

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, URM 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 URM 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 URM at UCSF and thus in our survey makes conclusive analysis difficult.
- A third of the URM 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 URM also appear to have grown since 2011.
- Similarly, the views among URM 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.