

Summary of the Chancellor's Council on Faculty Life's (CCFL) Main Recommendations and Actions

Background

In 2001, the Chancellor commissioned a survey to assess the climate for faculty, particularly women and underrepresented minorities, at UCSF. Based on the survey findings, the Chancellor convened a Task Force on Faculty Life, which in February 2003, issued a report with several major recommendations for improvement. One recommendation was the creation of a committee to focus on improvements for faculty life. The Chancellor then formed the Chancellor's Council on Faculty Life (CCFL), which has been chaired for the last three years by Dr. Sally Marshall, Vice Provost, Academic Affairs.

The Council is made up of 21 faculty in all ranks, series and disciplines, and includes several members who participated in the faculty leadership program described below. The Council is charged with implementing responses to the Task Force recommendations, as well as considering other means of improving faculty life.

Task Force Recommendations & CCFL's Responses

1. Provide Opportunities for Leadership Training for Faculty

In 2005-06 CCFL contracted with the Coro Center for Civic Leadership, a nationally recognized leadership training organization, to provide 10 weeks of leadership training for interested faculty. The program has been very successful and as of December 2008, 94 faculty will have received this training. Program graduates are offered continuing opportunities to exercise leadership skills. For instance, in Spring 2008, 16 graduates participated in working groups to develop creative ideas for implementing the compensation and housing components of the Strategic Plan module on recruitment and retention.

2. Create a Formal Faculty Mentoring Program

In 2005-06, CCFL hired Dr. Mitchell Feldman to serve as the UCSF Faculty Mentoring Director. Dr. Feldman has implemented a faculty mentoring program for new and junior faculty in all departments and is now evaluating the success of the program's second year. Through Dr. Feldman's efforts, an annual lifetime mentoring award was created, and the second annual lifetime mentoring award was given in May 2008. A plaque honoring the lifetime mentoring award recipients will be mounted in a new CCFL display case outside the office of the Vice Provost, Academic Affairs. In addition, an Academic Senate mentoring award is being created; the first award is expected to be given in 2008-09,

3. Provide Institutional and Social Welcoming

- In 2006-07, CCFL instituted a Welcoming Week event for new faculty. This event has been held for the last three years, and has enjoyed considerable success, reaching faculty at several campus sites, and providing a wide array of orientation and other programs to faculty. This event will be held again in September 2009.
- In 2006-07, CCFL started the new faculty biography program, through which new faculty receive a welcoming letter from the Vice Provost, Academic Affairs, and are invited to post their biographies to the online campus newsletter, *UCSF Today*. As of June 2008, over 290 faculty have received letters, and 113 faculty have had their biographies posted on *UCSF Today*. CCFL members also contact the faculty who post their biographies to reinforce this welcoming. The welcoming letter from Vice Provost Marshall serves not only to welcome new faculty to UCSF, but also to educate them about the Academic Affairs website, Welcoming Week and other CCFL programs.

4. Find Means of Recognizing Collaborative Research Activities

In 2005-06, CCFL appointed a Task Force on Collaborative Research, which issued recommendations for giving better recognition to faculty engaged in collaborative research in the context of merits and promotions. The Task Force recommendations were reviewed and adopted by the Academic Senate Committee on Academic Personnel and have been disseminated to the four Schools at UCSF for use in the advancement and promotion process.

5. Increase Transparency of Process

In 2005-06, CCFL supported the redesign and expansion of the Academic Affairs website. It now centralizes many resources of interest to faculty on a wide variety of topics, including resources for handling stress, impairment and well-being issues, as well as policies relating to advancement and promotion. CCFL programs, such as the leadership, faculty development and wellness grand rounds programs (see below) are advertised on the website. The website is regularly updated, and new resources are added as needed. Currently, CCFL is considering adding links to wellness resource for faculty as well as a CCFL webpage to better publicize CCFL programs.

6. Address Work/Life Balance

- CCFL formed a subcommittee to explore this broad issue in greater depth. Through the efforts of one Council member, a small exercise facility was created at Mt. Zion as a means of helping faculty reduce stress. CCFL is continuing to work toward establishing similar small facilities at SFGH and the VA.
- A "Lifeline" menu was placed on the Academic Affairs website as a resource for faculty who might need assistance. This menu provides links to a variety of programs for faculty who may be experiencing personal difficulties.
- In 2007-08, CCFL offered three pilot Faculty Enrichment programs: the Renew Conversation Group, Developmental Skills Training, and the "WorkLean" time management program. Although the programs were well-received by those who participated, the programs reached only a small group of interested faculty. To reach a greater number of faculty, CCFL initiated a Wellness Grand Rounds series in Fall 2008 (discussed below).

7. Demonstrating Leadership on Faculty Life Issues

- The Task Force suggested publicizing efforts to improve faculty life at UCSF. In addition to forming CCFL, the leadership, mentoring, and faculty welcoming programs are regularly publicized in *UCSF Today*. In addition, CCFL has developed a logo which will be placed on all CCFL materials and publicity, to increase the visibility of CCFL and its activities. CCFL also developed a brochure which was mailed to all faculty and is regularly available at CCFL events. The look and style of CCFL event publicity is coordinated and bears the CCFL logo. CCFL members are working to publicize CCFL and its work at faculty retreats, school-wide meetings and other appropriate venues.
- In 2007-08, CCFL initiated a Faculty Career Development series, consisting of lectures and workshops on topics of interest to faculty, such as leadership, negotiation, and financial management. Two workshops on negotiation have been offered so far, both of which were highly successful and well-attended. A workshop on finance was offered in July 2008, and a panel discussion on advancement and promotion will take place in October 2008, followed by a program on conflict resolution in March 2009.
- In September 2008, CCFL initiated the "Wellness Grand Rounds" series mentioned above. For some lectures, the speaker and topic will be associated with particular wellness or stress reduction programs, such as the Developmental Skills Training piloted by CCFL in 2007-08. In these instances, faculty will have an opportunity to sign up for the program at a reduced cost, with the balance of the cost to be subsidized by CCFL. It is anticipated that this approach will allow CCFL to use its resources to provide programs to a greater number of faculty rather than funding an entire program that reaches only a few faculty members. The third and fourth lectures in this series are scheduled for January and April 2009 respectively.

8. Searches and Advancement

In 2005-06, CCFL hired a Faculty Search Ambassador, who developed a toolkit for search committees to use in enhancing the diversity of the faculty candidate pool. The Ambassador program has now been merged into a large campus-wide diversity effort, and a half-time Director of Faculty Diversity was hired in September 2007. The new Director reports to Dr. Sally Marshall, Vice Provost, Academic Affairs and Chair, CCFL. The Director is working to finalize an academic demographics computer database. Additional efforts are described in the section on Diversity (see above).