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Dear Members of the Faculty Climate Task Force,

We are deeply grateful for your thorough analysis of the 2017 Faculty Climate Survey results and insightful suggestions for improving the climate for faculty at UCSF. The Task Force findings and recommendations informed campus leadership discussion about both the improvements made since the survey as well as the need for continued progress, particularly in respect to the climate for women and underrepresented minority groups.

All of the issues raised in the Task Force report are important and represent real and pressing challenges for faculty across UCSF. The report summarizes these in broad themes: equity and inclusion, financial support, career and leadership development, work-life integration, workplace infrastructure, communication/transparency, and external factors.

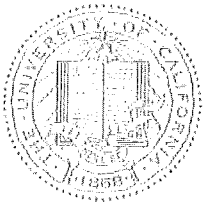
Thanks to the efforts of many central campus units, including the Office of the Vice Provost for Academic Affairs (VPAA), the Office of Diversity and Outreach (ODO), and Campus Life Services, we have made progress on many issues raised in the report, including the establishment of policies and programs that directly address specific needs. We remain committed to working on the remaining challenges while fostering an environment that allows our faculty to thrive and fulfill the mission of the University.

Some actions that are in place and relevant to the Task Force's recommendations are:

- Increasing paid childbearing and childrearing leave to 12 weeks for all Health Sciences Compensation Plan faculty as of July 2019.
- Opening the Mission Bay Child Care Center in fall 2018. With 272 children, the center is the largest childcare facility in San Francisco.
- Adding a childcare facility at City Center in fall 2019 to replace the Laurel Heights Center, representing an additional 54 spaces (170 versus 116 at Laurel Heights).

A number of additional efforts are underway:

- In October, the Chancellor's Cabinet endorsed making foundational diversity, equity and inclusion training mandatory for all UCSF faculty, staff, and learners. This initiative, led by Vice Chancellor for Diversity and Outreach Renee Navarro, will build upon existing School of Medicine Differences Matter and ODO training. Development is expected in the coming year.
- In July, a UC-wide policy, BFB-G-28 Travel Regulations, was revised to include reimbursement of exceptional dependent care expenses incurred when an employee is traveling. Led by UCSF Supply Chain Management, procedures are currently in development for campus implementation in early 2020.



- The Comprehensive Parnassus Heights Plan (CPHP), released in October 2019, envisions expanded childcare, as well as new faculty and student housing. In the near-term, plans are underway to open UCSF's first faculty housing building near the Mount Zion campus in 2021. The building will offer 71 units, most having two-bedrooms. In the coming year, a committee will be established with faculty representation to advise on eligibility, term limits, and rates/affordability.
- The offices of Real Estate and the Executive Vice Chancellor and Provost (EVCP) are actively working on issues of space governance and administration, which includes leveraging the work of existing space committees and streamlining governance. The goal is to develop and implement consistent and transparent space policies for the campus with a view toward increasing effective space utilization. Updates are expected in the coming year.

Furthermore, other actions include endorsing additional key findings from the report:

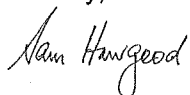
- UCSF will adopt School of Medicine guidelines for faculty committees that influence opportunity or resources. Examples are: Academic Senate Committee on Academic Personnel (CAP), stewardship review committees, committees with resource allocation functions, award nomination committees, and search committees for leadership positions. All such committees should comprise 50% women or underrepresented minorities, and members will undergo mandatory unconscious bias training. Exceptions must be approved by the Chancellor or the appropriate dean or unit leader.
- The School of Medicine Differences Matter Diversity, Equity and Inclusion training will be expanded to all schools and UCSF Health. A pilot year will be launched in 2020.
- The Faculty Recruitment Allowance Program (FRAP) eligibility will be expanded to non-Senate faculty. Implementation is planned for early 2020.
- We have charged the VPAA, in collaboration with ODO, the schools, and the relevant committees, to advise on ways existing mentoring programs can be augmented to address career and professional development needs of all faculty, particularly those of women and underrepresented minorities. In addition, we have asked the VPAA to advise on strategies to better utilize faculty and staff who have completed leadership programs.
- The VPAA will work with vice deans of Academic Affairs and the UCSF Office of Communications to develop a strategy to improve communication to faculty about career development resources, leadership and promotion opportunities, and other benefits that may be available to them at various stages of their career, such as home loan programs. We encourage leveraging existing communications channels and projects.

Importantly, we recognize the tremendous difficulty the high cost of living in the Bay Area poses to faculty, staff, and learners, and how this relates to a number of key issues and recommendations included in the report. There are some areas, such as providing across-the-board institutional support for faculty salaries, where we cannot realistically offer a solution at this time. However, we are committed to continuing our efforts to work with philanthropy in direct support of faculty and to manage the University's overall finances to maximize the benefits for all members of the UCSF community.

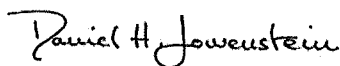
We also appreciate the recommendation for additional data collection and analysis to address perceptions of gender and bias. In the fall of 2020, we will launch a UCSF-wide climate survey directed at all members of our internal community: faculty, staff, and learners. This effort, led by Vice Chancellor Navarro, will include analysis to address perceptions of bias, particularly as it relates to all underrepresented groups. The Faculty Climate Survey Task Force's work will serve as an important resource to the 2020 Climate Survey Task Force, informing both the survey design and the analysis plan.

Once again, we extend our thanks to the members of the Task Force for their dedicated work and look forward to sharing additional updates with the community in the coming year.

Sincerely,



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