



# Improving the Academic Climate for UCSF Women Faculty

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## Initiating the Climate Survey

- In 2000, Chancellor Bishop was concerned with:
  - improving the recruitment of women faculty,
  - promoting career progression of women faculty,
  - improving retention of women faculty, and
  - improving the progression to leadership positions of women faculty.
- He assigned the Vice Chancellor for Academic Affairs Dorothy Bainton responsibility for initiating a study of the climate for women faculty at UCSF

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## Initiating the Climate Survey

- A small committee oversaw a series of in-depth, one-on-one interviews with faculty to lay the ground work and develop the major categories of inquiry for the survey.
- The questionnaire was developed by the committee with the assistance of Belden, Russonello & Stewart, a professional survey/polling firm—with interest and expertise in issues about women in academia.

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## Administering the Climate Survey

- All paid faculty members—women and men—at UCSF were sent the survey.
- Anonymously submitted data were analyzed and a report prepared:  
<http://chancellor.ucsf.edu/CWF/contents.htm>
- Sixty percent of the ~1800 individuals surveyed responded
- Respondents were representative of the entire faculty.

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## The Climate Survey Topics

- Questionnaire dealt with five areas of inquiry:
  - Personal satisfaction
  - Mentoring
  - How good a job is UCSF doing?
  - How to attract and keep top-notch women faculty
  - Differences for men and women.
  
- Included open-ended questions
- Collected demographic data on the respondents

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## The Climate Survey Results

- Both women and men enjoy their work at UCSF
- Women are more likely than men to feel they:
  - have fewer resources,
  - have less opportunity,
  - receive less mentoring
  - have less support for life outside work
  - experience sexual harassment and/or
  - experience sexual discrimination.

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## The Climate Survey Results

- Three stage response:
  - A committee composed of faculty studied the report and made 10 recommendations based on the data
  - The Chancellor accepted all 10 faculty recommendations: <http://chancellor.ucsf.edu/>
  - He appointed the Chancellor's Council on Faculty Life (CCFL) headed by the Vice Provost for Academic Affairs Sally Marshall and charged them with implementing the recommendations.

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## The Climate Survey Recommendations

1. Support needed changes at the top; implement at all levels.
2. Support use of UC-wide mechanisms that allow faculty to adjust work and academic advancement to fit their personal lives without fear of penalty.
3. Promote transparency of annual and promotion reviews; make written policies and descriptions readily available.

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## The Climate Survey Recommendations

4. Provide detailed and sustained mentoring of faculty at all crucial stages of their careers.
5. Improve institutional orientation of all new faculty to campus life and policies.
6. Improve and support the search and hiring process.
7. Assure equitable access to leadership opportunities.

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## The Climate Survey Recommendations

8. Implement social welcoming programs for new faculty.
9. Foster balance between professional and personal life; eliminate the 24/7 culture.
10. Develop and implement new ways to assess merit and give credit to investigators whose work is highly collaborative.

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## The Climate Survey Recommendations

- Additional Issues:
  - Child Care
  - Sexual Harassment
  - Salary Equity

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## The Climate Survey Outcomes

1. The Chancellor's Council on Faculty Life headed by Vice Provost Sally Marshall is a vital and action oriented committee with responsibility for implementing the recommendations.
  - It receives high level support from the Chancellor and Deans of all the schools.
2. The tenure clock automatically stops system-wide if you take maternity leave.
  - Departmental compensation is automatically funded by the UCSF Chancellor's office
3. Establishing transparency of departmental review processes is a project for the future.

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## The Climate Survey Outcomes

4. A Director of Faculty Mentoring has been appointed:
  - All assistant professors and new faculty have mentors
  - Each department or division has a mentoring facilitator
  - Workshops are developed for mentors and facilitators.
5. New institutional welcoming activities were initiated:
  - Website houses important professional/personal links:  
<http://academicaffairs.ucsf.edu/>
  - New faculty – pictures and biographies in the news
  - Faculty welcoming week: 30 seminars, 14 different topics from promotion to raising children.

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## The Climate Survey Outcomes

6. A faculty search ambassador position was established two years ago:
  - now being folded into broader diversity initiative covering all faculty, staff, and trainees.
7. Leadership training for 32 individuals (21/32 were women) was held in 2005-2006:
  - 65 hours training – specially developed for UCSF
  - Results highly positive
  - Program for 2006-2007 will train 32 additional faculty (23 women).

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## The Climate Survey Outcomes

8. Social welcoming activities have been implemented:
  - Welcoming week receptions for new faculty in September
  - Receptions at various sites by various schools
  - Attendance limited, response positive.
9. Work/life balance programs are under development:
  - Stress Management and Reduction
    - New program
    - Pilot projects for volunteers this spring
    - Actual programs next academic year

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## The Climate Survey Outcomes

10. New approaches to credit for collaborative research have been developed:

- Significance of collaborative work must be addressed in the chair's letter and/or those of outside reviewers.
- The Committee on Academic Personnel is especially sensitized to this issue.

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## Outcomes from Climate Survey

- Other Issues
  - Child care:
    - expanded at existing sites
    - new facilities at multiple sites
    - infant care facility planned.
  - Sexual Harassment
    - All supervisors undergo mandatory training in the prevention of sexual harassment
    - Number of cases has dropped drastically.
  - Salary equity
    - Studies have been completed by all schools and discrepancies addressed
    - Now an annual review process.

# Sally Marshall's Advice

- Use a tool like the Chancellor's Council on Faculty Life to bring about organizational change.
- It takes time to make the multiple aspects of change happen.
- You have to develop priorities and put programs in place sequentially.
- Some things don't work the first time you try them. Try again!

# The Next UCSF Faculty Climate Survey

- Give the remedies in place time to “work”
- Plan to resurvey in 3 to 4 years
- Will probably use the same methodology as the original survey, so that the results will be directly comparable



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