# Report of the UCSD School of Medicine Task Force on Gender Equity

## *1. Summary of key findings and recommendations*

After detailed analysis, the SOM Task Force on Gender Equity concludes that under-representation of women and salary inequities currently persist at the School of Medicine. The following findings are identified as the most significant and at the same time amenable to intervention.

*Four main findings:*

- Women are under-represented among the faculty of the SOM, when compared to the available pool. Bold initiatives are needed to redress this. To remain a premier institution, we must attract and retain top candidates of both genders.
    - **Major changes in the institutional climate and procedures, such as expanded mentoring efforts, are required in order to recruit and retain more women.**
    - **Search practices must ensure that women are represented in numbers that approximate their availability in the pool for all series of appointment.**
- Representation of women in the FTE series is strikingly low and not improving. During the last six years, women have received only partial FTE's; during the same time frame, 17 men were awarded full FTE's
    - **An equitable, neutral mechanism for assigning FTE's (whether full or partial) should be developed, including the awarding of FTE's to existing faculty. These policies should be applied uniformly to men and women.**
    - **Exceptions to policy should require approval by the Dean of the SOM, prior to communicating with the candidate in question.**
    - **Performance reviews of all academic leaders should include effectiveness in increasing the representation of women in the FTE series.**
- Women are under-represented in Academic Senate series (FTE, Clinical X and In Residence) compared to non-Academic Senate series (Clinical and Adjunct).
    - **When departments propose faculty for appointment to non-academic senate series, especially women, they should explicitly state why they are not deemed eligible for the other series.**

- **Performance reviews of all academic leaders should include effectiveness in increasing the representation of women in all series.**
- **Recognizing the contribution of Adjunct faculty to the SOM research, teaching and service efforts, the Dean's office should explore possibility of granting Academic Senate membership to those in the Adjunct series.**

- On average, women faculty are paid 23% less than their male counterparts after correcting for years since receiving their doctoral degree(s) and years at UCSD. When compared to AAMC national salary data, discrepancies with department-specific averages are even greater for women than men. No data are available to assess whether gender salary differences are due to differences in starting salary.

  **As on the main campus:**
  - **The regression model described herein should be applied on an annual basis to identify faculty who are compensated significantly less than predicted by their level of experience, rank, series and department.**
  - **Departments should either rectify the salary inequity, or should justify the level of compensation for such faculty based on their specific job description or other circumstances.**
  - **Faculty throughout the SOM should be informed annually of the average salary in their department by rank and series, and of their salary relative to percentiles established by the AAMC. This information should be supplied prior to annual salary negotiations.**
  - **SOM faculty across all series should be accorded the right to request a review of their rank and step once while at the associate level and once while at the full professor level, to ensure that they are correctly calibrated, as has been extended to campus FTE faculty.**

  **In addition:**
  - **The Dean's Office should monitor salary offers to new faculty before such offers are made, to ensure gender equity.**
  - **The SOM database needs to be updated and computerized so that these analyses can be done routinely, and so that it can be determined if there are gender differences in starting salaries.**

*Additional findings and recommendations as they relate to possible reasons for the above key findings.*

- Women are under-represented among search committee members, search committee chairs, the pool of candidates and the short-list.

  - **More oversight is needed as to the composition of search committees and the gender of those asked to chair them. Search committees that are proposed with a representation of women significantly below their**

**representation on the faculty overall should not be approved until this discrepancy has been rectified.**

- **Departments and search committees should be advised explicitly on mechanisms available to develop a diverse applicant pool (campus "best practices").**
- **As done on the main campus, the Office for Academic Affairs should determine that searches have adhered to campus best practices and have developed an appropriately diverse pool before the formal establishment of a short-list and prior to issuing any invitations to candidates.**
- **Draft short lists that diverge significantly from predictions based on availability estimates should be sent back with a request that the search committee increase diversity before proceeding with the search.**
- **Consistent policies should be applied not only to searches for faculty in general, but also for Chairs and other leadership positions.**

- The dean's office appears to provide start-up packages to women infrequently, if at all. On the other hand, start-up packages provided by departments appear similar for men and women faculty recruited to comparable positions.

  - **The Dean's office should use consistent policies to determine its tangible contributions to faculty recruitment.**

- Women appear to be proposed for accelerations less often than men as a percent of the eligible pool. However, the relatively small numbers involved in such actions do not allow us to make valid statistical comparisons.

  - **The Dean's office should urge departments to be proactive in considering women faculty for possible accelerations or recalibration of their rank and step.**

- In a survey of faculty who left UCSD over the past five years, we found no differences in the reasons why men and women chose to leave SOM. Both men and women reported a high level of dissatisfaction with the climate at UCSD and the opportunities they received for a rewarding career. Data were not available to enable the Task Force to determine rates of separation by rank, series or gender.

  - **Urgent attention should be directed to the climate for faculty in the SOM. To begin this effort a survey should be conducted to identify areas in greatest need of attention. A proposed survey, based on a similar effort at UCLA, is provided as Appendix 5.**
  - **The SOM database needs to be updated and computerized so that statistics on separations can be produced on an ongoing basis.**

- Women are represented above their percentage of the faculty as a whole on SOM committees, but have infrequently chaired major bodies such as Faculty Council, CEP, the Nominating Committee, SOMCAP and the Committee on Research.
    - **Faculty Council and the Nominating Committee should be charged to develop a mechanism to ensure equitable representation of women among committee chairs.**
- Space allocations appear to be equitable between men and women using the metric of dollars per square foot. Women do not appear to be disproportionately represented in Hillcrest, or in off-campus space, relative to their proportion on the faculty.
    - **Space allocations should be monitored to make sure that equity is maintained.**
- Data were not available to allow the Task Force to assess whether men and women contribute equally to the clinical and educational missions of the SOM.
    - **Appropriate measures should be developed to allow for such analyses.**
- Interviews suggested that women of color may face an even greater burden than women in general. While some issues may be similar, the available pool and climate issues may be different.
    - **A Task Force should be established to examine salary, recruitment and retention issues for faculty of color. A similar methodology could be employed to examine some of these issues.**
- History indicates that these are not easy issues to resolve, and actions must be monitored in order to maintain progress.
    - **This Task Force should be reconvened in approximately one year to review SOM responses to the recommendations, and progress on equity in recruitment, representation, and salaries. An oversight committee should then be established to monitor progress on an annual basis.**
    - **One person in the Dean's Office should specifically be charged with monitoring gender equity for faculty, including recruitment, hiring, compensation and retention.**

*2. Introduction and background*

In 2001, Senior Vice-Chancellor Chandler charged a group of faculty on the general campus to conduct a survey of salary equity related to gender among the ladder-rank faculty. This group analyzed a large body of data and reported their findings in March 2002. They identified important challenges to the campus as a whole in hiring and retaining women faculty. Moreover, women FTE faculty, overall, apparently receive significantly lower compensation than their male colleagues with equivalent experience and comparable UCSD years of service, and historically were also hired at lower salaries than men. The campus group made several recommendations regarding methods that might be used to more closely match the gender make-up of our faculty with the available pool, and also suggested methodologies to analyze salary inequities on a rolling basis, to provide for case-by-case analyses of outliers, and to allow faculty to be informed of the average salary, by rank, in their departments. The campus group also suggested that all faculty members should be allowed to request a special academic review no more than once every five years to ensure they are properly calibrated in rank and salary.

The campus wide survey also extended to Ladder Rank faculty (LRF) in the School of Medicine. Here, under-representation of women was felt to be a particularly acute problem, with women making up only about 12% of the ladder rank faculty in 2000, a percentage that has remained essentially unchanged for at least six years. Moreover, the report of the Gender Equity group suggested significant and substantial discrepancies in total compensation of men and women LRF in the School of Medicine (note that the study was limited to LRF). While there may be valid reasons for such discrepancies, they suggest that greater scrutiny of faculty compensation related to gender may be needed. The issue is complicated further by the complexity of compensation schemes in the School of Medicine. The negotiated (Y) and clinical (Z) components of the salary mean that compensation is much less closely tied to rank and step than for general campus LRF. Moreover, the majority of the faculty in the School of Medicine, including those in series that contain much higher representation of women than among the LRF, were specifically excluded from the campus wide survey due to the complexity of these compensation schemes.

Based on the findings of the campus wide group, and on anecdotal evidence that gender-based discrepancies may be even greater in faculty series other than the LRF, Dean Holmes established an SOM task force in the spring of 2002 to extend the methodologies of the campus study to all faculty in the SOM. This task force included faculty who participated in the campus-wide process (Drs. Barrett, Wingard and MacLeod), as well as a broad cross-section of faculty from diverse series and job descriptions. Professor Mat McCubbins from Political Sciences was recruited to perform the statistical analyses required (a task he undertook for the campus-wide report), and consultative assistance was provided by Tom Jackiewicz and Ron Espiritu.

The charges to this task force were as follows:

- Extend the methodology of the campus-wide study to examine four years of salary data for all faculty in the School of Medicine, taking as a starting point the null hypothesis that no differences in salary exist in series other than the ladder-rank.

- If salary discrepancies are identified, identify the salary component(s) (X/Y/Z) contributing to the differences

- Examine the salary discrepancies already identified for LRF, and formulate recommendations as to how these should be rectified or justified

- Examine reasons for the low proportion of women among SOM faculty, particularly among the ladder ranks, and formulate recommendations as to how this might be remedied

- Gather data on separations of women faculty over the last four years, since the campus study indicated that women represent a meaningfully higher percentage of separations than their current population

- Develop an understanding of the climate for women faculty in the SOM, and reasons that women choose to separate if they are found to be doing so disproportionately

The task force (members listed below) was duly constituted and met regularly between June and December 2002, and again in the summer of 2003 to finalize this report. The findings of the Task Force, and analysis of these, are presented below. We also attempt to make recommendations as to how to correct some of the problems that emerged from our review of the current status within the SOM.

## *3. Data and discussion*

### A. Representation, availability and recruitment of women in the SOM

On an aggregate level, advances have been made in improving the representation of women among SOM faculty. During the time period we examined, 1997-2002, women increased from 23 to 27% of the faculty overall. As shown in **Figure 1**, when considering all faculty members, including those with VA appointments, there has been a steady increase in the proportion of faculty who are women, particularly at the Full and Assistant Professor ranks. Indeed, around 40% of all assistant professors are now women, approaching the representation of women in medical schools and graduate programs in the biomedical sciences. Moreover, if VA faculty members, who do not include pediatrics and Ob/Gyn specialities, are excluded, the overall percentage of

women on the faculty has increased from 24 to 28% over the same time period. Finally, UCSD compares favorably with other medical schools in terms of the number of women faculty and the proportion of full professors who are women, whether compared with all US medical schools (AAMC data), other UC medical schools, or the "comparison eight" institutions. (**Tables 4 & 5**) In fact, UCSD (16%), along with UC Irvine (19%) and UCLA (16%), has a notably higher proportion of full professors who are women than the national average (13%) or at all of the comparison eight medical schools other than the University of Illinois. Indeed, UCSD has a proud tradition of female faculty, having had the first ever female chair of a Department of Medicine (Dr. Helen Ranney) as well as several other women in prominent roles, including current Department Chairs, Associate Deans and the Medical Director of the UCSD hospitals.

However, a deeper inspection of these data suggests that UCSD SOM has no reason for complacency when it comes to the representation of women on its faculty. As shown in **Figure 2**, essentially all of the growth in the proportion of women on our faculty in recent years has come from the Adjunct and Clinical series. This is particularly worrisome given the perception that appointments in these series carry less prestige than others. In a similar vein, women make up a very small proportion of those with ladder-rank appointments, and there has been no growth in this category over the last five years despite the fact that numerous FTE appointments have been made overall. Similar concerns apply to the In Residence series, although here the absolute percentage of women is somewhat higher. Finally, women appeared to be making gains in the Clinical X series, but the percentage of women declined in the most recent period for which data were available, apparently as a result of a large increase in male full professors in this series, many of whom may have transferred from other series. Putting these data another way, fully 70% of all current women faculty are in the Clinical (50%) or Adjunct (20%) series while only 38% of men are appointed in these series (26 and 12%, respectively). Conversely, 38% of all male faculty hold FTE's while only 12% of women do, and the proportion of women who hold FTE's has declined steadily and considerably over the period from 1997 to 2001 (from 17% to the current 12%).

The under-representation of women on our faculty, particularly in certain series, and the failure to realize significant gains in series where under-representation is particularly notable, is distressing in that it comes at a time when the pool of available women candidates has been rising. Whether we consider the US as a whole, the comparison eight schools, or UC medical schools, the proportion of medical school graduates who are women has increased rapidly over the last decade. (**Table 6**) In 2002, fully 48% of UC graduates were women. Based on admissions data, it seems likely that women will make up more than half of all new physicians in the near future. This fact will make it vital that UCSD SOM does a better job of recruiting women to its faculty, if we are to have any hope of maintaining faculty quality. Data on basic scientists were more difficult to come by given the diversity of the fields of specialization pursued by those destined to become medical school faculty. Nevertheless, available data as well as inspection of our own graduate programs indicates that, like physicians, women already make up a considerable proportion of graduates from US Ph.D. programs in biomedical sciences and allied areas. These trends mandate that UCSD examine its hiring practices, as well as the conditions

experienced by the women it does appoint to its faculty, if it wishes to keep pace with competitor schools.

An inspection of data related to the actions and composition of search committees, which are particularly important when it comes to the recruitment of LRF, may provide some indications as to why UCSD SOM has failed to increase the representation of women in this series significantly over the last five years. First, the proportion of women applying for positions in all series (24%) is below their availability in the pool, although it is somewhat encouraging that 32% of the total candidates who were seriously considered were women as were 33% of those proposed for appointments. (**Table 7**) However, if FTE searches are considered separately, women made up 22% of the applicant pool, but only 19% of those seriously considered, 12% of those proposed, and 8% of those eventually hired. Similarly, women comprised just 6% of the applicant pool for special searches (chairs and other similar appointments) and none were proposed for appointment or hired in the period under consideration. While there are several possible explanations for these data, the Task Force believes that at least part of the failure to develop an appropriately diverse applicant pool or to select women candidates, lies not in a lack of availability of suitably-qualified women (especially at the Assistant Professor level), but rather in the composition and leadership of the committees appointed to search for such candidates. It is well-recognized that much of the success of faculty searches derives from the identification of candidates via informal networks, rather than from responses to advertisements. This is particularly true at more senior levels. However, the effectiveness of these networks is linked to the composition of search committees. Many studies have shown that faculty tend to consider others like themselves when recommending colleagues for positions. In this regard, it is notable that only 15% of the members of search committees in the past five years have been women, a proportion that is significantly lower than that of women on the faculty as a whole (27%). (**Table 8**) This certainly belies the perception that women faculty members are disproportionately burdened with committee work, at least in this sphere. Likewise, only 8% of search committees were chaired by women. This certainly impacts the number of women hired from the search process, even if women candidates are identified initially, since the search committee chair typically interacts closely with candidates who are seriously considered for faculty positions.

The Task Force would also like to underscore data that relate to the paucity of women among FTE holders in the SOM. Turnover in this series is slow, and redressing gender imbalances will take a considerable period of time in the absence of a significant influx of new FTE's, which seems unlikely given current budget constraints (although faculty hiring related to the new School of Pharmacy and Pharmaceutical Sciences may represent something of an opportunity in this regard). Nevertheless, there is a measurable rate of appointments to the FTE series, and anticipated retirements of many of the founding faculty of the SOM over the next few years may increase this number. Over the period of 1996-2002, a total of almost 35 FTE's were assigned either to newly-hired faculty or those transferred from other series: 17 individuals were assigned full FTE's, while 30 others received a partial assignment of 0.5 FTE or less. (**Table 9**) However, no women received a full FTE during this period, and only 8 received a partial FTE. Thus, the

number of women appointed to the LRF is not even close to that needed to redress the gender imbalance in this series, and when women are appointed, they are likely only to receive partial support, perhaps reducing the competitiveness of an offer to highly-qualified outside female candidates. In the last two years for which data were available, no women have been appointed to the LRF in the SOM, even as partial FTE holders. Nine men received full or partial FTE appointments during the same time period.

### B. Salary compensation

Although many factors contribute to faculty recruitments, and to the satisfaction of faculty already recruited, salary is obviously an important consideration. The task force applied the methodology adopted by the campus wide study of gender equity to test the null hypothesis that men and women faculty in the SOM receive equivalent compensation when matched for years of experience and time at UCSD. The model, similar to one used by other universities (e.g., Stanford, UCI, and UCLA), is a simplified version of a standard earnings model in labor economics [e.g., see Johnson, George. 1999. "Trends in Relative Earnings of Tenure Track Faculty: 1973 – 1995." Working paper, Department of Economics, University of Michigan; Pencavel, John. 1997. "Market Work and Wages of Women: 1975-94." Working paper, Department of Economics, Stanford University].

We began with the **null hypothesis, that women's salaries are not significantly different from men's, if all variables other than gender are held constant**. While we are able to complete such a regression model on several important variables that are known in these other models to affect salary, it was impossible to measure all of the variables known in the literature to affect earnings. The most important excluded variable would be one related to productivity and quality, which is at the heart of academic review. Principally, our key independent variables used to estimate earnings are experience, both since the M.D./Ph.D. and at UCSD (measured in years to present). We also know that market forces vary by discipline and thus so should salary. Surgeons and ophthalmologists, for example, are known to make more than family practitioners, and we account for these differences in our estimation of earnings. Our basic salary model is as follows:

$$\text{Log}\,(\text{Wages}_{jt}) = \Sigma_i\, C_i(\text{Department}^i_{jt}) + B_1(PY_{jt}) + B_2\,(PY_{jt})^2 + D_1(UCY_{jt}) + D_2(UCY_{jt})^2 + E(\text{Gender}_j) + F_t(\text{Year}_t) + e_{jt}$$

where: $\text{Wages}_{jt}$ are the earnings of faculty member j in year t, measured as the faculty member's total 12 month compensation. $\text{Department}^i_{jt}$ is a set (vector) of i dummy variables identifying each faculty member j's departments in year t. In this way, we "control for" or take account of the average wage gap among all departments such as Medicine, Pediatrics, Surgery, etc. $PY_{jt}$ is, for each faculty member j in year t, the number of years of experience since earning a M.D./Ph.D. $UCY_{jt}$ is similarly the number of years at UCSD for each person j in year t . $\text{Gender}_j$ is, of course, the key variable for our tests, and is a dummy variable which is equal to one if person j is a female and zero

otherwise. The rejection of the null hypothesis is based on the magnitude and statistical significance of the gender variable (i.e., regression coefficient E). A standard statistical t-test is used to obtain the confidence interval for this coefficient. We only rejected the null hypothesis when the coefficient was significant at or above the 95% confidence level. $Year_t$ is an included dummy variable for two of the three years in our study, which accounts for the average increase in salaries across individuals (i.e. COLAs) in year t. Lastly, $e_{jt}$ is a random error term whose average is zero and whose variance defines the standard error used to compute the confidence interval.[1]

We estimated the model above for all faculty members at the SOM. We also estimated the model for certain subsets of the faculty (by series or degree type.) In order to cover a reasonable cycle of merit reviews and advancements, the model included up to three years for each faculty member (1997 to 1999). The total number of faculty members included in this study was 134 women and 440 men in 1997, 140 women and 441 men in 1998 and 160 women and 450 men in 1999. The total number of observations was 1765, however because of missing data, not every regression model has all of the observations included.

We analyzed data for total salary compensation for faculty in all series of appointment over the last four years. Perhaps the most important result of this analysis is the finding that women are paid, on average, about 23% less than their male counterparts when matched for years at UCSD and time since their doctoral degrees. (**Table 10**) This finding was significant at the $p<0.01$ confidence level, meaning that we could reject the null hypothesis that male and female faculty are treated equally when it comes to compensation. The analysis is also notable in that it showed a greater level of gender inequity with respect to salary than the similar study confined only to LRF on the campus as a whole (where the decrement in salaries of women faculty was approximately 12%). The validity of the model could be assessed by examining regressions of other parameters on the natural logarithm of salary. Thus, salaries increased significantly in 1998 and 1999 compared with 1997, the base year for comparisons, as would be expected on the basis of COLA's and faculty advancement. Similarly, salaries in two departments (Ophthalmology and Surgery) were significantly greater than would be predicted by the model on the basis of years of experience and time at UCSD, which illustrates the salary differences that would be anticipated among specific medical specialties.

We also analyzed salary inequities on the basis of gender among the various faculty series, as well as making an attempt to understand whether any differences arose from base (X), negotiated (Y) or additional (Z) components. (**Table 11**) Among MD's appointed to the FTE series, gender-based differences in salary appeared to derive from

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[1] Errors produced by the model will be both random (variance from the mean) and will vary systematically from person to person (as in a fixed effects model). We used an estimation technique, known as a random effects model, to account for both types of error (Greene, William H. 1997. Econometric Analysis, 3d ed. Upper Saddle River, N.J.: Prentice Hall. See Chapter 14). This also accounts for the fact that each faculty member was observed multiple times in the data set so that our observations were not all independent of one another.

base pay, or X, although there was a large, but statistically non-significant, negative coefficient for women's negotiated (Y) salaries in addition. Because base salaries are closely tied to rank and step, this may imply that women M.D.'s among the LRF advance more slowly than their male counterparts. On the other hand, it is encouraging that no significant differences among salaries were seen on the basis of gender for Ph.D.'s appointed in this series, although the relatively small number of basic scientists among the ladder ranks reduces the robustness of this conclusion.

In the Clinical and Clinical X series, there was no significant difference between men and women in terms of total compensation, but women received significantly less Z compensation than men, after consideration of service and experience, in both series. For women appointees in the clinical series, there was also a significant negative coefficient for base pay (X). Further examination will be needed to dissect out the reasons for these differences. It is possible that at least part of the discrepancy relates to the over-representation of women in relatively poorly compensated specialties and primary care, although case-by-case comparisons could (and should) be conducted in specific divisions to ensure that the apparent differences in salary are in fact justified, and that women are not disproportionately assigned to practice in settings that are inherently less lucrative. The differences do not, however, derive from the desire of more female than male clinicians to work part-time in order to fulfill family responsibilities, since qualitatively the same conclusions were reached when all salary data considered in this study were normalized to full-time equivalents. As before, moreover, the fact that women faculty in the Clinical series receive approximately 10% less base pay (X) than predicted by the model suggests a slower rate of academic advancement than for men.

In the Adjunct and In Residence series, significant and substantial salary differences emerged for the negotiated (Y) component. Most often this salary is derived from extramural funding, although clinical income can also be used to cover Y salary on a negotiated basis. Among Adjunct faculty, gender differences in salary were particularly notable for MD's, where women received approximately 33% less Y salary than their male counterparts than would be predicted on the basis of years of experience.

Some effort was also directed to determining whether apparent salary inequities between men and women faculty were particularly notable in specific departments. These analyses were complicated by the paucity of women or even total faculty in some of the smaller departments, meaning that statistically valid conclusions could not be drawn. However, in the larger departments where analyses were viable, the following differences were observed. First, women FTE faculty received compensation that was significantly less than predicted by the model in the Departments of Medicine, Psychiatry and Pediatrics. In the Department of Medicine, women in the Clinical X series also received lower than expected compensation, whereas in Psychiatry, a gender discrepancy was noted for women faculty in the Clinical series.

Some salary inequities might arise, at least in theory, due to a greater availability of grant funds to male faculty than to their female colleagues. However, when we analyzed extramural funding tracked by UCSD (i.e., excluding awards administered by the VA, or

other bodies such as the Howard Hughes or Ludwig Institutes), the average amount of funding per woman faculty member exceeded that of men. The average grant funding for male faculty was dominated by a few individuals who held very large awards and/or directed multi-investigator programs. Thus, differences in negotiated salaries between men and women faculty are unlikely to be due to a relative lack of extramural funding.

In addition to analyses based on absolute salaries, we also assessed whether there were any gender-based inequities among compensation related to AAMC percentiles. (**Table 12**) For both MD and Ph.D. faculty, women were paid at a significantly lower AAMC percentile than men, with the discrepancy greater for the former group. Among M.D.'s in various series, all but faculty in the Adjunct series received a compensation that represented a significantly lower AAMC percentile than predicted compared to men. These data are also interesting for what they reveal about the competitive position of UCSD salaries overall compared with other institutions on a department-by-department basis. Overall, it would appear that most departments are doing quite well in keeping pace with academic salary scales, the aforementioned gender inequities notwithstanding. However, this was not the case for Radiology, where salaries were apparently significantly lower than national norms. For Ph.D. faculty, there was a gender-based decrement in AAMC percentile overall, but this appeared to relate primarily to large inequities in the In Residence series. On a positive note, Ph.D. faculty in several SOM departments receive compensation that represents a significantly higher AAMC percentile than expected, including Family and Preventive Medicine, Medicine, Ophthalmology, Pharmacology and Reproductive Medicine.

The Task Force notes that the findings of apparent salary inequities among men and women faculty in the School of Medicine do not by themselves indicate that faculty are treated unfairly on the basis of gender during the salary negotiation process. There are many reasons why the salaries of two seemingly comparable faculty might differ, including, but not limited to, the availability of grant funding, clinical specialization, or administrative roles. Nevertheless, the magnitude of some of the gender-based differences we have uncovered mandates, we believe, an examination of the salaries paid to those faculty whose compensation differs markedly from that predicted by the model. Department chairs should also be required explicitly to justify the salaries of such outliers (both receiving higher and lower than predicted salaries) during the budgeting process.

### C. Starting salary and rate of advance

The Task Force was unable to conduct a detailed analysis as to whether men and women received different levels of starting salary and/or advanced through the faculty ranks at different rates. Despite repeated requests, the data needed to conduct these analyses could not be made available to the task force in a suitable, digitized format, due largely to the fact that they are currently maintained in a handwritten file card system within the office of the Dean for Academic Affairs. This highlights the fact that recordkeeping and databases related to faculty appointments and compensation should be overhauled as a major priority, not least because the general campus gender equity task force identified

significant differences between the starting salaries awarded to male and female faculty recruited to UCSD.

The Task Force did, however, examine whether there were any gender-based differences in the rate at which faculty are proposed for accelerated academic review actions. The relatively small number of accelerations proposed in any given year precluded any statistical analysis of these data, but it is notable that of the 554 academic review actions proposed for women faculty over the period 1996-2002, only 4.7% were for accelerations, whereas for male faculty the corresponding values were 1663 and 6.6%. Even though these differing proportions cannot be assigned any statistical significance, they suggest that women are proposed for accelerations slightly less often than their male colleagues, and that departments should be asked specifically to consider whether women faculty might be eligible for acceleration. Indeed, the proportion of accelerations recommended for women faculty exceeded that proposed for male faculty in only one of the last six years for which data were available.

### D. Start-up packages, space and other resources

Data that were made available to the Task Force on the size and nature of start-up packages to newly-appointed faculty by their departments were somewhat incomplete. However, based on the data that were provided, it would not seem that there are major differences in the size of start-up packages on the basis of the gender of the recipients. On the other hand, it would seem that the Dean's Office itself has not provided any start-up packages to women hires in the five years considered in this analysis, while allocating substantial resources to the recruitment of male colleagues. To some extent, this is likely tied to the fact that few, if any, women have been hired from the outside to fill major administrative positions, such as department chairs, during the time period under consideration. The Dean's Office is usually only called upon to bring resources to the table for high level recruitments. Nevertheless, our analysis highlights the fact that there appears to be no centralized record-keeping of start-up packages, and perhaps this would be useful to ensure equitable treatment of male and female faculty with equivalent accomplishments going forward.

The Task Force was also gratified to see that there are no significant differences on the basis of gender in terms of lab space assignments, when examined using the metric of dollars per square foot. This has been a major area of inequity for several other high profile institutions, where women faculty have been assigned much smaller labs than similarly-funded male colleagues. Taken together with data on grant funding, these findings also suggest that the methods used by the SOM to assign laboratory space to faculty on the basis of their funding are working well. We also assessed whether women were disproportionately assigned lab space in locations that could be considered less "desirable", such as at the Medical Center facilities in Hillcrest. However, the proportion of women with labs in Hillcrest did not differ from that in the School of Medicine as a whole.

### E. Committee service

In general, women are represented on committees in the SOM in proportions that approximate, or in several cases exceed, their representation among the faculty as a whole. Indeed, excluding *ex officio* members, women are significantly over-represented on committee such as AHPEC, the Electives Committee, the Student Affairs Committee, and SPC. One might consider these committees to deal with matters that are in some ways less central to the overall mission of the school. It is also of note that women have exclusively chaired SPC and the Student Affairs Committee every year from 1997 to 2002. On the other hand, women have been underrepresented on SOMCAP, the Committee on Research, and, in recent years, the Nominating Committee. Under representation on SOMCAP is a matter of particular concern given the large numbers of women serving in the clinical series, whose files would be subject to review by this committee. Moreover, even when well-represented, women have infrequently been selected (or elected) to chair a number of powerful committees in the SOM governance structure, including CEP and the Faculty Council (though the first woman in at least 5 years was just elected to chair Faculty Council). The Task Force is therefore concerned that women may tend to be pigeonholed and only asked to serve on certain committees on a regular basis. Similarly, the over-population of women on these committees may deprive their constituencies of a truly balanced and representative view.

### F. Representation of women in leadership positions in the SOM

As noted above, women have served infrequently as chairs of the Faculty, and as chairs of a number of key committees in the SOM administrative structure. On the other hand, UCSD has an excellent tradition of elevating women to positions of leadership, which is commendable. Of current department chairs, one is a woman, and another acting chair is also a woman. However, both of these individuals lead basic science departments, and there are no currently serving clinical department chairs that are women. Likewise, women are reasonably well-represented among decanal positions, with six of the current Associate or Assistant Deans being women. Thus, the Task Force concludes that the SOM is doing a reasonable job of promoting women to positions of responsibility and leadership within the school, although vigilance is required, especially during chair searches, to avoid an erosion of this position.

### G. Gender balance among separated faculty and results of exit interviews

Over the period of 1997-2002, a total of 121 faculty members resigned their positions at UCSD SOM, of which 29 were women and 92 were men. The proportion of those leaving who were women (24%) was actually lower than the proportion of women on the faculty (27%), suggesting that women are not leaving UCSD School of Medicine in disproportionate numbers (which differs from findings on the general campus). (**Table**

**13)** Among clinical professors and assistant professors, where most women are represented, the proportion of women among those leaving (23% and 25%, respectively) was lower than among those on the faculty in these groups (39% and 37%, respectively). Only among In Residence faculty did women appear to be over-represented among those leaving (29%) compared to those on the faculty (21%). Separations were also most likely among those appointed to the clinical series (43% and 41% of male and female separations, respectively), and represented a meaningfully higher percentage than representation of clinical series members among the SOM faculty as a whole (32%).

The Task Force decided to interview a sample of departed faculty in an effort to gain some understanding of the reasons faculty chose to leave UCSD, and whether these were different between men and women. To make this a manageable task, women faculty members who had left UCSD and for whom contact information was available were matched as closely as possible with a subset of the male faculty based on rank and series. The matching was done by Ron Espiritu, a consultant to the Task Force, to avoid biasing the outcome on the basis of circumstances known to task force members that had led faculty of their acquaintance to leave UCSD. The faculty sample was then assigned to the task force members, avoiding pairings of personal acquaintances. Faculty were then contacted by telephone and asked to respond to a brief series of questions regarding the reasons they chose to leave UCSD. (Appendix 4)

While every situation had unique aspects, several common themes emerged from these "exit" interviews. Most notably, departed faculty, and particularly those with active clinical practices, expressed a high level of dissatisfaction with the working conditions they had encountered at UCSD. There were recurring comments about inadequate time for teaching, research and other scholarly activities, unhappiness with the inefficiencies of our clinical enterprise, and (rather less frequently) comments related to the lack of competitive compensation packages. Many of the faculty interviewed felt that little or no attempt had been made on the part of the SOM and/or their departments to retain their services. One respondent noted that, in his/her present position (still in the San Diego area), he/she could work fewer hours, receive greater compensation, and have more time and flexibility to devote to research and teaching. Of course, these issues have emerged nationwide as reasons why it has become increasingly difficult to attract physicians to positions in academic medicine, particularly for candidates who have young families or other responsibilities and a large debt burden from medical school. However, it is disturbing to see such a high level of faculty turnover, which impacts negatively on the effectiveness with which the SOM can pursue its mission. Nevertheless, in the context of this specific study, no obvious differences were observed among the reasons that men and women chose to separate from UCSD, suggesting that faculty frustrations with their working conditions and options for career development are an "equal opportunity" burden.

Other concerns raised by those interviewed included the lack of career security for faculty in the SOM at UCSD, with many faculty appointed to non-tenure earning series such as the Adjunct or Clinical series. This may be a particularly acute problem for basic scientists, who are vulnerable to being lured away by other institutions where tenure-

track positions are the norm for such faculty members. Another departed faculty member pointed to evidence of high levels of stress and burnout among faculty at UCSD, and specifically cited recent faculty suicides. Some faculty reflected that stress levels experienced by faculty had a very negative impact on the courtesy with which they treated patients and co-workers. Faculty also reported the perception that it was more difficult to advance academically at UCSD than at other institutions, and that the large number of senior faculty meant that there were few opportunities to assume leadership roles. Finally, many clinicians felt poorly supported in their endeavors, and that the institution was not responsive to their concerns. Specifically, one faculty member who had been working in an outlying practice site reported that he/she had no back-up coverage, and that this prevented them from pursuing research interests in addition to taking a toll on their personal life. In some specialties, it was also reported that faculty from complementary specialties (e.g., surgery and anesthesiology) were less collegial and respectful of diverse contributions to the patient care team than could be found in other settings, including private practice. Clinical faculty also pointed to a lack of transparency in the salary negotiation process, where high billings did not necessarily translate into corresponding remuneration. At least two clinicians also reported the perception that basic scientists in their departments were overpaid relative to those who were clinically active. The large number of concerns reported by clinically active faculty may also account for the disproportionate turnover among this series.

## H. Faculty perceptions of the climate for career development at UCSD SOM

The task force considered anecdotal reports on negative aspects for the climate for career development at UCSD, particularly from the exit interviews. However, since most of this information derived from individuals that had chosen to leave the university, it may well be the product of a somewhat biased sample. The task force therefore believes that a more systematic effort should be made to gather the impressions of current SOM faculty about the opportunities they have received for career development at UCSD, and the climate for faculty in general, and to analyze such data to determine whether there are any differences in such perceptions for male and female faculty. Similar faculty surveys have recently been conducted at sister institutions such as UCLA. We recommend that a similar instrument be distributed to SOM faculty, perhaps with a small incentive for completion (coupon for a free beverage at Club Med, for example, or the opportunity to enter a drawing for a larger reward) to maximize the response rate. A suggested questionnaire adapted from a similar climate survey used at UCLA is appended in Attachment 5.

*4. Summary and conclusions*

While UCSD SOM has a proud history of recruiting female faculty and elevating them to senior levels of our administrative structures, the Task Force identified significant under-representation of women among our current faculty. Under-representation was particularly striking in certain series, such as FTE, where it is not improving. In fact, the vast majority of our women faculty members are appointed in series that do not confer Academic Senate membership, which is not the case for men. Bold measures will be needed to improve the representation of women on our faculty, an outcome we believe to be vital for the continued vigor of our institution. Moreover, the Task Force found evidence that women faculty in the SOM receive significantly less compensation than their male counterparts when corrected for years of service and experience. While these findings do not in themselves indicate that faculty members are treated unfairly on the basis of gender during salary negotiations, they do call for an urgent examination of salaries that differ substantially from predictions made by the model used here. Finally, preliminary evidence indicates that the climate for faculty at UCSD is not optimal, particularly as it pertains to the environment for clinical practice. While concerns about the climate for faculty appeared to be shared equally among both men and women who chose to leave UCSD, their tenor suggests that the SOM should move expeditiously to address whether similar views are held by current faculty, and to address the sources of these problems.

In summary, the Task Force believes that our findings mandate urgent actions to respond to evidence of under-representation of women and salary inequities, and to secure the future quality of our faculty in order to maintain our position as a premier institution for education, research and clinical care.

5. *Task Force Members*

The Task Force comprised the following members, and all are in agreement with the contents of this report.

Deborah Wingard, Family/Preventive Medicine (Co-Chair)
Kim Barrett, Medicine (Co-Chair)

Dan Blanchard, Medicine
Gita Mehta, Medicine
Carol MacLeod, Medicine
Mat McCubbins, Political Science
Frank Powell, Medicine
Sharon Reed, Pathology
Vivian Reznik, Pediatrics

Tom Jackiewicz, Dean's Office (consultant)
Ron Espiritu, Dean's Office (consultant)

In addition to the listed members, the Task Force consulted with several individuals in reaching their conclusions and preparing this document. These included Jerry Schneider, Sharon Letter, Casey Sandack and Dan Masys (all in the Dean's Office) and Jon Welch (campus Office for Affirmative Action). However, the conclusions expressed are solely those of the Task Force members.

Respectfully submitted,

Deborah Wingard, Ph.D. Kim E. Barrett, Ph.D.

Daniel Blanchard, M.D. Carol MacLeod, Ph.D.

MatMcCubbins, Ph.D. Gita Mehta, M.D.

Frank Powell, Ph.D. Sharon Reed, M.D. Vivian Reznik, M.D.

**Appendix 1. Representation**

Figure 1. Percent Women by Rank, UCSD School of Medicine w/VA 1997/98 – 2001/02
Figure 2. Percent Women by Series, UCSD School of Medicine w/VA 1997/98 – 2001/02

Table 1. Percent Women Faculty by Rank and Series, UCSD School of Medicine w/VA 1997/98 – 2001/02
Table 2. Number of Men and Women Faculty by Rank and Series, UCSD School of Medicine w/o VA 1997/98 – 2001/02
Table 3. Number of Men and Women Faculty by Rank and Series, UCSD-VA 1997/98 - 2001/02
Table 4. Percent Women Faculty at UCSD School of Medicine and Other Medical Schools, 2001
Table 5. Percent Women Faculty by Rank at UCSD and Other Medical Schools, 2001/02

**Appendix 2. Availability and Recruitment**

Table 6. Availability: Number of men and women graduating from U.S. medical schools, 1992 – 2002
Table 7. Faculty Recruitments, UCSD School of Medicine 1996/97 – 2001/02
Table 8. Number of Men and Women on Search Committees, UCSD School of Medicine 1997/98 – 2000/01
Table 9. FTE Appointments, UCSD School of Medicine 1996-2002

**Appendix 3: Salary**

Sample Salary Regression Output
Table 10. Regression of gender, experience, and other variables on the natural logarithm of aggregate total pay for FTE faculty, UCSD School of Medicine, 1997-1999
Table 11. The effect of gender on total salary and salary components from regression models of all pay series, UCSD School of Medicine, 1997-1999
Table 12. The effect of gender on AAMC% from regression models of all pay series, UCSD School of Medicine, 1997-1999

**Appendix 4. Separations**

Table 13. Faculty separations, UCSD School of Medicine, 1997-2002
Separation Interview Questions

**Appendix 5.**

Proposed Climate Survey

## Appendix 1: Representation

**Table 1. Percent Women Faculty by Rank and Series, UCSD School of Medicine w/VA 1997/98 – 2001/02***

| Rank/Series | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
|---|---|---|---|---|---|
| Assistant | 31% | 35% | 40% | 41% | 39% |
| Associate | 31% | 28% | 27% | 30% | 32% |
| Full | 13% | 14% | 16% | 15% | 18% |
| | | | | | |
| Clinical | 36% | 38% | 40% | 41% | 42% |
| Adjunct | 31% | 33% | 36% | 37% | 40% |
| In Residence | 22% | 18% | 21% | 21% | 22% |
| Clinical X | 13% | 18% | 21% | 22% | 17% |
| FTE | 11% | 12% | 12% | 11% | 11% |
| | | | | | |
| Asst Clin | 41% | 44% | 45% | 45% | 41% |
| Assoc Clin | 41% | 40% | 43% | 46% | 50% |
| Full Clin | 15% | 18% | 19% | 23% | 35% |
| | | | | | |
| Asst Adj | 28% | 35% | 45% | 49% | 52% |
| Assoc Adj | 48% | 42% | 33% | 33% | 33% |
| Full Adj | 9% | 8% | 13% | 12% | 21% |
| | | | | | |
| Asst IR | 23% | 20% | 25% | 32% | 27% |
| Assoc IR | 23% | 11% | 14% | 16% | 23% |
| Full IR | 21% | 21% | 24% | 18% | 20% |
| | | | | | |
| Asst Clin X | --† | --† | --† | --† | --† |
| Assoc Clin X | 12% | 13% | 10% | 15% | 17% |
| Full Clin X | 16% | 24% | 27% | 24% | 17% |
| | | | | | |
| Asst FTE | 12% | 18% | 19% | 13% | 14% |
| Assoc FTE | 20% | 17% | 11% | 13% | 5% |
| Full FTE | 10% | 11% | 12% | 11% | 11% |
| | | | | | |
| TOTAL | 23% | 24% | 26% | 27% | 27% |

*see Tables 2 and 3 for numbers upon which percents are based
†less than 10

**Table 2. Number of Men and Women Faculty by Rank and Series, UCSD School of Medicine w/o VA 1997/98 – 2001/02**

| | 1997-98 | | 1998-99 | | 1999-00 | | 2000-01 | | 2001-02 | |
|---|---|---|---|---|---|---|---|---|---|---|
| Rank/Series | Men | Women | Men | Women | Men | Women | Men | Women | Men | Women |
| Assistant | 120 | 54 | 110 | 60 | 109 | 73 | 106 | 75 | 115 | 75 |
| Associate | 103 | 47 | 109 | 43 | 116 | 42 | 113 | 49 | 108 | 50 |
| Full | 214 | 32 | 218 | 37 | 223 | 44 | 242 | 44 | 248 | 54 |
| | | | | | | | | | | |
| Clinical | 95 | 55 | 101 | 63 | 102 | 70 | 110 | 77 | 109 | 85 |
| Adjunct | 58 | 26 | 53 | 28 | 51 | 31 | 54 | 34 | 52 | 34 |
| In Residence | 57 | 19 | 53 | 15 | 52 | 17 | 50 | 16 | 52 | 18 |
| Clinical X | 30 | 5 | 29 | 7 | 34 | 10 | 38 | 12 | 47 | 11 |
| FTE | 154 | 21 | 151 | 22 | 157 | 23 | 158 | 21 | 156 | 20 |
| | | | | | | | | | | |
| Asst Clin | 42 | 30 | 45 | 35 | 45 | 38 | 52 | 40 | 55 | 42 |
| Assoc Clin | 29 | 20 | 32 | 22 | 32 | 25 | 33 | 28 | 28 | 27 |
| Full Clin | 24 | 5 | 24 | 6 | 25 | 7 | 25 | 9 | 26 | 16 |
| | | | | | | | | | | |
| Asst Adj | 38 | 14 | 30 | 17 | 24 | 21 | 19 | 21 | 17 | 19 |
| Assoc Adj | 11 | 11 | 14 | 10 | 16 | 8 | 22 | 11 | 22 | 11 |
| Full Adj | 9 | 1 | 9 | 1 | 11 | 2 | 13 | 2 | 14 | 4 |
| | | | | | | | | | | |
| Asst IR | 17 | 5 | 14 | 4 | 14 | 4 | 11 | 5 | 15 | 5 |
| Assoc IR | 17 | 7 | 17 | 3 | 14 | 4 | 13 | 4 | 12 | 6 |
| Full IR | 23 | 7 | 22 | 8 | 24 | 9 | 26 | 7 | 25 | 7 |
| | | | | | | | | | | |
| Asst Clin X | 2 | 0 | 2 | 0 | 2 | 2 | 2 | 2 | 2 | 1 |
| Assoc Clin X | 14 | 2 | 13 | 2 | 18 | 2 | 16 | 3 | 18 | 4 |
| Full Clin X | 14 | 3 | 14 | 5 | 14 | 6 | 20 | 7 | 27 | 6 |
| | | | | | | | | | | |
| Asst FTE | 14 | 2 | 8 | 2 | 12 | 3 | 12 | 2 | 11 | 2 |
| Assoc FTE | 19 | 5 | 23 | 5 | 23 | 3 | 19 | 3 | 17 | 1 |
| Full FTE | 121 | 14 | 120 | 15 | 122 | 17 | 127 | 16 | 128 | 17 |
| | | | | | | | | | | |
| Other | 2 | 1 | 4 | 0 | 2 | 1 | 4 | 1 | 8 | 1 |
| | | | | | | | | | | |
| TOTAL | 396 | 127 | 391 | 135 | 398 | 152 | 414 | 161 | 425 | 169 |
| *PERCENT* | *76* | *24* | *74* | *26* | *72* | *28* | *72* | *28* | *72* | *28* |

**Table 3. Number of Men and Women Faculty by Rank and Series, UCSD-VA 1997/98 - 2001/02**

| | 1997-98 | | 1998-99 | | 1999-00 | | 2000-01 | | 2001-02 | |
|---|---|---|---|---|---|---|---|---|---|---|
| Rank/Series | Men | Women | Men | Women | Men | Women | Men | Women | Men | Women |
| Assistant | 7 | 3 | 11 | 2 | 12 | 5 | 10 | 5 | 15 | 6 |
| Associate | 13 | 2 | 10 | 1 | 13 | 0 | 10 | 0 | 11 | 1 |
| Full | 23 | 2 | 29 | 2 | 27 | 3 | 31 | 3 | 28 | 4 |
| Clinical | 7 | 2 | 7 | 2 | 8 | 2 | 6 | 3 | 11 | 3 |
| Adjunct | 3 | 1 | 4 | 0 | 5 | 1 | 4 | 0 | 4 | 3 |
| In Residence | 24 | 4 | 28 | 3 | 29 | 5 | 31 | 5 | 28 | 5 |
| Clinical X | 2 | 0 | 3 | 0 | 3 | 0 | 4 | 0 | 5 | 0 |
| FTE | 7 | 0 | 8 | 0 | 7 | 0 | 6 | 0 | 6 | 0 |
| Asst Clin | 2 | 1 | 1 | 1 | 3 | 2 | 1 | 3 | 6 | 1 |
| Assoc Clin | 1 | 1 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 1 |
| Full Clin | 4 | 0 | 4 | 0 | 4 | 0 | 5 | 0 | 5 | 1 |
| Asst Adj | 1 | 1 | 2 | 0 | 3 | 1 | 3 | 0 | 3 | 3 |
| Assoc Adj | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Full Adj | 1 | 0 | 2 | 0 | 2 | 0 | 1 | 0 | 1 | 0 |
| Asst IR | 3 | 1 | 6 | 1 | 4 | 2 | 4 | 2 | 4 | 2 |
| Assoc IR | 10 | 1 | 7 | 0 | 11 | 0 | 8 | 0 | 8 | 0 |
| Full IR | 11 | 2 | 15 | 2 | 14 | 3 | 19 | 3 | 16 | 3 |
| Asst Clin X | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Assoc Clin X | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 0 |
| Full Clin X | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 |
| Asst FTE | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Assoc FTE | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Full FTE | 5 | 0 | 6 | 0 | 5 | 0 | 4 | 0 | 4 | 0 |
| Other | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 44 | 7 | 50 | 5 | 52 | 8 | 51 | 8 | 54 | 11 |
| *PERCENT* | *86* | *14* | *91* | *9* | *87* | *13* | *86* | *14* | *83* | *17* |

**Table 4. Percent Women Faculty at UCSD School of Medicine and Other Medical Schools, 2001***

| Institution | Percent faculty who are women | Percent full professors who are women |
|---|---|---|
| University of California | | |
| *UCSD* | *27%* | *16%* |
| Irvine | 28% | 19% |
| Los Angeles | 26% | 16% |
| San Francisco | 26% | 13% |
| Davis | 22% | 14% |
| *TOTAL* | *26%* | *16%* |
| Comparision Eight | | |
| Harvard | 34% | 12% |
| Univ. Michigan | 30% | 12% |
| Univ. Virginia | 28% | 8% |
| SUNY, Buffalo | 27% | 9% |
| Univ. Illinois | 25% | 17% |
| Yale | 25% | 13% |
| Stanford | 23% | 11% |
| MIT | --- | --- |
| *TOTAL* | *27%* | *12%* |
| AAMC | | |
| *TOTAL* | *28%* | *13%* |
| (range) | (16-45%) | (0-37%) |

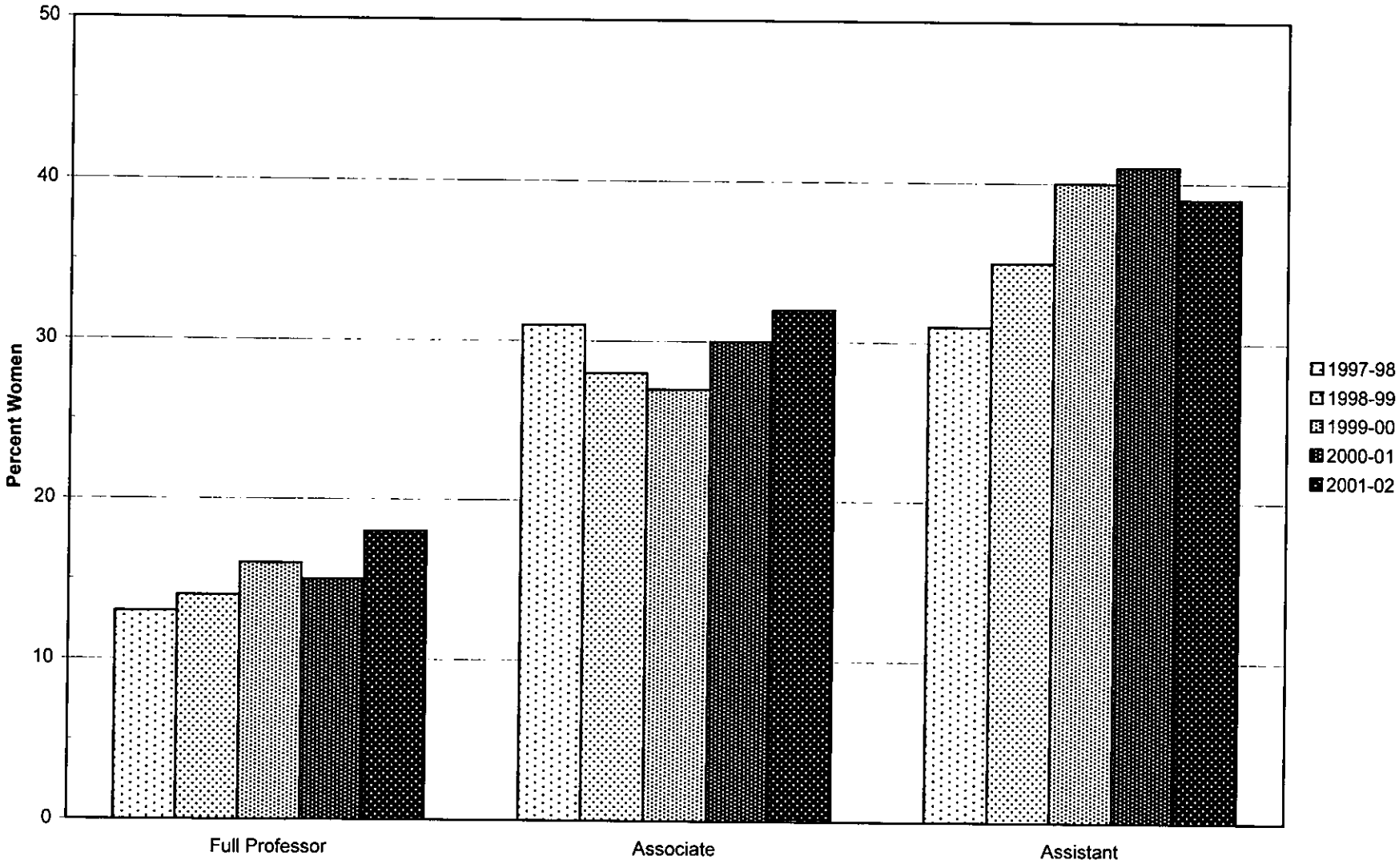
* from AAMC Faculty Roster System:
Bickel J, Clark V, Yamagata H, Lawson RM:
Women in U.S. Academic Medicine Statistics 2001-2002.

**Table 5. Percent Women Faculty by Rank at UCSD and Other Medical Schools, 2001-02**

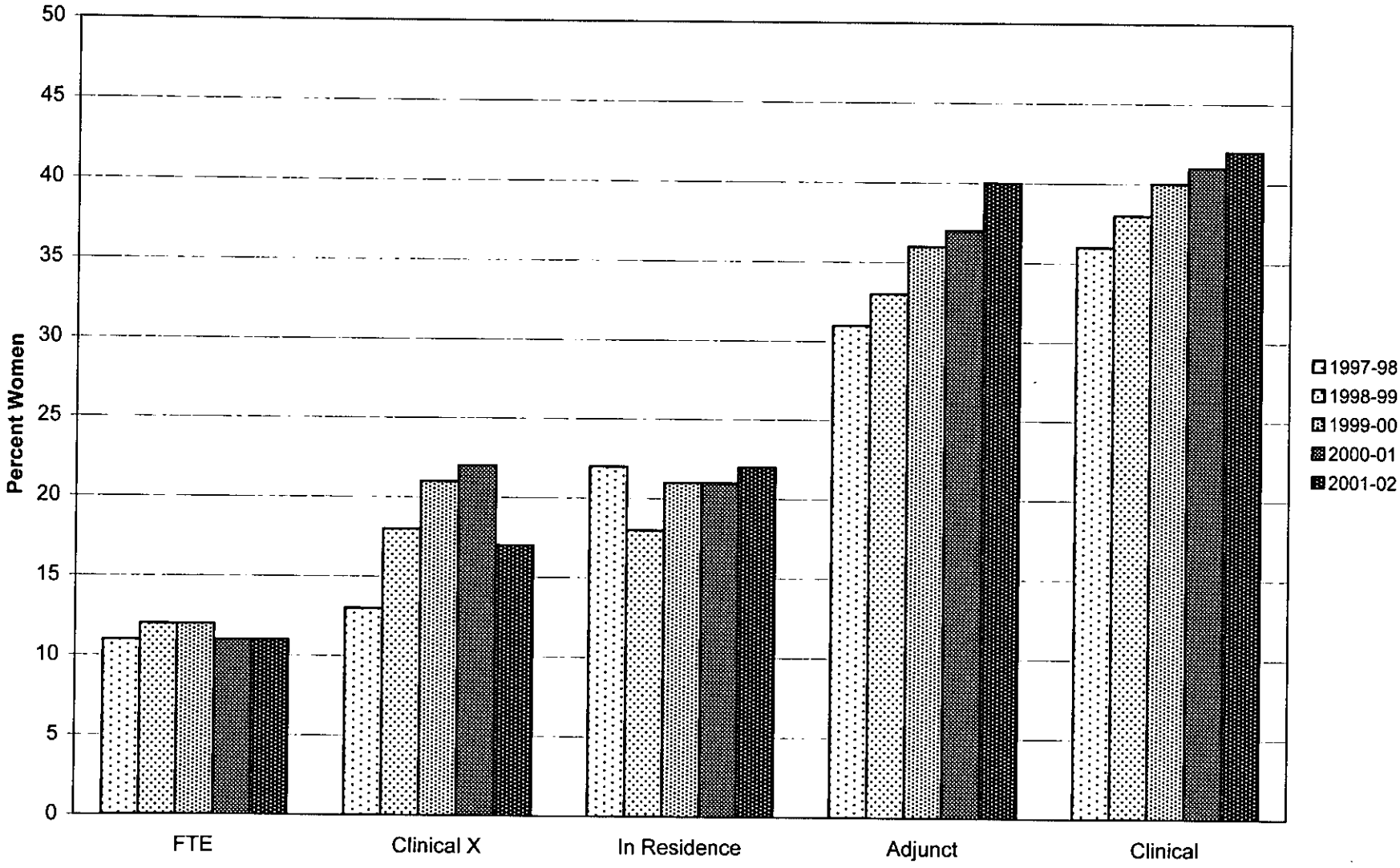
| | Percent Women Faculty | |
|---|---|---|
| | UCSD | AAMC |
| Rank | 2001/02 | 2002 |
| Full | 18% | 13% |
| Associate | 32% | 24% |
| Assistant | 39% | 36% |
| Instructor | | 47% |
| TOTAL | 27% | 29% |

* from AAMC Faculty Roster System:
Bickel J, Clark V, Yamagata H, Lawson RM:
Women in U.S. Academic Medicine Statistics 2001-2002.

## Percent Women Faculty by Rank, UCSD SOM w/VA 1997/98 - 2001/02



## Percent Women Faculty by Series, UCSD SOM w/VA 1997/98 - 2001/02



# Appendix 2. Availability and Recruitment

**Table 6. Availability: Number of men and women graduating from U.S. medical schools, 1992 – 2002**

| | Number | | Percent | |
|---|---|---|---|---|
| Year | Women | Men | Women | Men |
| **University of California** | | | | |
| 1992 | 249 | 352 | 41% | 59% |
| 1993 | 252 | 381 | 40% | 60% |
| 1994 | 240 | 379 | 39% | 61% |
| 1995 | 271 | 327 | 45% | 55% |
| 1996 | 259 | 322 | 45% | 55% |
| 1997 | 277 | 322 | 46% | 54% |
| 1998 | 241 | 324 | 43% | 57% |
| 1999 | 281 | 320 | 47% | 53% |
| 2000 | 254 | 338 | 43% | 57% |
| 2001 | 267 | 313 | 46% | 54% |
| 2002 | 259 | 283 | 48% | 52% |
| **Comparison 8** | | | | |
| 1992 | 559 | 1002 | 36% | 64% |
| 1993 | 562 | 974 | 37% | 63% |
| 1994 | 608 | 996 | 38% | 62% |
| 1995 | 622 | 946 | 40% | 60% |
| 1996 | 621 | 978 | 39% | 61% |
| 1997 | 633 | 888 | 42% | 58% |
| 1998 | 639 | 871 | 42% | 58% |
| 1999 | 654 | 907 | 42% | 58% |
| 2000 | 674 | 839 | 45% | 55% |
| 2001 | 643 | 797 | 45% | 55% |
| 2002 | 682 | 836 | 45% | 55% |
| **TOTAL U.S.** | | | | |
| 1992 | 5543 | 9813 | 36% | 64% |
| 1993 | 5890 | 9585 | 38% | 62% |
| 1994 | 5896 | 9611 | 38% | 62% |
| 1995 | 6228 | 9655 | 39% | 61% |
| 1996 | 6498 | 9393 | 41% | 59% |
| 1997 | 6595 | 9299 | 42% | 58% |
| 1998 | 6656 | 9312 | 42% | 58% |
| 1999 | 6794 | 9214 | 42% | 58% |
| 2000 | 6677 | 9035 | 43% | 57% |
| 2001 | 6823 | 8955 | 43% | 57% |
| 2002 | N/A | N/A | | |

**Table 7. Faculty Recruitments: Applicant pools, screening selections and hires, UCSD School of Medicine, 1996/97 – 2001/02**

| | | Men | | Women | |
|---|---|---|---|---|---|
| **TOTAL** | Total | Number | Percent | Number | Percent |
| Applied | 4070 | 3102 | 76% | 968 | 24% |
| Seriously considered | 889 | 602 | 68% | 287 | 32% |
| Proposed | 246 | 166 | 67% | 80 | 33% |
| Hired | 186 | 131 | 70% | 55 | 30% |
| In Progress | 48 | 27 | 56% | 21 | 44% |

| | | Men | | Women | |
|---|---|---|---|---|---|
| **FTE** | Total | Number | Percent | Number | Percent |
| Applied | 2060 | 1609 | 78% | 451 | 22% |
| Seriously considered | 180 | 146 | 81% | 34 | 19% |
| Proposed | 32 | 28 | 88% | 4 | 12% |
| Hired | 24 | 22 | 92% | 2 | 8% |
| In Progress | 5 | 3 | 60% | 2 | 40% |

| | | Men | | Women | |
|---|---|---|---|---|---|
| **In Residence** | Total | Number | Percent | Number | Percent |
| Applied | 192 | 136 | 71% | 56 | 29% |
| Seriously considered | 68 | 47 | 69% | 21 | 31% |
| Proposed | 20 | 12 | 60% | 8 | 40% |
| Hired | 16 | 10 | 63% | 6 | 38% |
| In Progress | 3 | 1 | 33% | 2 | 67% |

| | | Men | | Women | |
|---|---|---|---|---|---|
| **Adjunct** | Total | Number | Percent | Number | Percent |
| Applied | 133 | 98 | 74% | 35 | 26% |
| Seriously considered | 42 | 24 | 57% | 18 | 43% |
| Proposed | 18 | 12 | 67% | 6 | 33% |
| Hired | 12 | 9 | 75% | 3 | 25% |
| In Progress | 4 | 2 | 50% | 2 | 50% |

| | Men | Women |
|---|---|---|

| **Clinical** | Total | Number | Percent | Number | Percent |
|---|---|---|---|---|---|
| Applied | 1239 | 887 | 72% | 352 | 28% |
| Seriously considered | 458 | 278 | 61% | 180 | 39% |
| Proposed | 130 | 79 | 61% | 51 | 39% |
| Hired | 97 | 62 | 64% | 35 | 36% |
| In Progress | 28 | 15 | 54% | 13 | 46% |

| | | Men | | Women | |
|---|---|---|---|---|---|
| **Clinical X** | Total | Number | Percent | Number | Percent |
| Applied | 171 | 149 | 87% | 22 | 13% |
| Seriously considered | 44 | 34 | 77% | 10 | 23% |
| Proposed | 14 | 12 | 86% | 2 | 14% |
| Hired | 12 | 10 | 83% | 2 | 17% |
| In Progress | 2 | 2 | 100% | 0 | 0% |

| | | Men | | Women | |
|---|---|---|---|---|---|
| **Project Scientist** | Total | Number | Percent | Number | Percent |
| Applied | 142 | 101 | 71% | 41 | 29% |
| Seriously considered | 61 | 44 | 72% | 17 | 28% |
| Proposed | 23 | 16 | 70% | 7 | 30% |
| Hired | 16 | 11 | 69% | 5 | 31% |
| In Progress | 6 | 4 | 67% | 2 | 33% |

| | | Men | | Women | |
|---|---|---|---|---|---|
| **Research Scientist** | Total | Number | Percent | Number | Percent |
| Applied | 9 | 6 | 67% | 3 | 33% |
| Seriously considered | 4 | 2 | 50% | 2 | 50% |
| Proposed | 4 | 2 | 50% | 2 | 50% |
| Hired | 4 | 2 | 50% | 2 | 50% |
| In Progress | 0 | 0 | | 0 | |

| | | Men | | Women | |
|---|---|---|---|---|---|
| **Special Searches** | Total | Number | Percent | Number | Percent |
| Applied | 124 | 116 | 94% | 8 | 6% |
| Seriously considered | 32 | 27 | 84% | 5 | 16% |
| Proposed | 5 | 5 | 100% | 0 | 0% |
| Hired | 5 | 5 | 100% | 0 | 0% |
| In Progress | 0 | 0 | | 0 | |

**Table 8. Number of Men and Women on Search Committees, UCSD School of Medicine 1997/98 – 2000/01**

| Fiscal Year | Members | | Chairs | | % Women | |
|---|---|---|---|---|---|---|
| | # men | # women | # men | # women | Members | Chairs |
| 1997/98 | 131 | 18 | 35 | 2 | 12% | 5% |
| 1998/99 | 142 | 23 | 33 | 3 | 14% | 8% |
| 1999/00 | 100 | 16 | 31 | 1 | 14% | 3% |
| 2000/01 | 75 | 15 | 20 | 1 | 17% | 5% |
| 2001/02 | 135 | 34 | 34 | 6 | 20% | 15% |
| TOTAL | 583 | 106 | 153 | 13 | 15% | 8% |

**Table 9. FTE Appointments, UCSD School of Medicine 1996-2002**

| Fiscal Year | Full FTE | | Shared FTE | | Total FTE* | |
|---|---|---|---|---|---|---|
| | # men | # women | # men | # women | # men | # women |
| 1996/97 | 5 | 0 | 2 | 4 | 6 | 2 |
| 1997/98 | 4 | 0 | 5 | 2 | 6.50 | 1 |
| 1998/99 | 3 | 0 | 5 | 0 | 5.25 | 0 |
| 1999/00 | 4 | 0 | 4 | 2 | 6 | 1 |
| 2000/01 | 1 | 0 | 5 | 0 | 3.20 | 0 |
| 2001/02 | 2 | 0 | 1 | 0 | 2.50 | 0 |
| TOTAL | 17 | 0 | 22 | 8 | 29.45 | 4 |

* total FTE: for example in 1997/98 two women received 0.5 FTE for a total of 1.0 FTE

# Appendix 3: Salary

**Table 10. Regression of gender, experience, and other variables on the natural logarithm of aggregate total pay for FTE faculty, UCSD School of Medicine, 1997-1999**

| | Coefficient | (S.E.) | N |
|---|---|---|---|
| Dependent Variables: | | | |
| Gender | -0.23** | (0.076) | 504 |
| Experience | 0.07** | (0.01) | |
| (Experience)$^2$ | 0.00** | (0.00) | |
| Years at UCSD | -0.00 | (0.01) | |
| (Years at UCSD)$^2$ | -0.00 | (0.00) | |
| 1998 | 0.03** | (0.01) | |
| 1999 | 0.07** | (0.01) | |
| Departments: | | | |
| Cell & Mol Med | 0.03 | (0.19) | |
| Chem & Bio | -0.36 | (0.34) | |
| Family & Prev Med | -0.00 | (0.14) | |
| Medicine | -0.01 | (0.12) | |
| Neurology | -0.16 | (0.13) | |
| Ophthalmology | 0.89** | (0.22) | |
| Orthopedics | 0.13 | (0.19) | |
| Pathology | -0.06 | (0.13) | |
| Pediatrics | -0.01 | (0.13) | |
| Pharmacology | -0.16 | (0.15) | |
| Psychology | -0.04 | (0.14) | |
| Radiology | 0.06 | (0.15) | |
| Rep Med | 0.05 | (0.16) | |
| Surgery | 0.45** | (0.13) | |
| Constant | 10.98 | (0.14) | |

Experience = years since degree

* significant at the 0.05 confidence level

** significant at the 0.01 confidence level

**Table 11. The effect of gender on salary and salary components from regression models of all pay series, UCSD School of Medicine, 1997-1999**

| | Total aggregate pay | | | Total base pay (X) | | | Negotiated pay (Y) | | | Additional pay (Z) | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Pay series/degree type | Coef. | (S.E.) | N | Coef. | (S.E.) | N | Coeff. | (S.E.) | N | Coef. | (S.E.) | N |
| FTE | -0.23** | (0.08) | 504 | | | | | | | | | |
| FTE – MD only | -0.25** | (0.09) | 361 | -0.20** | (0.06) | 360 | -0.63 | (0.63) | 235 | 0.13 | (0.25) | 345 |
| FTE – PhD only | -0.10 | (0.10) | 51 | -0.05 | (0.11) | 143 | -0.19 | (0.33) | 132 | -0.01 | (0.20) | 139 |
| Clinical X | -0.38 | (0.26) | 104 | -0.13 | (0.11) | 93 | -0.18 | (0.78) | 45 | -0.22* | (0.11) | 92 |
| Clinical | -0.12 | (0.08) | 162 | -0.10** | (0.04) | 396 | -0.89 | (0.59) | 89 | -0.14* | (0.05) | 395 |
| Adjunct | -0.12 | (0.13) | 209 | -0.07 | (0.13) | 200 | -0.56* | (0.24) | 177 | -0.01 | (0.20) | 201 |
| Adjunct – MD only | 0.10 | (0.26) | 89 | 0.26 | (0.28) | 90 | -1.10* | (0.51) | 68 | 0.39 | (0.37) | 91 |
| Adjunct – PhD only | -0.16 | (0.11) | 110 | -0.19 | (0.10) | 110 | -0.10 | (0.20) | 109 | -0.19 | (0.11) | 110 |
| In Residence | 0.01 | (0.24) | 277 | -0.08 | (0.08) | 199 | -0.55* | (0.26) | 217 | -0.15 | (0.23) | 199 |
| IR – MD only | -0.13 | (0.28) | 233 | | | | | | | | | |
| IR – PhD only | 0.04 | (0.63) | 44 | | | | | | | | | |

Coef. = coefficient, S.E. = standard error

* significant at the 0.05 confidence level

** significant at the 0.01 confidence level

**Table 12. The effect of gender on AAMC% from regression models of all pay series, UCSD School of Medicine, 1997-1999**

| | MD faculty | | | PhD faculty | | |
|---|---|---|---|---|---|---|
| Pay series | Coef. | (S.E.) | N | Coef. | (S.E.) | N |
| All faculty | -11.48*** | (1.75) | 1070 | -5.56** | (2.16) | 223 |
| FTE | -24.37*** | (4.48) | 300 | -2.54 | (2.70) | 87 |
| In Residence | -13.89*** | (4.07) | 216 | -32.74*** | (7.36) | 39 |
| Clinical X | -21.14** | (7.09) | 88 | -- | -- | -- |
| Clinical | -4.75* | (2.49) | 370 | -- | -- | -- |
| Adjunct | -4.78 | (4.58) | 95 | -1.95 | (2.24) | 97 |

Coef. = coefficient, S.E. = standard error

* significant at the 0.05 confidence level

** significant at the 0.01 confidence level

# Appendix 4: Separations

**Table 13. Faculty separations, UCSD School of Medicine, 1997-2002**

| | # separations | | Separations | Faculty |
|---|---|---|---|---|
| | Men | Women | % women | % women* |
| Overall | 92 | 29 | 24 | 27 |
| Rank | | | | |
| Full | 26 | 3 | 10 | 15 |
| Associate | 19 | 10 | 34 | 30 |
| Assistant | 47 | 16 | 25 | 37 |
| Series | | | | |
| Clinical | 40 | 12 | 23 | 39 |
| Clinical X | 10 | 2 | 17 | 18 |
| FTE | 13 | 2 | 13 | 11 |
| IR | 10 | 4 | 29 | 21 |
| Adjunct | 17 | 8 | 32 | 35 |
| Non-salaried/other | 2 | 1 | -- | -- |

* five year average, 1997-2002

# Appendix 5: Proposed Climate Survey

| | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
|---|---|---|---|---|---|
| Assistant | 31 | 35 | 40 | 41 | 39 |
| Associate | 31 | 28 | 27 | 30 | 32 |
| Full | 13 | 14 | 16 | 15 | 18 |

| | 1997-98 | 1998-99 | 1999-00 | 2000-01 | 2001-02 |
|---|---|---|---|---|---|
| FTE | 11 | 12 | 12 | 11 | 11 |
| Clinical X | 13 | 18 | 21 | 22 | 17 |
| In Residence | 22 | 18 | 21 | 21 | 22 |
| Adjunct | 31 | 33 | 36 | 37 | 40 |
| Clinical | 36 | 38 | 40 | 41 | 42 |

| | Full Professor | Associate | Assistant |
|---|---|---|---|
| 1997-98 | 13 | 31 | 31 |
| 1998-99 | 14 | 28 | 35 |
| 1999-00 | 16 | 27 | 40 |
| 2000-01 | 15 | 30 | 41 |
| 2001-02 | 18 | 32 | 39 |