

UC SAN FRANCISCO ACADEMIC AFFAIRS - OFFICE OF THE VICE PROVOST
FACULTY FAMILY-FRIENDLY INITIATIVE (3FI) COMMITTEE RECOMMENDATION
JANUARY 2017

EXECUTIVE SUMMARY

UCSF is committed to establishing policies and practices that support faculty in their efforts to balance the needs of their career and family. For UCSF to remain competitive in faculty hiring and retention, and continue our long tradition of leadership in all aspects of university life, we must invest in programs that will ensure our family-friendly goals are met. Vice Provost of Academic Affairs, Brian Alldredge convened a committee to assess current policies and practices that impact the climate and environment for faculty with families, and make recommendations for improvement.

Key Findings:

- Family-friendly benefits defined by various Health Sciences Compensation Plans (HSCP) are inconsistent across the campus. For example, faculty in some departments are provided 12 weeks paid childbearing leave, while others receive a lesser benefit.
- Many faculty are unaware of the family-friendly benefits that are available to them. For those who are aware, the process for availing themselves of benefits is cumbersome, time-consuming, not known or well publicized. Thus, there is concern that existing benefits may be underutilized by eligible faculty.
- Some faculty are either misinformed about or hesitant to use benefits such as “Stopping the Clock” provisions or part-time appointments/service in an Academic Senate series due to perceived stigmatization and/or perceived negative impact on career and advancement. Faculty report being explicitly or implicitly discouraged from using benefits for which they are eligible.
- Existing policies and policy language are inconsistent, non-inclusive, and may be perceived to demonstrate biases by gender or by narrow definitions of family.
- Systems are not in place to collect accurate data on utilization of family-friendly benefits. If available, such data would permit analyses to assess whether faculty needs are being met.

Key Recommendations:

- Raise paid childbearing leave across all HSCP to 12 weeks of total salary $(X+Y)^1$ now (FY18).
- Raise minimum paid childrearing leave across all HSCP to 4 weeks of total salary $(X+Y)$ now (FY18). Raise to 12 weeks of total salary $(X+Y)$ by 2020-21.
- Increase Chancellor’s fund support to partially offset costs to departments/schools for childbearing and childrearing leave.
- Upgrade data systems to track utilization of family-friendly benefits by faculty; leverage these data to better understand the impact of benefits utilization on salary and career progression.
- Create a new campus-level resource (staff position) who will: oversee a coordinated effort to communicate benefits to faculty; facilitate a more family-friendly culture through publicity/education; and, leverage tracked metrics on benefits utilization to inform future programming and policy/practice changes.
- Revise campus and UC-wide policy language to be more inclusive by gender and by broad definitions of family.

¹ For the purpose of this report, “X” refers to UCRP covered compensation and is comprised of two components: X (scale 0) and X’ (HSCP salary scale differential)

- Streamline processes at UCSF for faculty to receive benefits in an efficient and timely manner.

Additional detail regarding recommendations and budgetary impact is available in the complete report.

BACKGROUND

The University of California and UCSF are committed to helping faculty balance the needs of career and family. University and campus policies have been established with the objective to create a supportive, equitable and productive academic environment. The demographics of the UCSF faculty have changed in recent years, and the cost of living in the Bay Area has increased dramatically. Further improvements to the family-friendly climate at UCSF are needed if the campus is to remain competitive in faculty hiring and retention (*see **Appendix 5B** for economic impact caused by loss of faculty*). Recognizing this, the Vice Provost of Academic Affairs (VPAA), Brian Alldredge, convened a committee comprised of representatives from the Academic Senate and the administration from all schools (*see **Appendix 1** for committee members*) to address faculty needs in this important area. The Faculty Family-friendly Initiative (3FI) Committee met on a bi-weekly basis from May 2016 through January 2017.

The charge of the Faculty Family-friendly Initiative (3FI) is to:

- 1) Assess current policies that impact the work climate and environment for faculty with families; and,
- 2) Make recommendations to the Chancellor and campus leaders that promote an environment for faculty that enhances their ability to meet their responsibilities to the University and their responsibilities to children, elders, partners and others

Timing of Campus-wide Initiative

Though the most recent survey ([2011 UCSF Faculty Climate Survey](#)) shows the climate for UCSF faculty is generally positive, the VPAA has increasingly recognized that further investment in improving the family-friendly environment is crucial for sustaining our ability to recruit and retain the highest quality faculty. Faculty with professional, caregiving and household responsibilities have been vocal regarding the time-related and financial stressors that impact their careers at UCSF. Further, information gleaned from faculty who have left UCSF reinforces the need to supplement existing family-friendly policies, resources and benefits. The 3FI Committee was convened to help focus and inform efforts in these areas. Serendipitously, in the summer of 2016 the Executive Vice Chancellor and Provost championed and launched the *Great People Great Place (GPGP)* initiative (administered by the Office of Well-Being within Campus Life Services) to improve the overall quality of the work environment by identifying and closing gaps in programs and services to support equity, inclusiveness and engagement campus-wide. The work and goals of the VPAA are synergistic with prioritization of improving the work environment as evidenced by specific efforts to address family-friendly policies and practices. If the University is to fulfill its mission to improve the work environment, the University must invest in programs to ensure that its family-friendly goals are met. The VPAA is in a unique position to direct resources to ensure that action is taken.

As reflected in the remaining report, the 3FI Committee performed a rigorous and thoughtful analysis, reaching out to multiple constituent groups, to gain insight into the most pressing needs and make a series of recommendations designed to have the highest impact.

Key Anchors Informing the Committee’s Work

The Committee’s work, deliberations and ultimately its recommendations were informed by the following key anchors:

- **Policies/Relevant Laws**
 - The Committee examined: the current state of existing benefits, policies and laws, reviewed relevant segments from UC Academic Personnel Manual (APM), UCSF Health Sciences Compensation Plans and State and Federal laws that exist for UCSF faculty as it pertained to family and related leave and benefits; prioritized areas of opportunity for improvements; and, considered other family-friendly needs that are outside the purview of VPAA or addressed by other initiatives. (see **Appendix 2** for a complete list of laws and policies studied)
 - For the critical round of policy reviews, the Committee focused on Health Science Compensation Plan (HSCP) members given that a vast majority of the faculty population held appointments at greater than 51% effort which made them members of a HSCP. Faculty appointed at or below 50% effort have a range of some, minimal or no benefits; such faculty were not the focus of this report.
- **Utilization of Benefits**
 - Existing campus-based information systems are not comprehensively tracking benefits utilization; for this reason, trend analysis to assess usage, and therefore future need, is difficult. Data that are currently available – along with testimony from committee members and campus stakeholders – suggest that many benefits are underutilized.
- **Arc of the Family Lifecycle Analytical Framework**
 - While at UCSF, faculty who are parents, guardians and caregivers have changing needs depending on where they are in the family lifecycle. The Committee developed **The Arc of the Family Lifecycle** framework to illustrate the faculty life-cycle experience by breaking it down into stages and focus areas during childrearing. This framework served as a guiding principle to enable the Committee to analyze the current state and develop recommendations with aims to address the needs of those who may utilize and need family-friendly benefits the most (see **Appendix 6** for more detail on the framework).

Family Life Stage	Priority and Focus Areas
Family is Formed	Establishing and preparing for parenthood: <ul style="list-style-type: none"> - Biological (birth/donor) - Non-biological (legal/adoptive/LGBT)
Infancy/Early Childhood	Priority centers on affordable and accessible childcare, flexible schedules to return to work
Childhood	Focus is on school demands and supporting enrichment activities and general logistics (including transportation)
Adolescence	Requires continued support for academic and enrichment activities to foster child(ren)'s independence and identity discovery
Later Years	Needs shift to financial requirements and activities critical to prepare launching adolescents into adulthood
Eldercare	Needs can be variable and arise at any stage

It is understood that throughout this family development cycle any unforeseen circumstances caused by family health (child's, family member's or faculty's own) will generate additional physical, emotional and financial challenges not expressed here. Additionally, depending on the family make-up, specific needs vary amongst biological and non-biological parents, guardians and caregivers.

- **Recent trends in UCSF's hiring of faculty and changing demographics**
 - Recent demographic data revealed that the number of UCSF faculty has increased at a rate of 200 per year between 2014 and 2016. Women faculty hires represented approximately 70% of the growth over this period. Additionally, the Assistant Professor rank has increased (both in terms of absolute numbers and percentage increase) to a greater extent than Associate and Full Professor ranks over this period.
- **UCSF Faculty Are Conducting Research to Compare UCSF to Peer Institutions**
 - Christina Mangurian, MD, Associate Professor in the Department of Psychiatry launched a research project this year in which her team queried comparative academic institutions regarding their current family-friendly policies and benefits programs. Preliminary observations suggest that UCSF has significant room for improvement in family-friendly benefits if we are to be a leader in this area. For example, the minimum number of weeks of guaranteed paid childbearing leave at Duke, Harvard, Stanford and Columbia are 12 weeks, 12 weeks, 17 weeks and 24 weeks, respectively. By comparison, the minimum number of weeks of guaranteed paid childbearing leave for women faculty at UCSF is presently 6 weeks. (See **Appendix 5E** for Dr. Mangurian's initial research findings)
- **2011 UCSF Faculty Climate Survey and 2012-16 UCSF Faculty Exit Surveys**
 - The 2011 Faculty Climate Survey and exit survey results over a 4- to 5-year period confirm faculty are either unaware or are dissatisfied with current family policies and benefits. In some cases, exiting faculty specifically mentioned that they left UCSF to join other institutions that offer a more family-friendly environment.

Committee Findings

After extensive review and analysis, the Committee found:

- Family-friendly benefits, as defined by various Health Science Compensation Plans, are not uniformly and consistently offered across the schools and departments at UCSF. While many UCSF departments offer 12 weeks paid childbearing leave, the majority of departments currently offer only six to eight weeks, creating inequity across the institution. Inequity also exists with regard to paid childrearing leave.
- The Chancellor's fund reimburses departments for a portion of the minimum allowed paid childbearing leave (6 weeks; Scale 0 salary). Chancellor's funds do not presently support childrearing leave. This unnecessarily creates inequities when faculty are non-birth or adoptive parents. (See **Appendix 5D** on importance of paid parental leave)
- Frequently faculty and department leaders are unaware that the department receives Chancellor's funds; and are therefore not optimally utilizing these funds to support family leave related situations.
- Many faculty are unaware of the family-friendly benefits that are available to them. For faculty who are aware, the process for availing themselves of existing benefits is cumbersome and difficult, not known or well-publicized. Thus, there is concern that existing benefits may be underutilized by eligible UCSF faculty.
- Faculty are confused about how to use the benefits that are available; and, there is no focused resource to help faculty sort through the myriad laws and policies to make optimal benefits choices.
- Many faculty are hesitant to use benefits, such as Stopping the Clock or Part-time Appointment in a Senate series, due to perceived stigmatization and perceived negative impact on career and advancement. There are broadly held misperceptions about Stopping the Clock provisions and the opportunities for part-time service in an Academic Senate faculty series. Faculty working within the rigorous health science culture report being explicitly or implicitly discouraged from using benefits for which they are eligible.
- Existing policies are inconsistent, non-inclusive, and may be perceived to demonstrate biases by gender or by narrow definitions of family.
- Systems are not in place to collect data that accurately reflect benefits utilization. This limits our ability to carry out trend analyses, to project needs and to assess whether those needs are being properly met.

There are many opportunities to improve our support of faculty in all stages of caring for their families as illustrated in ***The Arc of the Family Lifecycle***. However, the Committee concluded that the highest and most immediate positive impact in the near-term would be to focus on meeting the needs of junior faculty – the impacted majority – who are either in the process of forming their family, or are caring for an infant or toddler. (See **Appendix 5** for citations and articles relating to faculty needs and fostering a supportive family-friendly environment)

Committee findings and conclusions were vetted with various academic groups throughout the university (see **Appendix 3** for a complete list of constituent groups). Each group enthusiastically endorsed the Committee’s recommendations that follow. Further, a quick review of what best-in-class institutions are offering, based on Dr. Mangurian’s research, indicates that we have identified the relevant issues and that our recommendations, if implemented, will have a transformative impact on the family-friendly climate for faculty at UCSF.

DESIRED OUTCOMES: SHORT TERM PLANS AND LONG TERM GOALS

Summary of Recommendations

Given the complexity of the challenge, the Committee concluded during its deliberations that a comprehensive solution would require addressing both short and longer terms goals; further, it identified remedies that are outside the scope for the Office of the Vice Provost of Academic Affairs to implement. Hence, its recommendations are three-tiered:

Act Now	Act by 2020-21	Recommend
<p><i>What we are asking the Chancellor to support financially or by policy change. The “Act Now” includes specific concrete actions we can take to address pressing issues in the near term.</i></p>	<p><i>What should be addressed over several years; long-term/transformational goals to achieve a family-friendly campus. The “Act by 2020-21” includes actions that should be taken by 2020-21 as well as recommendations to be considered once “Act Now” is achieved and measured.</i></p>	<p><i>What we recommend schools, through their deans and chairs, institute as “best practices” to improve the faculty experience as faculty balance work and family obligations. These recommendations are outside the scope of the Faculty Friendly Initiative Committee and/or outside the purview of the Office of the Vice Provost of Academic Affairs, but the Committee feels strongly that they are essential to achieve a true faculty family-friendly environment.</i></p>

What follows are recommendations focused on addressing the problems and challenges the Committee identified during its research, along with the required investment to ensure action is taken and remedies are in place.

ACT NOW**Recommendation 1:**

Enhance available family-friendly benefits provided by UCSF Health Science Compensation Plans (HSCP)

A. CHILDBEARING BENEFIT

Health Science Compensation Plans (HSCP): Currently, all School/Departmental HSCP at UCSF must offer a minimum of six weeks of paid childbearing leave at the faculty member’s total negotiated salary (X +Y). As noted in **Table R1.A** below, the majority of HSCP faculty are members of a School/Department HSCP that offers more than 6 weeks of paid childbearing leave, with almost half already receiving 12 weeks. The Committee recommends that within 2 years the remaining schools/departments amend their HSCP to reach 12 weeks of paid childbearing leave. This will ensure that all faculty who are birth parents at UCSF have equitable childbearing leave regardless of School/Department and that UCSF sets a standard for a comprehensive leave program.

Table R1.A. UCSF Compensation Plans – Childbearing Leave**

	6 Weeks X+Y Only	6 Weeks X+Y followed by 6 weeks X	8 Weeks X+Y Only	8 Weeks X+Y followed by 4 weeks X	12 weeks X+Y Only
School of Pharmacy					Pharmacy
School of Nursing	Nursing				
School of Dentistry	Cell Tissue Biol Oral Maxillofac Surg			Prev Restor Dent Sci	Orofacial Sci
School of Medicine	Anthropology Dermatology Diabetes Center Inst Health Pol Studies Inst Neurodegen Dis Lab Medicine Neurology Ophthalmology Orthosurg Otol Head Neck Surg Proctor PT & Rehab Radiology Surgery	Diller Cancer Ctr* Family & Comm Med Pathology Psychiatry	Emergency Medicine	Anesthesia NeuroSurg	Medicine Ob/Gyn Pediatrics Radiation Oncology Urology Basic Science: Anatomy Biochem Biophys Cell Molec Pharmacol Epi Biostats Microbiol Immunol Physiology
Total Faculty	N= 812	N=276	N=54	N=236	N=1234

**benefit is 6 weeks X+Y and followed by 6 weeks X if medically necessary*

****Note: These numbers do not include faculty appointed in an ORU that does not have a compensation plan (N=approximately 30). Data collected June 2016.**

Chancellor Support for Childbearing Leave: Since 2003, the Chancellor has provided central campus funds to Departments equivalent to 6 weeks of fiscal-year base (Scale 0) salary when a faculty member is on childbearing leave to help defray departmental costs. The salary sources of the faculty member cover the remaining support during leave. The Committee recommends that the Scale 0 salary support from the Chancellor be increased from 6 to 8 weeks in 2017-2018 and that consideration be given in

future years to increase the Chancellor’s salary support to match the 12 weeks of proposed childbearing leave mentioned above.

During its review of practices, the Committee became aware that many faculty (including department chairs) are unaware of the salary support from the Chancellor and how these funds are used. The Committee recommends that additional review be done to increase awareness and transparency on how these funds are used by the Departments, potentially leading to the sharing of best practices.

B. CHILDREARING BENEFIT

Health Science Compensation Plans (HSCP): Childrearing leave is intended for non-birth parents and includes adoptions, consistent with State and Federal law. Currently, all School/Departmental Health Science Compensation Plans (HSCP) at UCSF must offer a minimum of two weeks of paid childrearing leave at the faculty member’s total negotiated salary (X +Y). The Committee recommends that all schools/departments amend their HSCP to offer a minimum of 4 weeks of paid childrearing leave.

The Committee acknowledged that a truly comprehensive and leading edge initiative would have equitable leave for childbearing and childrearing, i.e. that childrearing leave should match childbearing leave. Likewise, the support from the Chancellor’s fund should be equitable for childbearing and childrearing leaves. However, at this time, there is not enough data to assess the fiscal impact of this recommendation. A separate recommendation (*see Act Now/Recommendation 5*) related to data collection is listed below to help inform future committees on this topic.

Action Plan(s) for Recommendation 1:

- 1. Raise paid childbearing leave in all School/Department Health Sciences Compensation Plans to 12 weeks at total salary rate (X+Y)**
- 2. Increase Chancellor’s fund for childbearing leave from 6 to 8 weeks of Scale 0 salary support.**
- 3. Make transparent the ways in which Chancellor’s funds for childbearing leave are used at Departmental level**
- 4. Raise minimum paid childrearing leave in all School/Department Health Sciences Compensation Plans from 2 to 4 weeks at total salary rate (X+Y)**

Budget/Cost: There is no direct budget request specific to implementing #1, 3 and 4 above. However recommendations 1 and 4 above will have a financial impact to Schools/Departments who are not currently offering childbearing/childrearing leave at recommended levels.

As noted in **Table R1.B** below, the average cost of the Chancellor’s salary support commitment for the past 3 years has been \$531,300. While the exact cost for increasing the support from 6 weeks to 8 weeks cannot be calculated given the large number of variables involved (e.g. the number of faculty who are birth parents, the number of faculty who are bearing children), we estimate that the increased cost would be \$177,100/year based on past utilization of this benefit. The three year budget (Table 2020-21.a) includes a year-over-year increase based on a projected 2.4% annual increase in the number of women faculty.

Table R1.B – Chancellor’s Fund for Childbearing Leave

	FY	Amount
	2013-14	\$ 496,307
	2014-15	\$ 631,168
	2015-16	\$ 466,426

Responsible group for implementation: The Office of the Vice Provost of Academic Affairs will coordinate with the Vice/Associate Deans of Academic Affairs in each of the Schools to ensure that the HSCPs are updated and implemented as directed, as well as to assess how the support from the Chancellor’s fund is used at the Departmental level. If the Chancellor approves #2 above, the Office of the Vice Provost of Academic Affairs will use the current process developed with the Controller’s office to automatically increase the support from 6 to 8 weeks.

ACT NOW**Recommendation 2****Centralize faculty family-friendly policy and leave services**

There are many family-friendly policies and benefits for faculty; however, they are not universally well known or understood and therefore are not fully utilized by the faculty. The complexity of multiple policies, laws, and regulations that govern faculty leaves also contributes to confusion and may prevent faculty from availing themselves of all benefits. The Committee recommends the addition of 1.0 FTE to the Office of the Vice Provost of Academic Affairs budget for a new staff position dedicated to overseeing a coordinated effort for faculty to obtain expert and individualized support on family-friendly policies and benefits.

Examples of duties would include:

- On-going responsibility to leverage tracked metrics on utilization to make informed decisions to design future programming and implement appropriate changes to help sustain a family-friendly campus
- Develop broad communication channels to reach faculty including a dedicated web presence
- Develop comprehensive resource materials that are easily accessible to faculty
- Develop targeted communication to appropriate audiences, e.g. Department Chairs, junior/new faculty
- Work closely with HR Shared Services and disability manager to ensure academic generalists are aware of academic policies (e.g. Stopping the Clock) and how these policies interact with leave policies/benefits
- Serve as a liaison and resource to other office/units (e.g., Campus Life Services, Disability Management, Human Resources, Office of Diversity and Outreach) on campus in service of improving family-friendly benefits and climate
- Assess family-friendly environment at-large beyond the University and develop strategies to assure that UCSF stays in the forefront in this area

Action Plan(s) for Recommendation 2:

- 1. Create a new campus level staff position dedicated to overseeing a coordinated effort for faculty family-friendly policies and leave services.**

Budget/Cost: It is anticipated that this position will have broad responsibility for all aspects of faculty family-friendly policies. As such, a classification level of P4-P5 and a commensurate salary of \$120,000/year (+ benefits and staff carrying costs such as data network, phones and freight/postage charges) are anticipated.

Responsible group for implementation: Upon approval and funding of this recommendation, the Office of the Vice Provost of Academic Affairs will be responsible for recruitment of this position and will train and oversee the work of the incumbent. Office of the Vice Provost of Academic Affairs will also ensure that work of the incumbent is appropriately and effectively integrated with other office/units specified above.

The Committee recommends a comprehensive and wide-ranging approach to facilitate and promote a family-friendly culture at UCSF which includes the following:

POLICY UPDATES AND REVISIONS:

There are many local and system-wide policies that the Committee felt should be updated to reflect a more family-friendly approach. In cases where the policies are not under local campus control, the Committee felt that the campus should also take the lead in advocating for revisions to UC system-wide policies.

Proposed policies revisions include, but are not limited to:

- Update and change local UCSF policy language to remove the 2-year limitation to request Stopping the Clock after birth or placement of the child
- Broaden language related to childbearing/rearing to include adoptive and non-biological parents
- Expand language in existing leave policy and procedures to include elder care
- Advocate with UCOP to update the APM with language that consistently defines a child as *“any child who is, or becomes part of a faculty member’s family under the age of 18”*
- Advocate with UCOP to update the APM terminology for *“birth mother”* to *“birth parent”* ; also use *“non-birth parent”*
- Ensure that policies take inclusion (e.g. LGBTQ) issues into consideration and use appropriate language
- Advocate with UCOP to update the APM to change guidelines to mitigate inequitable time granted for ASMD for quarter- and semester-based campuses

PUBLICITY, EDUCATION, AND TRAINING:

The Committee recommended a comprehensive communication plan to inform faculty of the various policies, programs and benefits available to them. This plan would include:

- Develop broad communication channels to reach faculty
- Develop comprehensive resource materials that are easily accessible to faculty

In addition to publicizing faculty friendly policies and programs related to leave, there were two academic policies that we believe are not fully understood by the faculty at-large. As such, the Committee recommends a concerted effort to provide educational materials for these policies:

- A. Part-time status for academic Senate faculty: There is a campus-wide perception that academic Senate members must be 100% effort and that requests for a reduction in time would not be permitted. In fact, a reduction in effort is allowed for family and personal health reasons. Educational materials regarding the circumstances and

processes to request a part-time Senate appointment need to be developed and disseminated.

- B. Stopping the Clock: Although this benefit is available to assistant professors in the Senate series, very few choose to use this benefit. Educational materials should be developed not only to clarify the policy but also to provide an evidence-based context for the implications to future advancement.

ADDITIONAL TOOLS AND COMMUNICATION:

The Committee cited instances and circumstances where additional tools and targeted communications would be particularly effective, including:

- Provide educational materials to deans, department chairs, ORU directors and other academic leaders that summarize the policies
- Provide communication that clarifies the role of academic leaders in disseminating information, encouraging use of policies, and removing barriers to the use of these policies
- Deliver consolidated and clear information to targeted populations when it is needed most (e.g. to assistant professors at time of appraisal)
- Educate faculty about misperceived career consequences of taking advantage of family-friendly benefits

Action Plan(s) for Recommendation 3:

- 1. Policy Updates and Revisions: Update local policies to reflect a more family-friendly approach and advocate for revisions to UC system-wide policies.**
- 2. Publicity, Education, and Training: Develop and implement a comprehensive communication plan to inform faculty of the various policies, programs and benefits available to them.**
- 3. Additional tools and communications: develop and deliver targeted communications, materials, and training to specific populations.**

Budget/Cost: It is anticipated that most of the work will be done by the FTE identified in Recommendation #2 above. However, additional costs will also be required to launch a substantive publicity campaign. Most of these costs will be one-time costs for initial development of materials, e.g. website, brochures, posters. A budget request of \$95,000 in one-time costs is requested, which is consistent with the cost of other broad-based publicity initiatives, e.g. the ITS Security Campaign. Ongoing updates/maintenance costs will be incurred by the current Office of the Vice Provost of Academic Affairs budget.

Responsible group for implementation: Office of the Vice Provost of Academic Affairs

ACT NOW**Recommendation 4**

Streamline processes at UCSF for faculty to receive benefits in a timely manner

Presently, the onus of obtaining family-friendly related leave benefits is on the faculty member to liaise with appropriate (and often disparate) offices to identify and complete a number of different forms for different purposes. The process is time consuming, inefficient, confusing and can be a deterrent to faculty who seek benefits. There is significant room to improve the process by developing centralized on-line applications and checklists to facilitate a comprehensive and straightforward approach to gathering critical information needed to utilize all relevant benefits.

Action Plan(s) for Recommendation 4:

- 1. Minimize barriers and reduce delays for faculty to obtain help to enable informed decision-making for requesting family-friendly related leaves and benefits**
- 2. Develop a clear and standard process to enable leave requests to be processed in a timely manner**

Budget/Cost: It is anticipated that most of the work will be led by the FTE identified in Recommendation #2 above. As such, there is no separate cost to implement this recommendation.

Responsible group for implementation: Office of the Vice Provost of Academic Affairs

ACT NOW**Recommendation 5**

Develop a system approach to capturing relevant data to track benefits utilization to support on-going assessment of faculty needs

Because of the limitations in current systems available for data capture, there are significant gaps in our ability to track utilization and understand the impact of various family-friendly benefits. For example, there are multiple systems that capture different aspects of family leaves, ranging from the payroll system to paper forms/requests to the Advance system, and there are gaps in the data such as the absence of a unique leave code to identify childrearing leaves. This makes it extremely difficult to provide analysis of the impact and utilization of these benefits. The Committee recommends a comprehensive review of the existing systems to determine where there are gaps in available data, and to identify key data points necessary to prepare accurate and timely reports on benefits utilization. Key questions to be addressed include: the number of faculty (by department, gender, rank, and series) who utilize various benefits, the impact (if any) on career progression as a result of utilization of benefits, and cost to provide ongoing support towards family-friendly benefits.

As previously noted, there are significant misperceptions about the use of the “Stopping the Clock” option for assistant professors as well as the ability to be part-time (at any rank) while appointed in a Senate series. In addition, there is currently no standard process for a faculty member to submit a “Stopping the Clock” or “Part-time Senate” request; each request is done individually via a paper process with no standardization. One consequence of this is the inability to track such requests for future reporting and to provide evidence-based context for implications of using these benefits. There are many aspects of these two requests that mimic requests for professional development/sabbatical leaves, therefore, the Committee recommends that leave requests and approvals be electronically managed in the Advance system. This will simplify and standardize the leave request processes and will facilitate tracking usage, and understanding of its impact on careers.

Action Plan(s) for Recommendation 5:

- 1. Develop system approach to capture relevant data to track benefits utilization and to support on-going assessment of faculty needs**
- 2. Develop on-line process for “Stopping the Clock” and “Part-time Senate” requests within the Advance system**

Budget/Cost: It is assumed that the assessment and analysis of available systems/data would be done by the FTE identified in Recommendation #2. If critical updates to existing functionality are required (e.g. addition of new data fields, updating leave codes, etc.) it is anticipated that current system maintenance budgets can be utilized.

Detailed specifications for new Stopping the Clock and Part-time Senate system functionality were provided to the Advance system team and they have developed a budget of \$121,000 to incorporate these requests into the Advance system.

Responsible group for implementation: Office of the Vice Provost of Academic Affairs through oversight of the additional FTE in recommendation #2 and the Advance system development team.

ACT BY 2020-21

This section includes actions that should be taken by 2020-21 as well as recommendations to be considered once “Act Now” is achieved and measured.

Actions to be taken by 2020-21:

- Equitable paid leave of 12 weeks for childrearing to match childbearing
- Increase Chancellor’s fund support to cover 12 weeks of scale 0 salary support for childbearing and childrearing leave

Recommendations to be considered in 2020-2021:

It is recommended that the Chancellor reconvenes a committee in 2020-21 or sooner to: 1) assess the progress on items that receive funding; 2) determine whether additional recommendations should be considered; and, 3) revisit recommendations that have not yet been implemented. It is anticipated that additional data on the utilization of the available benefits will be available for further analysis and will be used to inform additional recommendations. At that time, the Committee may wish to consider additional goals in further support of a family-friendly environment at UCSF, such as:

- Provide a financial subsidy for faculty using child care, whether that care be provided on campus or by outside provider(s)
- Extend financial and programmatic support for faculty who have additional dependent care needs (childcare, eldercare)
- Ongoing analysis of faculty exit survey results to determine if available family-friendly services and benefits are driving their decision to leave

SUMMARY OF REQUEST FOR CHILDBEARING AND CHILDBEARING LEAVE (ACT NOW and ACT BY 2020-21)

TYPE OF LEAVE	LENGTH OF PAID LEAVE	CHANCELLOR SALARY SUPPORT
CHILDBEARING LEAVE		
ACT NOW	6 → 12 weeks	6 weeks → 8 weeks @ Scale 0
ACT BY 2020-21		8 weeks → 12 weeks @ Scale 0
CHILDBEARING LEAVE		
ACT NOW	2 → 4 week minimum	\$0
ACT BY 2020-21	4 → 12 weeks	12 weeks @ Scale 0

BUDGET

The budget items required to achieve the Committee’s recommendations as identified above are summarized in **Table 2020-21.a** below and total approximately \$1.3 million over a three year period (see **Appendix 4** for detailed budget). The first year’s investment includes: funding for an FTE who will be responsible for putting in place the recommended programs; an investment in technology to assure that data are collected that will permit analysis of benefits utilization and projection of trends; and, funds at Scale 0 to help all UCSF departments move toward more consistency in their paid benefits offering. In the second year, the budget includes funds for a publicity campaign designed to raise awareness and shift the culture toward more family-friendly values. Funding of the FTE, technology upgrades and the publicity campaign is critical if transformational change is to be achieved to support UCSF’s goals to be best-in-class in creating a faculty friendly environment. It should be noted that the estimates on the Chancellor’s fund for childbearing leave (below) are based on a 3-year average of past usage and have been adjusted for projected increases in the number of women faculty.

Table 2020-21.a – Additional Funding Request

Item	Year 1	Year 2	Year 3	On-Going (Yearly)
1 FTE (to put in place recommended programs)	\$179,864	\$183,191	\$188,680	\$194,338
2 Publicity Campaign	0	\$95,000	0	0
Technology Upgrades	\$121,000	0	0	0
3 Chancellor’s Funds for Childbearing Leave	\$177,100	\$181,350	\$185,703	\$190,160
TOTAL	\$477,964	\$459,541	\$374,383	
		Total 3 Year Ask	\$1,311,888	
		Total On-Going (Yearly) Ask		\$384,498
Notes				
1 Includes salary, benefits and staff carrying costs such as data network, phones and freight/postage charges				
2 Publicity campaign cost based on past budget on other broad based publicity initiatives, e.g., the ITS Security Campaign				
3 Funds requested in addition to Chancellor’s Funds already committed.				
Year 1 is based on three year average usage from 2013 - 2016.				
Year over year increases are based on projected 2.4% annual increase in number of women faculty.				

RECOMMEND

Although the following recommendations are not within scope for this Committee, they are nonetheless offered as important considerations if UCSF is committed to further improvements in our faculty family-friendly environment.

Recommendations outside the scope of the Faculty Family-Friendly Initiative Committee that should be adopted locally (division, department, school) as best practices:

- Institute meeting schedules to address family-friendly needs (e.g. avoid early morning or early evening times)

- Establish flexible options for returning to work from childbearing or childrearing leave relative to family needs
- Support flex time work options when possible so that faculty can choose a schedule that supports their family obligations
- Address work expectations while faculty are on leave, including fair and realistic expectations regarding RVUs upon return to work

Recommendations outside the purview of Office of the Vice Provost of Academic Affairs that should be addressed by other campus offices/committees:

- Expand the availability and affordability of childcare facilities for UCSF *faculty* (see **Appendix 5A** for *Childcare Facilities Master Plan*)
- Invest in IT upgrades to enable faculty to participate in meetings virtually
- Increase funding for lactation facilities and ensure faculty are allowed time to pump milk (see **Appendix 5C** for *lactation accommodation*)

CONCLUSION

Other UC campuses and peer institutions are making strategic investments to improve the family-friendly environment and address the needs of faculty throughout the ***Arc of the Family Lifecycle*** (see **Appendix 6**). For UCSF to continue its long tradition of being a leader in all aspects of university life, it must invest in programs that will ensure its family-friendly goals are met. The VPAA is in a unique position to effect positive and lasting change for faculty contingent on funding to support the implementation of recommendations.

An investment of approximately \$1.3 million will: 1) ensure that departments achieve consistency in their paid benefits offering; and, 2) facilitate implementation of specific Committee recommendations through the addition of an FTE in the Office the Vice Provost of Academic Affairs. These actions will significantly impact UCSF's ability to successfully advance a faculty family-friendly environment in the coming years.

APPENDIX 1 – COMMITTEE MEMBERS

Brian Alldredge, PharmD

Vice Provost, Academic Affairs Professor of Clinical Pharmacy

Diane Barber, PhD

Department Chair, Cell and Tissue Biology Professor of Cell and Tissue Biology

Kim Dau, RN, MS, CNM

Representative, Academic Senate Committee on Equal Opportunity (EQOP) Assistant Clinical Professor of Family Health Care Nursing

Shari Dworkin, PhD, MS

Associate Dean for Academic Affairs, School of Nursing Professor of Social and Behavioral Sciences

Paul Garcia, MD

Associate Dean for Academic Affairs, School of Medicine Professor of Clinical Neurology

Paul Green, PhD

Representative, Academic Senate Committee on Faculty Welfare Adjunct Professor of Preventive and Restorative Dental Science

Nerissa Ko, MD

Co-Chair, UCSF Committee on the Status of Women Professor of Clinical Neurology

Cynthia Lynch Leathers

Assistant Vice Provost, Academic Affairs

Jennifer Lo

Senior Program Analyst, UCSF Program Management Office

Jeff Lotz, PhD

Representative, Academic Senate Committee on Academic Personnel (CAP) Professor of Orthopaedic Surgery

Irené Merry

Program Coordinator, Campus Council on Faculty Life (CCFL)

Judy Rosen

Manager, Disability and Leave Administration

Deborah Nikkel

Associate Director, UCSF Program Management Office

Diane Wara, MD

Representative, Committee on Family Services Professor Emeritus, Department of Pediatrics

APPENDIX 2 – TERMS AND RELEVANT POLICY CITATIONS

UC ACADEMIC POLICIES (APM 760, 670) – SPECIFIC TO LEAVE:

1. **Childbearing Leave**

Childbearing leave is provided to all faculty, regardless of length of service, for the period of time before, during, and after childbirth that the faculty appointee is temporarily disabled due to pregnancy, childbirth, and recovery. The normal childbearing leave period is six weeks, although up to four months may be provided if necessary for medical reasons. *For more information, see [APM 760-25](#).*

2. **Parental Leave (also “childrearing leave”) Without Pay**

Faculty may take up to one year of full-time or part-time parental leave without pay for the purpose of caring for his or her own child or the child of a spouse or domestic partner. Parental leave combined with childbearing leave and/or a period of Active Service-Modified Duties may not exceed one year. *For more information, see [APM 760-27](#).*

3. **Active Service Modified Duties (ASMD)**

ASMD is a period of reduced responsibilities to allow faculty to prepare and/or care for his or her own newborn child or that of a spouse or domestic partner, or to care for a child under age five placed for adoption or foster care in the faculty home. Eligibility shall normally extend from three months prior to 12 months following the birth or placement and shall be concluded within 12 months following the birth or placement. During this period normal duties may be reduced. The proposed modifications should be discussed with the department chair and are subject to approval by the dean and/or the Chancellor. *For more information, see [APM 760-28](#). For more information on pay status during ASMD, see [APM 760-28-b](#) and [APM 760-28-c](#).*

4. **Extended Illness Leave**

Faculty who are members of HSCP do not accrue sick leave, but may be approved for leaves with pay (e.g., salary continuance) during periods of extended illness or disability. Extended leave is paid in addition to childbearing benefits in medically necessary situations.

UC ACADEMIC POLICIES (APM 760, 670) – SPECIFIC TO APPOINTMENTS/ADVANCEMENTS:

5. **Stopping the Clock for the Care of a Child or Children For Assistant Professors in Senate Series**

At UCSF faculty who have completed eight years of service in an academic senate title at the Assistant rank shall not be continued after the eighth year unless they are promoted to the associate or full professor rank. This is commonly known as the “eight-year clock.” Faculty in an academic senate series at UCSF may stop the clock during their probationary period to care for any child who is, or becomes part of a faculty member’s family. To be eligible to stop the clock, an appointee at the Assistant level must be responsible for 50 percent or more of the care of a child. The child may be the faculty’s child or that of the faculty’s spouse or domestic partner. *For more information, see [APM 760-30](#) and [APM 133-17](#).*

6. **Part-Time Appointment and Reduction in Percentage of Time of an Appointment to Accommodate Family Needs**

Academic appointees may be eligible for appointment to a part-time position or may be eligible to reduce their percentage of time of an appointment from full time to part time for a specific period of time or permanently to accommodate family needs. The Chancellor has authority to approve such appointments. Members of the Health Sciences Compensation Plan who reduce the percentage of time of their

appointment remain under the same terms of the Plan during the period that their appointment is reduced.

RELEVANT STATE AND/OR FEDERAL LAWS AND PROVISIONS:

- **Family Medical Leave Act (FMLA)**

Federal Law intended for:

- Care of a newborn or adopted child
- Care for spouse/domestic partner, child or parent who has a serious health condition
- For your own serious health condition (including pregnancy)
- Military Caregiver Leave
- Qualifying Exigency Leave

Law grants 12 weeks per calendar year (CFRA runs concurrently in most cases); pay not guaranteed.

- **Pregnancy Disability Leave (PDL)**

California State Law intended for:

- Employees to take leave for a pregnancy-related disability even if not eligible for FMLA

Law grants up to 4 months per pregnancy; pay not guaranteed.

- **California Family Rights Act (CFRA)**

California State Law intended for:

- Leave for birth of a child for purposes of bonding
- Placement of a child for adoption or foster care
- The serious health condition of the employee's child, parent or spouse
- The employee's own serious health condition (except pregnancy)

Law grants 12 weeks per calendar year (FMLA runs concurrently in most cases); pay not guaranteed.

- **Fair Employment and Housing Act (FEHA)**

California State Law intended to:

- Protect employees against discrimination or harassment because of an employee's pregnancy, childbirth or any related medical condition
- Prohibit employers from denying or interfering with an employee's pregnancy-related employment rights

Law may grant time off if eligible; pay not guaranteed.

APPENDIX 3 – CONSTITUENT GROUPS IN SUPPORT OF 3FI RECOMMENDATIONS

Academic Senate Committee on Academic Personnel (CAP)

Academic Senate Committee on Equal Opportunity (EQOP)

Academic Senate Committee on Faculty Welfare

Campus Council on Faculty Life (CCFL)

Committee on Family Services

Committee on the Status of Women

Disability and Leave Administration

School Deans and Basic Science Chairs

- **School of Dentistry**
- **School of Medicine**
- **School of Nursing**
- **School of Pharmacy**

Warm Hearts at Zuckerberg San Francisco General Hospital

Women In Science (WIS) at Mission Bay

APPENDIX 4 – DETAILED BUDGET INFORMATION

Item	Year 1	Year 2	Year 3	On-Going (Yearly)
1 FTE (to put in place recommended programs)	\$179,864	\$183,191	\$188,680	\$194,338
Salary	\$120,000	\$123,600	\$127,308	\$131,127
Benefits (assume 44%)	\$52,800	\$54,384	\$56,016	\$57,696
Laptop	\$2,000			
Staff Carrying Costs	\$5,064.00	\$5,206.56	\$5,356.73	\$5,514.85
2 Publicity Campaign	0	\$95,000	0	0
Technology Upgrades	\$121,000	0	0	0
3 Chancellor's Funds for Childbearing Leave	\$177,100	\$181,350	\$185,703	\$190,160
TOTAL	\$477,964	\$459,541	\$374,383	
		Total 3 Year Ask	\$1,311,888	
		Total On-Going (Yearly) Ask		\$384,498
Notes				
1	Includes salary, benefits and staff carrying costs such as data network, phones and freight/postage charges			
	ITFS \$50 per month per employee.			
	Data Network \$50 per month per employee			
	Phones \$35 per month			
	Freight and Postage (mail stop) - \$200 per month			
	GAEL - FY16-17 is calculated at \$0.87 per \$100 of total salary w/ merit and equity. GAEL increases 9% each subsequent year.			
	Office Supplies - \$50 per employee, per year.			
2	Publicity campaign cost based on past budget on other broad based publicity initiatives, e.g., the ITS Security Campaign			
3	Funds requested in addition to Chancellor's Funds already committed.			
	Year 1 is based on three year average usage from 2013 - 2016.			
	Year over year increases are based on projected 2.4% annual increase in number of women faculty.			

APPENDIX 5 – CITATION OF ARTICLES AND OTHER DOCUMENTS

(Click on appendix title link or reference the url to access articles)

[Appendix 5A: Importance of Childcare at UCSF](http://tiny.ucsf.edu/6Gh829) (<http://tiny.ucsf.edu/6Gh829>)

Contributor: Diane Wara, MD - Committee on Family Welfare

Diane Wara, Professor Emeritus in the Department of Pediatrics and representative from the Committee on Family Services, provides a summary of The Child Care Facilities Master Plan, which serves as a framework for Child Care Services. The current childcare wait list (1046) exceeds the number of UCSF childcare slots (297) by 350%. The cost/annum is greater than \$25,000 and is not affordable for most faculty, students and staff. We urge UCSF to increase childcare positions at an affordable cost.

[Appendix 5B: Economic Impact Caused by Loss of Faculty](http://tiny.ucsf.edu/tRbHhB) (<http://tiny.ucsf.edu/tRbHhB>)

Contributor: Nerissa Ko, MD - Chancellor's Advisory Committee on the Status of Women (CACSW)

As described by Paul B. Rothman, MD (Johns Hopkins Medicine), the "Brain Drain" for universities is a growing phenomenon with an estimated cost of \$400,000 to replace an academic faculty in the U.S., not including unmeasured costs of training and adjustment of a new recruit.

[Appendix 5C: Lactation Accommodation](http://tiny.ucsf.edu/AkoF8x) (<http://tiny.ucsf.edu/AkoF8x>)

Contributor: Nerissa Ko, MD - Chancellor's Advisory Committee on the Status of Women (CACSW)

Dr. Nerissa Ko, Co-Chair, UCSF Committee on the Status of Women Professor of Clinical Neurology, offers background on current UCSF efforts to help improve retention of our talented workforce by addressing the continued demand for lactation accommodation to support female faculty returning to work after childbirth.

[Appendix 5D: Impact of Paid Parental Leave on Children, Parents, and Families](http://tiny.ucsf.edu/4ZpSjB)

(<http://tiny.ucsf.edu/4ZpSjB>)

Contributors: Shari L Dworkin, PhD and Kim Dau, CNM – UCSF School of Nursing

Dr. Shari L Dworkin and Ms. Kim Dau highlight research that support the positive effects of parental leave on child development, parent-child bonding/family development, and parental and child health.

[Appendix 5E: Family Leave Benefits at Other U.S. Medical Institutions](http://tiny.ucsf.edu/ZixTux)

(<http://tiny.ucsf.edu/ZixTux>)

Contributor: Christina Mangurian, MD – UCSF Department of Psychiatry

Dr. Christina Mangurian and research team (clinical research coordinator Nick Riano and junior faculty members Erin Accurso, MD and Dawn Sung, MD) share preliminary research findings comparing UCSF pregnancy leave benefits with those from the 2015 top 10 NIH-funded institutions.

APPENDIX 6 – ARC OF THE FAMILY LIFECYCLE

