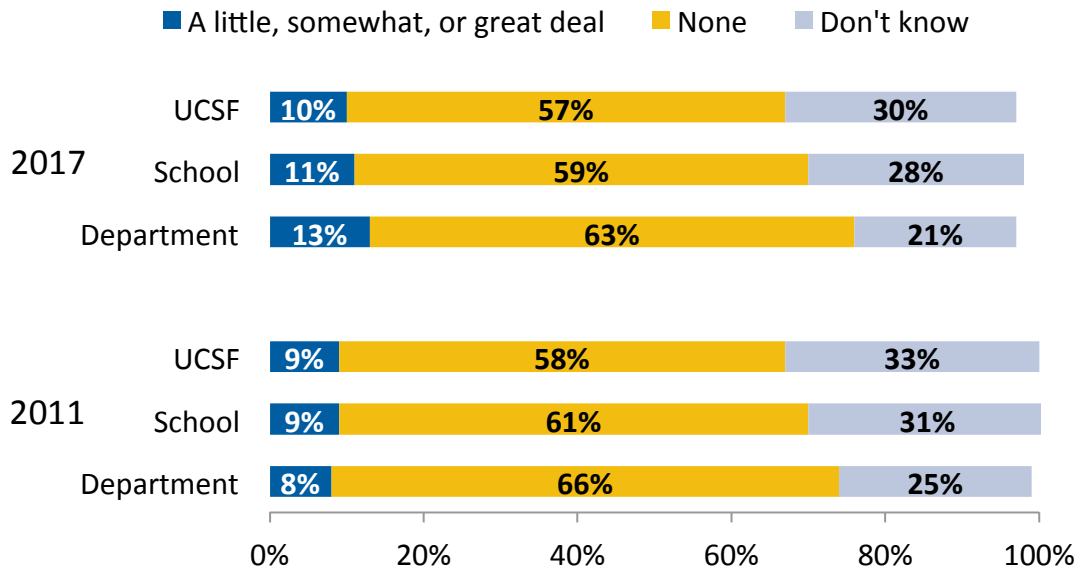
% saying a great deal or somewhat



Q18. Is there inequity or unequal treatment for WOMEN...a great deal, somewhat, just a little, none, don't know? a. At UCSF in general; b. In your School; c. In your department

Inequity for men: Very few faculty members at UCSF say that there is inequity or unequal treatment for men at any level – UCSF in general, the Schools or the Departments.

Track: Inequity or Unequal Treatment for Men



Q19. Is there inequity or unequal treatment for MEN...a great deal, somewhat, just a little, none, don't know? a. At UCSF in general; b. In your School; c. In your department

Differences between men and women (Appendix Tables 54-56): There has been an increase of ten percentage points among women who say there is a great deal or some unequal treatment for women in their department (30% 2017, 20% 2011), their School (31% 2017, 21% 2011) and UCSF overall (37% 2017, 27% 2011). Men's opinions about unequal treatment for women have not seen the same large shift.

Track: Change in Inequity or Unequal Treatment for Women by Gender

Q18. Is there inequity or unequal treatment for WOMEN...a great deal, somewhat, just a little, none, don't know? a. At UCSF in general; b. In your School; c. In your department

% saying a great deal or somewhat	Total	Men	Women
<u>UCSF</u>			
2017	23%	11%	38%
2011	15%	7%	27%
Difference between years	+8	+4	+11
<u>School</u>			
2017	18%	9%	30%
2011	13%	6%	21%
Difference between years	+5	+3	+9
<u>Department</u>			
2017	19%	8%	30%
2011	12%	7%	20%
Difference between years	+7	+1	+10

Other differences among the faculty (Appendix Tables 54-56): As rank rises, the number saying that there is no unequal treatment does too. However, those of lower ranks are more likely to say they do not know, and are not especially likely to say there is inequity.

5. Manifestations of inequity and discrimination

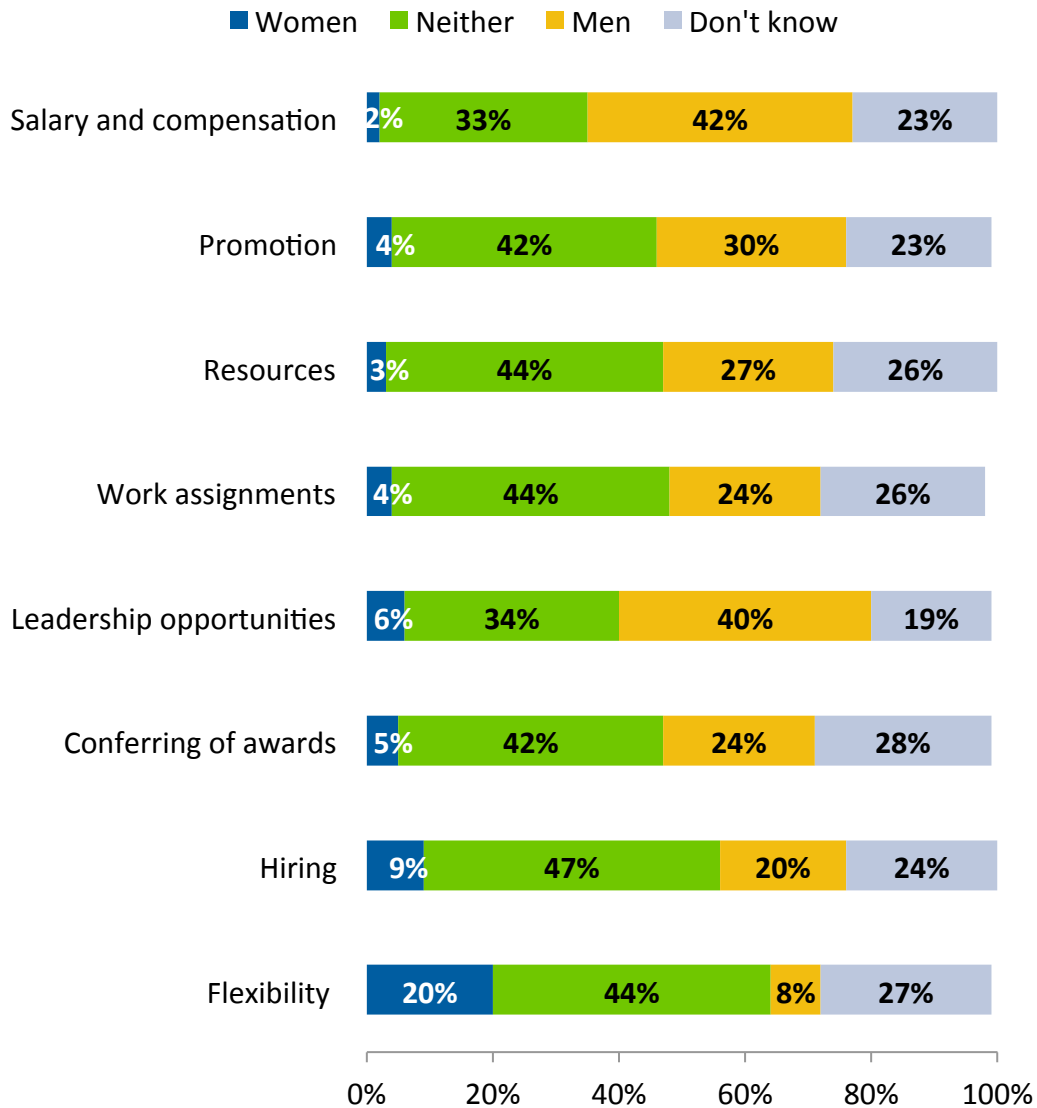
As we have seen in the earlier studies, in most specific personnel and recognition functions at UCSF, a plurality sees no preference for men or women – and a quarter or so claim to not know about the issue. However, where there is the perception of preference, it goes to the men in every category except flexibility to meet personal and family needs.

A series of eight functions we tested saw a decline between 2001 and 2011 in views that men were given preference, but this year we saw a reversal of these views, with responses giving more preference to men than in 2011 in each category. This increase in the view that men are getting the better treatment has occurred almost entirely by changes in the answers of women faculty members, not the men.

- Today a third (33%) say there is no preferential treatment for men in salary and compensation, and 42% say that preference goes to men. In 2011 four in ten (37%) believed there was none, while 32% said men are preferred. In 2001, 32% believed men were preferred in “salary and compensation package.”
- Forty-two percent today say neither gender is preferred in promotion, while 30% say men are. In 2011 these figures were 44% and 22% respectively.
- When it comes to allocation of space and resources, 44% say neither men nor women are given preference, and 27% say men get preference. In 2011 these stood at 48% and 21% respectively.
- Opportunities to assume leadership positions are seen by 34% as an area without preference, and 40% say men receive preferential treatment. This category has seen change since 2011 when the figures were 45% as an area without preference and 24% say men receive preferential treatment.
- Forty-four percent say neither gender is preferred when it comes to desirable work assignments. Twenty-four percent say men receive preferential treatment. In 2011 these results were 48% and 16% respectively.
- In hiring, 47% see no preference while 20% say that men are preferred and nine percent say that women are preferred. These figures were 47%, 15% and nine percent respectively in 2011.
- There is a sizable change in perceptions of conferring of awards. Today 42% say there is no preference and 24% say men are preferred. In 2011, more (53%) said there was no preference and just 10% said the preference went to men.

- In one category -- flexibility to meet personal or family needs – women are perceived as getting preferential treatment more often than men. Twenty percent of faculty members say women receive preferential treatment, while 44% believe there is no preference. In 2011 the results were 24% and 44% respectively.

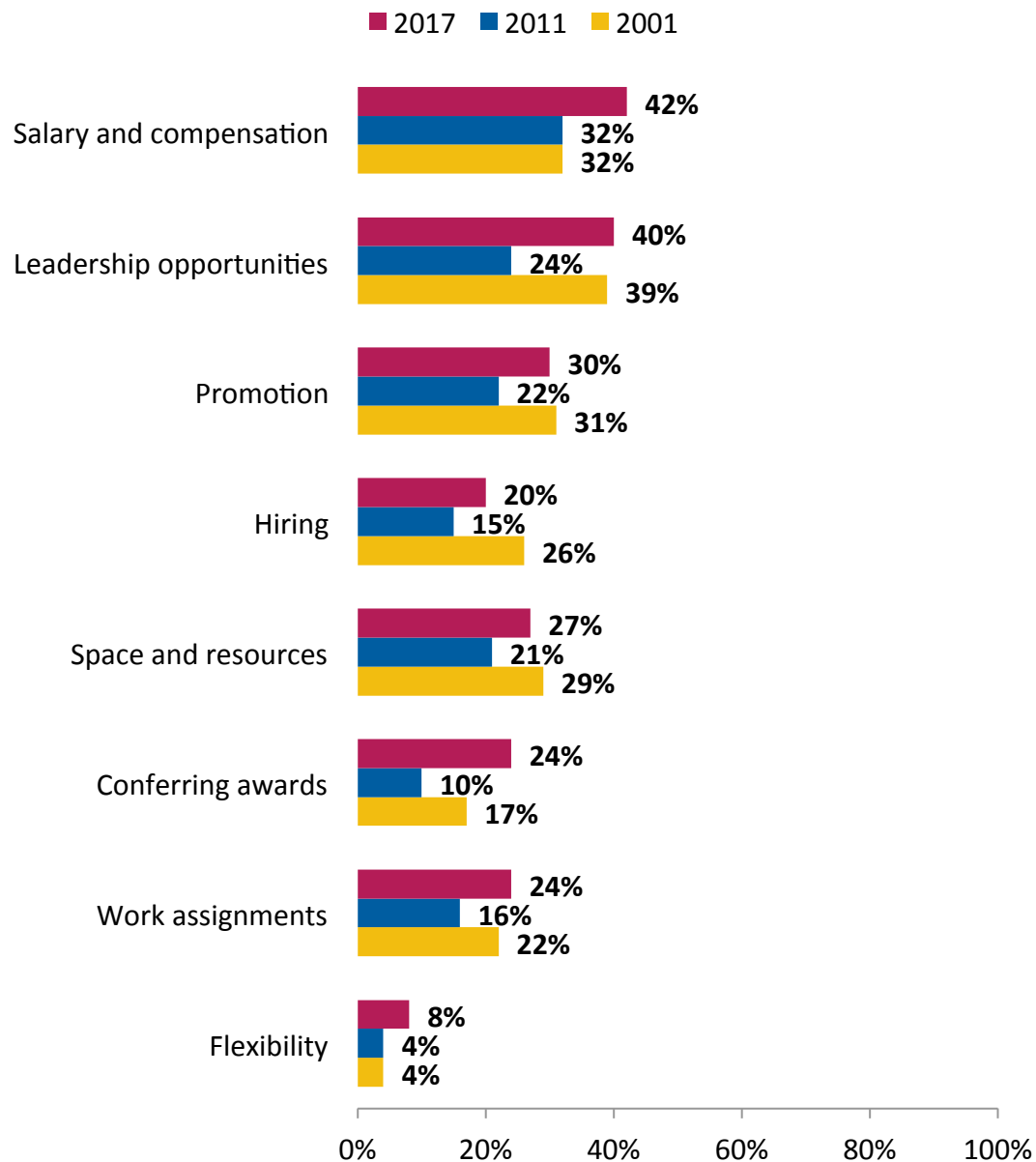
Which Gender is Perceived as Getting Preferential Treatment at UCSF



Q15. Based on your observations, how often do women or men receive preferential treatment at UCSF in each of the following categories? Women get preferential treatment most of the time, women get preferential treatment some of the time, there is no preferential treatment of either, men get preferential treatment some of the time, or men get preferential treatment most of the time, don't know? a. Salary and compensation; c. Promotion; f. Allocation of space and resources; d. Desirable work assignments; h. Opportunities to assume leadership positions; g. Conferring of awards; b. Hiring; e. Flexibility to meet personal or family needs

Track: Change in Perception of Preferential Treatment

% saying men receive preferential treatment



Q15. Based on your observations, how often do women or men receive preferential treatment at UCSF in each of the following categories? Women get preferential treatment most of the time, women get preferential treatment some of the time, there is no preferential treatment of either, men get preferential treatment some of the time, or men get preferential treatment most of the time, don't know? 2001: Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories? Women most of the time, Women some of the time, Little preferential treatment of either, men some of the time, men most of the time, don't know a. Salary and compensation (2001: Salary and compensation package); h. Opportunities to assume leadership positions; c. Promotion; b. Hiring; f. Allocation of space and resources; d. Desirable work assignments

The answers that respondents gave to an open-ended question about discrimination reveal a similar pattern, as they did in 2011. In both years, respondents were asked if they believe there is inequity or unequal treatment at UCSF, to tell us what form it takes. A new response was found in the 2017 answers: micro aggressions and subtle indications of a lack of respect (language that is now used in campus training) had not been noted in our 2011 coding. Answers along these lines were so common that they garnered a separate code this year.

Thirty percent of the faculty offered an example of inequity or unequal treatment. The answers are as follows:

- Less ability for women and minorities to be promoted; discrimination in promotion and leadership opportunities (seven percent of the total);
- Micro aggressions/subtle/lack of respect (six percent)
- Unequal pay and distribution of resources (five percent);
- Exclusion of minorities and women from collaboration or social networks (two percent);
- Difficulties for those with families, particularly women, returning from maternity leave (two percent);
- Inequality in hiring (two percent);
- Unequal workloads and committee assignments (two percent); and
- Lack of accommodation for those with physical/mental health problems (one percent).

These statements reflect common concerns reported in the open-ended question:

“Leadership positions continue to go to men - white men in particular. When women are considered for positions they are expected to have much more experience than the men who are considered. There is an assumption that the men will be able to rise to the task whereas the women will not. These positions are accompanied by higher pay so there is a hidden pay differential as well. Also, there just are not that many faculty of color making those voices less well heard and placing pressure on the few faculty to represent entire communities in many different venues.”

“Opportunity to take on leadership roles. Women are penalized for taking maternity leave in my department as we are expected to continue to pay overhead for our clinics while on leave. This limits the amount of leave people can actually take to remain financially afloat during a time when more support and funds are needed, not less. It is an archaic and unsupportive way of handling maternity leave, and it needs to change.”

Differences between men and women (Appendix Tables 60-67): Men and women on the faculty hold markedly different perceptions of the existence of preferential treatment based on gender.

Most men at UCSF are unlikely to see inequity at all, and unlikely to believe that men benefit from any inequity that does exist.

- Majorities of men say that there is no preferential treatment in nearly every area.
- There are just a few areas where more men say they do have the advantage, for example in the areas of salary and compensation. But even in these instances, there are just small numbers of men who believe men are advantaged.

In contrast, while many faculty women say there is no preferential treatment in a number of areas, pluralities or majorities see men as receiving preference in key functions such as salary and leadership.

- More than six in ten women believe that men receive preferential treatment in salary (68%) and leadership opportunities (64%). More than four in ten say the same for promotion (49%), allocation of space and resources (47%), conferring of awards (43%) and desirable work assignments (41%).
- A plurality of women (40%) see no preferential treatment in hiring but over a third (36%) believe men are preferred in this area as well.
- A plurality of women (48%) also believes there is no preferential treatment in flexibility for personal and family needs, and those who see preferential treatment are as likely to believe men (12%) get preferential treatment as women (13%) do.

Who Receives Preferential Treatment: Views Among Women and Men

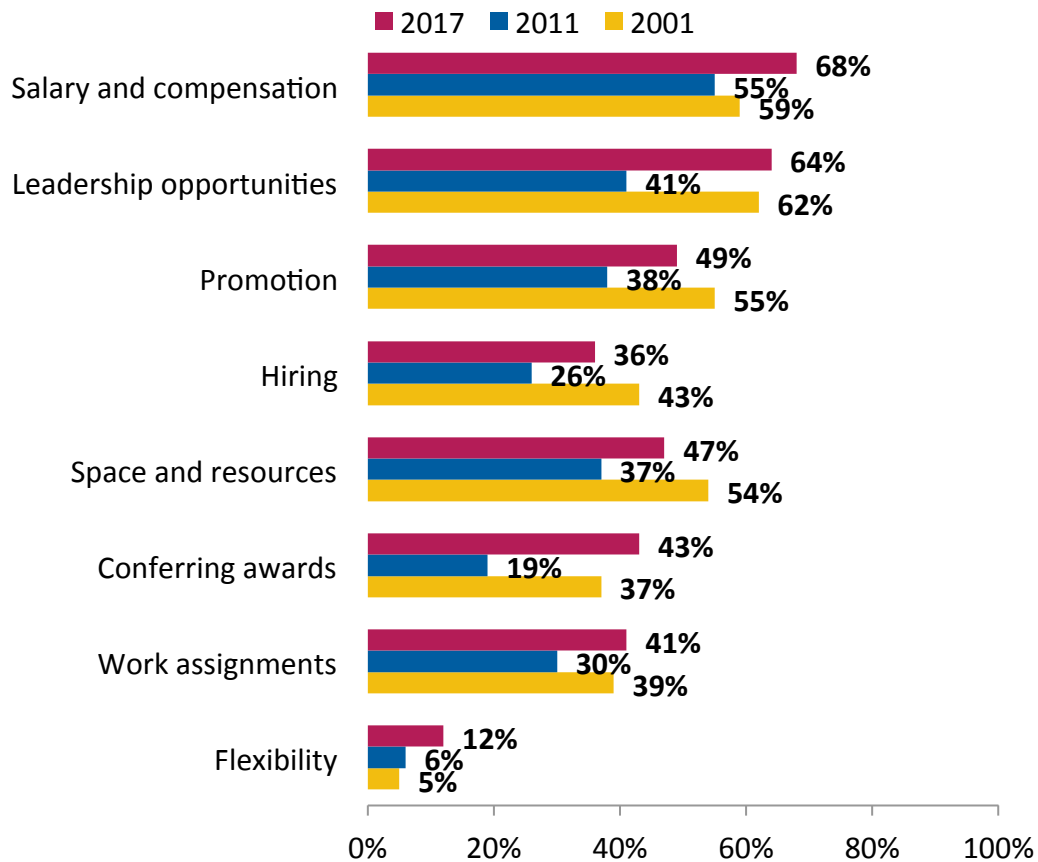
Q15. Based on your observations, how often do women or men receive preferential treatment at UCSF in each of the following categories?

	Views among women			Views among men		
	Men receive	Women receive	Difference	Men receive	Women receive	Difference
Salary and compensation	68%	1	+67	22%	3	+19
Opportunities to assume leadership positions	64%	3	+61	19%	11	+8
Promotion	49%	2	+47	14%	7	+7
Allocation of space and resources	47%	1	+46	11%	4	+7
Desirable work assignments	41%	2	+39	10%	7	+3
Conferring of awards	43%	2	+41	9%	9	0
Hiring	36%	3	+33	7%	15	-8
Flexibility to meet personal or family needs	12%	13	-1	5%	27	-22

Women's views then and now: Female faculty's perceptions of preferential treatment for men have increased by an average of 14 percentage points since 2011. The largest increases came in leadership opportunities, salary, and conferring awards.

Track: Change in Women’s Perception of Preferential Treatment

% of women saying men receive preferential treatment



Q15. Based on your observations, how often do women or men receive preferential treatment at UCSF in each of the following categories? Women get preferential treatment most of the time, women get preferential treatment some of the time, there is no preferential treatment of either, men get preferential treatment some of the time, or men get preferential treatment most of the time, don't know? 2001: Based on your observations, do women or men tend to get preferential treatment at UCSF in each of these categories? Women most of the time, Women some of the time, Little preferential treatment of either, men some of the time, men most of the time, don't know a. Salary and compensation (2001: Salary and compensation package); h. Opportunities to assume leadership positions; c. Promotion; b. Hiring; f. Allocation of space and resources; d. Desirable work assignments

Other differences among the faculty (Appendix Tables 60-67): In general, higher-ranking professors and those in the Tenure Track/Ladder Series are more likely to say that there is no preferential treatment in each area, perhaps because these faculty members are more likely to be men. URM and LGBTQ faculty are more likely to see preferential treatment for men.

6. Perception of limits to women's participation

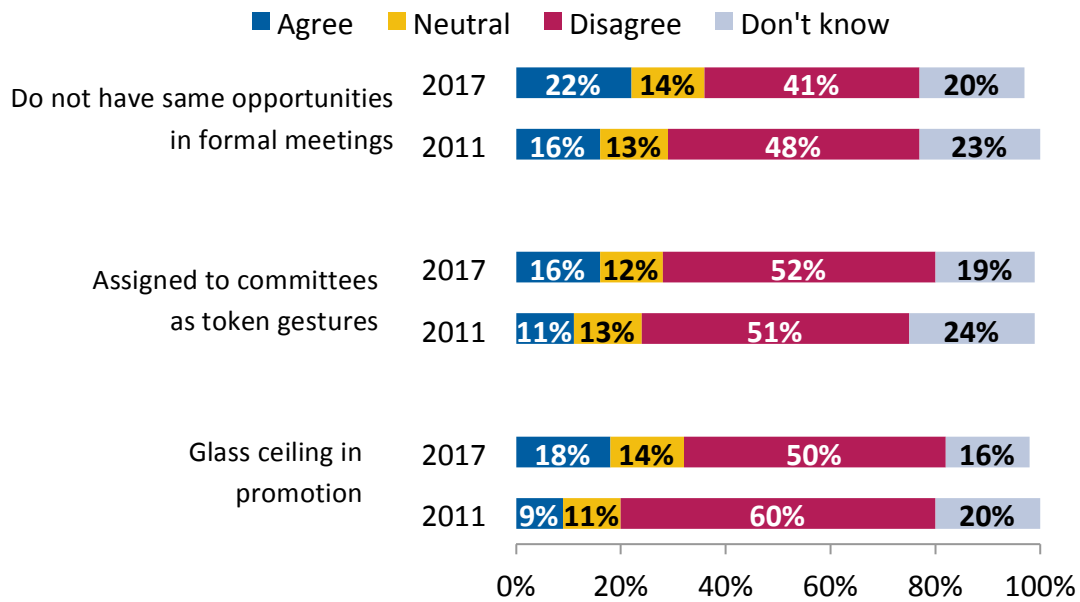
In 2017, we repeated some of a series of agree/disagree statements about the lack of opportunities for women that we had included in the past surveys. The answers continue to indicate that most UCSF faculty members do not see major limitations for women at UCSF. However, there are sizable differences of opinion based on gender and a troubling reversal of views by women.

Few believe that women are excluded from formal meetings or that women are only included on committees as tokens. And half disagree that there is a "glass ceiling" for women. However, the current survey indicates a move toward agreement that these problems do exist. The statements and the percentages responding are as follows:

- Women at UCSF do not have the same opportunities to participate in formal meetings where important business is transacted as other faculty do (in 2017 41% disagree, 22% agree; in 2011 48% disagree, 16% agree);
- Women at UCSF are often assigned to committees only as a token gesture (in 2017, 52% disagree, 16% agree; in 2011 51% disagree, 11% agree);
- A glass ceiling for promotion of women exists in their departments (in 2017 50% disagree, 18% agree; in 2011 60% disagree, nine percent agree).

For each statement, about two in ten did not offer an opinion.

Track: Perception of Limits to Women’s Participation



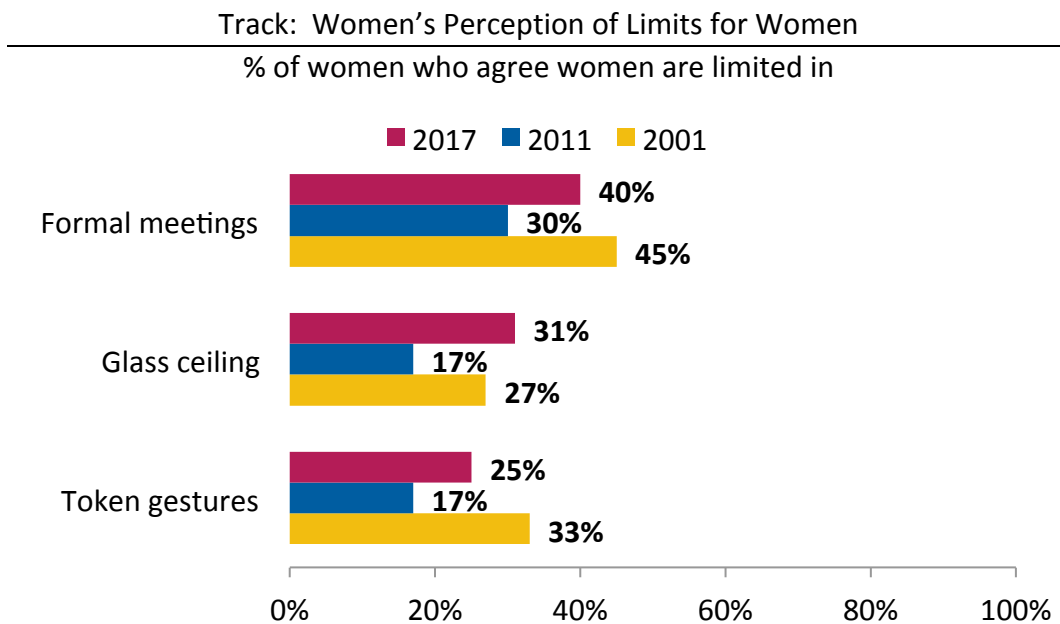
Q16. To what extent do you agree or disagree with each of the following... strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree, don't know? b. WOMEN at UCSF do not have the same opportunities to participate in FORMAL MEETINGS where important business is transacted as other faculty do; d. WOMEN at UCSF are often assigned to committees only as a token gesture; g. A glass ceiling for promotion of WOMEN exists in my department

Differences between men and women (Appendix Tables 69-71): Views on the limitations women face diverge sharply by gender. Four times as many UCSF women agree that women do not have the same opportunities as men to participate in formal meetings (40% women, 9% men). Women are also much more likely to believe that they are assigned to committees as token gestures (26% women, seven percent men) and that there is a glass ceiling for women in their Department (31% women, six percent men)

Perception of Limits to Women’s Participation at UCSF

	Total % Agree		Total % Disagree	
	Women	Men	Women	Men
Women at UCSF do not have the same opportunities to participate in formal meetings where important business is transacted as other faculty do	40%	9%	25%	57%
Women at UCSF are often assigned to committees only as a token gesture	25%	7%	43%	61%
A glass ceiling for promotion of women exists in my department	31%	6%	41%	60%

Women’s views on limits in 2001, 2011 and today: Not only does the research show a large difference in men’s and women’s views, but also a reversal in the views of women since we last measured them. In 2001, pluralities of women on the UCSF faculty agreed that they did not have the same opportunities as the men for formal and informal participation. At that time, women were divided about whether women were assigned to committees as tokens. These negative sentiments appeared to have been lowered in 2011, but this year the trend is reversed, with more concern among women rising.



Q16. To what extent do you agree or disagree with each of the following... strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree, don’t know? b. WOMEN at UCSF do not have the same opportunities to participate in FORMAL MEETINGS where important business is transacted as other faculty do. (2001: Women faculty members are often left out of, or cannot participate in, formal meetings where important business is transacted) g. A glass ceiling for promotion of WOMEN exists in my department d. WOMEN at UCSF are often assigned to committees only as a token gesture. (2001: Women faculty members are often assigned to committees at UCSF only as a token gesture)

Other differences among the faculty (Appendix Tables 69-71): Those more likely to disagree with each statement are:

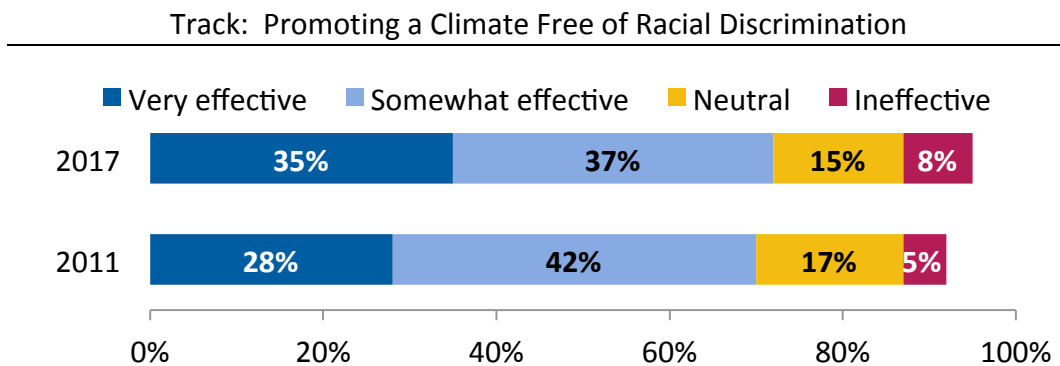
- Tenure Track/Ladder Series faculty positions; and
- Full Professors.

G. Racial equality

The 2017 survey indicates there is an increase in perceptions that UCSF is promoting a healthy climate for faculty of all races, including the opinions for the most part of underrepresented minorities (Blacks, Hispanics, and Native Americans including American Indians and Alaska Natives) themselves. Nevertheless, overall, four in ten URM's say they have been discriminated against because of their race or ethnicity, a sizable increase since 2011. And the proportion saying they do see evidence of inequity or unequal treatment for URM's across the university, although small, has risen. While a plurality of the UCSF faculty members continue to disagree that there is discrimination or bias when it comes to opportunities for professional participation, here too the results suggest a possible downward trend – especially reflected in the views of URM's.

1. Climate

UCSF efforts: Overall seven in ten faculty members (72%) agree the institution is effective in promoting a climate free of racial discrimination. In our 2017 results we have even more faculty members saying UCSF is very effective (35%) compared to 28% in 2011. Only eight percent say it is ineffective.



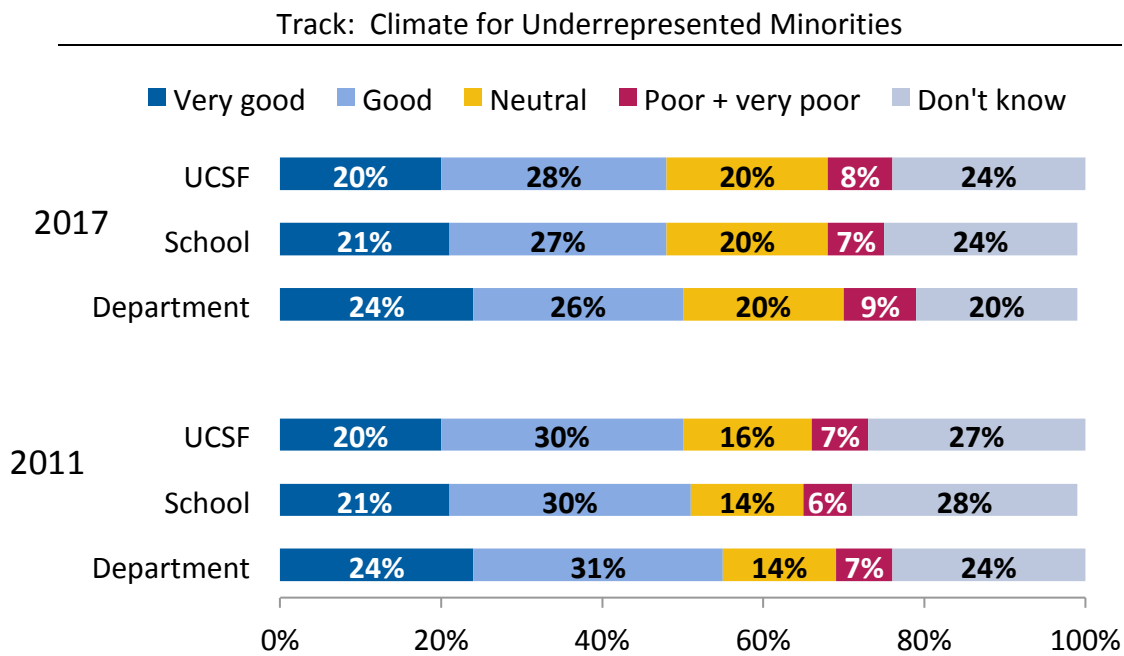
Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? I. Promoting a climate among the faculty that is free of racial or ethnic discrimination.

Climate for underrepresented minorities: When drilling down on views about the climate for underrepresented minorities (including Blacks, Hispanics, and Native Americans (American Indians, Alaska Natives), attitudes are also very positive, although about a quarter say they do not know enough to answer the questions. These views are essentially unchanged from 2011.

- At UCSF overall, 48% of the faculty members say the climate for URM's is very good (20%) or good (28%) while only eight percent say it is poor or very poor.

- At the School level, 48% say the climate is very good (21%) or good (27%), compared to seven percent poor or very poor.
- At the department level, 50% say the climate for URM is very good (24%) or good (26%), while nine percent say it is poor or very poor.

As in the last survey, at each level about a quarter of the faculty members indicate that they know too little to answer and two in ten are neutral on these questions.

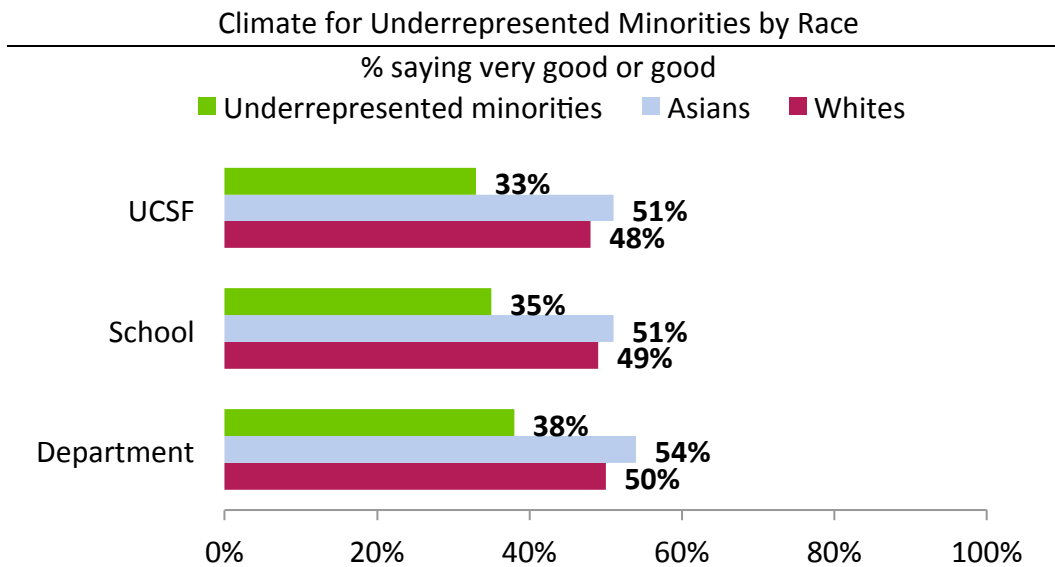


Q11. How would you describe the climate overall for underrepresented minorities [includes Blacks, Hispanics, and Native Americans (American Indians, Alaska Natives)]...very good, good, neutral, poor, very poor, don't know? a. at UCSF in general; b. In your School; c. In your department

Differences by race (Appendix Table 72): Underrepresented minorities are less likely than their colleagues to believe UCSF effectively promotes a climate free of racial or ethnic discrimination.

- Whites (36% very effective);
- Asians (37%); and
- Underrepresented minorities (23%).

On the questions about the existing climate at three levels, those who identify as members of underrepresented minority groups are far less likely than whites or Asians to say there is a positive climate for underrepresented minorities, as the chart below illustrates (Appendix Tables 73-75).



Q10. How would you describe the climate for underrepresented minorities [includes Blacks, Hispanics, and Native Americans (American Indians, Alaska Natives)]...very good, good, neutral, poor, very poor, don't know? a. At UCSF in general; b. In your School; c. In your department

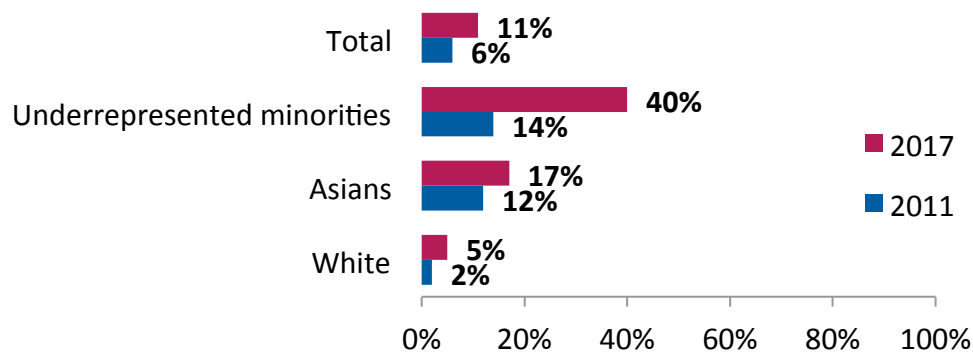
Other differences among the faculty (Appendix Tables 72-75): In addition to racial differences, views diverge among other faculty subgroups in the following ways.

- Tenure Track/Ladder Series faculty and Full Professors Steps 6+ are more likely to say UCSF is very effective at promoting a positive climate and to say the climate is very good at each level
- Men are more likely than women to consider the climate for URM's good at each level.

2. Perceptions of discrimination and inequity based on race

Personal experience of discrimination (Appendix Table 53): Overall, 11% of faculty members say they have been discriminated against because of their race or ethnicity. However, four in ten URM (40%) report being discriminated against based on race or ethnicity. This represents a large increase since 2011 when just 14% of URM reported discrimination. As before, it is not possible for us to know from the survey if this represents an actual increase in instances of discrimination or heightened awareness, a combination of these, or other factors.

Track: Personal Experience of Racial Discrimination

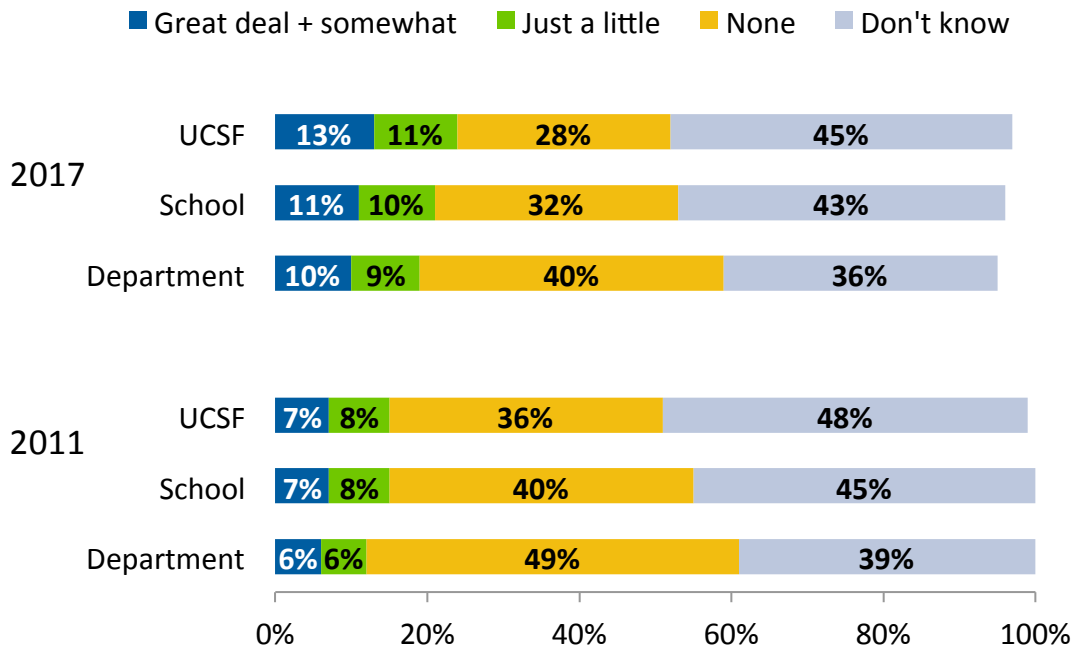


Q22. Do you feel that, at any time, you have been discriminated against at UCSF on the basis of your: b. Race/ethnicity

Inequity: There is a small portion of the faculty who say they see inequity or unequal treatment for URM across the university, although the numbers who are critical are higher than in 2011.

- At UCSF in general, 13% say there is a great deal or some unequal treatment, about twice as many as in 2011; and the percentage saying there is none is 28% -- down from 36% in 2011. Many faculty members say they do not know enough to say (45%).
- Only 11% believe there is a great deal or some inequity for URM in their School, and the number saying there is none stands at 32% today, compared to seven percent and 40% in 2011. Forty-three percent say they don't know.
- In their departments the views are still highly positive although the trend may also be in a slightly more critical direction. Ten percent say there is a great deal or some inequity, and 40% say none, compared to six percent and 49% in 2011. A third, 36%, say they do not know enough to express an opinion on this.

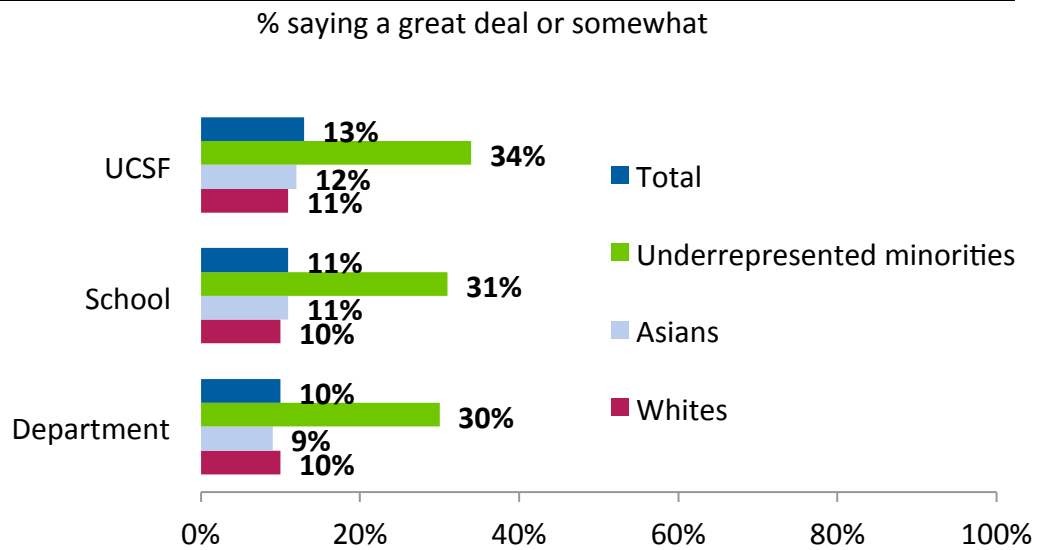
Track: Perceptions of Inequity or Unequal Treatment for Underrepresented Minorities



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

Differences by race: Underrepresented minorities are much more likely than others to say that URM face unequal treatment. Asians are more likely than others to say there is no inequality for URM, and white faculty are more likely to say that they do not know.

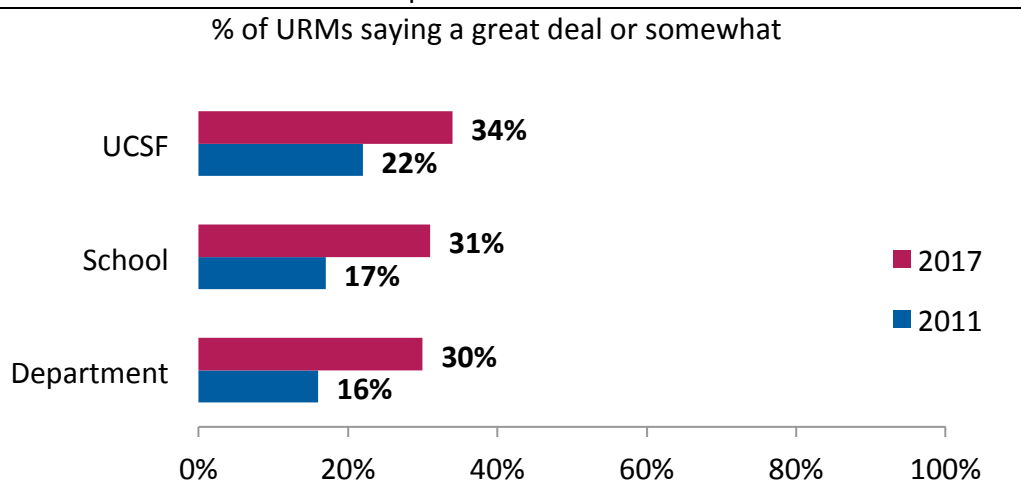
Perceptions of Unequal Treatment for Underrepresented Minorities by Race



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

These somewhat negative ratings from URM's represent a change since 2011. In that year, two in ten or fewer URM faculty believed faculty like themselves were treated unequally compared to three in ten who feel that way today.

Track: Change in URM's Perception of Unequal Treatment for Underrepresented Minorities



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

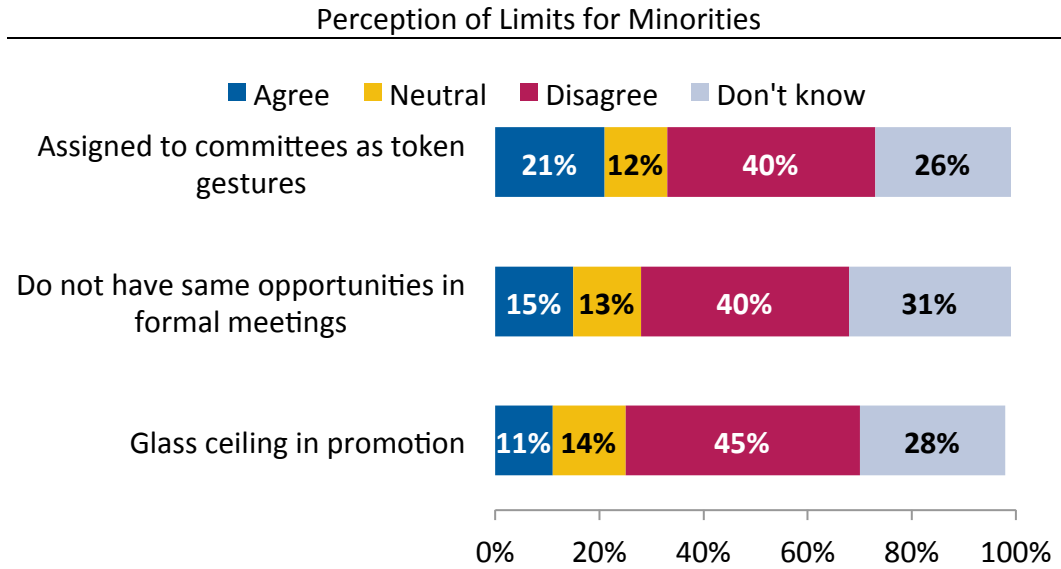
Other differences among the faculty (Appendix Tables 76-78):

- Men, Tenure Track/Ladder Series faculty, and Full Professors Step 6+ are more likely to say there is no unequal treatment for URMs at each level.
- LGBTQ faculty are more likely than heterosexual faculty to report seeing inequality for URMs.

3. Perception of limits to minority faculty members' participation

A plurality of the UCSF faculty members continue to disagree that there is discrimination or bias holding back URMs from taking advantage of opportunities, although here too the results suggest a possible downward trend – especially reflected in the views of URMs. Also a quarter or more say they lack the information to be able to answer that question about what is happening to URMs.

- Overall, 40% disagree that minorities at UCSF are often assigned to committees only as a token gesture. In 2011, 45% disagreed.
- Forty percent disagree that minorities at UCSF do not have the same opportunities to participate in formal meetings where important business is transacted as other faculty do, compared to 46% in 2011.
- Disagreement that a glass ceiling for promotion of minorities exists in their departments has fallen from 57% in the last survey to 45% now.



Q16. To what extent do you agree or disagree with each of the following... strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree, don't know? e. MINORITIES at UCSF are often assigned to committees only as a token gesture. c. MINORITIES, including Blacks, Hispanics, and Native Americans (American Indians, Alaska Natives) at UCSF do not have the same opportunities to participate in FORMAL MEETINGS where important business is transacted as other faculty do. h. A glass ceiling for promotion of MINORITIES exists in my department

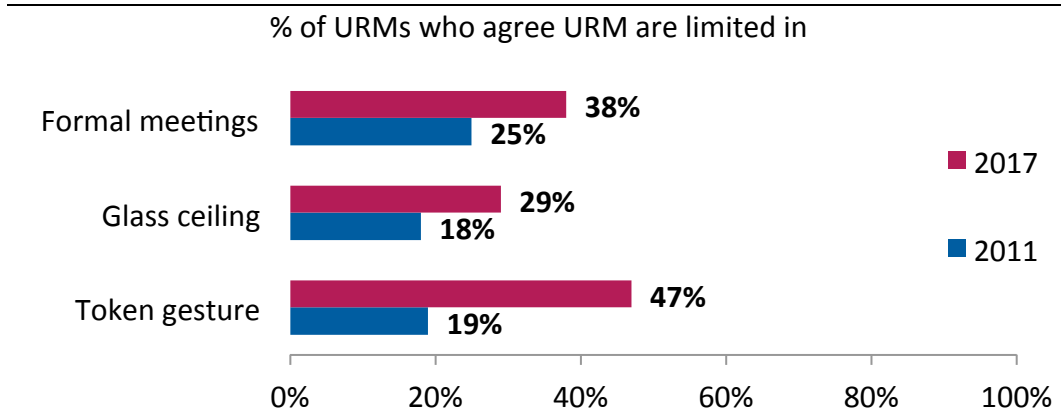
Differences by race (Appendix Tables 79-81): Pluralities of white and Asian faculty members disagree that URM are limited in their involvement and advancement at UCSF. However, members of underrepresented minorities are much more likely to see bias in each of these areas – and these perceptions are much higher than in 2011.

Perception of Limits on Minorities

Q16. To what extent do you agree or disagree with each of the following...

	Total % Agree			Total % Disagree		
	White	Asian	URM	White	Asian	URM
MINORITIES at UCSF are often assigned to committees only as a token gesture.	16%	23%	47%	44%	38%	23%
MINORITIES, including Blacks, Hispanics, and Native Americans (American Indians, Alaska Natives) at UCSF do not have the same opportunities to participate in FORMAL MEETINGS where important business is transacted as other faculty do.	11%	16%	38%	41%	43%	30%
A glass ceiling for promotion of MINORITIES exists in my department.	7%	13%	29%	48%	44%	34%

Track: Change in Underrepresented Minorities' Perception of Limits for Minorities



Q16. To what extent do you agree or disagree with each of the following... strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree, don't know? e. MINORITIES at UCSF are often assigned to committees only as a token gesture. h. A glass ceiling for promotion of MINORITIES exists in my department c. MINORITIES, including Blacks, Hispanics, and Native Americans (American Indians, Alaska Natives) at UCSF do not have the same opportunities to participate in FORMAL MEETINGS where important business is transacted as other faculty do. (2017 n=101; 2011 n=95).

Other differences among the faculty (Appendix Tables 79-81): Men, Tenure Track/Ladder Series faculty, and those with higher ranks are more likely to be confident that minority faculty do not face limits on their participation.

H. Equality for LGBTQ faculty

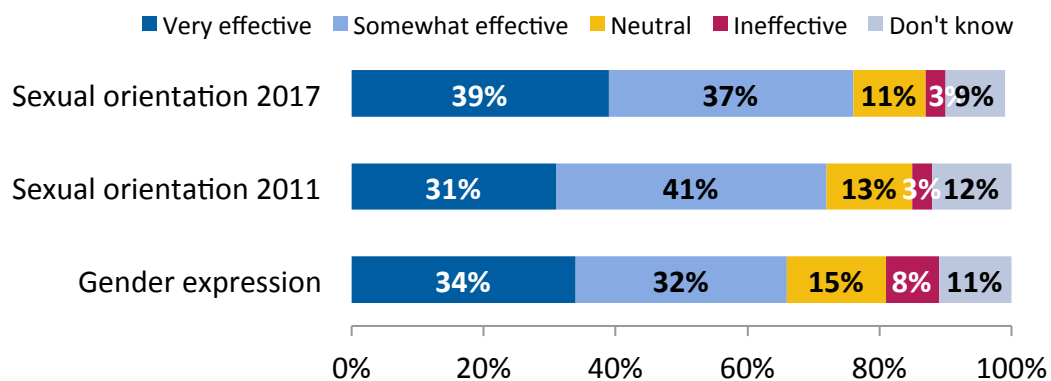
Views among the UCSF faculty about discrimination based on sexual orientation and on gender expression are very positive. The overall belief that UCSF is effective in promoting an atmosphere free of discrimination based on sexual orientation has risen in the last few years. A new question in 2017 also looked at whether the atmosphere is free of discrimination based on gender expression and found similarly positive assessment. Particularly encouraging is the finding that perceptions among the LGBTQ faculty are very positive.

1. Climate

Institutional effectiveness:

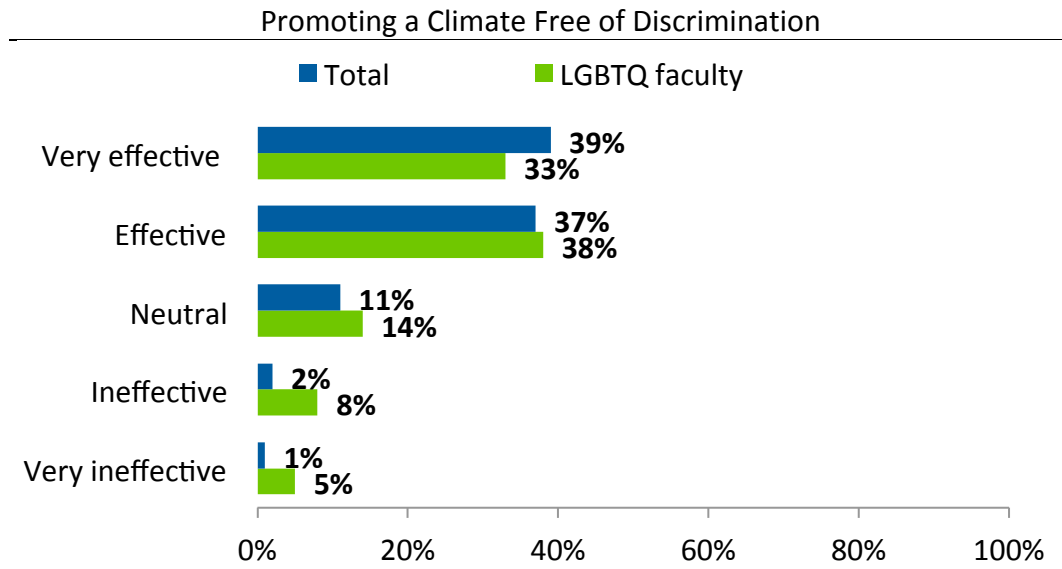
- Currently, 76% of faculty members say that UCSF is very effective (39%) or effective (37%) at promoting a climate among the faculty that is free of discrimination based on LGBTQ status, and only three percent say UCSF is very ineffective or ineffective. In 2011, 31% called these efforts very effective and 41% somewhat.
- Views are almost as positive when we asked about promoting a climate free of discrimination based on gender expression -- a new question in 2017. Two thirds call UCSF's efforts in this area very effective (34%) or effective (32%).

Track: Promoting a Climate Free of Discrimination Based on Sexual Orientation and Gender Expression



Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? m. Promoting a climate among the faculty that is free of discrimination based on sexual orientation; n. Promoting a climate among faculty that is free of discrimination based on gender expression

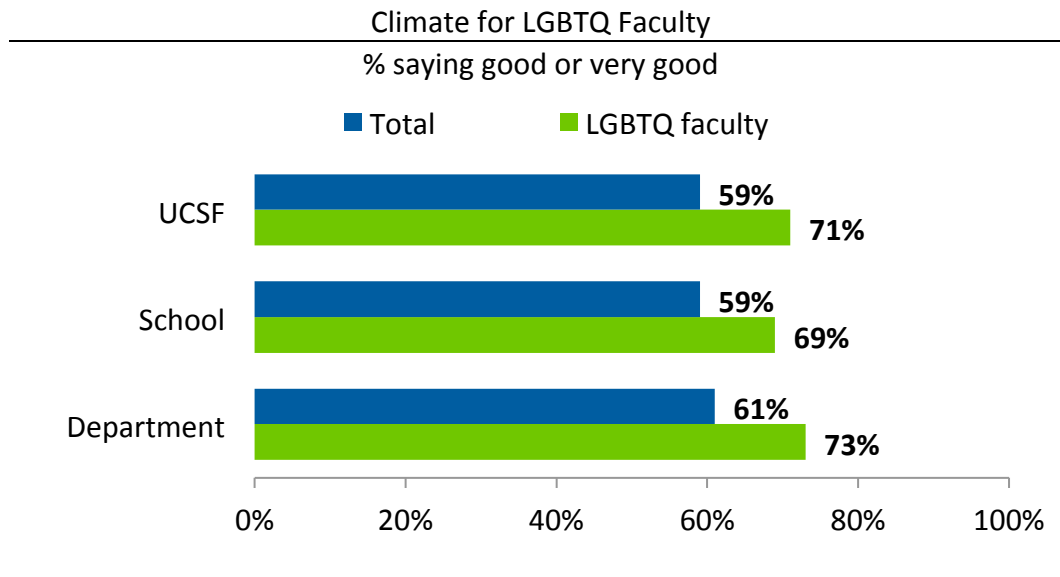
Among LGBTQ faculty, the marks are positive as well: 71% say that UCSF is very effective (33%) or effective (38%) in promoting a positive climate free of sexual orientation discrimination, although 13% say it is ineffective (eight percent) or very ineffective (five percent).



Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? m. Promoting a climate among the faculty that is free of discrimination based on sexual orientation.

Climate for LGBTQ faculty: Perceptions about the existing climate for lesbian, gay, bisexual, transgender and queer individuals at UCSF are quite good among all the faculty. As we saw in 2011, the LGBTQ members express even more positive views than other faculty about the quality of the climate for the LGBTQ population at UCSF.

- Among the faculty overall, six in ten offer positive ratings for the climate for LGBTQ individuals at UCSF (30% very good, 29% good), in their Schools (30%, 29%), and in their departments (35%, 26%). About one third indicates they do not know at each level.
- According to the LGBTQ faculty, the ratings are higher at each level, including UCSF generally (36% very good, 35% good), their Schools (40%, 29%), and their departments (49%, 24%).



Q10. How would you describe the climate overall for LGBTQ [Lesbian, gay, bisexual, and transgender, queer] individuals...very good, good, neutral, poor, very poor, don't know? a. at UCSF in general; b. In your School; c. In your department

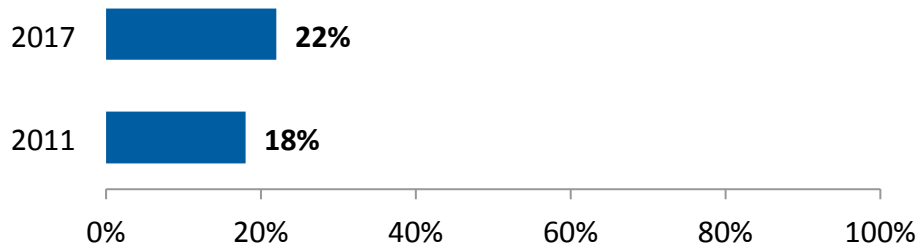
Other differences among the faculty (Appendix Tables 82-85): Other distinctions among the different groups in evaluating the climate for LGBTQ faculty and UCSF's efforts to promote a climate free of discrimination in this area include these:

- Men are more likely than women to see the climate as very good at every level and to see UCSF's efforts at promoting a discrimination-free climate as very effective.
- Tenure Track/Ladder Series and higher ranking faculty are more sanguine about the climate at all levels and about UCSF's efforts.

2. Perceptions of discrimination and inequity based on LGBTQ status

Personal experience of discrimination: About two in ten (22%) of LGBTQ faculty members say they have been discriminated against at UCSF on the basis of their LGBTQ status, or sexual orientation. In 2011 among LGBTQ faculty members, about 18% reported experiencing discrimination on this basis. While there is not a significant change in the percent, these findings do suggest there has not been improvement.

Track: LGBTQ Faculty who have Experienced Discrimination
Based on Sexual Orientation

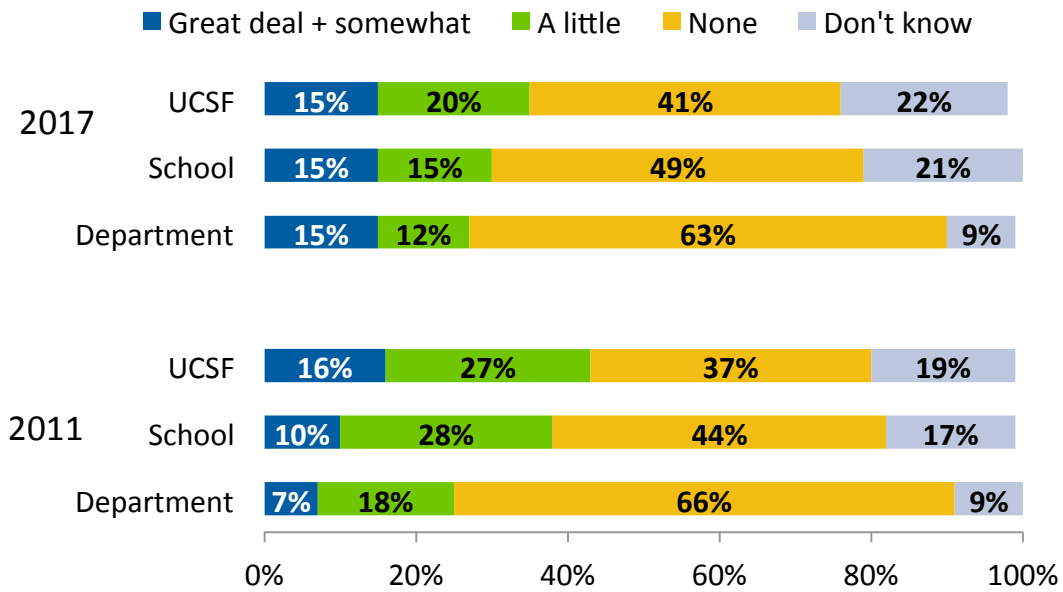


Q24c. Do you feel that, at any time, you have been discriminated against at UCSF on the basis of your sexual orientation

Inequity: Half the members of the faculty say they do not know if there is unequal treatment or inequity for LGBTQ individuals. Among those who do opine on this, they largely say there is none. LGBTQ faculty members are somewhat less sanguine.

- Among the faculty overall, 87% offer no opinion of the treatment of LGBTQ faculty or say there is no unequal treatment at UCSF in general (52% no opinion, 35% no unequal treatment), 88% their Schools (50%, 38%), and 88% their departments (43%, 45%).
- Among LGBTQ faculty, no one reported feeling that there is a great deal of unequal treatment, but around three in ten perceive some or a little inequity at UCSF (15% somewhat, 20% just a little) and their Schools (15% somewhat, 15% just a little), while a quarter perceives at least a little unequal treatment in their departments (five percent a great deal, 10% somewhat, 12% just a little).

Track: Views of Inequity for LGBTQ faculty among LGBTQ Faculty



Q20. Is there inequity or unequal treatment for LGBTQ [lesbian, gay, bisexual, and transgender, queer] individuals? (2011: Is there inequity or unequal treatment for LGBT, or lesbian, gay, bisexual, and transgendered, individuals)...a great deal, somewhat, just a little, none, don't know

Other differences among the faculty (Appendix Tables 86-88):

- Men, Tenure Track/Ladder Series and higher-ranking faculty are more likely to say there is no unequal treatment at every level.

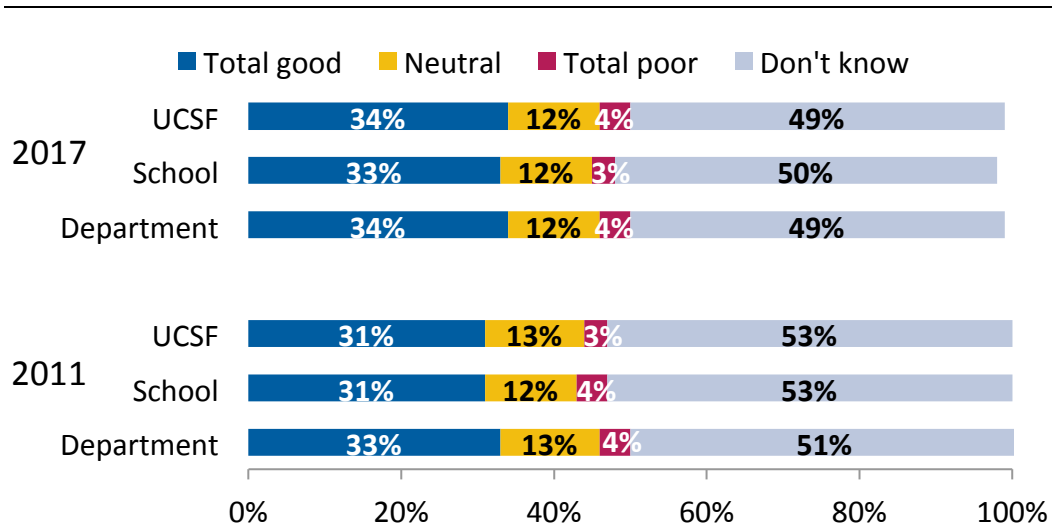
I. Equality for faculty with disabilities

The faculty at UCSF remains relatively unaware of inequity or unequal treatment for people with visible or invisible disabilities – at all levels. Our question in 2011 asked about disabled persons/those with chronic health conditions, and revealed very similar findings.

1. Climate

Half of the UCSF faculty told us they do not know the state of the climate for people with disabilities (whether visible or invisible) at UCSF in general (49%), their Schools (50%), and their departments (49%). However, among the faculty members who do have a view, they generally are very positive. For UCSF generally, 34% say the climate is very good or good; at the School level 33%; and in Departments, 34%). These findings are essentially unchanged from 2011.

Track: Views of Climate for Faculty with Disabilities (Visible or Invisible)/ Chronic Health Conditions



Q12. How would you describe the for PEOPLE WITH DISABILITIES (whether visible or invisible)? (2011: How would you describe the for disabled persons/those with chronic health conditions?) ...very good, good, neutral, poor, very poor, don't know? a. At UCSF in general; b. In your School; c. In your department

Differences among the faculty (Appendix Tables 90-92): LGBTQ faculty are slightly more likely than others to call the climate for people with disabilities poor. Groups more likely to perceive the climate as good or very good include the following:

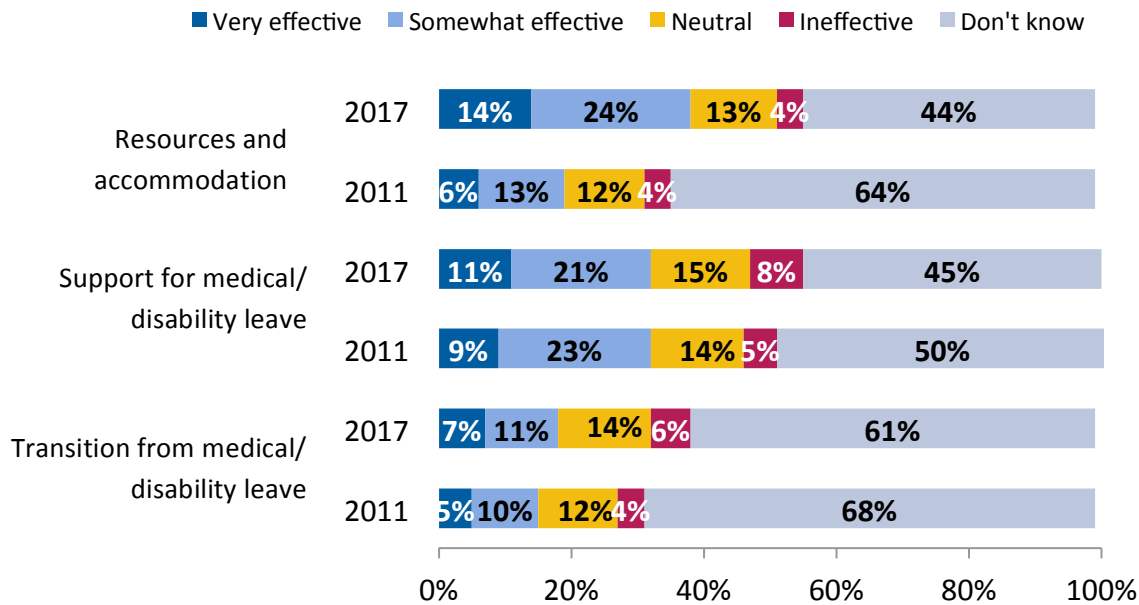
- Men; and
- Higher-ranking faculty.

2. UCSF efforts to support people with disabilities

We also asked how effectively the faculty perceives the institution is providing appropriate resources or accommodations for persons with disabilities. While many say they do not know, that unawareness has dropped from 2011, and among those who do provide an answer on this, views are very positive.

- Many (45%) do not have a view about how effective UCSF is at providing support for medical/disability leave, but those who do feel the institution is effective (32%) and only eight percent see them as ineffective or very ineffective.
- Two thirds (61%) say they do not know about UCSF's effectiveness at supporting transition back from medical/disability leave. Eighteen percent say it is effective, and six percent ineffective.
- Today 44% say they do not know how effective UCSF is at providing appropriate resources or accommodations for persons with disabilities. This stood at two thirds (64%) in 2011 when we used the term "chronic health conditions." Furthermore, those with a point of view are positive and much more so than they were in 2011. Thirty-eight percent now view UCSF as effective, compared to 18% in 2011.

Track: UCSF Support for Persons with Disabilities/Chronic Health Conditions



Q7. Rate how effective you believe UCSF is in each of the following areas...very effective, effective, neutral, ineffective, very ineffective, don't know? i. Providing appropriate resources or accommodations for persons with disabilities (2011: or chronic health conditions); f. Providing support for medical/disability leave; h. Supporting transition back from medical/disability leave

Differences among the faculty (Appendix Tables 93-95): The following groups are more likely than others to view UCSF’s efforts on medical/disability leave as effective.

- Tenure Track/Ladder Series and Clinical X faculty;
- Full Professors at Step 6+; and
- Faculty who have been at UCSF for 10 or more years.

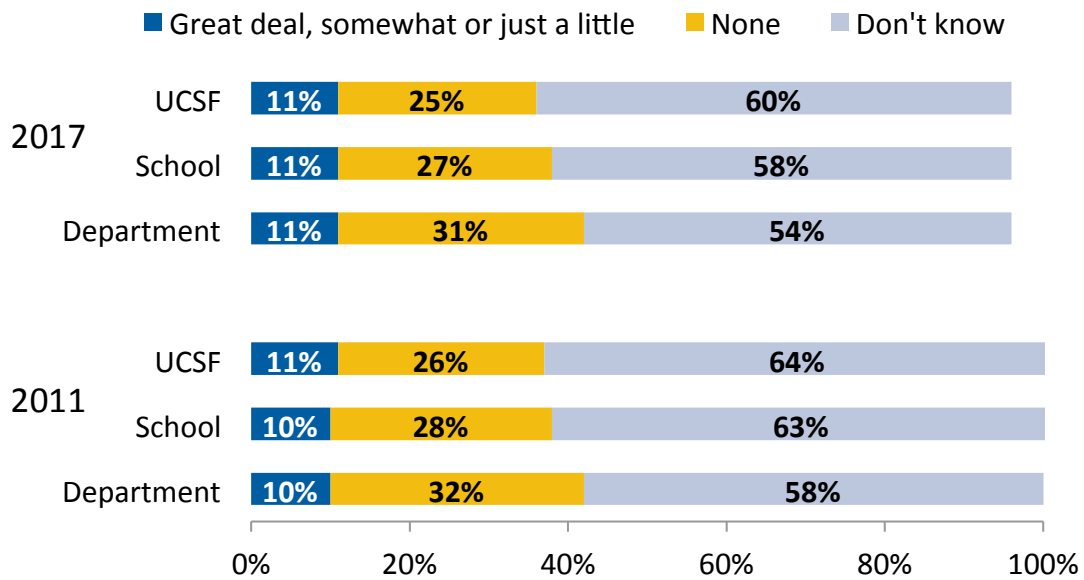
Full Professors at Step 6+ are also more likely than others to consider UCSF effective at providing accommodations and resources for people with disabilities.

3. Perceptions of discrimination and inequity based on health or disability

Personal experience of discrimination: Three percent of faculty members say they have been discriminated against at UCSF on the basis of a disability – visible or invisible.

Inequity: Most of the faculty remains unaware of whether there is inequity or unequal treatment for people with visible or invisible disabilities at UCSF generally (60%) in their Schools (58%) and in their departments (54%). Among those with a viewpoint, it is almost entirely that there is no such inequity.

Track: Perceptions of Inequity for Those with Disabilities

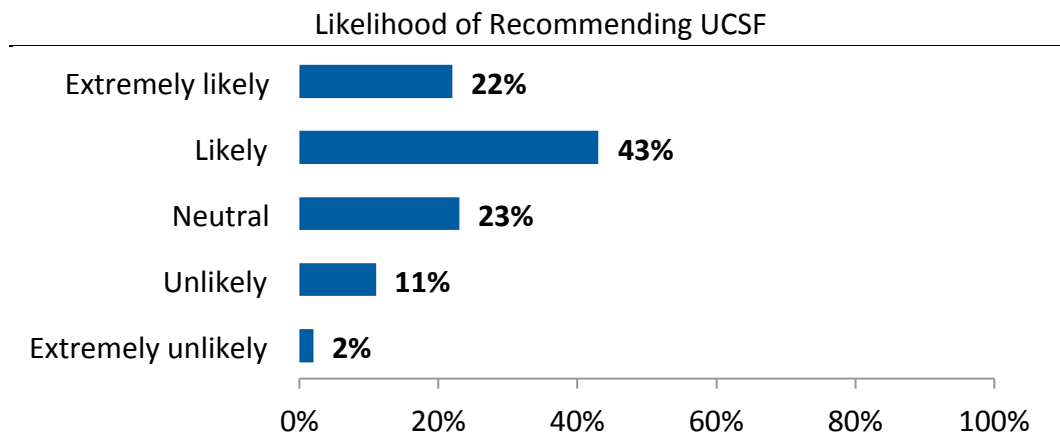


Q22. Is there inequity or unequal treatment for people with disabilities (whether visible or invisible) (2011: Is there inequity or unequal treatment for disabled persons/those with chronic health conditions)?...a great deal, somewhat, just a little, none, don't know? a. At UCSF in general; b. In your School; c. In your department

J. Attracting and retaining high-quality faculty

1. Recommending UCSF

A sizeable majority of current faculty members say they would recommend UCSF as a place to work: 22% are extremely likely and 43% likely. While a quarter (23%) is neutral on this question, few say they are unlikely (11%) or extremely unlikely (two percent).



Q2. Thinking overall, how likely are you to recommend UCSF as a place to work...extremely likely, likely, neutral, unlikely, extremely unlikely?

Differences among faculty (Appendix Table 99): While majorities of all subgroups are extremely likely or likely to recommend UCSF, faculty in the highest ranges of rank and series are most likely to recommend it to others.

2. Effectiveness of UCSF's current efforts to attract and keep the best

As in 2011, we asked respondents how effective UCSF is at using a variety of methods to recruit and retain the highest caliber faculty members. The responses closely mirror the views about satisfaction in earlier chapters.

Top attractions are opportunities for growth and career development, health and retirement benefits and promoting diversity. Majorities say UCSF is effective in each of the following areas, but few are very enthusiastic about these qualities:

- Opportunities for professional development (65% total effective, 19% very);
- Opportunities for leadership (52%, 13%);
- Opportunities for promotion (58%, 13%);
- Promoting diversity amongst students, staff, and faculty (61%, 19%); and
- Presence of diverse faculty (51%, 15%).

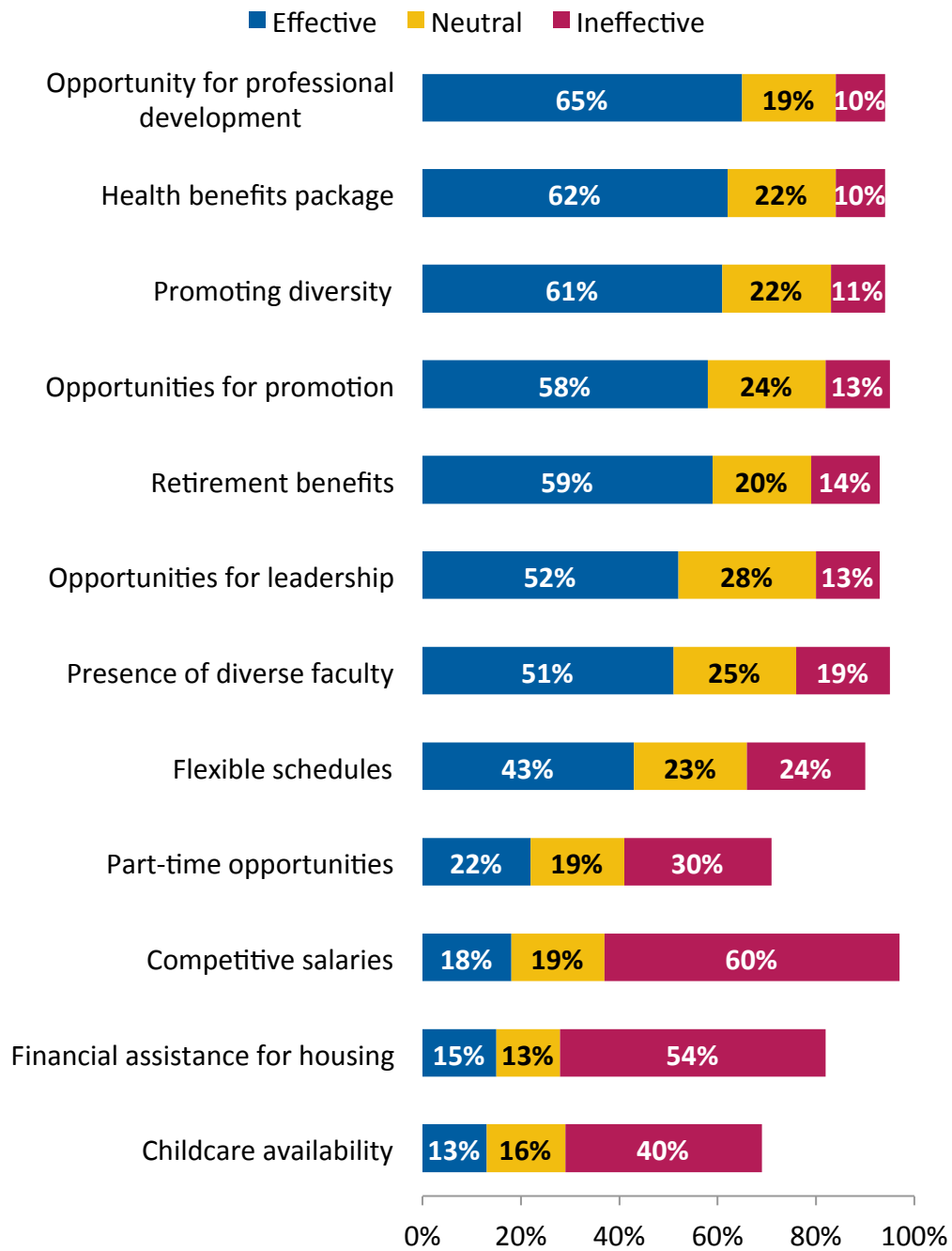
Work/life balance issues appear to continue to be weaker areas. Less than half (43%) say UCSF uses flexible schedules effectively in recruitment, and much smaller percentage see promotional advantages in part-time opportunities and childcare. Indeed, large numbers call UCSF ineffective in these areas:

- Flexible schedule (43% effective, 24% ineffective);
- Opportunities for working part-time (22% effective, 30% ineffective); and
- Availability of childcare (13% effective, 40% ineffective).

Financial needs are also seen as poor reasons for high caliber recruits to come to UCSF.

- Fully six in ten (60%) say UCSF is ineffective in using competitive salaries when recruiting and retaining faculty, and only 18% say UCSF is effective.
- Financial assistance for housing is another weak point and one that has become more serious, given the skyrocketing cost of housing in the Bay Area. Today 15% say UCSF is effective in this regard and 54% call it ineffective, whereas only 38% called it ineffective in 2011.

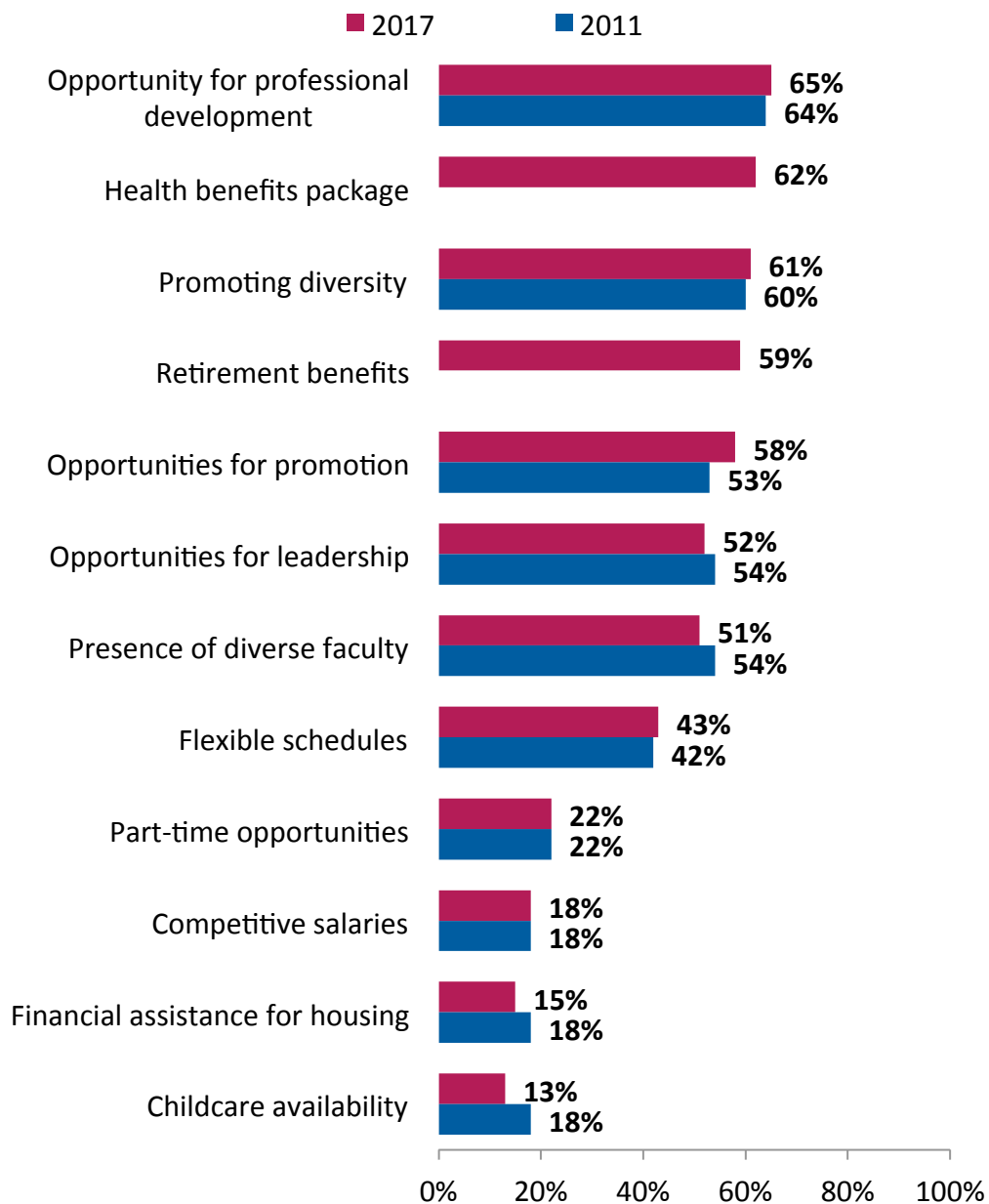
Effectiveness of UCSF in Recruiting Highest Caliber Faculty



Q13. Many factors influence an individual's decision to accept a position at an institution such as UCSF. Please indicate how effective you believe UCSF is in using each of the following to recruit and retain the highest caliber faculty...very effective, effective, neutral, ineffective, very ineffective, don't know. h. Opportunities for professional development; j. Competitive health benefits package; l. Promoting diversity amongst students, staff, and faculty; f. Opportunities for promotion; i. Competitive retirement benefits; g. Opportunities for leadership; k. Presence of diverse faculty; a. Flexible schedules; b. Opportunities for working part-time; c. Competitive salaries; e. Financial assistance for housing; d. Availability of childcare

Track: Effectiveness of UCSF in Recruiting Highest Caliber Faculty

% saying very effective or effective



Q13. Many factors influence an individual's decision to accept a position at an institution such as UCSF. Please indicate how effective you believe UCSF is in using each of the following to recruit and retain the highest caliber faculty (2011: top notch faculty)...very effective, effective, neutral, ineffective, very ineffective, don't know. h. Opportunities for professional development; j. Competitive health benefits package; l. Promoting diversity amongst students, staff, and faculty; f. Opportunities for promotion; i. Competitive retirement benefits; g. Opportunities for leadership; k; Presence of diverse faculty; a. Flexible schedules; b. Opportunities for working part-time; c. Competitive salaries; e. Financial assistance for housing; d. Availability of childcare

Differences among the faculty (Appendix Tables 100-106): Looking at those efforts that are generally rated positively, we find that Full Professors at Step 6+ and Tenure Track/Ladder Series faculty are generally more likely to rate UCSF's effort as effective .

In addition, the following distinctions appear on particular items:

- URM's are less likely than their colleagues to believe UCSF effectively uses diverse faculty or promoting diversity among students, staff, and faculty to recruit.
- Asian faculty are more likely than others to say UCSF is effectively using flexible scheduling, opportunities for leadership, and the presence of diverse faculty in recruiting.

Regarding the efforts that are not generally viewed as effective, there are some differences as well, such as (Appendix Tables 107-111):

- Women are more likely to rate efforts to use part-time opportunities as ineffective.
- Women and those with children under 12 are more likely to say UCSF is ineffective in using childcare availability in recruitment.
- Faculty who are more likely to complain about housing assistance include LGBTQ faculty, Assistant Professors, those who have been at UCSF less than 5 years, and faculty with children under 12.
- Faculty in the two clinical series and URM's offer more complaints about competitive salaries than others do.

3. Unaided recommendations about recruiting the highest caliber faculty

Respondents were asked in an open-ended question to identify what UCSF could do to recruit highest caliber faculty. Rather than offering additional concepts, most of the respondents reiterated concerns about financial needs we covered in the closed questions on the survey.

- As in 2011, two in ten (22%) say better salaries, benefits and other financial assistance would help attract highest caliber faculty. They mention "hard money," and "start up packages" as well as basic salaries and benefits.
- Twenty-one percent specifically call out the need for assistance with housing or the high cost of living. The percent mentioning these needs six years ago was just eight percent, reinforcing the previously mentioned issue of the upsurge in costs in the Bay Area.

- One respondent wrote, for example:

“We need a housing allowance. We need to change the parameters for salary to be higher than the average national salary. The average national salary does not make sense in the Bay Area and can lead to a feeling of being unappreciated. The ability to recruit and retain faculty depends to a large degree on compensation. People make the place not the facilities. UCSF should shift the paradigm to some degree to compensate the faculty better as they do the nurses.”

Other suggestions made by a few include the following:

- Assistance with finding childcare and Schools (six percent)
- Improvements to the physical environment such as more work space (six percent);
- Better administrative support (five percent);
- More support and funding for research (four percent);
- More supportive leadership and less bureaucracy (four percent);
- Improved schedule flexibility or work-life balance (four percent);
- More equality/collaboration among Schools/Departments/locations (three percent);
- Improve diversity, opportunities for minorities and women/equal pay (three percent);
- Efforts to improve retention and take care of current faculty (two percent);
- Easier career advancement (two percent).

4. Desire to stay at UCSF

Exactly half (50%) of faculty members say they would like to stay at UCSF for the rest of their careers and 40% are undecided. Only nine percent say they know they would like to spend it somewhere else. In 2001 60% and in 2011 54% said they wanted to stay at UCSF. (In 2001, the question was slightly different, asking if they would like to stay at UCSF for “most of your career.”)

Faculty members at this time who are most likely to want to stay at UCSF for the rest of their careers include the following (Appendix Table 113):

- Men;
- Those in Tenure Track/Ladder Series;
- Full Professors;
- Those who have been employed at UCSF for 10 or more years; and
- Those with children between 12 and 18.

In an open-ended question, when asked what factors might cause them to leave the university, a third (37%) of faculty members says they would leave because of financial reasons, such as low income or lack of funding. A quarter (25%) mentions problems with leadership and institutional priorities.

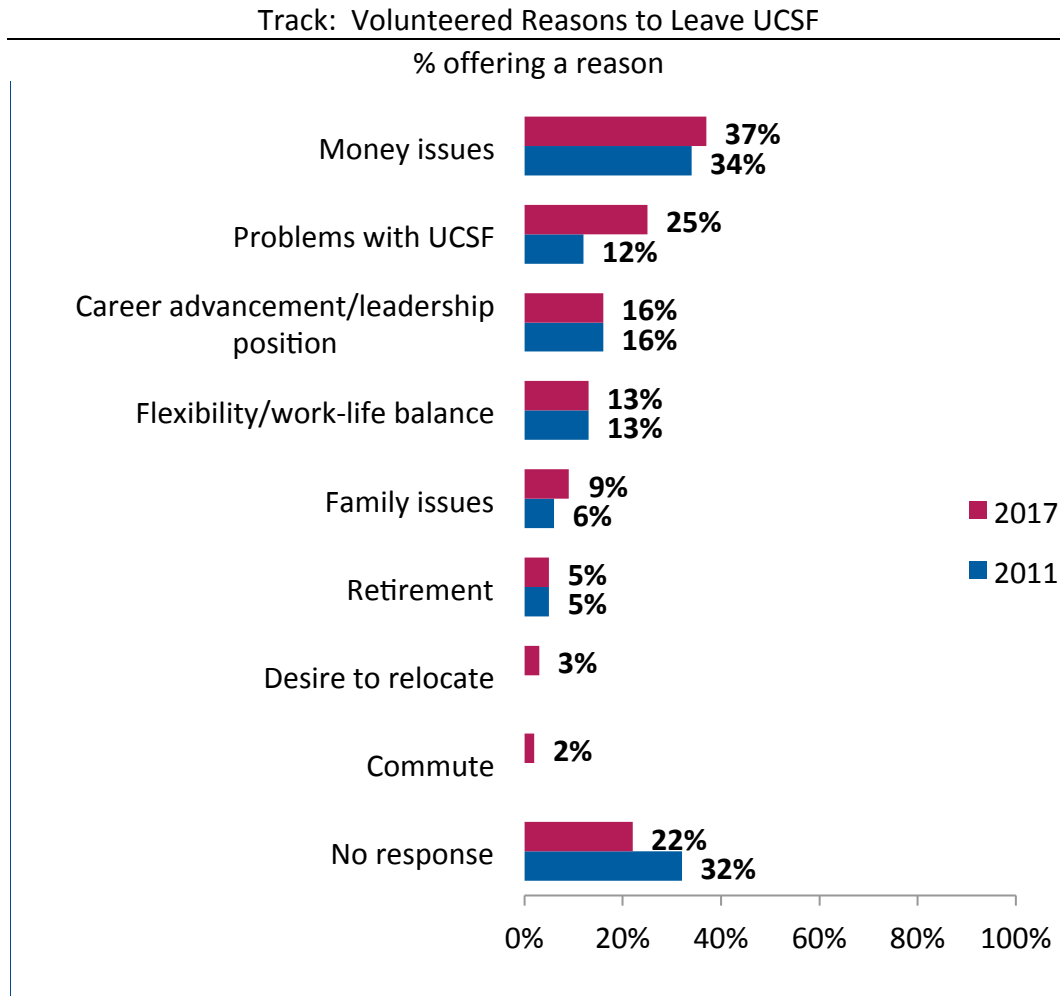
Sixteen percent say they would go elsewhere in order to advance their career or obtain a leadership position. Also 13% say that they would leave because of burn out or because they lack a good work-life balance and flexibility. Another nine percent mention other family reasons.

Five percent say their only reason to leave UCSF would be retirement.

Some typical comments are below:

“The relatively low salary and high work demands in a city with an extremely high cost of living and difficulty accessing quality affordable education for my children.”

“I need to support myself and my family and I can earn more and work less at almost any other institution! I love UCSF but it's getting harder and harder to obtain grants and cover my UCSF-NIH gap. Please help.”



Q27. In your own words: If you were to leave UCSF, it would be for the following reason(s): [OPEN ENDED RESPONSES CODED]

Differences among the faculty (Appendix Table 114): Notable differences among groups of the faculty include these:

- URM's are especially likely to mention opportunities for career advancement.
- Money issues are motivators for those at the assistant rank, those who have been at UCSF less than five years, and faculty members with children under 12.
- Adjunct faculty are more likely to mention money issues, those in HS Clinical and Clinical X are more likely to mention work-life balance concerns, and faculty in the In Residence series is more likely to mention leaving to advance their careers.

K. Differences by School

The faculty in School of Medicine makes up 84% of the UCSF total. The small numbers in the Schools of Dentistry (six percent), Nursing (five percent) and Pharmacy (three percent) make it difficult for us to compare the results by School with much degree of confidence, and we have included no comparisons by School in the previous chapters. There are some results, nevertheless, arising from how the survey respondents answered our questions where the differences appear significant, and we have noted below instances in which the views of members of one faculty or the other differ from the others. We have characterized the differences in views among the four Schools in general terms as more or less positive or negative to show how they lean issue by issue.

1. School of Medicine

Because the size of faculty in Medicine outweighs the other Schools to such a great degree, their views are represented each time we write about how the UCSF faculty responded to the questions in the main report.

- By and large, the faculty in Medicine holds positive views. A good example is the especially positive opinions of the Medical faculty of the mix of research, teaching and clinical practice they are able to have.
- One instance of less sanguine views is the finding that the faculty from the School of Medicine, like their colleagues in Nursing, are more likely than those in other Schools to complain about housing assistance. And they are the **least** likely to participate in CCFL programs.

2. School of Dentistry

The perceptions of the School of Dentistry faculty members also do not stand out as different from the rest of the faculty for the most part. However, there are a few differences of note.

- They register especially high levels of satisfaction with their interactions with students, but lower satisfaction with the intellectual stimulation of their work as compared to the norm.
- They are also less likely to say that UCSF is very effective at promoting a collegial and welcoming atmosphere.

3. School of Pharmacy

The members of the School of Pharmacy faculty also express satisfaction and sanguine views for the most part.

- Comparing them to the other Schools, faculty in the School of Pharmacy are more satisfied on all of the aspects of career progression, incomes, series, and workspace.
- They express a great deal more satisfaction with their careers to date at UCSF than any of the other faculties.
- They are among the more enthusiastic about their opportunities for collaboration and the support they received from their direct supervisor.
- Pharmacy faculty members are more likely than others to say UCSF is effective at both creating a collegial atmosphere and welcoming new faculty. They, along with the Nursing faculty, are more likely to say the university is effective at providing information about the different academic series and the promotion process.

On issues of equity, the Pharmacy faculty members are inclined to see things in a good light.

- They are the most likely to rate the climate for women at their Schools positively, and are less likely to see inequity in their own School and departments than are the faculty members of the Schools of Dentistry and Medicine. The same positive outlook goes for their views about under represented minorities, with Pharmacy faculty members expressing more confidence that URM faculty do not face limits on their participation.

One of the few areas where the Pharmacy faculty is more pessimistic is the opportunity for working part time. They are more likely than the norm to rate UCSF efforts to use part-time opportunities as ineffective.

4. School of Nursing

The members of the largely female School of Nursing faculty see their own School positively, but are more critical of UCSF generally than are the faculties of the other Schools – each of which have a small majority of men. The weaker marks from the School of Nursing follow the same pattern of women across the entire institution.

- Financial pressures are an issue to the members of this School. They are more likely to find UCSF's efforts with housing assistance lacking and to express dissatisfaction with their salaries and their commutes. Faculty from the School of Nursing, along with the faculty in Medicine, are more likely than those in other Schools to complain about

housing assistance; and Nursing faculty members offer more complaints about competitive salaries than others do.

When asked what reasons they would have for leaving UCSF, the Nursing faculty members are the most likely to mention money and work-life balance issues.

- The School of Nursing faculty members are more likely than others to express dissatisfaction with the personal and family time they have and to say that success at UCSF requires unreasonable hours of work.
- They also believe their work is too stressful, but tend to agree that their colleagues and supervisors are mindful and supportive of family responsibilities.

They are fairly satisfied with their careers at UCSF to date, but the least enthusiastic.

- Few say they are very satisfied, making them comparatively less satisfied than all the other Schools – most especially Pharmacy.
- While the members of the Nursing faculty are less likely than others to say UCSF is effective at establishing a collegial atmosphere, they err on the side of calling it effective. And they are among the more likely to say the university is effective at providing information about the different academic series and the promotion process.

Nursing faculty members are

- More likely to participate in CCFL programs as compared to faculty in the other Schools.
- They are also more likely than their peers to report having a mentor, and the most likely to report that mentoring has been very important to their experience working at UCSF.

On issues of gender discrimination,

- School of Nursing faculty members are more critical than faculty in other Schools about UCSF in general, but are very positive about their School and department.
- Similarly they are the most likely to say there is inequity at UCSF generally, and to believe there is preferential treatment for men at UCSF. On the other hand, they say there is no inequity in their own School, and they are among the most likely to rate the climate for women at their School positively.
- The Nursing faculty members are somewhat more likely to agree that women do not get the same opportunities to participate in formal meetings, but strongly disagree that there is a glass ceiling for women in their department.

Faculty at the School of Nursing appear more attuned to the situation faced by URM's at UCSF.

- Whereas in the other Schools about two in ten indicate they don't know enough to opine about the treatment of URM's, most of the Nursing faculty members do have opinions.
- And they are slightly more likely than others to report a poor climate for URM's at the University and department level. However, at the School level they are more likely than others to give good ratings.
- On the other hand, the faculty members at the School of Nursing are more likely to believe there is unequal treatment for people with disabilities at UCSF, and slightly more likely than others to call the climate for people with disabilities poor.