Pursuing Gender Equity at UCSF
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Organized by WiLS: Women in Life Sciences : http://ucsf.orgsync.com/org/wils/home
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- Renee Navarro starts off and will moderate discussion (Vice Chancellor of Diversity and Outreach)
- Purpose today: 1) state of the demographics/ policies at UCSF, and 2) get feedback and questions from us on what is or isn't working
- See also on issues of equity: the annual Chancellor's leadership forum

Demographics data - presented by Renee Navarro
- UCSF is majority female-- 63% vs 37% male. Women out number in staff and all trainees but NOT faculty.
  - At staff level, women less often found in senior leadership/ management positions
  - At student level, again 63% women (note: racial diversity. Most racially diverse group is students)
  - Postdocs and residents and fellows are still majority women, but less so than students (53 or 52% women), and they're less racially diverse
  - Faculty is 47/48% women. Women are overrepresented in adjunct and HS clinic positions (the two NOT in faculty senate), and underrepresented in faculty senate. And faculty is 65% white, 29% asian. So, less diverse.
  - In the faculty pipeline-- women less common in full professor/ Dept chair/ dean positions.
- The UCSF climate survey-- asked how comfortable are you with the UCSF climate, depending on your gender. Women slightly less comfortable than men at ucsf.
  - Especially so in women faculty. The higher ranked professors were less comfortable (ie, tenured less comfortable than assitant)
  - Women more likely to experience exclusionary behavior and more likely to disagree that UCSF provides resources needed for work life balance.

Panelists
So today-- we'll talk with the panelists about these issues. Panelists introduced themselves and talked about how their role/ office at UCSF addresses into these issues.

- ○ <u>Brian Alldredge--</u> Vice Provost of Academic Affairs. oversees faculty appointment and advancement, and faculty development, also disciplinary procedures for faculty.
  - ■ Faculty salary equity study at UCSF. First study was released in Jan. 2015.
    - ● Main finding was that, yep, women were earning less (even with many factors controlled for). Average was 3% less than men. No difference for other minorities (presume he means race/ ethnicity here).
    - ● Other main finding was that women and men were equally likely to receive bonus pay for clinical incentive, BUT women received LESS on those bonuses (I think it was 29% less, but not sure).
    - ● School of Medicine had gender inequities, and they corrected them.
    - ● They're repeating the survey process now. Stay tuned to see if they improved!
  - ■ Faculty Exit Survey-- anonymous survey of faculty as they leave UCSF, to ask about the circumstances around their departure
    - ● Men and women leave at equal rates for non-retirement reasons and the reasons common to men and women are: cost of living, insufficient salary, and personal or family reasons.
    - ● The one issue that differed b/w men and women was that more women, when leaving, did NOT receive counter offers from UCSF when leaving. It was ½ or ⅓ of the amount of men who received counter offers.
- ○ <u>Liz Watkins--</u> Dean of Graduate Division. concerned with everything related to students that's not curriculum. Says she knows what it feels like to feel the financial challenges of a grad student! Had two children as a PhD student.
  - ■ Proud of the student childcare grant-- one of the things the grad division is doing to try to make it easier to be a student parent here.
  - ■ As for postdocs, hopes to help postdocs think about their careers, moving through the postdoc successfully-- so makes the OCPD events open to postdocs (which isn't true at other institutions).
- ○ <u>Talmadge King--</u> Dean of school of medicine. Wants to promote inclusive, equitable environment in school of medicine that supports diversity. Thinks about…
  - ■ Leadership positions. Wants to include diverse people in leadership positions. Always tries to include candidates from many backgrounds. For example, in admissions committees, search committees.
  - ■ Salary equity. School of Medicine no longer has inequity issues on the whole!

- - But there's still departments with "something going on" in terms of inequity. They're looking person by person to compare salaries by gender, identify outliers.
    - Also require each Dept. Chair to report what they're doing about diversity in their own departments.
  - <u>Denise Caramagno--</u> confidential CARE Advocate. Came on board in 2015 as a result of Janet Napolitano's task force recommendations on sexual harassment.
    - Provides advice on sexual assault/ harassment, interpersonal violence, stalking, etc, and also works on *preventing* it at UCSF
    - Sexual harassment is a problem everywhere, at every institution, but we can control how we respond to it at UCSF

<u>Questions for panel from Renee</u>
- Negotiation, and differences in it b/w genders. What are we doing?
  - Brian Alldredge says we're talking about it but not doing anything specific yet…says need to make setting the INITIAL salary more equitable, because it has a ripple effect as people go on in their careers
  - Talmadge King says in Dept. of Medicine salary survey, the reasons underlying the differences are complicated. One thing to do to fix is have a template letter for new faculty hires that is the SAME across recruits, and any alteration to the letter has to go through Dean King.
    - One example-- someone was getting extra money for unnecessary "leadership" titles that didn't actually require any added responsibility. So they're working on eliminating these salary paddings. Point is: you should need to justify any deviations from the normal salary package
- Does graduation rate vary b/w men and women?
  - Dean Watkins says: no! Not for PhDs. Overall completion rate is high.
    - Also, similar numbers of men and women go on to postdocs.
    - The most dramatic differences pop up at faculty level. So the question then is what is going on during the postdoc that affects this? They're updating the career outcomes survey to include question on gender.
- Re: harassment at UCSF- are there differences in what's happening in the lab to trainees vs to staff?
  - Denise says: one big difference is that for a postdoc, if their mentor is harassing that can hugely impact their career. A mentor has so much power over their trainees' future. So trainees in specialized fields may choose not to report. Staff may have more room to move to different departments, etc.
- Is the allocation of space and research support different b/w men and women?
  - Tallmadge King says everyone is allocated too much space. Hah! Hasn't seen analysis of gender differences.

- Faculty exit survey-- were there any differences in reasons in underrepresented minority faculty leaving vs white faculty?
    - Alldredge: There are TOO FEW people in this category (who fill out the survey) to say anything about broader trends.
- Work-life balance, and lack of support reporter by women faculty in UCSF climate survey-- what are we doing to make this better?
    - Alldredge: in his office, Faculty Family Friendly Initiative. Trying to be both clearer on what the policies are, and more generous with them. Will bring recommendations to Chancellor.
        - Need to make sure that people know that it's OKAY to use these family friendly benefits. Or, at least, stamp out the pockets of campus where they are ANTI- using these policies
    - Watkins: very different for grad students vs postdocs (bc students vs employees)
        - Postdocs are renegotiating their contract via their union. UCSF is generally in favor of higher salaries and longer parental leave, but this is tricky because negotiating alongside the other UC campuses.
        - Grad students get 10 weeks parental leave, paid.
    - What about residents? Only given 4 weeks of leave, evidently. This was reported from an audience member who is a resident.

Questions/ comments from audience

- Michelle, postdoc: posits that it's impossible to have a child as a postdoc at UCSF in a two-postdoc family. No parental leave, no child care subsidy. Says it feels like UC doesn't WANT postdocs to have children and be a postdoc.
    - Watkins: we share your concern. We are hamstrung by being part of the UC-wide bargaining. So we need to think about what UCSF alone can do after this contract is signed.
        - Is there some incentive that can be given to faculty mentors? Some sort of pooling of resources? Can the child care on campus be switched to a sliding scale?
        - Watkins says we need to remember that choosing to have children is not a woman-only problem. Men should also take parental leave! We need to normalize having children.
        - Also "work-life balance"-- should we be thinking about separating the two, or better integrating the two?
        - Overall, to the financial question, we're working on it in the ways we can
- Laurent Clement in Grad Division office/OCPD-- the leaky pipeline in academic research. Research from Prof Golden (sp?) at Harvard re: pipeline shows that the question of having children is crucial in what career choices people make. Also points out that the

perception of being a mother vs a father affects you. So, OCPD is trying to work on it, wants to talk about these issues.

- Diane Barber, professor and dept. chair-- through ASCB and NIH, has spent a lot of time thinking about leaky pipeline. Says it occurs "more" after assistant professor level .
    - Gender differences in "Resiliency" is an issue in the leaky pipeline. So what services does UCSF offer to support its trainees in resilience?
        - Navarro: says the literature on resilience/ grit is out there. We we can do is change our culture to do away with microagressions toward women and other minorities/ generally be supportive towards everyone.
        - Watkins: we need to "abnormalize" bad behavior. Ie, that NOT supporting work-life balance/ integration is the not okay thing. Ie, we should all accept that it's NORMAL to have to be flexible so that we can take care of our children, etc.
        - Caramagno: bullying/ harassment a community problem, so we all need to take responsibility. Can't put the burden of changing it on the folks targeted by it.
- Christine didn't catch last name, faculty member-- on the question of data collection on gender equity/ outcomes: is there a central place to collect all of this data? Have discussions with Dept. Chairs led to any good realizations about things we can be changing?
    - King: for example, pointing out the instance where someone had unnecessary extra leadership titles was helpful for other chairs to see. So, by talking openly about the discrepancies they do find they lead to shared realizations
        - Agrees that having the data is important. We're scientists, we should be convinced by it! People will often doubt it when he presents it to them, but as the methodology is explained, people do become convinced.
    - Navarro: some of the data is published (like, student data, according to school) online, but no, it's not all centralized. Also points out that there is MORE we could be asking about-- LGBT, etc.
- Rachel, first year medical student: is there some cross talk b/w CARE advocate and Dean King, for example, to talk about whether harassment is affecting salaries etc?
    - Caramagno: their office does look at broader UCSF trends.
    - King: department was surprised to find that the incidents of bias/ microaggressions was worse than expected in medical school. So more needs to be done.
    - Navarro: reports to chancellor's executive committee on this, looking for trends. Also there's an online training that now 22,000 people have taken, and as a result the number of reported incidents have gone up (probably because people feel more comfortable knowing they can report). What happened with insufficient punishment after faculty sexual harassment at Berkeley has been noted. Working on a bias reporting system.
    - Alldredge: remember that you can use office of Ombuds. They look for trends too.

- (didn't catch her name, staff member) -- how can staff members show leadership/ be better advocates for themselves at UCSF? Ie, staff careers matter too.
  - Watkins: keep being assertive! Platitudes about Sandberg and bossiness.
  - Navarro: working on this too.
- Larisa Kure, Staff Co chair of CSW-- on the FFFI that Alldredge mentioned, who is thinking about staff?!
  - Navarro: there is a staff sub-committee within FFFI. They're talking to HR.
  - King: Chancellor Hargood is concerned with childcare, there are plans to expand it at UCSF. but first it needs a building!

a comment from Keith Yamamoto, Vice Chancellor Science Policy and Strategy
- The "funnels" that we've uncovered for women in career tracks are distressing.
- The "good" news is that we're talking about it. It's all over the news, and affects many aspects of life as a woman scientist.
- Keith says we should be encouraged that the leadership at UCSF is thinking about these issues.
- But remember: there's another funnel, from an awareness/ handwringing of these issues to the data gathering step. Then there's a further narrowing about thinking about what the data mean and how we can actually respond.
  - So, ask yourself: Do the things that UCSF is doing to address these disparities *really* fix things for us? Do we feel confident in this whole system?
  - Keith says we need to stay engaged in this process to see if we're really making progress. And people in leadership positions need to ask trainees: what actually helps you. Can things be changed at the level of federal funding agencies.
- Keith thinks we don't actually know what the best solutions are. So there's work to be done.

Concluding comments from Renee Navarro. Agrees with Keith, we should stay engaged!