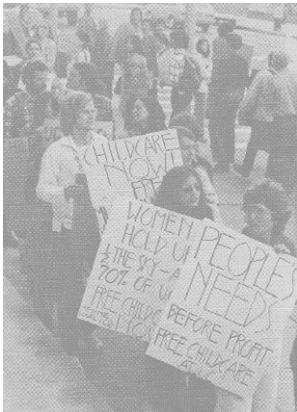


# Slow Steps to Change

[1971 — 2004]



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A History of the UCSF Chancellor's  
Advisory Committee on the Status of Women  
and  
Strategies for Increased Impact

FALL 2004

Barbara Gerbert  
*Lead Author*

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# Acknowledgments

This report would not have been possible without the generous contributions and participation of a wide range of individuals who gave of their time, expertise, and energy in order to record the history of the UCSF Chancellor's Advisory Committee on the Status of Women (CACSW) and to help chart a new course for the Committee's work. For me, this report represented a true labor of love, and it is intended in part as a gift to CACSW in order to ensure that the Committee's critical work continues at its high level throughout the coming years, accompanied by even greater institutional impact. I am extremely grateful to all those who gave to this project in that same spirit of love and of hope for the future.

I was assisted with this project by three talented authors and co-historians who worked on it diligently with a strong commitment to the issues addressed: Dorothy James, Helen MacDiarmid, and Robert Whirry. Dorothy and Helen organized most of the original research and prepared the first report drafts, and Robert brought the text to its elegant completion. Annabelle Ison designed the look and Cecilia Joyce edited the final draft. I am deeply indebted to all.

The report was prepared and completed during the 2003–2004 academic year under the auspices of CACSW, which gave its full support and encouragement to the project. During that period, the Chair of CACSW was Sally Marshall, the Vice Chair was Judy Fuller, and the CACSW staff person was Ruth Weiller. The report was delivered to the incoming 2004–2005 CACSW Chair, Donna Ferriero; her Vice Chair, Yvonne De Souza; and Ruth Weiller, who has continued to support CACSW admirably. At all times, these true leaders have been helpful beyond measure.

Among the many past CACSW Chairs, Committee members, and interested parties who selflessly provided their input, and who dug deeply into their paper archives and their memories, are the following individuals. I am grateful to them for their assistance and support, and for the ongoing spirit of cooperation and collaboration, which has been a hallmark of the work that CACSW and its participating women (and men) have engaged in for the past 33 years.

Nancy Adler	Ruth Greenblatt	Afaf Meleis
Dorothy Bainton	Dixie Horning	Marion Nestle
Kathleen Brown	Rebecca Jackson	Karen Newhouse
Pat Calarco	Carolyn Koster	Virginia Olesen
Molly Cooke	Amy Levine	Alma Sisco-Smith
Mary Croughan	Philip Lee	Diane Wara
Donna Ferriero	Cynthia Lynch	Ruth Weiller
Kathleen Giacomini	Sally Marshall	

# Report Methodology

This report integrates information from a variety of sources, including interviews with past committee members, various CACSW-sponsored reports, and personal files from past constituents.

As an initial means of gathering information, I conducted interviews (March 17, April 1, April 6, and April 7, 2004) with past and current CACSW members and Chairs. At each of these interviews, the following questions were addressed:

- When did you first become aware of women's issues at UCSF, what did you notice, and did you take any action?
- What were your key accomplishments while a member of CACSW?
- What are some of your strongest memories from your time on CACSW?
- What are some of the subtle, less tangible benefits associated with serving on CACSW?
- What are your recommendations for future actions of CACSW?
- How can CACSW work for greater impact and institutional change?

These interviews were conducted in semi-structured fashion and audiorecorded. Transcriptions were later produced from the recordings. Several current and past members of CACSW generously offered to share their personal files regarding the Committee. Files, notes, and copies of CACSW reports were received from Dorothy Bainton, Mary Croughan, Dixie Horning, Amy Levine, Sally Marshall, Karen Newhouse, Alma Sisco-Smith, and Ruth Weiller.

This report has been reviewed and approved in part or in whole by those acknowledged herein. It has been endorsed and embraced throughout by CACSW leadership past and present.



— Barbara Gerbert  
October 2004

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# Progress and Frustration: A Brief History of the Chancellor's Advisory Committee on the Status of Women 1971–2004

## Introduction

The Chancellor's Advisory Committee on the Status of Women (CACSW) is a standing committee comprised of faculty, staff, and students of the University of California San Francisco (UCSF) who work to advance the multiple issues that face women on the UCSF campus. The charge from the Chancellor to CACSW is:

... to examine issues regarding the status ... of women on this campus ... and to analyze existing policies, procedures, and/or programs that affect those issues ... to serve as a coordinating body for groups or individuals concerned with the status of women at UCSF, and to recommend to the Chancellor changes that will continue to afford women equal and fair access to campus programs and activities.<sup>1</sup>

Since its inception in 1971, the Committee has worked tirelessly to address the myriad of complex issues that confront women faculty, staff, and students at UCSF, many of them involving entrenched policies of implicit institutionalized discrimination against women. The Committee has assessed campus needs, prepared sweeping reports and recommendations, and in some cases achieved notable victories on behalf of UCSF women, particularly in the areas of childcare, the rewriting of personnel policies, and the implementation of strong policies against sexual harassment. On a consistent basis throughout its history, the Committee has tackled the most daunting and serious problems facing women at UCSF, and has developed creative, practical methods for solving those problems and redressing longstanding grievances.

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<sup>1</sup> CACSW Brochure, 1996.

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**Yet at the same time, the history of the Committee has also been marked by frustration, disappointment, and even failure, as its hard work and carefully formed strategies have, in many cases, been either ignored, overlooked, or not implemented by campus administrators and decision-makers.** Frequently, specific recommendations made by the Committee — recommendations grounded in solid research principles, and developed in direct response to the Chancellor’s specific charge to the group — have received no response of any kind, or have received tacit preliminary approval with no later follow-up or actions taken to address them. Many of these recommendations would have had the effect of **significantly** advancing the status of women on the UCSF campus, and would — more often than not — have been relatively easy to implement, given the magnitude of the issue involved. As detailed in this account of CACSW’s history, these important recommendations include salary equity, appointment of women to leadership positions, and family-friendly policies. In nearly all cases, however, the most significant recommendations of the Committee — many made time and time again for over 30 years — have still not been incorporated into UCSF operating practices, and have not resulted in a broad-based institutional commitment to ending gender-based discrimination on our campus.

The implicit devaluation of the Committee’s work has often been a source of frustration both to the Committee’s long line of distinguished Chairs and to the Committee’s members, many of whom have spent untold hours responding to the Committee’s specific charge, only to see their efforts go unacknowledged. UCSF’s reluctance to respond to the Committee’s work has also taken a strong toll on the university’s faculty, staff, and students, as women have failed to gain advancement to key leadership and administrative posts, and as members of the campus community have failed to benefit from the positive changes that can accrue from a fully embracing and gender-equal campus environment.

Another casualty in this process has been the University of California San Francisco itself, which, by consistently not incorporating aggressive strategies to address women’s needs and end institutionalized discrimination, has failed to keep pace with the dramatic changes that have taken place at similar institutions across the U.S. As shown by statistical evidence throughout this

report, UCSF's reluctance to fully enact the Committee's recommendations has resulted in consequences that include ongoing salary inequities; difficulties in hiring the best-qualified women candidates for faculty and staff roles; the loss of key female leaders; and the lack of adequate representation by women in key administrative roles. UCSF's standing among other educational institutions has also suffered in this process, with the university gaining an unwelcome reputation for not being among the friendliest settings with respect to women's issues.

This report has a twofold purpose. First, it strives to honor the work of the many previous Committee Chairs and members over the past three decades as they have attempted to create a fairer and more welcoming campus environment for women. If this history reveals a somewhat disappointing track record in terms of changes in women-specific policies and practices at UCSF, it is our hope that this will serve as food for thought on how the Committee's work could have been done differently in order to better effect meaningful change.

The second major purpose of the report is to suggest ways in which the work of the Committee — including the nature and structure of the Committee itself — might possibly be modified in the future in order to accomplish the vital purposes for which it was formed. By proposing these recommendations and strategies, the Committee seeks to respect and advance the work of our forebears by learning from the lessons of the past in order to create meaningful change in the future.

The principles of gender equality are now firmly etched on the American landscape, and the achievement of full and equal status for women throughout our society now seems more like a historical inevitability than at any time in our past. This does not mean, however, that we do not still have significant work to do, or that change will continue to occur if we do not persevere in our fight for it. By keeping up our work for full gender equity at UCSF, we advance the full equality of women — and people — everywhere.



Lucy Wanzer, first UCSF woman medical student, graduation photo 1876.

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# A Chronology of CACSW's History: 1971–2004

## ACTIVITIES OF CACSW

1971–2004

- 1971** ■ Conducts a survey of female students, faculty, and staff in terms of enrollment, employment, and seniority
- 1975** ■ Publishes two reports: “The Status of Staff Women and Minorities at the University of California Campus” and “The Status of Academic Women at the University of California San Francisco”
- 1979** ■ Supports the creation and opening of the first child care center at the Parnassus campus
- 1984** ■ Supports the creation of the Women’s Resource Center (later renamed The Center for Gender Equity)
- 1986** ■ Conducts a study of women faculty at UCSF examining hiring trends, distribution of faculty by home departments, and salaries earned by men and women
- 1990** ■ Supports installation of the first lactation stations for nursing mothers
  - Establishes Faculty Mentoring Luncheons in collaboration with the Office of the Vice Chancellor of Academic Affairs and The Center for Gender Equity
- 1991** ■ Conducts a follow-up study of faculty women to analyze the rate of academic progress and salary equity among matched male counterparts
  - Conducts a survey of female students to determine issues of interest, and co-sponsors a symposium for post-doctoral students on looking for and negotiating a first academic appointment
- 1992** ■ Supports the development of the Office of Sexual Harassment Prevention and Resolution
- 1994** ■ Initiates the establishment of the Chancellor’s Award for the Advancement of Women
- 1996** ■ Produces a guidebook on upward mobility for staff, especially for female staff
- 1997** ■ Co-sponsors the first Take Our Daughters to Work Day with the Center for Gender Equity
- 1998** ■ Co-sponsors “Women Leaders: A Symposium for Women in University Settings,” providing an opportunity for women at UC to examine women’s leadership roles in higher education

*continued on page 5*



- 1999**
  - Participates in the “Working Women Count Survey”
  - Writes a report on “Upward Mobility for Women of Color”
  - Establishes, with the Center for Gender Equity and Human Resources, the Upward Mobility for Staff program
  - Invites deans from all schools to report on status of women
- 2000**
  - Co-sponsors, along with the School of Nursing, the 11th International Congress on Women’s Health Issues Conference on Women’s Work, Health and Quality of Life
  - Prepares a resource grid for women on campus
  - Invites deans from all schools to provide updated information on the status of women
- 2001**
  - Launches CACSW website
  - Co-sponsors “Strategies for Success for Women of Color” program
  - Participates in designing a survey about the climate at UCSF for female faculty
  - Prepares report on Status of Women and Future Direction for CACSW
- 2003**
  - Revitalizes the graduate/post-doctoral student sub-committee
  - Conducts a pilot mentoring program for the staff at Administrative Assistant II level or below
- 2004**
  - Writes a report on the history of CACSW

## 1971–1979: Formation and First Steps

CACSW had its beginning on March 12, 1971, when Robert L. Johnson, Vice President of the Universitywide Office of Equal Employment Opportunity for the University of California, sent a memo to all University of California Chancellors instructing them to appoint advisory committees with a special purpose. These committees were being created to “conduct comprehensive reviews and recommend action concerning personnel practices and procedures that affect the employment status of women.” The University was responding to a new legislative directive from the California State Legislature in a recently written section of the Education Code — a directive born out of the foment of the feminist movement of the late 1960s. Section 23185 states:

It is the intent of the Legislature that the Regents of the University of California shall eliminate all policies, which detrimentally and unreasonably affect the employment status of females hired by the university. To accomplish this purpose, the regents shall: (a) Review

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hiring, wages, job classifications and advancement practices as applied to female employees; (b) Review selection procedures utilized for employment of female employees to determine disparate selection practices; and (c) Review opportunity of advancement for qualified female employees to executive positions within departments and divisions.<sup>1</sup>

UCSF Chancellor Philip R. Lee responded to the universitywide mandate on April 9, 1971, by announcing the formation of a nine-member committee specifically to address women's issues on campus. Laurel Glass, Associate Professor in the Department of Anatomy, was named the first Chair of this committee. Other committee members included faculty, staff, and one student. Three of the new committee's members were men.

As directed by the Legislature, the committee's initial focus involved ensuring equal opportunity for women within the University of California (UC) system. UCSF Vice President Johnson, however, expanded the scope of the committee to include the review of several key policies that were under consideration at the time, such as proposed changes to personnel policy, the university's retirement system, and policies related to nepotism and maternity leave.

The committee's name upon its formation by Chancellor Lee was the **Advisory Committee on Equal Opportunity for Women**. By November 1971, when the Committee submitted its first report to the Chancellor, the name had been changed to the **Advisory Committee on the Status of Women (ACSW)**. The first report issued by the Committee was clear-cut in its assessment:

During the six months of its existence, your Advisory Committee on the Status of Women has become convinced that discriminatory practices against women are **serious and abundant** at the Medical Center [emphasis ours]. By and large, the inequities are not due to evil intent but more usually result from insensitivity, misinformation, careless habits, and procedures, which should have been modified long ago. Because these "causes" are relatively accessible to change, the Committee is hopeful that there is the potential for significant improvement in the treatment of women at UCSF.

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<sup>1</sup> As quoted in March 12, 1971 Robert L. Johnson Memo.

ACSW made one concrete recommendation in their first report, requesting staff help for the Committee. Despite their belief that the issues they were confronting were “relatively accessible to change,” the Committee’s charter members also believed that the problem they were addressing was too large to be handled effectively by its members, a view confirmed by discussions with representatives from women’s committees working on other UC campuses. Unfortunately, this request was not fulfilled by UCSF.

As part of its 1971 work, ACSW also commissioned a survey to measure where women stood on campus in terms of enrollment, employment, and seniority. The study found that the UCSF Schools of Medicine, Dentistry, and Pharmacy showed tremendous under-representation of women faculty and students. In fact, only the School of Nursing, a traditionally female occupation, had a large representation of women.<sup>1</sup> The original Committee began to work to change these injustices, beginning a long chain of activities to address faculty, staff, and student inequities, which are still ongoing today. **Today, however, as a result of a wide range of circumstances and pressures, it is fair to say that gender inequities in student *admissions* in all UCSF schools have been addressed.**

**Please see list (above) of CACSW chairs from 1971 to the present.**

In the mid-1970s the members of the ACSW renamed their committee the **League of Women**, a group with the unfortunate acronym **LOW**. **LOW**

#### LEADERSHIP AND VISION:

A Complete Roster of CACSW Chairs (1971–2004)

Chair	Years	Chancellor
Laurel Glass	1971–74	Philip Lee
Laurel Glass/ Patricia Diridoni	1972–74	Philip Lee
Wendy Squyres	1974–76	Francis Sooy
Marion Nestle	1981–82	Francis Sooy
Marion Nestle	1982–84	Julius Krevans
Virginia Olesen	1984–86	Julius Krevans
Diane Wara	1986–89	Julius Krevans
Kathleen Giacomini	1989–91	Julius Krevans
Molly Cooke	1992	Julius Krevans
Molly Cooke	1992–94	Joseph Martin
Carolyn Koster	1994–96	Joseph Martin
Mary Croughan	1996–97	Joseph Martin
Mary Croughan	1997–98	Haile Debas
Afaf Meleis	1998–2000	Michael Bishop
Ruth Greenblatt	2000–02	Michael Bishop
Sally Marshall	2002–04	Michael Bishop
Donna Ferriero	2004–	Michael Bishop

<sup>1</sup> Dorothy Bainton’s LOW file, 1971.



created ad hoc subcommittees to investigate and address such issues as policy change and education at UCSF.<sup>1</sup> A childcare committee, appointed by Chancellor Philip Lee and continuing with the support of Chancellor Francis Sooy and his wife, Elizabeth, and led by Pat Calarco and Carol Hardgrove, worked to establish a childcare center at UCSF. Calarco and Hardgrove shared the 1979 Chancellor's Award for Public Service for their effort.

December 2, 1976  
 Childcare center rally:  
 delays protested.

In addition to addressing specific issues, LOW also considered ways to improve the overall environment on campus by developing procedures for the collection, analysis, and dissemination of accurate statistical and attitudinal data related to women's issues.<sup>2</sup> The results of some of these data served as the basis for key reports, including *The Status of Staff Women and Minorities at the University of California Campus* and *Status of Academic Women at the University of California San Francisco*. These reports presented sobering data that highlighted significant disparities in a wide range of areas, including pay inequities for faculty and staff and the lack of women in leadership positions.

The June 1974 report, *Status of Academic Women at the University of California San Francisco*, by Ellen Roter Dirksen and Ellen Hart, made the following key recommendations, many of which still have relevance today:

1. Salaries for all academic personnel must be reviewed in order to adjust salary inequities where they exist. If funding is derived from extramural sources, these sources should be required to advance the necessary funds to make up deficiencies in existing salaries.

<sup>1</sup> Dorothy Bainton's LOW file, LOW Flyer, May 4, 1973.  
<sup>2</sup> Dorothy Bainton Interview, April 6, 2004, p.4.

2. Similar promotion mechanisms to those that exist for regular faculty appointees must be utilized to deal with promotions for non-tenure academic employees.
3. As openings occur for regular faculty positions, special efforts should be made to consider non-tenure academic women on the campus for these positions before outside recruiting is begun.
4. More women should be considered for academic administrative positions (i.e., Deans and Vice Chancellors).
5. The proportion of women serving on important committees (i.e., Budget Committee, Committee on Committees) should be increased.
6. The Specialist Series should be scrutinized for women with higher professional degrees (Ph.D., M.D.) in order to determine whether this is an appropriate appointment for these women.
7. Since regular faculty appointees are often chosen from the ranks of post-doctoral students, it is important for the campus to monitor entrants into these positions in order to assure the appointment of a reasonable proportion of men and women.



UCSF School of  
Medicine, Class of 1932.

It is not clear what the reception to the above recommendations may have been at the UCSF administrative level. No documents exist to suggest that any of the recommendations were adopted or followed up by university leadership. Meanwhile, in virtually every respect, the issues above remain largely unresolved at UCSF through the time of this report.

Shirley Chater was Academic Vice Chancellor from 1977 to 1982. In this role, she championed salary equity and fought to curb sexual harassment. She is remembered for these efforts and for her fearless determination to improve the quality of life for women faculty at UCSF.

In the mid-1970s, LOW made the decision to change its name to the **Chancellor's Advisory Committee on the Status of Women (CACSW)** — the name it retains to the present day. By the late 1970s, CACSW members

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were indicating in their annual report that, while there continued to be a strong need for the Committee on campus, "... the present committee ... has served much longer than usual and restructuring [was] in order."<sup>1</sup> CACSW members believed that expanded staff and student representation on the committee was still of critical importance, so in 1977, a group of dental students became the first student delegates to serve on CACSW.<sup>2</sup>

3147 45<sup>th</sup> Ave.  
San Francisco, Calif.  
November 13, 1976

Dear Dr. Bainton,

I am writing to you as one woman to another and one U.C. employee to another, because I feel the enclosed subject matter is of very sober concern for women and because you may be more influential than I in representing women's interest regarding it.

The material consists of three things: 1) a copy of the main article in HS magazine of June 1976, on genetic engineering and 2) a copy of our C.V.H.I. bulletin of November, informing us about the chancellor's formation of a Biosafety Committee concerned with the same subject.

The potential for abuses of research in this field are particularly frightening for women as especially mentioned in the underlined parts on pp. , so it is of utmost importance to see to it that the interests of women are strongly represented on the (hopefully) still-emerging Biosafety Committee.

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<sup>1</sup> Dorothy Bainton files. Meeting invitation dated October 6, 1976.

<sup>2</sup> Dorothy Bainton files. Minutes dated May 19, 1977, and June 2, 1977.

I would very much appreciate hearing from you concerning your suggestions as to how best to effect that representation. That is to say, Have you already been asked to serve on it? Would you serve? Do you know other feminists who would? How can we make sure to get a well-credentialed woman scientist on that committee who will also speak for women's right to control our bodies without exploitation? Have women scientists already assembled to discuss such issues? Do I really risk harassment by talking about this in my department, or do I conjecture wrongly from the silence or change-of-subject that confronts me when I do?

I am most concerned to hear from you, either at home or at work. My home phone is 566-9050; my work extension 2320. I will appreciate hearing from you at your earliest convenience.

Sincerely yours,  
 Rhoda Steena

P.S. Time is more of the essence than I even realized. The newspaper clipping is today's!  
 (Nov. 78)

November 17, 1976

A letter to Dorothy Bainton imploring her to ensure that women's voice is heard — on the topic of genetic engineering. Note the handwritten, heartfelt plea. CACSW has had to remain vigilant for over 30 years to ensure diverse representation when new committees are appointed by administration.

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## 1980–1989: Struggle and Slow Progress

In 1981 a group of UCSF women approached the administration with the intent to reenergize the Chancellor’s Advisory Committee on the Status of Women. The Committee had become largely inactive — with no clear acting Chair — from approximately 1976 through 1980. Even in 1981, when efforts began to revive CACSW, promoting women’s issues was not wholly embraced by campus leaders, and there were significant repercussions for certain individuals who sought to change the status quo. While the reformed CACSW body had been active since the mid-1970s — sponsoring monthly meetings and annual retreats, and forming and reforming subcommittees to address specific issues — many CACSW members remained frustrated by the lack of response to their ongoing recommendations, and by what many perceived as a pervasive lack of interest in creating women-centered reform. While the action did not lead to significant changes in the administration’s valuation of CACSW, the effort served to invigorate the Committee’s members, and in many ways ushered in the work of the Committee for the decade of the 1980s.

CACSW in the form we know it today began in 1981 with the work of Marion Nestle as Chair. During Nestle’s tenure, the Committee focused and energized its work by setting forth a clear mission statement and concrete goals. These goals included the identification of campus resources for women, the retention of the childcare center, and the establishment of subcommittees to examine UCSF policy regarding affirmative action, grievance procedures, and personnel policies.<sup>1</sup> In 1982, CACSW proposed the creation of a **Women’s Resource Center** — a critical goal, which was attained two years later with the Center’s establishment in 1984. The Women’s Resource Center — later renamed the **Center for Gender Equity (CGE)** — promotes and provides resources for women and men, including gay, lesbian, and transgender individuals, regarding gender issues in the workplace and the community.

In spite of these successes, however, by the time Marion Nestle wrote her report to Chancellor Julius Krevans on the *Status of Women Faculty at*

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<sup>1</sup> Meeting Invitation to Chancellor Krevans, August 30, 1982.



*UCSF: Report and Recommendations* in 1983, there was still very little progress to report on the core issues related to the status of women at UCSF. While some response had been given to women's needs, almost nothing had changed in terms of the university's overall approach to women's salaries and women in leadership roles. As stated in Nestle's summary, "The status of women faculty is virtually unchanged since 1972 ... Women faculty are under-represented at higher academic ranks ... and women are under-represented in academic administration." Nestle noted that recommendations presented by the Committee had never been carried forward by the administration in any meaningful way, and that nothing central had changed in the university's response to women. Nestle concluded her report by stating, "We must infer, therefore, that both informal and institutional barriers remain to successful recruitment, retention, and promotion of women faculty. The net result is the overwhelming evidence reported here that women faculty remain relegated to lower academic titles and ranks." As we continue to examine CACSW's history, it will be evident to readers that, 20 years after Nestle presented her report, these same problems remain.

Amy Levine, who has led CGE from its inception through the present day, served as an ex-officio member of CACSW continuously from the 1980s through the present. In Levine's own words, "I came to UCSF in 1979 as the first coordinator of the Rape Prevention Education Program, so I was immersed in women's issues based on my job. And so, of course, I noticed the lack of policies here at UCSF for women. No sexual violence policy, no sexual harassment policy, no real maternity leave policies, those kinds of things." Despite the consistent lack of response to CACSW's work and recommendations, with the creation of the Center for Gender Equity, another entity was formed that did have the ability to advocate for women in more effective and impactful ways, and its work was felt in many other parts of the campus. According to CACSW Chair Virginia Olesen when speaking to Ms. Levine, "Maybe the upper levels did not have their eyes on you, but to paraphrase Zora Neale Hurston's famous book, *Their Eyes Are Watching God*, some of us were watching you [Amy Levine] and admiring what you've done over there, facilitating things that could not be done in other sorts of places. For example, our academic Women's Health

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Program — there’s no way we could take on the sorts of things that you’ve been able to do successfully, so it really is a tremendous contribution.”

In 1986, with Virginia Olesen as Chair, CACSW conducted yet another important study of female faculty at UCSF, examining information related to hiring trends and distribution of faculty by home departments, and conducting a comparative analysis of salaries earned by men and by women. A second study also began to analyze female staff salaries and hiring trends. Remembering these studies, Olesen says in 2004, “There are (staff) women ... who we really need to be very concerned about, including their lives, and fortunes and careers on campus.”<sup>1</sup> Despite the considerable amount of research that went into these studies, and their persuasive findings of gender-based inequities at the faculty and staff level, **no** significant actions were taken as a result of these studies, and the reports themselves seemingly did nothing to change the administration’s attitudes toward female hiring and salaries at UCSF.

Diane Wara chaired CACSW from 1986 to 1989, and it was during her tenure that the **UCSF Child Bearing/Rearing Leave Policy** for academic women was enacted, which ensures that faculty women are given time off for maternity leave. Prior to 1987, there had been no maternity/paternity leave policy of any kind in place; with the implementation of this policy, an important issue for women and men had begun to be addressed.

Also in the late 1980s, CACSW’s Childcare Subcommittee engaged the services of the International Child Resource Institute of Berkeley, CA, in order to assist the subcommittee with its study and review of childcare needs at UCSF. At the time the study was conducted, UCSF had one single work-site day care program, the Marilyn Reed Lucia Childcare/Study Center, which had opened on the Parnassus campus in January 1979. By 1989, a clear need had emerged to complement the existing childcare center in response to the increasing numbers of working women with children employed at the rapidly growing university.

The Institute’s 1989 survey was distributed to **15,000** students, nurses, faculty, and staff at seven UCSF locations. Respondents to the study consistently

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<sup>1</sup> Group Interview, April 1, 2004, p.19.

reported having difficulty finding off-hour, infant, and temporary childcare — a barrier that interfered both with work and with student studies. Cost of care was also an issue. The study found that the average cost of childcare across all surveyed UCSF women was \$393 per month (approximately six hundred in current dollars) — ranging from a high of \$410 per month for faculty to \$250 per month for students. At that time, as now, the price of childcare was not affordable for many in need of such services. CACSW used these and other results to support a set of recommendations for future childcare availability at UCSF — a recommendation that had been made earlier in the 1980s, but that now had the weight of study findings behind it.



May 29, 1980  
Childcare center faced money problems in its first year.

## 1990–1998: Achieving Victory on Sexual Harassment

From 1989 through 1991, Kathleen Giacomini served as Chair of CACSW. Under her guidance — and in conjunction with the Academic Senate Committee on Equal Opportunity — CACSW created a handbook, which still serves as a guide for faculty regarding current university policy on women’s issues. In 1991, CACSW also launched a series of **Faculty Mentoring Luncheons** in collaboration with the Office of the Vice Chancellor of Academic Affairs and the Center for Gender Equity. These luncheons were envisioned as periodic gatherings to encourage networking among women on campus and to facilitate discussions surrounding a variety of leadership topics. It was also during Giacomini’s term that the first lactation station was finally realized at the Parnassus campus after many years of planning. Lactation stations have since been implemented at San Francisco General Hospital, Laurel Heights, the Women’s Health Building, and Mission Bay.

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Kathleen Giacomini had arrived at UCSF as an Assistant Professor in the early 1980s with an interest in specific research areas, including promoting child-bearing/child-leave policies and equal opportunity for ethnic minorities. She was also concerned with finding ways to help women overcome feelings of isolation while working in a predominantly male field. Echoing a sentiment shared by many others when asked to identify major CACSW accomplishments, she says, “It’s always working together with people, so you don’t really feel like it’s your own accomplishment. The force that I provided, that I think I continue to provide, is that I am, in my heart of hearts, quite radical, but on the outside quite accommodating, so I could bridge the different forces that were here on the campus at the time.”

Molly Cooke served as CACSW Chair from January 1992 to the summer of 1994. During her tenure, CACSW continued yet another study on critical women’s issues, this one conducted among faculty women to analyze the rate of academic progress and salary equity in comparison to matched male counterparts. **The study revealed a high rate of inequity in all UCSF schools, particularly within the School of Medicine.<sup>1</sup> Cooke says “... [the data were so powerful they] demanded a response — so everybody responded.”<sup>2</sup> In fact, this CACSW survey represents one of the very few times that a CACSW initiative has led to any kind of a direct response from the UCSF administration. Unfortunately, lasting changes from this initiative are not evident.**

Another major opportunity occurred in 1991 when the Chancellor turned to CACSW leadership, appointing Molly Cooke and Alma Sisco-Smith as Co-Chairs of a **Task Force on Revision of the Sexual Harassment Policy**. This proved to be a turning point for UCSF women, especially for junior faculty, post-doctorate students, and students. At the time the Task Force was assembled, a number of schoolwide surveys had reported that students had no confidence in the campus’s ability to address issues of sexual harassment. Women expressed a reluctance to come forward and report sexual harassment for fear of retaliation. Campus offices established to handle sexual harassment were also seen as ineffective and/or unresponsive to women’s complaints.

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<sup>1</sup> Molly Cooke Interview, March 17, 2004, p.3.

<sup>2</sup> Molly Cooke Interview, March 17, 2004, p.5.

Within one year of the Committee's being charged with addressing this issue, the Task Force had identified key elements for an effective campuswide policy and procedure. Cooke and Sisco-Smith drafted the first report on the issue, which included a strong recommendation from CACSW to establish an Office for Sexual Harassment Prevention as well as a Campuswide Coordinator to ensure consistency on response and application of the policy. **When the final policy was written, it proved to be the most progressive in the entire University of California system, being far ahead of the curve in terms of integration with faculty procedures and enforcement and disciplinary processes, setting the standard for corrective action for violators of the policy, and recognizing same-sex sexual harassment as applicable under the policy. A recent 10-year report shows tremendous progress in the prevention of sexual harassment at UCSF as a result of these policies. Training and education has been aggressive and a consistent component in the strategy to prevent sexual harassment.**

Reflecting back on 1991–92, Sisco-Smith said, “Molly and I carried the flag forward for women to meet with the Chancellor and received incremental acceptance. CACSW's support helped us to hold firm on all of the recommendations in the report. Before each meeting with the leadership, we practiced every possible response until we were tenacious. Finally, we got the ‘thumbs up’ to work with Vice-Chancellor Thena Trygstad, who paved the way for implementation of the policy. This is a good example of the importance of women being in leadership positions in the right place at the right time. Since then, my motto has been: **an ounce of position is worth a pound of policy.**” **The accomplishment of the Task Force also highlights how effective the work of CACSW can be in addressing women's issues if those issues have the prior attention and involvement of campus administrative leaders.**

Carolyn Koster served on CACSW from 1980 to 1996, and as CACSW Chair from 1994 to 1996. During her tenure, the Committee initiated the **Chancellor's Award for the Advancement of Women**. This honor is given out yearly to faculty, staff, and students who work toward the advancement of women on campus, and has helped raise awareness of the

### CARRYING THE TORCH:

Complete List of Recipients of the Chancellor's Award  
for the Advancement of Women

Year	Faculty	Staff	Student
1994	Virginia Olesen	Amy Levine	Marina Alzugaray Renee Willard
1995	Nancy Adler	Alma Sisco-Smith	Tina Settineri Jody Steinauer
1996	Molly Cooke	Gail Gagler	Donna Hendrix Trace Ware
1997	Kathleen Giacomini	Carolyn Koster Karen Newhouse	Rebecca Jackson Lisa Kim-Shapiro
1998	Mary Croughan	Barbara Garcia Heather Wilkie	Julia Charles
1999	Deborah Grady	Sandra Canchola	Liz Hazwell Julia Owens Sharon Stranford
2000	Donna Ferriero	Tracy Weitz	Melanie Egorin Tania Gonzalez
2001	Afaf Meleis	Kathleen Brown	Jennifer McIntosh
2002	Nancy Milliken	Irene Agnos	Katie Barnes
2003	Dorothy Bainton	Judy Fuller	Doris Fortin
2004	Diane Wara	Diane McGee	Rebecca Howard

importance of women's issues within the overall UCSF campus culture.

**Please see accompanying list of award recipients.**

In 1996, CACSW published a guidebook on upward mobility directed toward female staff of UCSF, entitled, *Getting There from Here: A Guide to Staff Career Mobility at UCSF*.

This guidebook, which first began development in 1990, addresses the problem of the glass ceiling for staff women, and is available from the Human Resources Department as well as the Human Resources website. Several members of CACSW worked tirelessly

to develop this guidebook, including Cynthia Lynch, an attorney in the UCSF legal department; Amy Levine, Director of the Center for Gender Equity; and the late Rachel Bernstein, a longtime CACSW member.

Mary Croughan served as Chair of CACSW from 1996 to 1998. During her tenure, UCSF participated in the "Working Women Count" survey, commissioned by the U.S. Department of Labor. As a participant in this research, the Committee collected survey responses from almost 1,900 women employed at UCSF. This survey began in 1996 with initial data collection, which was analyzed and reported. This version of the survey was not widely distributed, in part due to a lack of support from campus leaders. A second, expanded version of the survey entitled "Working Women at UCSF: Results from the 'Working Women Count' Survey,"

was distributed in 2000 while Afaf Meleis was Chair of CACSW. The measures used in this survey included ethnicity, age, socio-economic status, family status, and job descriptions, with the study comparing these items across professional and non-professional women working on campus. Also in the late 1990s, CACSW, along with the Center for Gender Equity, sponsored the first **Take Our Daughters to Work Day**, which encourages girls to explore a variety of non-traditional professions. **Under Croughan’s leadership, a brochure describing the goals of CACSW and listing its activities was published and disseminated.**

In 1998, CACSW and CGE co-sponsored “**Women Leaders: A Symposium for Women in University Settings.**” This symposium, intended predominantly for staff, was the first of its kind, and gave women who worked within the UC system a chance to discuss and examine where they stood in terms of leadership positions in higher education. The idea for the symposium came from a thesis project by Kathleen Brown. Brown, Amy Levine, Karen Newhouse, and Alma Sisco-Smith constituted the initial working group to develop the core plan, and CACSW and CGE became involved. By the time of the third successful symposium in 2000, CGE was fully in charge of the program.

### 1999–2004: Continuing to Press for Change

Afaf Meleis served as Chair of CACSW from 1998 to 2000. In 1999, under Meleis’s leadership, a CACSW group, headed by Alma Sisco-Smith, wrote a report entitled, *Upward Mobility for Women of Color*. As is typical in CACSW, the work for the report began years before its actual production, with CACSW appointing a subcommittee to examine the issue of upward mobility for women of color at UCSF in January 1995. The specific charge of the subcommittee was to examine trends in hiring, retention, and promotion of women of color and to suggest programs for alleviating discrepancies wherever they were found to exist. As the subcommittee began its work, the entire principle of Affirmative Action was being challenged by the UC Regents, as well as on a national level. Nevertheless, with support from the Chancellor, the subcommittee was empowered to continue its work.

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**Results of the study showed a wide disparity in overall progress between Caucasian and other females in hiring, promotions, and reclassification at UCSF.** Most notably, **two** disproportionately affected groupings emerged from the data: **African American and Hispanic women.** Asian females tended to fare much better in the workplace than Hispanic and African American females, and their representation in the workforce tended to mirror that of white females more proportionately in terms of job types. By contrast, African American and Hispanic women had significantly poorer outcomes in terms of both workplace representation and promotion rates than either white or Asian women.

The following three recommendations were made as a result of this report: (1) that CACSW continue to monitor the data and report on the status of women of color; (2) that universitywide recruitment efforts be expanded to increase the number of minority women in a number of job classifications, and (3) that efforts be increased to develop an internal pool of qualified employees through in-reach activities. A successful program also grew out of this report: **Strategies for Success of Women of Color Project**, headed by Kathleen Brown. The year 1999 also found CACSW establishing, with the Center for Gender Equity and Human Resources, an **Upward Mobility for Staff Program**, which helps women in clerical positions navigate the UCSF system and network with their peers through professional development workshops and luncheons.

**The “Working Women Count” report was finalized in the year 2000, and it once again conclusively documented the continuing, chronic problems in hiring, salary, and personal treatment that continued to exist for women at UCSF — problems that had existed since at least the formation of CACSW in 1971.** In response to these findings, CACSW’s Chair, Afaf Meleis, led a small group of faculty from CACSW to meet with the Chancellor in order to discuss and address both overt and less obvious forms of gender discrimination that were still pervasive at UCSF. Despite a productive initial discussion, however, **no concrete policy or procedural changes emerged from this conversation.** Nonetheless, Meleis continued distributing the results of the “Working Women Count” survey, while pursuing additional strategies for change.



Under Meleis's leadership, CACSW also enhanced a strategy of working **directly with deans** from all four UCSF schools through engagement in both written and verbal dialogue regarding women's progress in their respective institutional units. Written questions were sent to the deans, who were then invited to CACSW meetings to report in person on the status of women in their schools, and to answer questions from the Committee. Letters of congratulations and encouragement were then sent by Meleis and CACSW in order to encourage continuing improvement among all UCSF schools. The overall strategy of working directly with deans was intended to foster progress and momentum on both a schoolwide and campuswide basis in order to promote equity for all women in the UCSF system.

By 2001, a series of meetings between CACSW and the Chancellor had led to the **"Climate for Faculty at UCSF"** survey, which examined the vast differences between how men and women view their professional experiences at UCSF. This survey, authorized by Chancellor Bishop and developed in consultation with Vice Chancellor Dorothy Bainton, followed up on surveys previously commissioned by CACSW in seeking to measure the hiring, pay equity, and seniority of women on campus. This particular survey explored the attitudes and experiences of women on campus compared to their male counterparts. **Among other findings, the survey conclusively revealed that while both women and men derive great satisfaction from the work they do, women have more critical views and more negative experiences in a number of different areas, ranging from satisfaction with income, to opportunities for leadership, to support for their lives outside of work.** The survey called for the immediate development of more mentoring and modeling programs; more family-friendly policies; and greater financial recognition — all in order to enable UCSF to attract and retain top female professionals.

To consider solutions to these survey findings, the Chancellor appointed the **Task Force on Faculty Life** that served from 2001 to 2003. The Task Force on Faculty Life was co-chaired by Ruth Greenblatt and William Margaretten. To follow up on the Task Force's recommendations, the Chancellor named a new **Council on Faculty Life** that would "advise the

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Chancellor on implementations of recommendations in the report, oversee this implementation, and consider further measures that might be appropriate on behalf of faculty welfare.”<sup>1</sup> Subcommittees to the Council continue to meet and plan for action, but to the campus community as a whole, it is not apparent what progress is being made toward rectifying problems described in the “Climate for Faculty at UCSF” survey.

Ruth Greenblatt became CACSW Chair in 2000 at the same time as she co-chaired the Task Force on Faculty Life. During her tenure, CACSW designed a website intended in part to detail a list of resources and links for women on campus.<sup>2</sup> **Greenblatt also produced a report regarding the status of women at UCSF, offering future directions for CACSW and the campus.** In this report, she detailed key issues for women on campus and described policies for women at other institutions that could be adopted by UCSF.

In 2001, CACSW also co-sponsored the **11th International Congress on Women’s Health Issues**, hosted by the School of Nursing, with Afaf Meleis taking the lead role. The Faculty Subcommittee of CACSW, along with the Center for Gender Equity, created the “**Celebrating Women Faculty**” awards, in which faculty women were honored for their accomplishments. The inaugural reception was held in 2001, honoring 101 junior and veteran female faculty members of UCSF.

It is important to note that throughout the entire history of CACSW — from the 1970s to the present — **Dorothy Bainton** has had a strong and indispensable influence on the work of the Committee. Bainton has been invaluable both as a long-time member of CACSW and as an advocate for women’s issues on campus. She arrived at UCSF in 1962 with a young child and a promising career in pathology. Women who sought academic professions were often reluctant to put their careers on hold to start a family, in part due to a lack of family-friendly policies at UCSF. Bainton was instrumental in changing those policies. According to Diane Wara, “Dorothy broke the old model, and she taught me and others that you can do it [succeed in academic medicine] without settling.”<sup>1</sup> When Bainton

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<sup>1</sup> Letter from Chancellor Bishop to new members of Council on Faculty Life, October 2, 2003.

<sup>2</sup> CACSW website: [www.statusofwomen.ucsf.edu](http://www.statusofwomen.ucsf.edu).

was named head of the Department of Pathology in 1987, she became the first woman at UCSF to become head of a department in the School of Medicine. In 1994, she became Academic Vice Chancellor, and in this role, Bainton is credited with advocating for many women's issues, including mentoring and promoting women working in academic medicine; helping to strengthen the campus's sexual harassment policy; and promoting family-friendly guidelines.<sup>2</sup>

A second individual who has played an instrumental role in the success of CACSW for many years is **Ruth Weiller**, who has served as CACSW staff person for over 10 years, and has consistently been the glue that has held the Committee's work together and ensured its continuity over the years. Sally Marshall, current outgoing CACSW Chair, says of Ruth that her staff support has been "absolutely incredible! Part of it is her knowledge and institutional history, in addition to CACSW, but part of it is just her, period. She's been great!" Ruth herself cites her involvement in coordinating the annual Chancellor's Award for the Advancement of Women as one of her most satisfying accomplishments growing out of CACSW's work, and also lauds the work of all the diversity committees at UCSF in lending support to many of the issues with which CACSW is involved.

Another important thread running through the history of CACSW has been the value of **collaborations** in helping the Committee move forward and achieve critical goals and outcomes. CACSW's strongest associations over the years have been with the **Center for Gender Equity (CGE)**<sup>3</sup> and the **Center of Excellence in Women's Health**. The formal collaboration between CGE and CACSW began with the co-sponsorship of networking and mentorship seminars for women faculty, and has expanded to include professional development programming for women staff up to the Administrative Assistant III level, students, post-doctorate students, and women of color. The CGE Director and Assistant Director have also strongly supported CACSW by serving as Committee Co-Chairs and as Chairs of various subcommittees, by participating in most subcommittees,

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<sup>1</sup> "All in the Family — Dorothy Bainton Leaves Her Mark on UCSF," *UCSF Today*, June 30, 2004.

<sup>2</sup> *Ibid.*

<sup>3</sup> UCSF CGE website: [www.ucsf.edu/cge](http://www.ucsf.edu/cge).

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and by providing technical assistance, including facilitation, report development, and retreat planning. CACSW and CGE's partnership has also created a variety of ongoing opportunities encouraging campus community members to gather together for skills development and to build working relationships with their peers. Many of these programs have been launched to address gaps in outreach to members of the community with diverse needs.

CACSW and the Center of Excellence (CoE) have also formed a solid partnership working on behalf of women. The UCSF Center of Excellence in Women's Health is one of six original institutions given this honor by the U.S. Department of Health and Human Services Office of Women's Health. The CoE seeks to advance the field of women's health by providing comprehensive health care for women, promoting research regarding women's health, creating partnerships with different community groups and organizations, educating health care providers about women's health issues, and paving the way for women to hold key leadership positions at UCSF.<sup>1</sup> The CoE has supported many of CACSW's long-term goals, including the establishment of a systematic review of salary equity and the promotion of women in leadership positions. The CoE also worked with CACSW in the development of its website, launched in 2001. The websites of CACSW and the CoE serve to complement each other in terms of services offered and goals worked for at UCSF.

The outgoing Chair of CACSW (2002–2004) is Sally Marshall. Building on the work begun in previous years, the CACSW Website Subcommittee continues to maintain the CACSW website. Other recent accomplishments include the writing of this CACSW history; the revitalization of the graduate/post-doctoral student subcommittee; the establishment of mentoring guidelines; the initiation of a staff equity survey; and the completion of a pilot mentoring program for staff at Administrative Assistant II level or below. In addition, responses to the earlier faculty climate survey continue to be monitored and updated.

A report from October 2003 entitled *UCSF Council on Faculty Life* listed the major goals and working groups of that Committee. **A comparison of**

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<sup>1</sup> UCSF CoE website: [www.ucsf.edu/coe](http://www.ucsf.edu/coe).

**issues addressed by CACSW from 1974 through 2003 shows that many key issues noted by the Council on Faculty Life have not been resolved, and that women still have not achieved parity with their male counterparts on campus.**

Among the current priorities and objectives of the Council on Faculty Life at the time of this report are the following:

- Continue to review the response of the UCSF administration to sexual harassment issues and charges.
- Provide leadership training and opportunities for female faculty, staff, and students at UCSF, in order to promote both individual and institutional change.
- Triple the availability of childcare facilities at UCSF by 2005.
- Support the Academic Senate plan for departmental mentoring, and plan and develop additional, complementary campuswide programs.
- Support the Search Ambassador program, a new program designed to assist search committees in using best practices to identify qualified candidates, while helping support the relocation of recruits to the Bay Area.
- Create events and activities that provide socially and institutionally welcoming opportunities for new women faculty.
- Evaluate collaborative research efforts, and identify new ways to assess merit and assign a higher value to investigators whose work is highly collaborative.
- Examine work/life balance issues in the lives of female faculty and staff, with the goal of eliminating a culture that requires unlimited availability of faculty for work duties to the disparagement of family and personal responsibilities.

Most of these issues reflect longstanding priorities of CACSW — priorities that have carried throughout the entire history of the Committee. Their continuing presence on the Council on Faculty Life working groups in 2004 reminds us how far we still have to go in establishing a truly equal community for all who work and study at UCSF.

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## The Hidden Value of CACSW: Finding Support among Friends

While CACSW's accomplishments over the years have made an important contribution to the UCSF community, the Committee has had an equally significant impact on the lives of women participants themselves. Women who have been a part of the Committee have gone on to hold distinguished leadership positions, applying their CACSW experiences to improving



April 1, 2004

CACSW Group Interview. Left to right: Ruth Greenblatt, Barbara Gerbert, Sally Marshall, Amy Levine, Virginia Olesen, Ruth Weiller, Mary Croughan, Diane Wara. Afaf Meleis attended the meeting by telephone. Kathleen Giacomini and Molly Cooke were interviewed individually. Carolyn Koster responded by email.

conditions for women in a wide variety of settings. **The CACSW experience clearly fosters close professional and personal relationships among its participants, and creates a critical space where leadership skills can be nurtured and allowed to flourish.**

**Molly Cooke** notes that "... [CACSW] was my first significant opportunity to meet women from places other than San Francisco General Hospital and to connect, to work together with them. I made great friends, and really appreciated the opportunity to be somewhat political."<sup>1</sup>

Prior to CACSW's launch, there had been a noticeable absence of women-centered support at UCSF. **Afaf Meleis** notes that upon her arrival on campus in 1968, "I noticed that there was really no mentorship for women, that my [male] colleagues in other departments got to talk with each other while they were golfing, or doing things that they do together, and there wasn't any [support for women]."<sup>2</sup> **Dorothy Bainton**, who served on CASCW in the 1970s and 1980s, and who worked with CACSW in her role as Academic Vice Chancellor from 1994 until 2004, perhaps put it most succinctly: "All of my committee work has allowed me to have a community."<sup>3</sup>

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<sup>1</sup> Molly Cooke Interview, March 17, 2004, p.9.

<sup>2</sup> Group Interview, April 1, 2004, p.9.

<sup>3</sup> Dorothy Bainton Interview, April 6, 2004, p.14.

During her time at UCSF, **Marion Nestle** served as one of 17 Associate Deans in the School of Medicine, and the only woman. She has since moved on to become Senior Nutrition Policy Advisor for the U.S. Department of Health and Human Services, and Chair of the Nutrition Department at New York University, where she is now the Paulette Goddard Professor of Nutrition, Food Studies, and Public Health.

**Virginia Olesen** became Head of Women’s Health and Healing in the School of Nursing. She has since retired, and is an emeritus professor at UCSF. Reflecting upon her time serving on CACSW, she notes that “... what was different about [that committee] was that one felt [that] here was a place where you were with kindred spirits of all sorts and you could push the agenda a little bit ... and that was very satisfying.”<sup>1</sup>

From 1990 to 2002, **Diane Wara** served as Associate Dean for Women in the School of Medicine. She is currently a professor in the Department of Pediatrics. She says of her time on the Committee that “CACSW certainly involved me in the process and the real excitement of being part of change on this campus ... [I]t’s changed the way I’ve led my life.”<sup>2</sup> Wara has a strong conviction that CACSW can still make an impact on women’s issues at UCSF, including working toward the goal of “having women’s voices heard, not just listened to, but actually heard. [T]hat means moving women, more than we already have, into substantial positions of leadership, across the board on this campus, and nationally.”<sup>3</sup>

Since Chairing CACSW, **Kathleen Giacomini** has become Department Chair of Biopharmaceutical Sciences in the School of Pharmacy. Reflecting on her time on CACSW she says, “[W]hat is probably the best from serving on [CACSW] is that you are working on common goals, even when there’s dissension among the committees and there’s a range of who is more radical and who is less radical, you’re still trying, and you all have it in your mind that you are trying to make something better for the people around you and for people who will follow.”<sup>4</sup>

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<sup>1</sup> Group Interview, April 1, 2004, p.43.

<sup>2</sup> Group Interview, April 1, 2004, p.39.

<sup>3</sup> Ibid.

<sup>4</sup> Kathleen Giacomini Interview, April 7, 2004, p.6.

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**Molly Cooke** has become Director of the Academy of Medical Educators in the School of Medicine. She notes that “CACSW was absolutely an opportunity for me to get some leadership experience, to take some risks, to be seen.”<sup>1</sup> Cooke says that it is important to “make sure that as women we’re aware of our sisters ... who make this place run.”<sup>2</sup>

**Carolyn Koster** retired from UCSF as a Management Services Officer in the Department of Stomatology in the School of Dentistry. Reflecting on her time on CACSW, she notes, “I relished the relationships with the people I worked with.”<sup>3</sup>

**Mary Croughan** is a Professor of Women’s Health in the School of Medicine. She comments that being on CACSW helped her in “learning the ropes, learning what the ropes were, and particularly learning what the unwritten rules are.”<sup>4</sup> She also attributes her contentment at UCSF to being part of CACSW. She says “the relationships that were established ... above anything else, have made the biggest difference in my career here, and I think it’s also 100% responsible for my happiness at this institution ... to me that’s just gigantic.”<sup>5</sup>

**Afaf Meleis** has moved on to become Dean of the School of Nursing at the University of Pennsylvania. She reflected that as a member of the committee, “we built on each other’s accomplishments, we valued and respected each other, we acknowledged each other, and then therefore we were able to move further ... [w]e felt powerful, and really empowered by our solidarity, by our thinking with a common vision and having strategic goals.”<sup>6</sup>

**Rebecca Jackson** was a medical student during her tenure on CACSW. She is now a UCSF Assistant Clinical Professor in Obstetrics and Gynecology at San Francisco General Hospital. Looking back on her CACSW experience, she recalled that she felt honored to be sitting at the table with the other CACSW members. She made a number of invaluable connections with CACSW members that she maintains today. More

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<sup>1</sup> Molly Cooke Interview, March 17, 2004, p.9.

<sup>2</sup> Molly Cooke Interview, March 17, 2004, p.8.

<sup>3</sup> Carolyn Koster e-mail, June 18, 2004.

<sup>4</sup> Group Interview, April 1, 2004, p.40.

<sup>5</sup> Group Interview, April 1, 2004, p.41.

<sup>6</sup> Group Interview, April 1, 2004, p.17.



important, she feels that being a member of CACSW and being exposed to issues faced by women faculty has helped her immensely now that she is a faculty member. She has a greater understanding of the promotion process, the stumbling blocks, and the importance of mentoring, and better access to senior faculty members who can help her with these issues.

**Karen Newhouse**, Special Assistant for Diversity, Office of Affirmative Action, Equal Opportunity and Diversity, and Advisor to the Council of Minority Organizations at UCSF, has been a long-time member of CACSW. She notes, “CACSW has been a very important group in shaping the advancement of women on our campus and it is my hope that the future will bring greater attention and resolution to the disparities and treatment of women of color for an even better and more inclusive UCSF.”

**Ruth Greenblatt** is a Professor of Medicine in the Division of Infectious Diseases in the Department of Medicine in the School of Medicine. She notes that networking has made her time on CACSW worthwhile. She says the Committee “... made a huge difference in terms of mentoring, in being able to mentor people, and give them advice ... knowing people, and suggesting people talk to others, and having people to go to for advice.”<sup>1</sup>

**Sally Marshall** is Professor and Vice Chair for Research in the Department of Preventive and Restorative Dental Sciences in the School of Dentistry. She values the opportunities to interact with graduate students, post-doctorate students and staff, as well as faculty, for the benefit of women at UCSF.

**Alma Sisco-Smith** is the Director of the UCSF Work-Life Resource Center. She says, “Working with CACSW was professionally and personally satisfying, even though frustrating at times given the challenges faced. I hold the greatest respect for these Chairs, specifically those with whom I worked closely for ten years, from 1990 to 2000. I gained confidence to step forward, speak up, show genuine caring, not simply political correctness, and to lead by one’s own unique style.”

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<sup>1</sup> Group Interview, April 1, 2004, p.41.

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# Setting the Stage for the Future: Conclusions and Strategies for Increased Impact

Since its formation over 30 years ago, the Chancellor's Advisory Committee on the Status of Women has achieved significant victories for women at UCSF, and has worked at a high level to research and focus attention on the many problems and disparities that continue to affect women at the faculty, staff, and student level. The Committee has commissioned surveys; conducted studies; prepared sweeping and hard-hitting reports; prepared policy manuals and resource guides; and formulated and tracked policy and program recommendations covering the widest possible range of issues. The Committee has also worked hard to get its message across to the entire UCSF community, by meeting with faculty, staff, and student leaders; working with deans of the various UCSF schools; developing effective print- and web-based communication tools; and continually meeting one-on-one with the UCSF Chancellor and other key administrators to present recommendations and advocate for change. The Committee has also consistently worked in partnership with other campus organizations, committees, and task forces to develop and implement creative solutions to important problems at the University.

**In virtually all respects, the success and accomplishments of CACSW have directly stemmed from the commitment, energy, creativity, and drive of the women who have headed and participated in the Committee.** From its long line of distinguished Chairs, to its highly involved membership, to its extensive roster of supporters and advocates, CACSW has always relied upon and benefited from the dedicated involvement of intelligent, passionate women who have cared about the Committee's mission and have carried forward its work in a professional, positive manner. Without these remarkable individuals, the Committee's success would not have been possible, and the climate and opportunities for women at UCSF would be far worse than they are today.

**Yet at the same time, it is vital to acknowledge that despite all of its hard work and herculean efforts, the Committee has clearly not been successful in significantly reducing or eliminating many of the most critical gender-based inequities and unfair practices at UCSF.** Data reflecting the male-to-female ratio of faculty at UCSF have been used to show improvement over the time period covered by this report. When one considers male-to-female ratios within higher-status faculty categories, however, the data are less encouraging. Faculty are stratified into five series, listed in descending order: Ladder, In Residence, Professor of Clinical X, Adjunct, and Clinical. Academic Senate status and benefits belong to those in the top three series, not the bottom two. The faculty role of shared governance granted by the UC Regents is not available to non-Senate members. Non-Senate members are not eligible for some Senate awards and funding; enjoy less security related to their appointments; have no formal voice in conferring of degrees, development of student curriculum, admission policies, and disciplinary criteria; have no formal voice in Senate legislation, resolutions, or memorials that may create campus- or systemwide policies or procedures; and do not serve on Senate committees as voting members. Despite efforts to decrease these distinctions in status and benefits, Academic Senate series remain much more valued and empowered at UCSF. There are many fewer women faculty than men in Academic Senate positions. First, although 739 (38%) of 1,941 UCSF faculty members are women, only 285 (<30%) of 969 Academic Senate faculty members are women.<sup>1</sup> Second, even this percentage of Academic Senate faculty includes women from the School of Nursing, whose faculty is predominantly (87%) women. **Third, in the School of Medicine, home to 1,564 or 80% of all UCSF faculty, only 209 (25%) of Academic Senate faculty are women.** And within the Academic Senate series categories in the School of Medicine, the higher the category, the lower the percentage of women it contains. Thus, the lowest of the three levels, Professor of Clinical X, contains 50 (33%) women; the middle series, In Residence, contains 108 (26%) women; and the highest, Ladder Rank, contains 51 (<20%) women. Women in the Academic Senate series make up less than 15% of the total UCSF faculty, while men in those

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<sup>1</sup> All data are from the UCSF Academic Personnel website (<http://acpers.ucsf.edu>) and are from October 2003, the most recent posting.

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series make up 35% of total faculty. Although women now represent approximately half of all professional students in the Schools of Dentistry, Medicine, and Pharmacy at UCSF, greatly increasing the percent of women in the pipeline, the gains in Academic Senate, and especially in Ladder Rank/Tenure series, have not begun to approach parity.

Philip Lee, Chancellor of UCSF at the inception of CACSW, reviewed this report and said that the lack of progress in gender equity at UCSF over 30 years is “embarrassing,” especially given the tremendous talent pool available at the University, and given that UCSF should be leading the way in this arena. When reviewing the activities of CACSW and this report, several previous Chairs and members of CACSW expressed disappointment and dismay at the lack of progress.

Lack of progress at UCSF is decidedly **not** the fault of the Committee or a result of a lack of effort or initiative on CACSW’s part. The Committee has fulfilled every request and mandate brought before it, and has continually rolled up its sleeves and, following a disappointing setback or a lack of response, continued to put effort into change. But no single committee or task force can be expected to fully solve or overcome problems of institutionalized discrimination that stretch back for generations. As noted by Chancellor Lee’s original Advisory Committee on Equal Opportunity for Women in 1971, the inequities at UCSF “are not due to evil intent, but more often are a result of insensitivity, misinformation, careless habits, and procedures, which should have been modified long ago.” Yet one also cannot help but feel wistful when considering the next sentence of their report from over 30 years ago: “Because these ‘causes’ are relatively accessible to change, the Committee is hopeful that there is the potential for significant improvement in the treatment of women at UCSF.”

**At this time in its history — after over 30 years of effort and hard work — it may be appropriate for CACSW to begin to ask the question whether or not at least some of the methods, approaches, and systems it has used in the past may be contributing to a lack of success in making greater progress, especially in key areas such as salary inequity and lack of balance in hiring and promotion practices and appointments into leadership positions.** What, if any, have been

the inadequacies in CACSW's historic approach of conducting research and presenting reports as a strategy for bringing about change within the UCSF environment? What are the missing components that have kept high-level administrators from fully responding to and implementing the Committee's recommendations? How could CACSW have done a better job of alerting the entire UCSF community to key problems and issues, and how could it have involved additional and potentially more powerful players and advocates in helping to bring about key reforms? What partnerships and networks could have been more successful in helping bring about action on key issues by UCSF administrators? Are there characteristics inherent in CACSW's own structures and systems that have unintentionally served to reinforce the status quo, rather than bringing about meaningful and dramatic change? Are there ways that CACSW should consider restructuring its mission and approaches in order to effectively redress long-standing disparities?

**These and similar questions are particularly vital for CACSW to explore at this time in its history, as the Committee proceeds not only into this new millennium, but into a campus environment that is increasingly receptive to change. Today, CACSW has the opportunity not only to review its core recommendations, but to assess the fundamental strategies and approaches it has used to try to achieve change in the past. The Committee has the chance to explore not only what it should be doing, but how it should be doing it, and why it has not been successful in achieving more of its goals in**

### DÉJÀ VU ALL OVER AGAIN: Ongoing CACSW Priority Goals (1971–2004)

Despite important advancements and accomplishments, particularly in the areas of student admissions and sexual harassment policies, the vast majority of prioritized goals that CACSW identified at its founding in 1971 are the same priorities that remain today. Among the still-unsolved gender-related targets being worked toward by CACSW and numerous other equity committees on campus are the following:

- Equity in terms of number of faculty
- Equity in terms of salaries paid
- Expanded mentoring for women faculty, staff, and students
- Improved quality of life within the university setting
- Greater transparency in regard to faculty and administrative searches and hiring
- Expanded leadership opportunities for women on the UCSF campus
- More family-friendly policies and practices
- Creation of an exemplary environment in regard to gender fairness and equity and in regard to work/life balance
- Achievement of full equity in faculty and staff recruitment, retention, and promotion

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the past. The Committee also has the chance to implement fundamental changes in the way it does business — changes that may allow it to more assertively focus on fully redressing the historic inequities and discrimination that exist at UCSF, while working toward the goal of transforming the campus culture into one that is equal, fair, and welcoming for all. This call for restructuring also is not new — it mirrored a similar suggestion in the 1972 report.

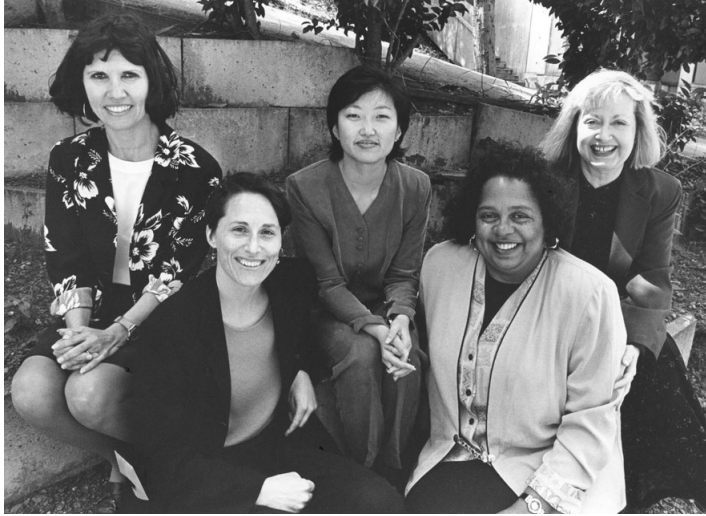
The precise form that CACSW's structural changes might take is unknown at this time, and is the direct charge of the Committee to decide. Among the specific issues and approaches that CACSW membership might explore are the following:

- Developing a cadre of **male champions** on the UCSF campus who are informed and supportive of women's issues, and who work with CACSW to help advance the Committee's goals and objectives at the administrative level.
- Limiting the number of objectives that CACSW focuses to **only one or two key objectives each year**, rather than a larger slate of goals, in order to better focus its efforts and to maximize its chances of solving key problems.
- Building upon and expanding cooperation with existing **systemwide University of California initiatives** — such as the UC-wide initiative for family-friendly policies — in order to build upon progress made at other UC campuses to improve the UCSF environment.
- Revisiting and re-establishing a **systemwide consortium of Chancellor's Advisory Committees on the Status of Women** to share initiatives and best practices and increase impact of actions.
- Building upon and leveraging the respect that already exists at UCSF for the **anti-discrimination model** developed by Nancy Hopkins and colleagues at the Massachusetts Institute of Technology, and presented at UCSF in 1999 and 2000.
- Revisiting and re-establishing the approach of reaching out to and working in collaboration with the **individual deans** of the four UCSF professional schools in order to formulate collaborative change strategies and to bring pressure on higher administrative representatives.

- Examining new approaches to **publicizing issues** both within and outside the campus community — such as through media outlets or student organizations — in order to bring more pressure to bear on those who can bring about institutionalized change.
- Exploring whether or not there is a potential set of **new coalitions and networks** that could help CACSW better achieve its goals, and through which CACSW could develop mutual approaches to solving common problems in collaboration with other groups. Collaboration with the Council on Faculty Life stands out as a potential liaison for immediate actions.
- Determining whether **additional approaches** to creating pressure for change — such as conducting public forums, holding press conferences, or staging peaceful demonstrations — could create more effective ways to augment CACSW's existing roster of strategies.
- This report and equity documents of all types should be archived in the UCSF library to support lasting changes via a complete historical accounting.

**The clear lesson to be learned from the history of CACSW is that women who work together to promote positive policies and to overcome overt prejudices or unintentional biases can make important steps forward.** At the same time, CACSW's history is grounded in the reality that gender-based discrimination and mistreatment is a monumental issue, and that no single institution can solve such an issue on its own. **However, a large, prominent university located in a progressive state that has the world's fifth-largest economy has at least the responsibility to work towards the best interests of all people who study or work therein. CACSW occupies a proud and unique niche in the history of UCSF, and it must continue to use its leverage if the goal of equality for women is to be achieved.**

PHOTO BY CHRIS T. ANDERSON.



1997 Recipients of the Chancellor's Award for the Advancement of Women:  
Left to right — Kathleen Giacomini, Rebecca Jackson, Lisa Kim-Shapiro,  
Karen Newhouse, Carolyn Koster.

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“I never doubted that equal rights was the right direction. Most reforms, most problems are complicated. But to me there is nothing complicated about ordinary equality. There will never be a new world order until women are a part of it.”

—*Alice Paul, pioneer for women's right to vote.*