

# UC San Francisco 2016-2017 Faculty Exit Survey Report

## Executive Summary

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This report provides an update to the 2015-16 UC San Francisco Faculty Exit Survey Report released in March 2017 by the Office of Academic Affairs.

During the current analysis time period (2016-17), 149 faculty separated from UCSF. Seventy percent of those who separated were non-retirees and 30% were retirees. Sixty-eight faculty members responded to the survey (46% response rate). Comparisons *among non-retiree faculty* showed some differences when compared to the three prior reporting periods ([2012-14](#), [2014-15](#) and [2015-16](#)):

### Non-retirees - Gender/URM:

- Women and men left UCSF at the nearly the same rate as their representation among the at-large faculty. In one prior reporting period (2014-15), women had left at a higher rate.
- The number of URM faculty who left UCSF in 2016-17 was small (10), however consistent with all prior periods, URM faculty left at rates higher than their representation among the at-large faculty.
- For 2016-17, women and men were more similar with regard to consideration and receipt of counter offers as compared to prior reporting periods.
  - Men were more likely than women to indicate that they would not accept a counter offer, although the total number of responses was small (10).
  - Women and men were equally likely to receive a counter offer (25%). In prior reporting periods women were consistently less likely than men to receive a counter offer (e.g., in 2015-16, 19% of women and 40% of men received counteroffers). The total number of counter offers made was small across all reporting periods (10 in 2016-17; 13 in 2015-16; 6 in 2014-15; 9 in 2012-14).

### Non-retirees - Series/Rank:

- As in all prior reporting periods, Health Sciences (HS) Clinical series faculty left UCSF at rates higher than their representation among the at-large faculty (42% and 39%, respectively in 2016-17).
- As in all prior reporting periods, Adjunct series faculty left UCSF at rates higher than their representation among the at-large faculty (24% and 14%, respectively in 2016-17).
- As in all prior reporting periods, Assistant rank faculty left UCSF at rates substantially higher than their representation among the at-large faculty (61% and 35%, respectively in 2016-17).

### Non-retirees - Circumstances around and reasons for leaving UCSF:

- Fifty percent of faculty left UCSF for an academic position at another institution.
- Of those who responded to a question regarding how they found their new position, 47% indicated that they were looking for a new job prior to their departure (compared to 33% in 2015-16, 43% in 2014-15 and 62% in 2014-15).
- Among non-retirees, salary and cost-of-living issues were paramount as reasons for leaving UCSF.
  - As in 2015-16, high cost of living was the reason most often cited as responsible for faculty departures. Cost of living was cited as a reason for leaving UCSF by 47% of respondents in 2016-17; 40% in 2015-16; 26% in 2014-15; and 19% in 2012-14).
  - As in 2015-16, insufficient salary was the second most common reason for leaving UCSF (cited by 37% of respondents in 2016-17).
  - Thirty-five percent of respondents cited “job at UCSF did not meet my expectations” as a reason for leaving. This represents an increase compared to prior reporting periods.

Non-retirees - Perceptions about UCSF:

Across many survey domains (e.g., feeling valued, financial support, work conditions, career stewardship, climate), 2016-17 responses indicate a stalling in some of the improvements noted in 2015-16. Comments highlighted concerns about work conditions (lack of administrative support; challenges associated with working at new/multiple sites) and climate (fairness, ethics, respect and sense of community).

The Vice Provost Academic Affairs administered the UCSF Faculty Climate Survey in Spring 2017 to better understand the experiences of current faculty; particularly those of women and members of under-represented groups. Those data, along with data from the present and prior faculty exit surveys, will be used by a faculty committee with broad representation to develop specific action plans to improve the successful recruitment and retention of faculty.

## UC San Francisco 2016-2017 Faculty Exit Survey Report

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### Part I. Faculty Demographic Factors

**Table 1. Demographic Descriptions: 2016-2017**

	Totals	Gender			URM Status		
	Total N	Female N (%)	Male N (%)	Unknown N (%)	URM N (%)	Non-URM N (%)	Unknown N (%)
<b>All UCSF Faculty</b>	<b>3099</b>	1,533 (49.5%)	1,566 (50.5%)	-	239 (8%)	2,748 (88%)	112 (4%)
<b>All Separated Faculty</b>	<b>149</b>	79 (53%)	70 (47%)		11 (8%)	138 (92%)	-
<b>Non-Retirees</b>	<b>104</b>	51 (49%)	53 (51%)		10 (10%)	94 (90%)	-
<b>Retirees</b>	<b>45</b>	28 (62%)	17 (28%)	-	1 (2%)	44 (98%)	
<b>All Survey Respondents</b>	<b>68</b>	36 (53%)	32 (47%)	-	5 (7%)	61 (90%)	2 (3%)-
<b>Non-Retirees</b>	<b>52</b>	25 (48%)	27 (52%)	-	5 (10%)	45 (87%)	2 (3%)-
<b>Retirees</b>	<b>16</b>	11 (69%)	5 (31%)	-	-	16 (100%)	-

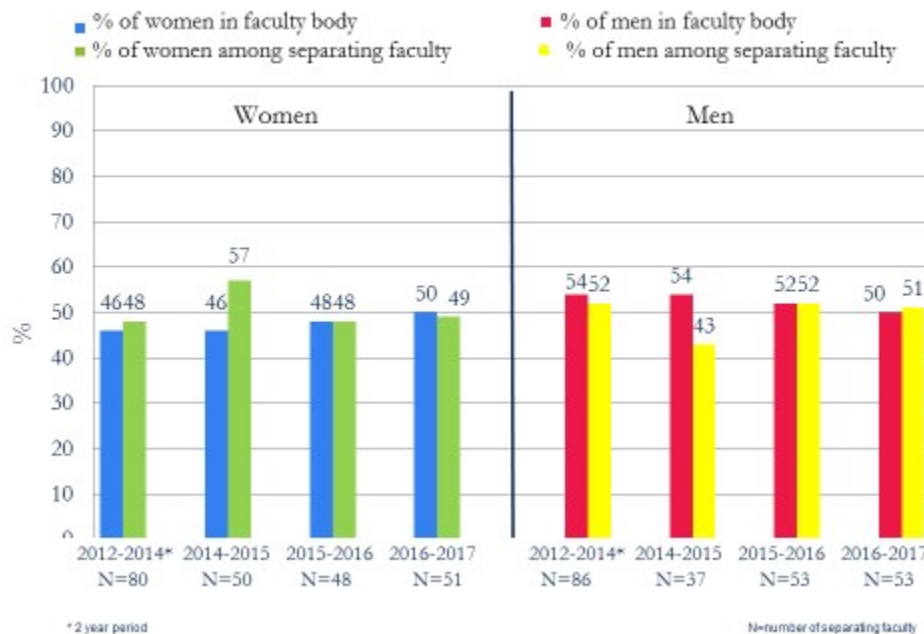
Selected observations and comparisons between 2016-17 and prior reporting periods for non-retirees:

- The non-retiree separation rate in 2016-2017 (3%) matched that from 2015-16 (3%), 2014-15 (3%), and 2012-14 (6%, two years)
- Survey participation rate was slightly lower (46%) compared to 2015-16 (50%) and 2014-15 (50%); similar to that in 2012-14 (45%).

See Appendix A for faculty demographics from previous reporting periods (2015-2016, 2014-15 and 2012-14).

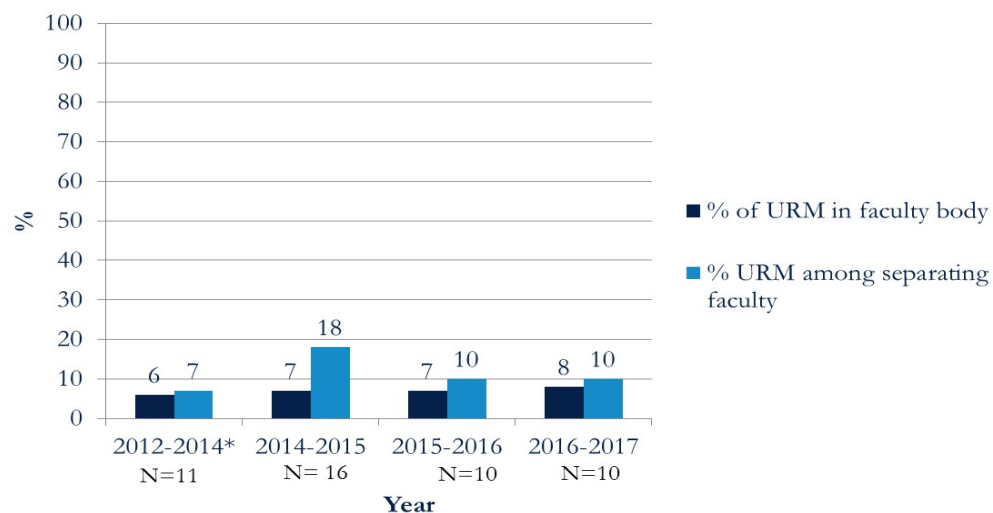
## Demographic differences in separations:

**Figure 1. Percent of Women and Men (Non-Retirees) Separating from UCSF Compared to the Faculty at Large**



In 2016-2017, women and men left UCSF at the about same rate as their representation among the faculty at large). Figure 1 shows comparisons for all reporting periods.

**Figure 2. Percent of URM (Non-retirees) Separating from UCSF Compared to the Faculty at Large**



In 2016-17, URM faculty left at a slightly higher rate than their representation among the faculty at large (10% and 8%, respectively). Figure 2 shows comparisons for all reporting periods. N values are the number of URM faculty who separated as non-retirees for each reporting period

## Part II. Faculty Rank and Series

**Table 2. Rank and Series of UCSF Faculty, Exiting Faculty, and Survey Respondents 2016-2017**

	Total N	Rank				Series					
		Assistant N (%)	Associate N (%)	Professor N (%)	Other N (%)	Ladder N (%)	In Residence N (%)	Clinical X N (%)	Adjunct N (%)	HS Clinical N (%)	Other N (%)
<b>All UCSF Faculty</b>	<b>3,099</b>	1,079 (35%)	642 (21%)	1,192 (38%)	186 (6%)	341 (11%)	547 (18%)	572 (18%)	427 (14%)	1,212 (39%)	- -
<b>All Separated Faculty</b>	<b>149</b>	63 (42%)	17 (11%)	69 (46%)	-	17 (11%)	22 (15%)	26 (17%)	30 (20%)	54 (36%)	
<b>Non - Retirees</b>	<b>104</b>	63 (61%)	17 (16%)	24 (23%)	-	6 (6%)	11 (11%)	18 (17%)	25 (24%)	44 (42%)	
<b>Retirees</b>	<b>45</b>	-		45 (100%)	-	11 (24%)	11 (24%)	8 (18%)	5 (11%)	10 (22%)	-
<b>All Survey Respondents</b>	<b>68</b>	29 (43%)	11 (16%)	27 (40%)	1 (1%)	7 (10%)	8 (12%)	17 (25%)	18 (26%)	14 (21%)	4 (6%)
<b>Non - Retirees</b>	<b>52</b>	29 (56%)	11 (21%)	11 (21%)	1 (2%)	5 (10%)	4 (8%)	15 (29%)	15 (29%)	11 (21%)	2 (3%)
<b>Retirees</b>	<b>16</b>	-	-	16 (94%)	-	2 (12%)	4 (25%)	2 (12%)	3 (19%)	3 (19%)	2 (12%)

Selected observations and comparisons between 2016-17 with prior reporting periods for non-retirees:

### Rank

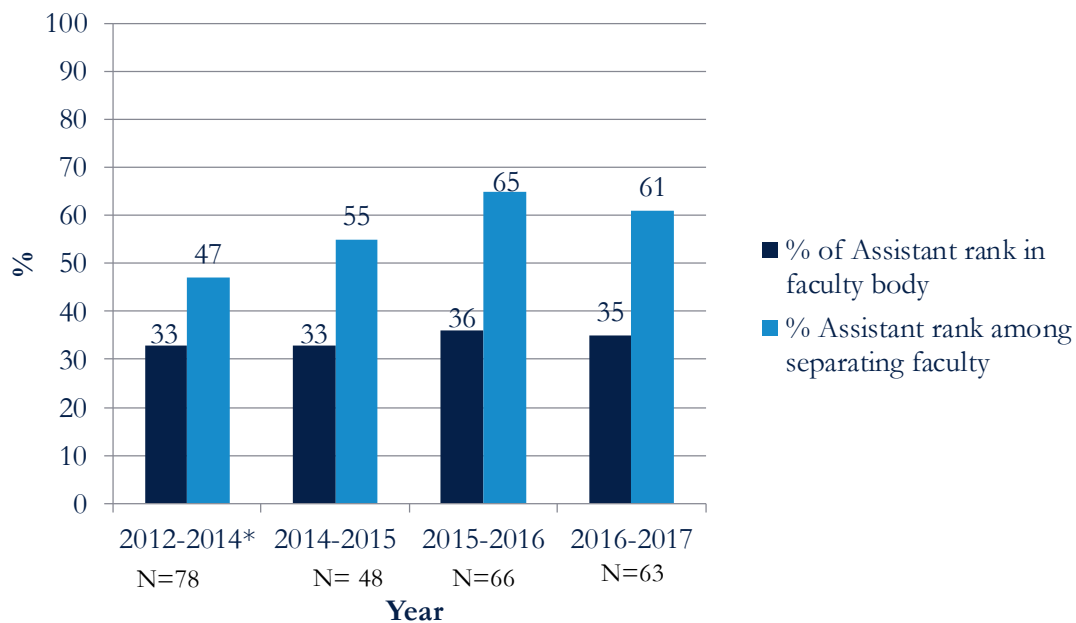
- Assistant rank faculty left at a higher rate than their representation among the faculty at large (61% and 35%, respectively). Figure 3 shows comparison to prior reporting periods.
- Faculty at the full Professor rank left at a lower rate than their representation among the faculty at large (23% and 38%, respectively) as did faculty at the Associate rank (16% and 21%, respectively).

### Series

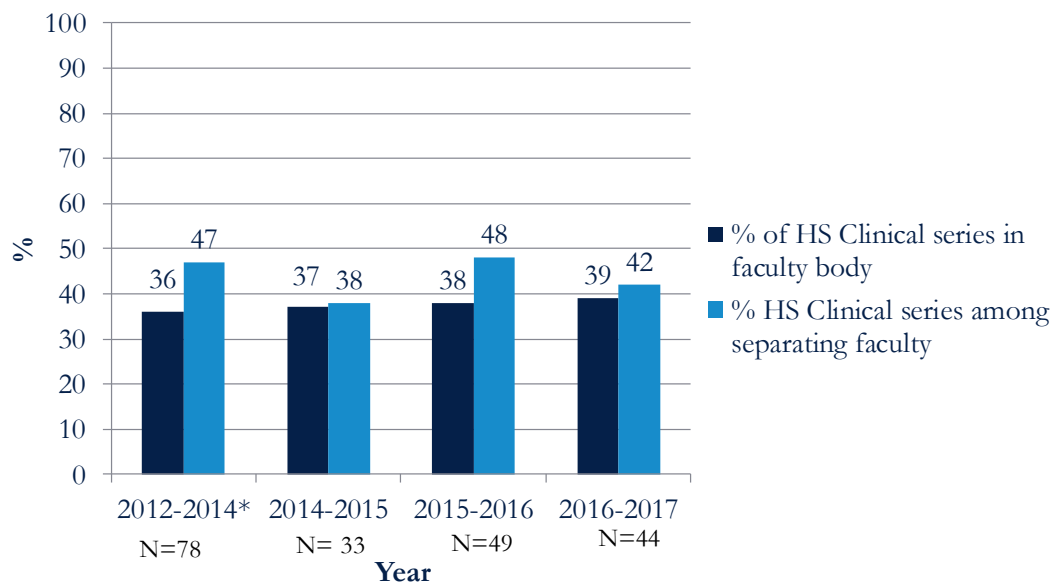
- HS Clinical series faculty left at a higher rate than their representation among the faculty at large (42% and 39%, respectively); this difference is less pronounced than in 2015-2016 when the rates were 48% and 38%, respectively. Figure 4 shows comparisons to prior reporting periods.
- Adjunct series faculty continue to leave at rates higher than their representation among the faculty at large (in 2016-17, 24% and 14%, respectively); up from 2015-2016 (20% and 14%, respectively).
- Assistant rank faculty in non-senate faculty series (adjunct and HS clinical) continue to separate at rates higher than their representation in the faculty at large (in 2016-2017, 50% and 25%, respectively).

See Appendix B for faculty rank and series tables from previous years.

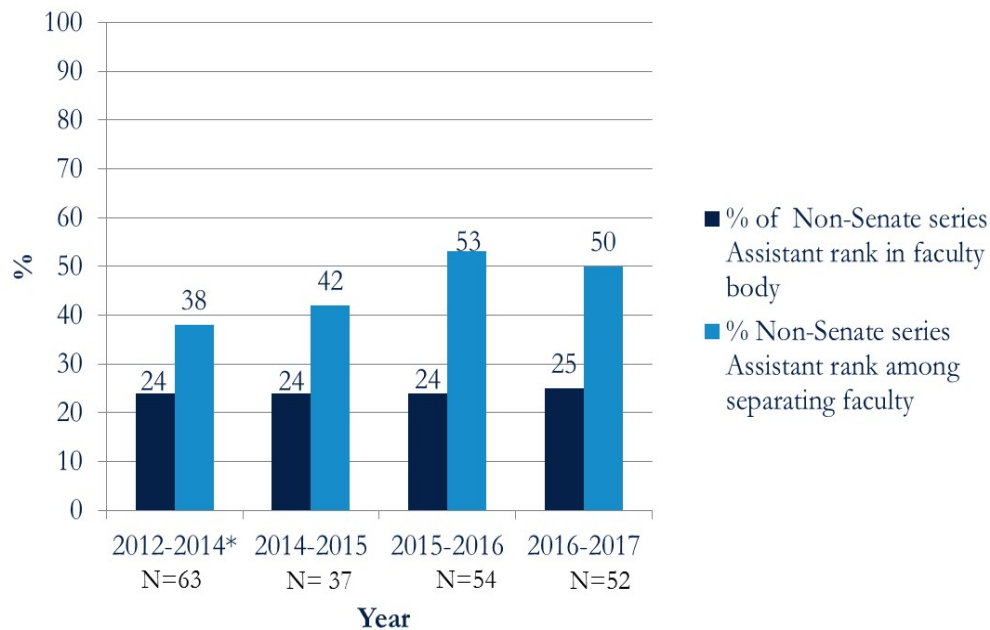
**Figure 3. Percent of Assistant-Rank Faculty (Non-Retirees) Separating from UCSF Compared to the Faculty at Large:**



**Figure 4. Percent of HS Clinical Series Faculty (Non-Retirees) Separating from UCSF Compared to the Faculty at Large:**



**Figure 5. Percent of Non-Senate Series Assistant Rank Faculty (Non-retirees) Separating from UCSF Compared to the Faculty at Large:**



### Part III: Separation Information

#### New Positions Taken and Circumstances Around Separation from UCSF Among Non-Retirees

**Table 3. Position or Setting Which Best Describes New Situation Among Non-Retirees\***

Position	2016-2017 (N=52)	2015-2016 (N=54)	2014-2015 (N=50)	2012-2014 (N=78)
Academic position at another institution	50% (26)	50% (27)	46% (23)	44% (34)
Went into private practice	10% (5)	13% (7)	20% (10)	18% (14)
Position in industry/private sector	19% (10)	15% (8)	18% (9)	14% (11)
Left work force temporarily	2%(1)	4% (2)	2% (1)	6% (5)
Made a career change	2%( 1)	2%(1)	-	3% (2)
Additional education/training	-	-	2% (1)	1% (1)
Other	17% (9)	17%(9)	12% (6)	12% (9)
Did not respond (unknown)		-	-	3% (2)

\*Single response permitted

**Table 4. Circumstances Around Separation from UCSF Among Non-Retirees**

	2016-2017	2015-2016	2014-2015	2012-2014
<b>Among those entering new position: How did you learn of new position?</b>	<b>N=47</b>	<b>N=42</b>	<b>N=42</b>	<b>N=40</b>
Looking for new job	47% (22)	33% (14)	43% (18)	62% (25)
Recruited by another institution	32% (15)	31% (13)	31% (13)	3% (1)
Not looking, but colleague told me about it	17% (8)	7% (3)	14% (6)	23% (9)
Other	4%(2)	29%(12)	12% (5 )	13% (5)
<b>Did UCSF make a counter offer?</b>	<b>N=50</b>	<b>N=49</b>	<b>N=47</b>	<b>N=63</b>
Said I would not accept a counter offer	20% (10)	16% (8)	15% (7)	18% (11 )
<b>Among those who would accept a counter offer:</b>	<b>N=40</b>	<b>N=41</b>	<b>N =40</b>	<b>N = 52</b>
Yes, counter offer made	25% (10)	32% (13)	15% (6)	19% (10 )
No, counter offer not made	75% (30)	68% (28)	85% (34)	81% (42 )
<b>Were you given the opportunity to discuss reasons for leaving with department chair/ORU director, division chief/chair or dean prior to leaving?</b>	<b>N=48</b>	<b>N=54</b>	<b>N=47</b>	<b>N = 74</b>
Yes	75% (36)	83% (43)	81% (38 )	78% (58)
No	25% (12)	17% (9)	19% (9)	22% (16)

Selected observations and comparison of 2016-17 with previous reporting periods (non-retirees):

- The top three position types or settings identified in 2016-17 are the same as those identified in previous reporting periods.
- The rate of faculty looking for new job prior to their exit was higher in 2016-2017 (47%) compared to 2015-16 (33%) and 2014-15 (43%); but, lower than in 2012-14 (62%).
- The rate of faculty receiving a counter offer was lower in 2016-2017 (25%) compared 2015-16 (32%) but remained higher than the rates in 2014-15 (15%) and 2012-14 (19%).
- Most faculty continue to report that they had were given an opportunity to discuss reasons for leaving with their division chief/chair, department chair, or dean (75% in 2016-2017).



**Table 5. Reasons for Leaving UCSF and Accepting New Positions Among Non-Retirees\***

<b>Top reasons for leaving UCSF and rates by survey period</b>					<b>Top reasons for accepting new positions and rates by survey period</b>				
Reason	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)	2012-14 (N=70)	Reason	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)	2012-14 (N=70)
High cost of living	#1 (47%)	#1 (40%)	#4 (26%)	#5 (19%)	Improved environment/ admin support	#1 (63%)	#5 (33%)	#2 (61%)	#2 (43%)
Insufficient salary	#2 (37%)	#2 (29%)	#1 (51%)	#2 (33%)	Higher compensation at new job	#2 (61%)	#3 (37%)	#1 (65%)	#1 (51%)
Job at UCSF did not meet expectations	#3 (35%)	#5 (15%)	#2 (31%)	#4 (23%)	Leadership Position	#3 (41%)	#2 (39%)	#7 (24%)	#4 (36%)
Lack of administrative support	#4 (31%)	#4 (21%)	#6 (22%)	#3 (27%)	Livability/ affordability of new location	#4 (37%)	#4 (35%)	#6 (37%)	#6 (24%)
I felt like I did not belong	#5 (27%)	#6 (10%)	#5 (24%)	#6 (13%)	Offered a tenured position	#5 (35%)	#6 (27%)	#7 (24%)	-
Personal or family issues	#6 (22%)	#3 (25%)	#2 (31%)	#1 (39%)	Family Reasons	#6 (31%)	#1 (45%)	#3 (46%)	#3 (39%)

\*Multiple responses permitted

Selected observations regarding departure of non-retirees:

- The top six reasons for leaving in 2016-2017 are the same as in previous reporting periods. High cost of living was cited by 47% of respondents in 2016-2017, a rate higher than in prior reporting periods. Three of the top six reasons cited for accepting a new position in 2016-17 were also cited among the top six reasons for leaving UCSF in the previous reporting periods. These are:
  - Lack of administrative support / Improved environment / Administrative support
  - Insufficient salary / Higher compensation at new job
  - High cost of living / Livability and affordability of new location
- Over the past four reporting periods, the offer of a tenured position has increasingly been cited as a top reason for accepting a new position.

See Appendix C for complete lists of reasons for leaving and for accepting new position across all reporting periods.

Selected comments from 2016-17 respondents related to family concerns, insufficient salary, and cost of living:

- "I needed to move for family reasons and asked both of my supervisors not to make a counter offer. I love my job at UCSF, and I am not leaving out of dissatisfaction with my work here. That being said, my new salary will be significantly higher and the work conditions more acceptable (people actually go home in the evening and don't work on vacation), so I'm happy about that. I'm not sure UCSF could have ever come up with what I have been offered at the other institution."*
- "My new position offered me a 20% raise as well as administrative support and analyst support. The location of my new position shaved an hour plus of commute time from my daily schedule"*

*allowing me more time with my family and for self-care. Although not the primary reason for leaving, I do feel that there was a significant disparity between my salary and the salary of male colleagues with similar experience/effort. I also feel that I was overlooked for certain leadership positions, in part, because of my gender.”*

- *“I loved my job. The salary wasn't great, but that would have been OK if I felt valued, but I did not.”*
- *“Soft money and high living cost. I feel that high living costs in the bay area sort of select people coming/working at UCSF already and it may get worse. Need more supports for students and post-docs (and, of course, for the faculty as well) to maintain current enriched environment at UCSF.”*

**Table 6. Reasons for Leaving UCSF by Gender Among Non-Retirees\***

	Women				Men			
Reason for Leaving UCSF (Non-Retiree)	2016-17 (N=25)	2015-16 (N=22)	2015-14 (N=32)	2012-14 (N=36)	2016-17 (N=26)	2015-16 (N=30)	2015-14 (N=17)	2012-14 (N=25)
High cost of living	#1 (56%)	#1 (41%)	#3 (28%)	-	#1 (38%)	#1 (40%)	#3 (29%)	#3 (32%)
Job at UCSF did not meet my expectations	#2 (40%)	#5 (23%)	-	#3 (25%)	#4 (31%)	#4 (13%)	-	#2 (36%)
Insufficient salary	#3 (36%)	#3 (36%)	#1 (59%)	#2 (31%)	#1 (38%)	#2 (23%)	#2 (35%)	#1 (40%)
I felt like I did not belong	#4 (32%)	-	-	-	#5 (23%)	-	-	-
Lack of administrative support	#5 (28%)	#4 (27%)	#4 (25%)	#2 (31%)	#3 (35%)	#5 (10%)	#1 (41%)	-
Personal or family Issues	#6 (24%)	#1 (41%)	#2 (34%)	#1 (50%)	#6 (19%)	#4 (13%)	-	#2 (36%)
I felt I was unfairly treated due to my gender	-	#6 (14%)	-	-		-	-	-

\*Multiple responses permitted

**Table 7. Factors That Contributed to Decision to Accept New Position by Gender Among Non-Retirees\***

	Women				Men			
Factor for Accepting a New Position	2016-17 (N=25)	2015-16 (N=21)	2014-15 (N=29)	2012-14 (N=36)	2016-17 (N=26)	2015-16 (N=30)	2015-14 (N=17)	2012-14 (N=24)
Improved environment/admin support	#1 (64%)	#4 (33%)	#2 (62%)	#3 (29%)	#2 (61%)	#3 (33%)	#2 (59%)	#2 (46%)
Higher compensation at new job	#2 (52%)	#2 (43%)	#1 (66%)	#2 (42%)	#1 (69%)	#3 (33%)	#1 (65%)	#1 (58%)
Leadership Position	#3 (48%)	#4 (33%)	-	#3 (29%)	#3 (35#)	#1 (43%)	#4 (35%)	#3 (42%)
Livability/affordability of new location	#4 (40%)	#3 (38%)	#1 (34%)	#5 (26%)	#3 (35%)	#3 (33%)	#3 (41%)	#4 (29%)
Offered a tenured Position	#4 (40%)	-	-	-	#6 (31%)	-	-	-
Family Reasons	#6 (36%)	#1 (57%)	#4 (52%)	#1 (36)	-	#2 (37%)	-	-
Better Benefits Package	-	-	-	-	#3 (35%)	-	-	-

\*Multiple responses permitted

**Table 8. Counter Offers by Gender Among Non-Retirees\***

	Women				Men			
	2016-17 (N= 24)	2015-16 (N=21)	2014-15 (N=30)	2012-14 (N=33 )	2016-17 (N=26)	2015-16 (N=28)	2014-15 (N=17 )	2012-14 (N=23 )
Said I would not accept a counter offer	17% (4)	24% (5)	7% (2)	21% (7)	23% (6)	11% (3)	29% (5)	17% (4)
<b>Among those who would accept a counter offer:</b>	<b>N=20</b>	<b>N=16</b>	<b>N=28</b>	<b>N=26</b>	<b>N=20</b>	<b>N=25</b>	<b>N=12</b>	<b>N=19</b>
Yes, counter offer made	25% (5)	19% (3)	14% (4)	12% (3)	25% (5)	40% (10)	17% (2)	32% (6)
No, counter offer not made	75% (15)	81% (13)	86% (24)	88% (23)	75% (15)	60% (15)	83% (10)	68% (13)

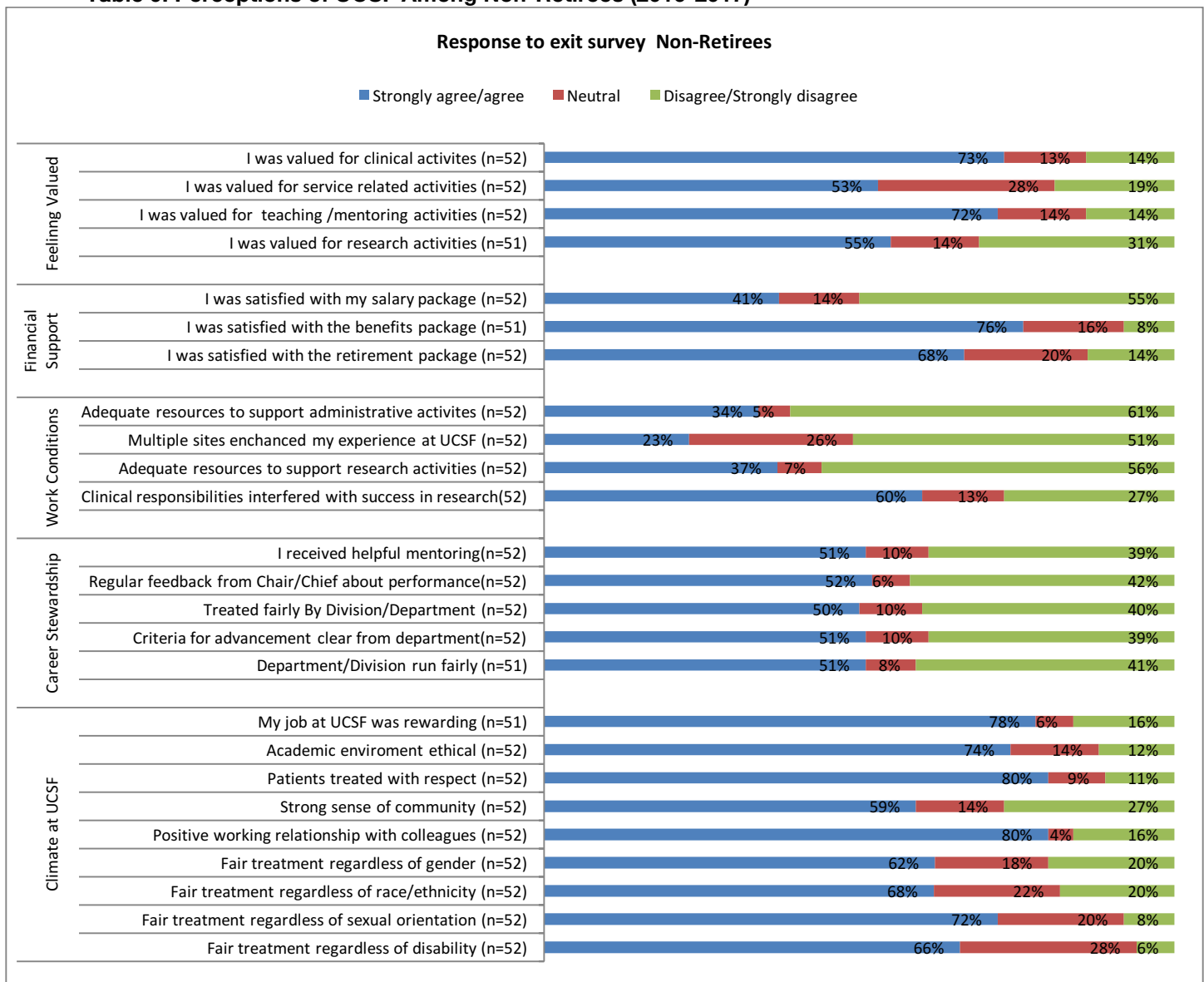
\*Rates listed for 2012-2014 differ from those listed originally, due to update in methodology.

Selected observations:

- Women and men were equally likely to receive a counter offer in 2016-17 (25%). This is a change from previous reporting periods when men were more likely to receive counter offers than women.
- In 2016-2017, “I feel like I did not belong” was cited by both women (#2 reason for leaving; 40%) and men (#4 reason for leaving; 31%). This has not appeared among the top-ranked reasons for leaving for either gender in previous reporting periods.

## Part IV. Perceptions of Life at UCSF

**Table 9. Perceptions of UCSF Among Non-Retirees (2016-2017)**



Selected observation regarding perceptions of UCSF among non-retirees:

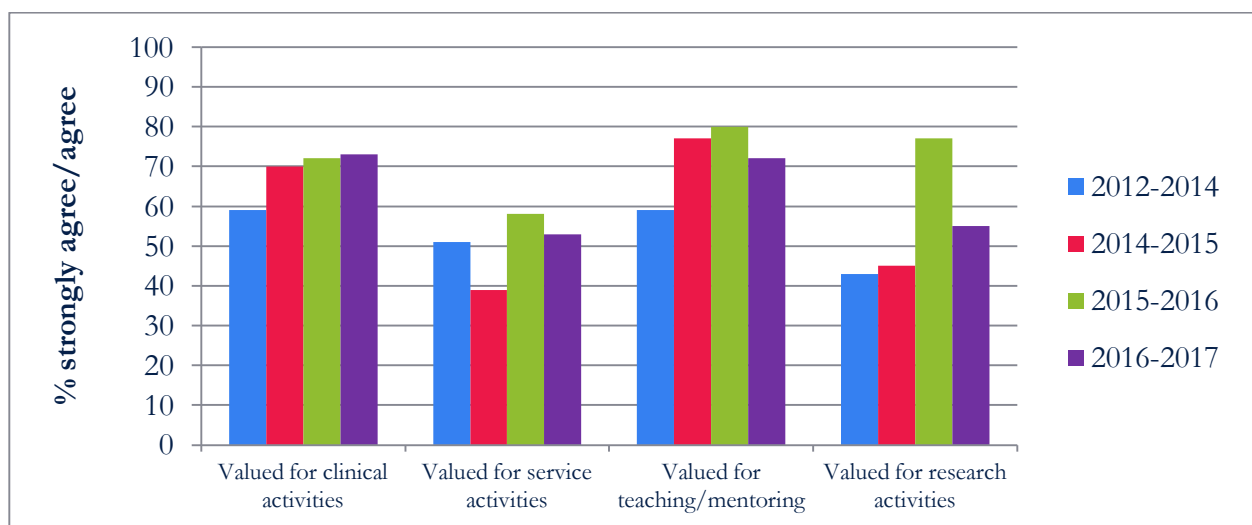
- As shown in Figures 5-9, several areas showed decline in positive perceptions of UCSF in the 2016-17 ratings compared with prior reporting periods.

Selected comments from 2016-17 non-retiree respondents regarding overall perceptions of UCSF:

- *“Sadly, I did not feel a strong sense of community at UCSF. The people who work here are amazing individuals, but the culture is not one of inclusion or group support.”*
- *“No admin support. No protected time for career development. High clinical demands. Poor salary and benefits.”*

See Appendix D for perceptions from previous years.

**Figure 5. Perceptions (Non-retirees): Feeling Valued**



Survey comments regarding feeling valued:

There were 13 comments about feeling valued. Many comments included both positive and negative perceptions.

- *“I felt highly valued by the faculty but this did not translate into any financial support from the university.”*
- *“The only type of leadership feedback that I had received was negative, and almost demeaning. This didn't seem consistent with the positive feedback that was communicated to me by colleagues, residents, and nursing staff.”*
- *“I received no recognition from my department, though my teaching evaluations were wonderful.”*

**Figure 6. Perceptions (Non-retirees): Financial Support**

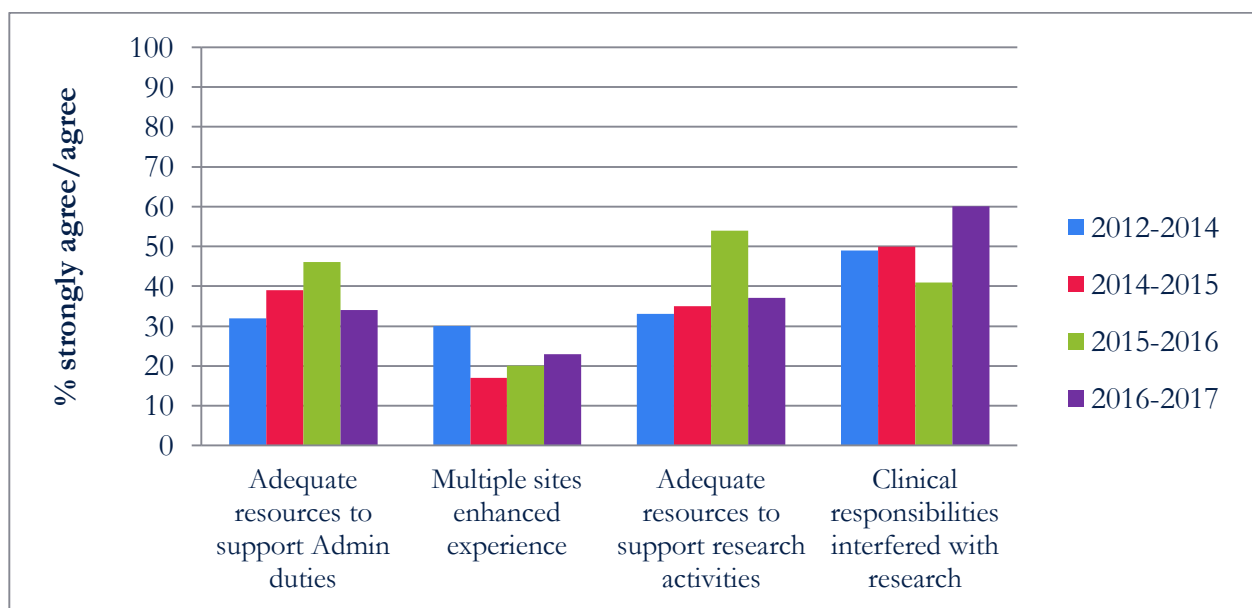


Survey comments about financial support:

There were eight comments about financial support; seven comments were negative, one comment was mixed.

- *"I didn't negotiate at the beginning. I should have accelerated given my research portfolio. That is not encouraged. It should have been. I got a 30% raise at an institution with a lower cost of living, a strong start up package, generous moving expenses, admin support, and tenure."*
- *"I guess we just learn to deal with the salary support because we love our work. It's too bad, and potentially unsustainable for many people."*
- *"I loved my job. The salary wasn't great but that would have been ok if I felt valued. I did not"*

**Figure 7. Perceptions (Non-retirees) - Work Conditions**

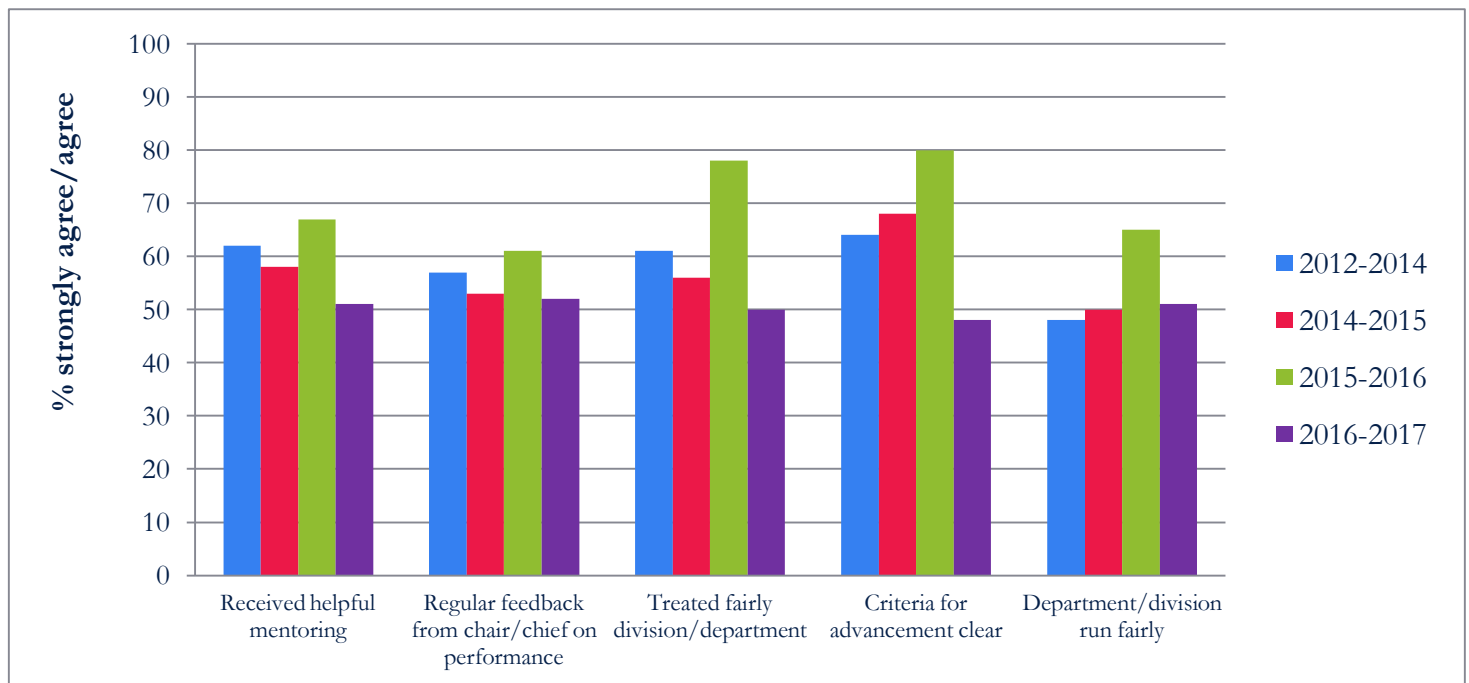


## Survey comments regarding work conditions:

There were 16 comments about work conditions. All identified concerns.

- *“Having significant clinical responsibilities at both SFGH and Regional Medical Centre of XXXX made it extremely difficult to provide good patient care at either institution”*
- *“Huge lack of administrative support in all realms of my work at UCSF. The staff work very hard, it's just that there are too few of them, especially at the middle-higher levels.”*
- *“Leadership did not appropriately anticipate the massive volume increase when the Mission Bay site was opened and did not prepare for the additional support that would be needed. This was a huge strain on providers who were expected to 'absorb' the volume without changes in departmental support or structure.”*
- *“The poor administrative support was a major factor in me leaving UCSF. The staff turnover rate in pre-award and post-award is unacceptably high, especially when we all live or die based on grants. Also, stuff like spending 2 hours doing reimbursements for travel is a real waste of time for a PI. My new institution provides each faculty member with 20% of an administrative assistant to support this type of paperwork.”*
- *“The presence of multiple sites prevented meaningful interactions with other members of my division.”*
- *“I had no resources to support my administrative duties, including no protected time and no administrative assistant time. Because my clinical responsibilities were "population based" and most of my time was spent in service based functions, I did not have time to dedicate to research my last 1.5 years here”*

**Figure 8. Perceptions (Non-retirees): Career Stewardship**

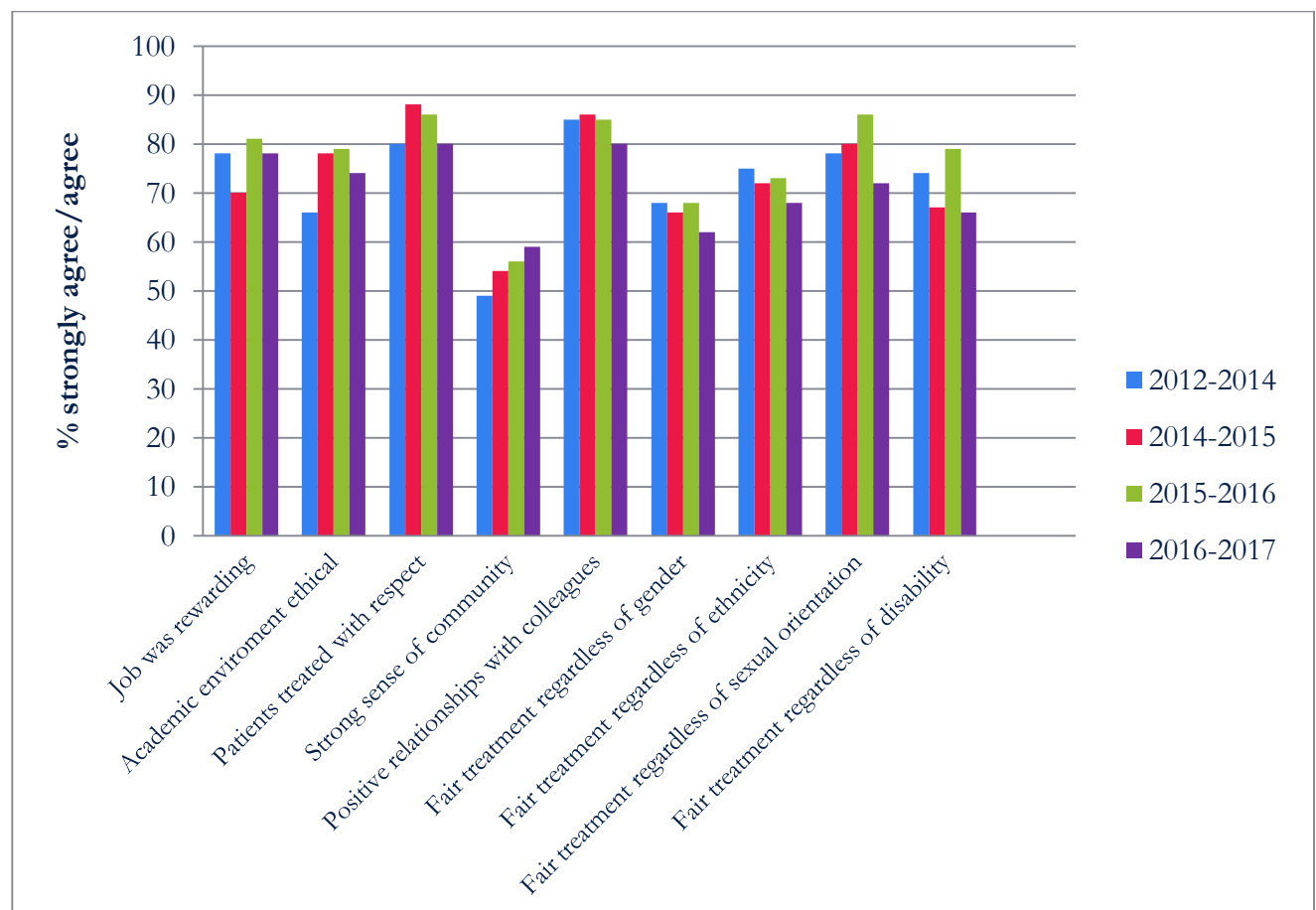


## Survey comments about career stewardship:

There were 10 comments about career stewardship, mentoring, advancement, leadership, or work relationships: three were positive, five were negative, and two were mixed.

- *"I very much enjoy my department. Very supportive. I had a wonderful mentor. Couldn't ask for more at this level."*
- *"Department leadership was excellent. I will miss working for this person. Division leadership was a very negative aspect of my time at UCSF."*
- *"I did not once meet with my department chair, in fact I am confident she didn't really know who I was. Meetings with my division director were very infrequent, and I finally started to resort to bringing another trusted faculty member to the meetings in the hope that her behavior would be more professional with a 3rd party present."*
- *"I had amazing mentorship and working relationships with colleagues from across the different departments at UCSF - primarily outside my own department."*
- *"Very collegial relationships were fostered and plenty of mentorship provided. However key people in leadership were not supportive and unwilling to help me achieve reasonable balance by sharing work-load or advocating for me."*

**Figure 9. Perceptions (Non-retirees): UCSF Climate**





Survey comments about the UCSF climate:

There were 18 comments addressing fairness, ethics, respect or community, and UCSF's treatment of everyone: one was positive, three were mixed, 14 were negative, and four mentioned gender issues.

- *"Among clinicians within the division, there was no equity in clinical expectations, in part reflecting a lack of oversight."*
- *"Call responsibilities were grossly unequal amongst our department. There was also no financial reward for performing more call, doing more cases, teaching residents, or performing research. This incentivized senior faculty to do much less, and still collect their full salary."*
- *"I felt very much a part of the campus community but not the school."*
- *"Overall there is a sense of community, but there are powerful sub communities within the larger community that are exclusive in their membership."*
- *"We try to treat our patients equally and with respect, but we have a ways to go... diversity initiatives are very important for our community and our patients."*
- *"Being located at SFGH, many of the very laudable features of life at UCSF usually did not seem to apply equally to us."*
- *"Sadly, I did not feel a strong sense of community at UCSF. The people who work here are amazing individuals, but the culture is not one of inclusion or group support."*
- *"I walked into a chairs meeting and it was filled with older white men. I was stunned, but not surprised. We do well at the lower levels, and horribly at the higher levels. We have a lot of work to be done, but the good news is that our leadership (or at least some of them) are aware of it and actively trying to address diversity, equity and inclusion."*
- *"UCSF is leaps and bounds ahead of many institutions in some respects, but the deep seated, unconscious bias against female physicians is still very much present. I found this to be the case mainly with older male colleagues."*

**APPENDIX A: Tables of Faculty Demographics for 2015-2016, 2014-15 and 2012-14**

**Table 1. Demographic Descriptions: 2015-2016**

	Totals	Gender Status			URM Status		
	Total N	Female N (%)	Male N (%)	Unknown N (%)	URM N (%)	Non- URM N (%)	Unknown N (%)
<b>All UCSF Faculty</b>	<b>2,993</b>	1,428 (48%)	1,565 (52%)	-	220 (7%)	2,669 (89%)	104 (4%)
<b>All Separated Faculty</b>	<b>151</b>	62 (41%)	89 (59%)		12 (8%)	135 (89%)	4 (3%)
<b>Non -Retirees</b>	<b>101</b>	48 (48%)	53 (52%)		10 (10%)	87 (86%)	4 (4%)
<b>Retirees</b>	<b>50</b>	14 (28%)	36 (72%)	-	2 (4%)	48 (96%)	
<b>All Survey Respondents</b>	<b>75</b>	30 (40%)	45 (60%)	-	6 (8%)	69 (92%)	
<b>Non -Retirees</b>	<b>54</b>	23 (43%)	31 (57%)	-	4 (7%)	50 (93%)	
<b>Retirees</b>	<b>21</b>	7 (33%)	14 (67%)	-	2 (9%)	19 (91%)	-

**Table 2. Demographic Descriptions 2014-15**

	Total N	Gender			URM Status		
		Female N (%)	Male N (%)	Unknown N (%)	URM N (%)	Non-URM N (%)	Unknown N (%)
<b>All Faculty</b>	<b>2,788</b>	1,281 (46%)	1,507 (54%)	-	182 (7%)	2,510 (90%)	96 (3%)
<b>All Separated Faculty</b>	<b>120</b>	65 (54%)	54 (45%)	1 (-)	19 (16%)	96 (80%)	5 (4%)
<b>Non-Retirees</b>	<b>88</b>	50 (57%)	37 (43%)	1 (-)	16 (18%)	67 (76%)	5 (6%)
<b>Retirees</b>	<b>32</b>	15 (47%)	17 (53%)	-	3 (9%)	29 (91%)	-
<b>All Survey Respondents</b>	<b>60</b>	38 (63%)	22 (37%)	-	6 (10%)	52 (87%)	2 (3%)
<b>Non -Retirees</b>	<b>50</b>	32 (64%)	18 (36%)	-	6 (12%)	42 (84%)	2 (2%)
<b>Retirees</b>	<b>10</b>	6 (60%)	4 (40%)	-	-	10 (100%)	-

**Table 3. Demographic Descriptions 2012-14**

	Total N	Gender			URM Status		
		Female N (%)	Male N (%)	Unknown N (%)	URM N (%)	Non-URM N (%)	Unknown N (%)
<b>All Faculty</b>	<b>2,574</b>	1,183 (46%)	1,391 (54%)	-	155 (6%)	2,335 (91%)	84 (3%)
<b>All Separated Faculty</b>	<b>206</b>	101 (49%)	105 (51%)	-	12 (6%)	185 (90%)	9 (4%)
<b>Non -Retirees</b>	<b>166</b>	80 (48%)	86 (52%)	-	11 (7%)	146 (88%)	9 (5%)
<b>Retirees</b>	<b>40</b>	21 (53%)	19 (47%)	-	1 (3%)	39 (87%)	-
<b>All Survey Respondents</b>	<b>93</b>	50 (54%)	34 (37%)	9 (9%)	3 (3%)	88 (95%)	2 (2%)
<b>Non -Retirees</b>	<b>78</b>	40 (51%)	30 (38%)	8 (10%)	3 (4%)	73 (94%)	2 (2%)
<b>Retirees</b>	<b>15</b>	10 (67%)	4 (27%)	1 (7%)	0 (-)	15 (100%)	-

## Appendix B. Faculty Rank and Series Tables for 2015-2016, 2014-15 and 2012-14.

**Table 1. Rank and Series of UCSF Faculty, Exiting Faculty and Survey Respondents 2015-2016**

	Total N	Rank				Series					
		Assistant N (%)	Associate N (%)	Professor N (%)	Other N (%)	Ladder N (%)	In Residence N (%)	Clinical X N (%)	Adjunct N (%)	HS Clinical N (%)	Other N (%)
<b>All Faculty</b>	<b>2,993</b>	1,005 (36%)	607 (20%)	1,148 (38%)	233 (7%)	352 (12%)	527 (18%)	527 (18%)	439 (14%)	1,148 (38%)	-
<b>All Separated Faculty</b>	<b>151</b>	66 (44%)	21 (14%)	62 (41%)	2 (1%)	14 (9%)	24 (16%)	24 (16%)	26 (17%)	63 (42%)	-
<b>Non - Retirees</b>	<b>101</b>	66 (65%)	17 (17%)	16 (16%)	2 (2%)	4 (4%)	13 (13%)	15 (15%)	20 (20%)	49 (48%)	-
<b>Retirees</b>	<b>50</b>	-	4 (8%)	46 (92%)	-	10 (20%)	11 (22%)	9 (18%)	6 (12%)	14 (28%)	-
<b>All Survey Respondents</b>	<b>75</b>	26 (35%)	10 (13%)	37 (49%)	2 (3%)	5 (7%)	16 (21%)	17 (23%)	11 (15%)	24 (32%)	2 (2%)
<b>Non - Retirees</b>	<b>54</b>	26 (48%)	9 (17%)	17 (31%)	2 (4%)	1 (2%)	11 (20%)	13 (24%)	8 (15%)	20 (37%)	1 (2%)
<b>Retirees</b>	<b>21</b>	-	1 (5%)	20 (95%)	-	4 (19%)	5 (24%)	4 (19%)	3 (14%)	4 (19%)	1 (5%)

**Table 2. Rank and Series of UCSF Faculty, Exiting Faculty and Survey Respondents 2014-2015**

	Totals	Rank				Series					
	Total N	Assistant N (%)	Associate N (%)	Professor N (%)	Other* N (%)	Ladder N (%)	In Residence N (%)	Clinical X N (%)	Adjunct N (%)	HS Clinical N (%)	Other* Unknown N (%)
<b>All Faculty</b>	<b>2,788</b>	933 (33%)	576 (21%)	1093 (39%)	186 (7%)	344 (12%)	510 (18%)	493 (18%)	421 (15%)	1,020 (37%)	- -
<b>All Separated Faculty</b>	<b>120</b>	51 (42%)	19 (16%)	45 (38%)	5 (4%)	27 (23%)	9 (8%)	16 (13%)	28 (23%)	39 (33%)	1 (-)
<b>Non-Retirees</b>	<b>88</b>	48 (55%)	18 (20%)	17 (19%)	5 (6%)	10 (11%)	5 (6%)	13 (15%)	26 (30%)	33 (38%)	1
<b>Retirees</b>	<b>32</b>	3 (9%)	1 (3%)	28 (88%)	-	17 (53%)	4 (13%)	3 (9%)	2 (6%)	6 (19%)	-
<b>All Survey Respondents</b>	<b>60</b>	30 (40%)	8 (10%)	19 (34%)	3 (6%)	6 (10%)	7 (12%)	10 (17%)	17 (28%)	15 (25%)	5 (8%)
<b>Non-Retirees</b>	<b>50</b>	29 (58%)	8 (16%)	10 (20%)	3 (6%)	4 (8%)	5 (10%)	8 (16%)	16 (32%)	12 (24%)	5 (10%)
<b>Retirees</b>	<b>10</b>	1 (10%)	-	9 (90%)	-	2 (20%)	2 (20%)	2 (20%)	1 (10%)	3 (30%)	-

**Table 3. Rank and Series of UCSF Faculty, Exiting Faculty and Survey Respondents 2012-14**

	Totals	Rank				Series					
	Total N	Assistant N (%)	Associate N (%)	Professor N (%)	Other* N (%)	Ladder N (%)	In Residence N (%)	Clinical X N (%)	Adjunct N (%)	HS Clinical N (%)	Other* Unknown N (%)
<b>All Faculty</b>	<b>2,574</b>	848 (33%)	567 (22%)	1,012 (39%)	147 (6%)	344 (13%)	461 (18%)	435 (17%)	414 (16%)	920 (36%)	- -
<b>All Separated Faculty</b>	<b>206</b>	79 (38%)	25 (12%)	76 (37%)	26 (13%)	36 (17%)	23 (12%)	22 (11%)	33 (16%)	87 (42%)	5 (2%)
<b>Non-Retirees</b>	<b>166</b>	78 (47%)	24 (14%)	38 (23%)	26 (16%)	20 (12%)	18 (11%)	19 (12%)	29 (17%)	78 (47%)	2 (1%)
<b>Retirees</b>	<b>40</b>	1 (3%)	1 (3%)	38 (94%)	-	16 (40%)	5 (13%)	3 (8%)	4 (10%)	9 (22%)	3 (7%)
<b>All Survey Respondents</b>	<b>93</b>	37 (40%)	9 (10%)	32 (34%)	15 (16%)	12 (13%)	11 (12%)	18 (19%)	11 (12%)	29 (31%)	12 (13%)
<b>Non-Retirees</b>	<b>78</b>	37 (47%)	9 (12%)	18 (23%)	14 (18%)	9 (11%)	7 (9%)	15 (19%)	10 (13%)	27 (35%)	10 (13%)
<b>Retirees</b>	<b>15</b>	-	-	14	1	3 (20%)	4 (27%)	3 (20%)	1 (7%)	2 (13%)	2 (13%)

**Appendix C. Full Listing of Reasons for Leaving UCSF and Factors Contributing to Accepting New Position for All Reporting Periods Among Non-Retirees.**

**Top reasons for leaving UCSF and rates**

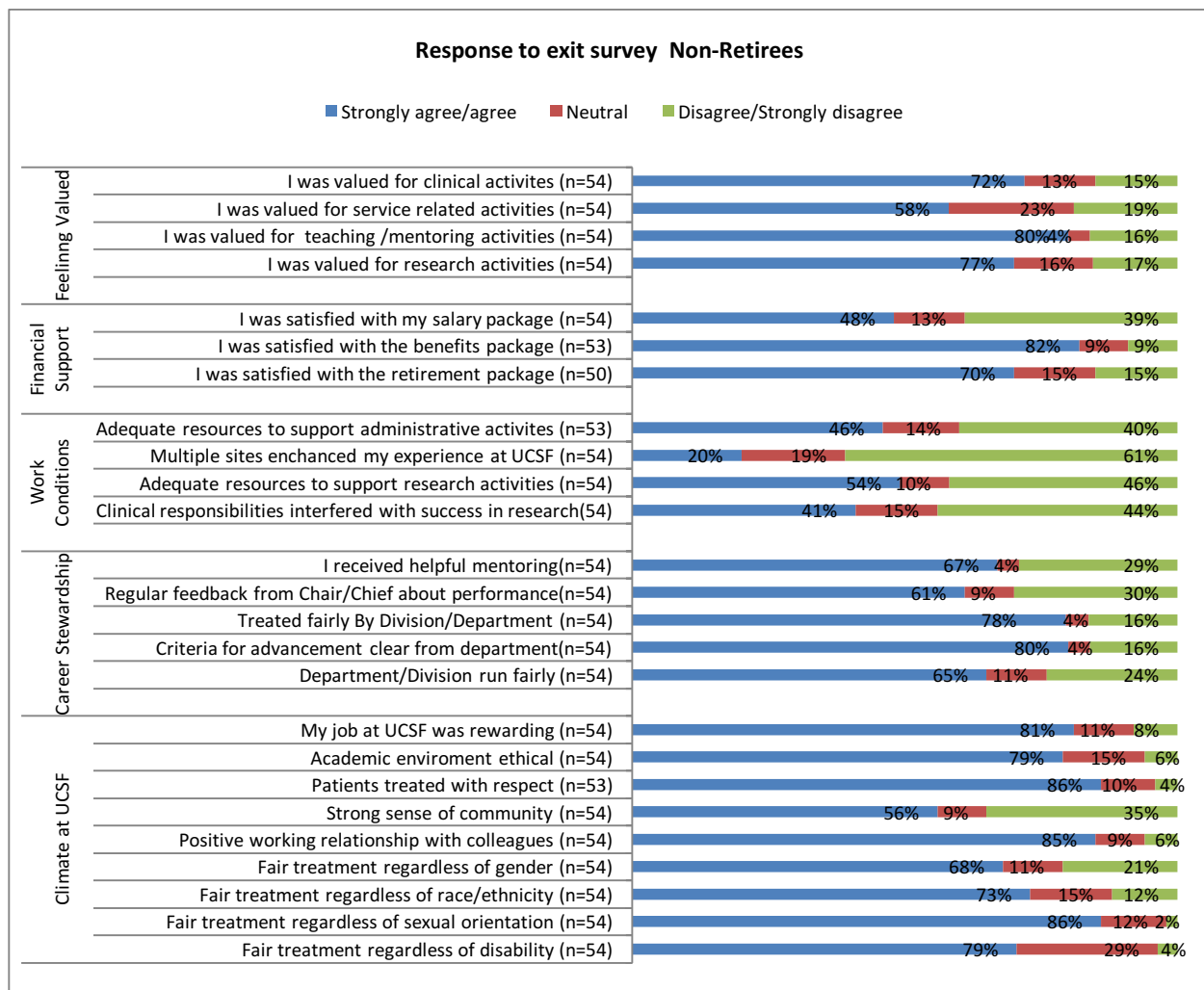
Reason	2016-17 (N=51)	2015-16 (N=52)	2015-14 (N=49)	2012-14 (N=70)
High cost of living	47% (24)	40% (21)	26% (14)	19% (13)
Insufficient salary	37% (19)	29% (15)	51% (25)	33% (23)
Job at UCSF did not meet my expectations	35% (18)	15% (8)	31% (15)	23% (16)
Lack of administrative support	31% (16)	21% (11)	22% (11)	27% (19)
I felt like I did not belong	27% (14)	10% (5)	24% (12)	13% (9)
Personal or Family issues	22% (11)	25% (13)	31% (16)	39% (27)
Loss of Funding	12% (6)	6% (3)	-	7% (5)
Excessive workload due to clinical teaching	12% (6)	6% (3)	18% (9)	7% (5)
Problems with the promotion process	10% (5)	-	-	-
I felt I was unfairly treated due to my gender	8% (4)	6% (3)	10% (5)	-

**Top reasons for accepting new positions and rates**

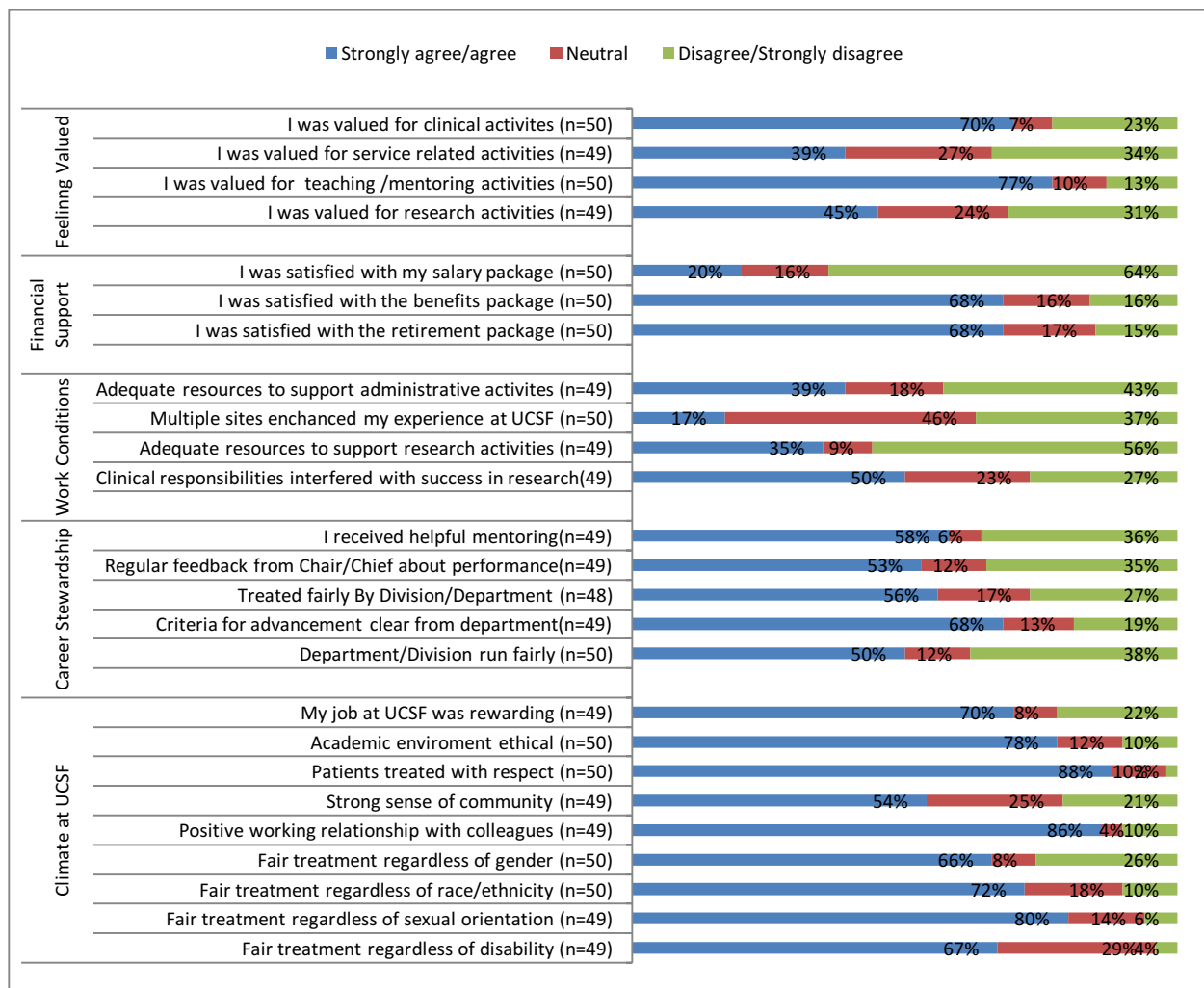
Reason	2016-17 (N=51)	2015-16 (N=51)	2014-15 (N=46)	2012-14 (N=67)
Improved environment / admin support	63% (32)	33% (17)	61% (28)	43% (29)
Higher compensation at new job	61% (31)	37% (19)	65% (30)	51% (34)
Leadership position	41% (21)	39% (20)	11% (24)	36% (24)
Livability/ affordability of new location	37% (19)	35% (18)	37% (17)	24% (16)
Offered a tenured position	35% (18)	27% (14)	24% (11)	-
Family reasons	31% (16)	45% (23)	46% (21)	39% (26)
More manageable workload	25% (13)	24% (12)	46% (21)	22% (15)
More specific to teaching interests /goals	25% (13)	16% (8)	39% (18)	25% (17)
Better benefits package	24% (12)	25% (13)	28% (13)	16% (11)
Promotion	24% (12)	-	-	-

## Appendix D. Non-Retirees Perceptions for 2015-2016, 2014-15, and 2012-14

**Table 1. 2015-16 Perceptions (Non-Retirees)**

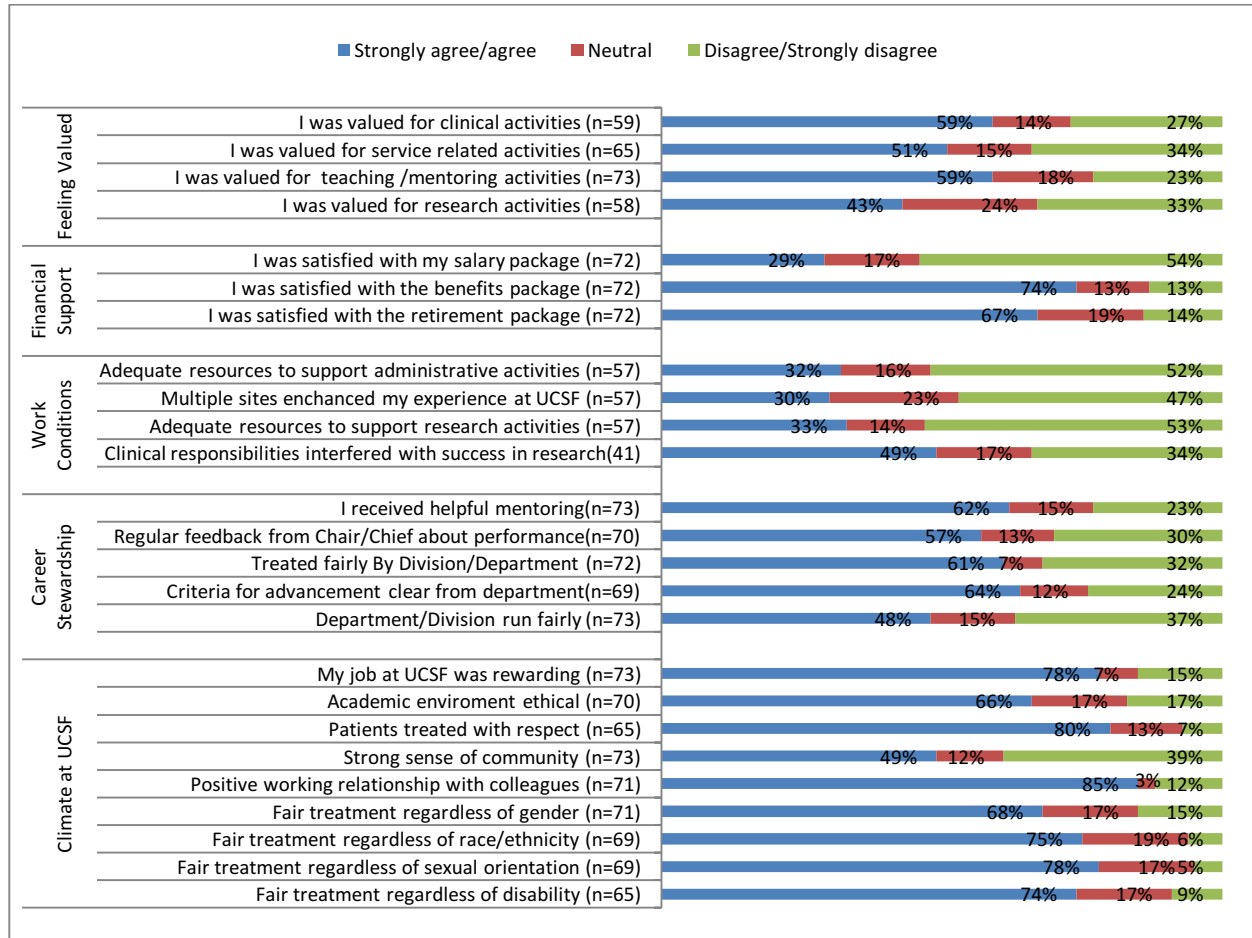


**Table 2. 2014-15 Perceptions (Non-Retirees)**





**Table 3. 2012-14 Perceptions (Non-Retirees)**



## Appendix E. Selected 2016-2017 Survey Results for Retirees

**Table 1. Reasons Contributing to Leaving Among Retirees\***

Reasons Contributing to Leaving	2016-2017 (N=16)	2015-2016 (N=21)	2014-2015 (N=10)	2012-2014 (N=15)
Personal or family reasons	12% (2)	19% (4)	-	-
Loss of Funding	12% (2)		20% (2)	
Lack of administrative support	6% (1)	10% (2)	30% (3)	27% (4)
Health Issues	6% (1)	-	30% (3)	
Insufficient salary	6% (1)	-		7% (1)
I felt like I did not belong		14% (3)	-	-
Job at UCSF did not meet my expectations		10% (2)	-	7% (1)
Excessive workload due to clinical teaching		10% (2)	-	13% (2)
I felt I was treated unfairly due to my gender		10% (2)	-	-
Excessive workload due to research		-	20% (2)	

\* Multiple responses permitted

Table 2. 2016-17 Perceptions, Retirees

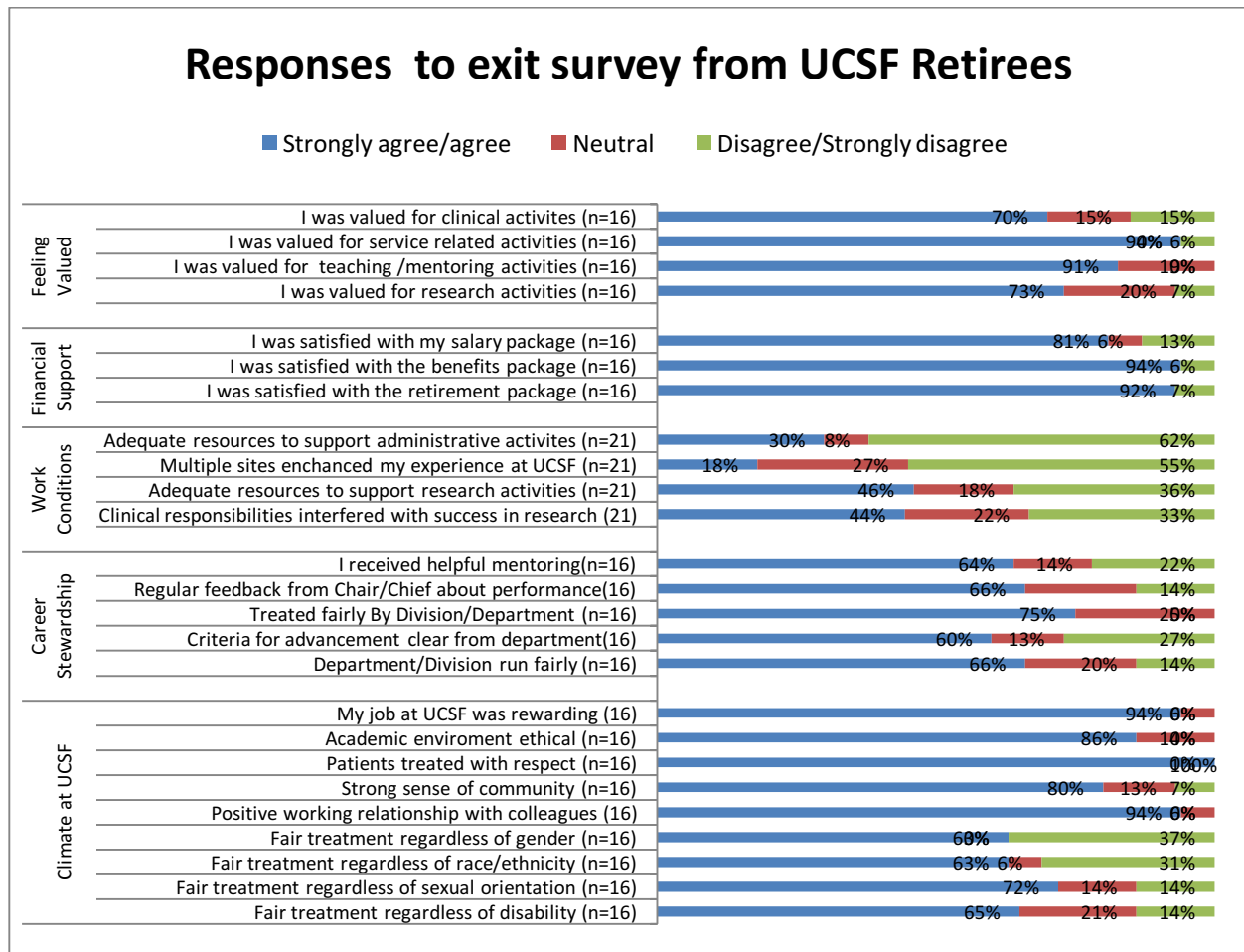
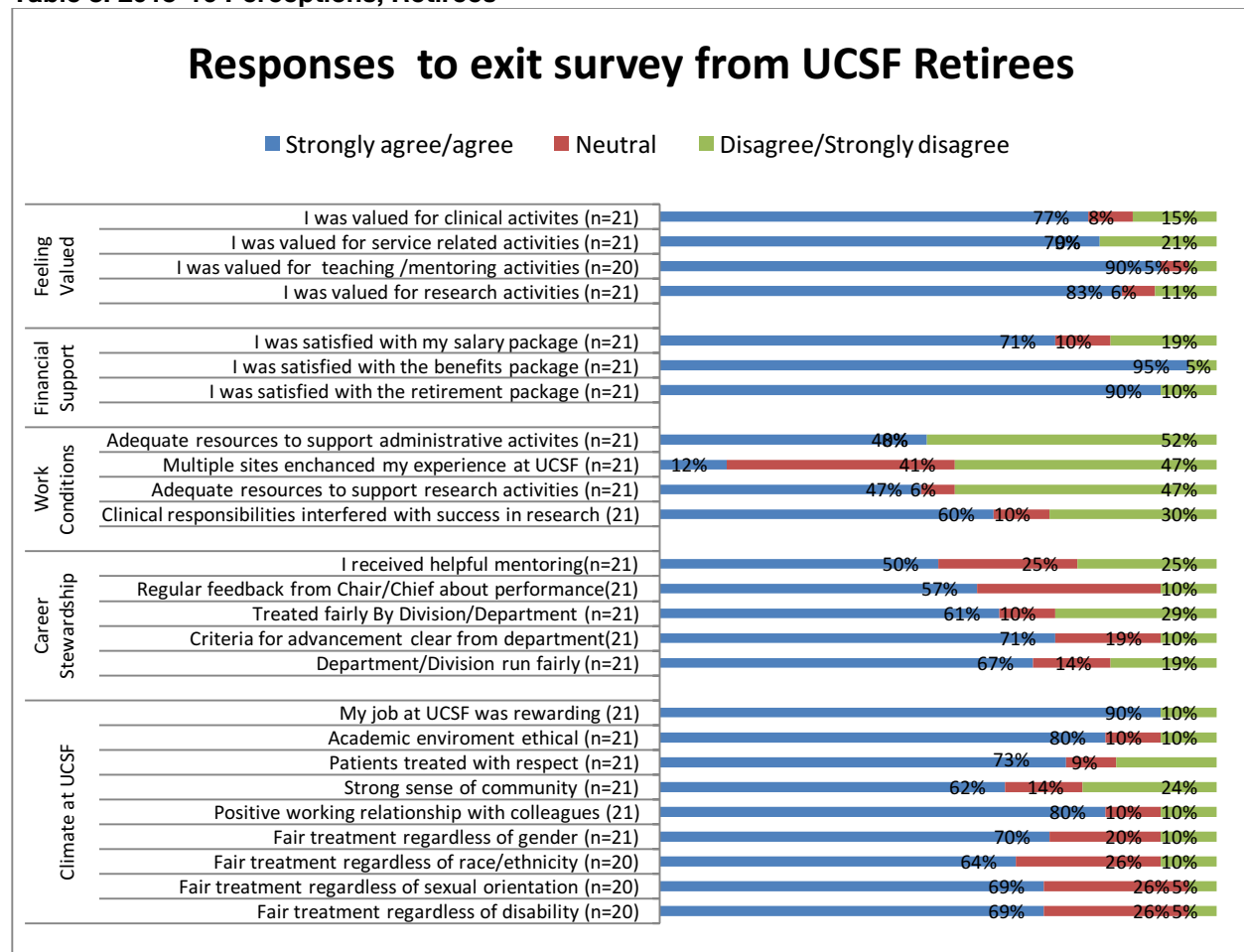
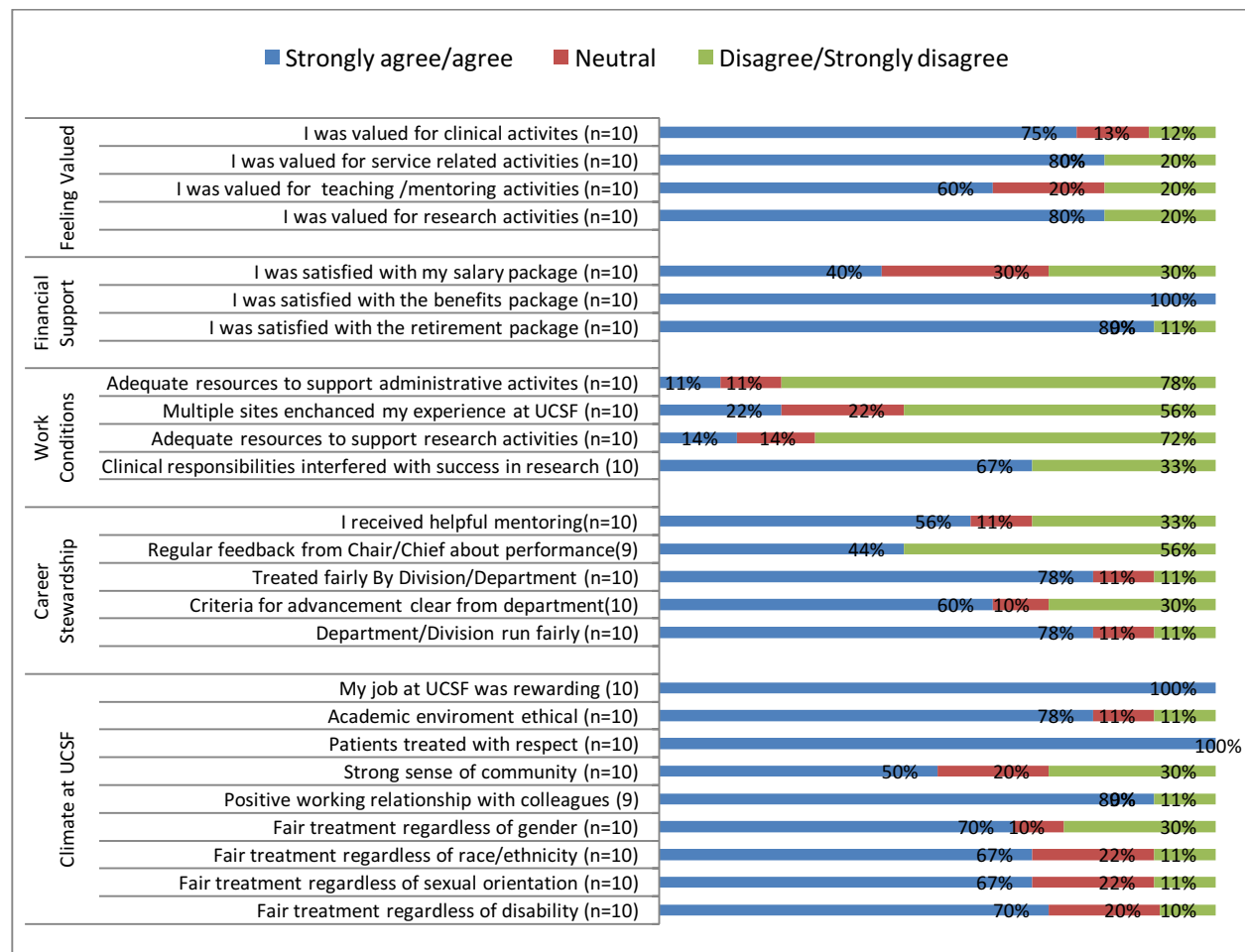


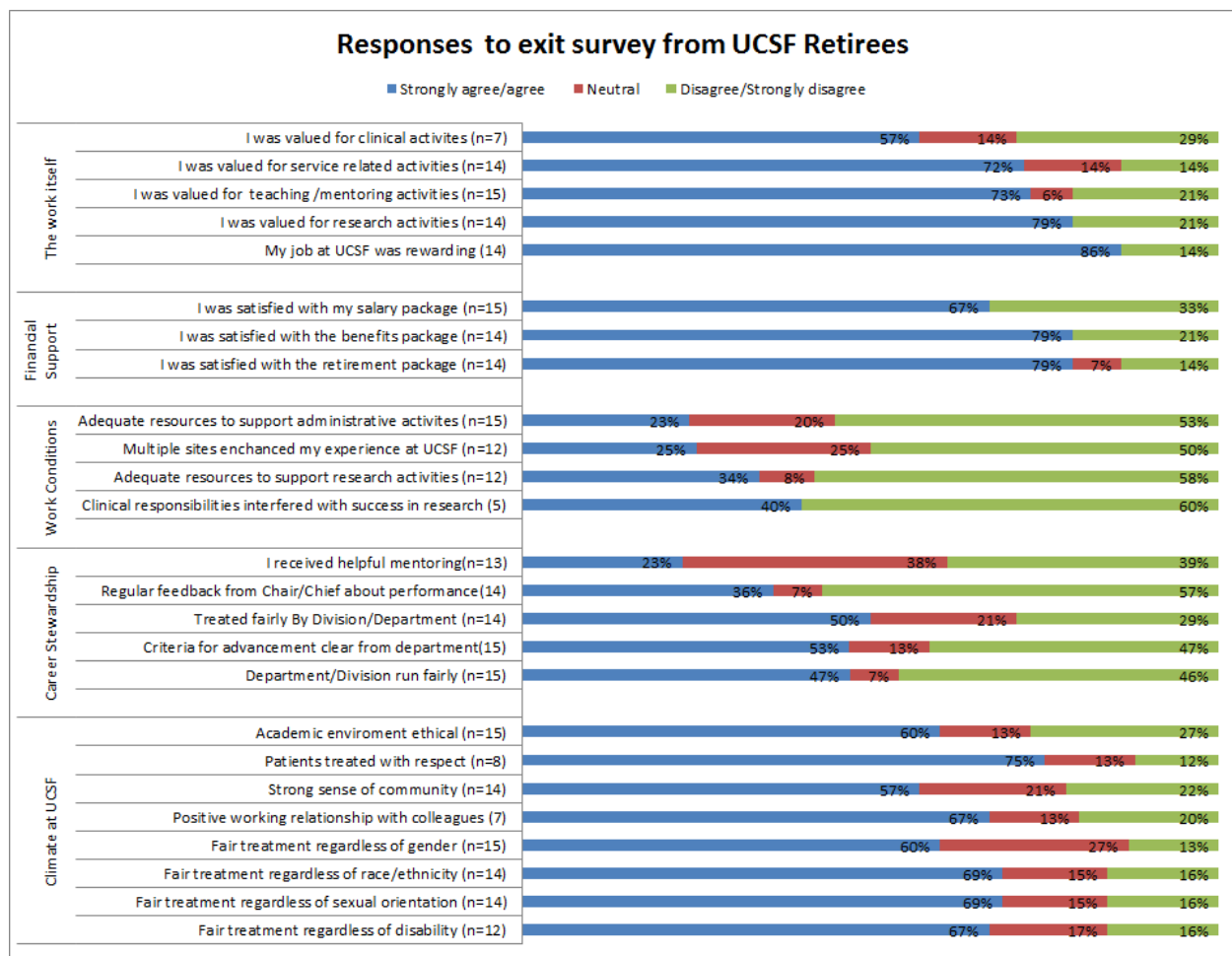
Table 3. 2015-16 Perceptions, Retirees



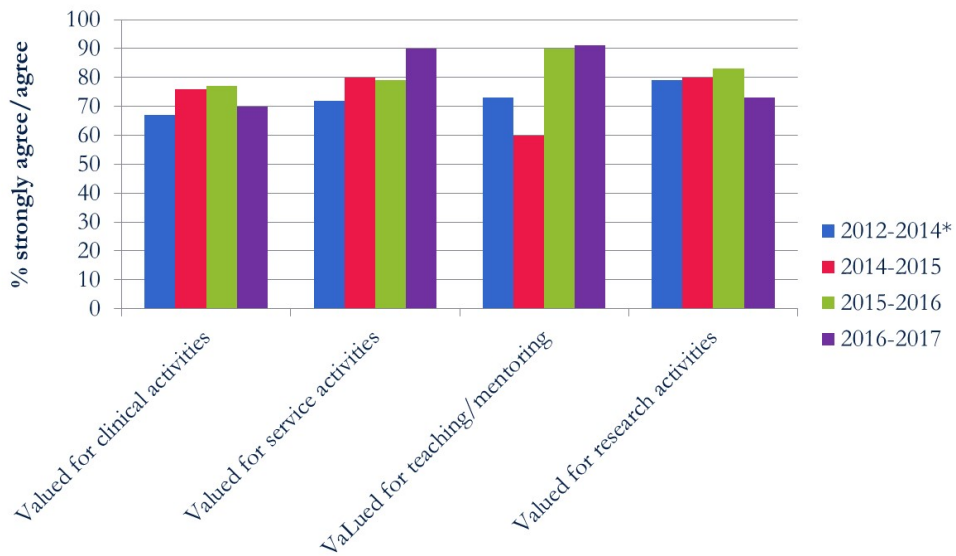
**Table 4. 2014-15 Perceptions, Retirees**



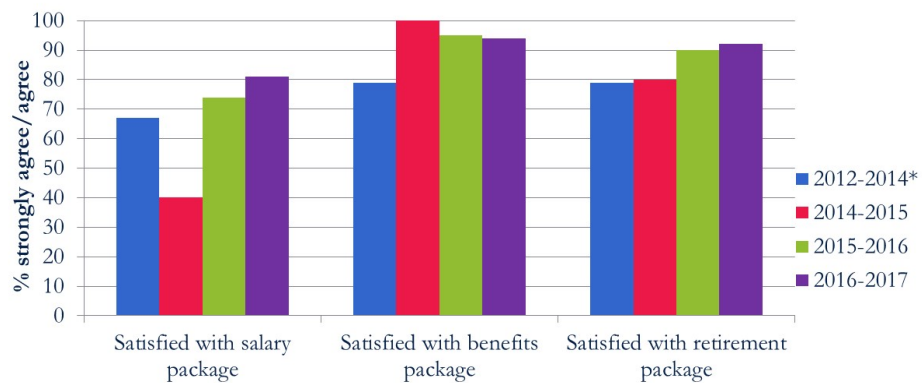
**Table 5. 2012-14 Perceptions, Retirees**



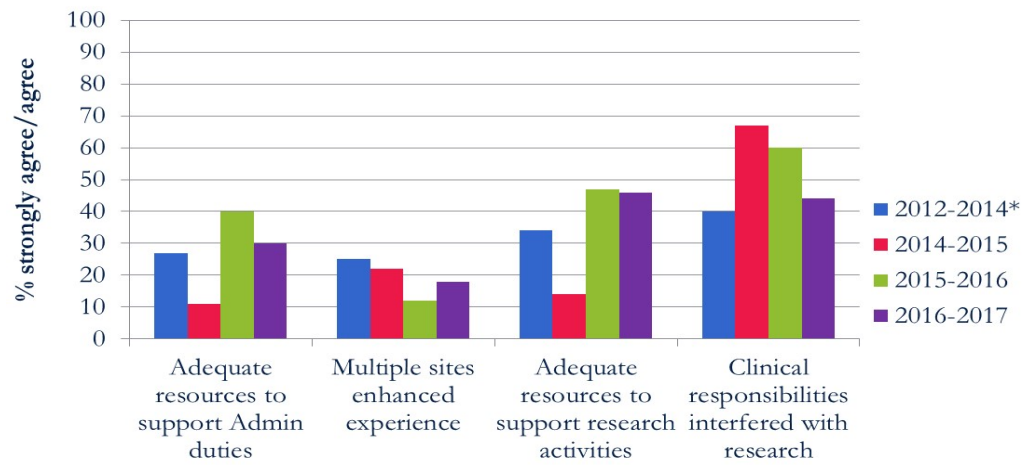
**Figure 1. Perceptions, Retirees: Feeling Valued**



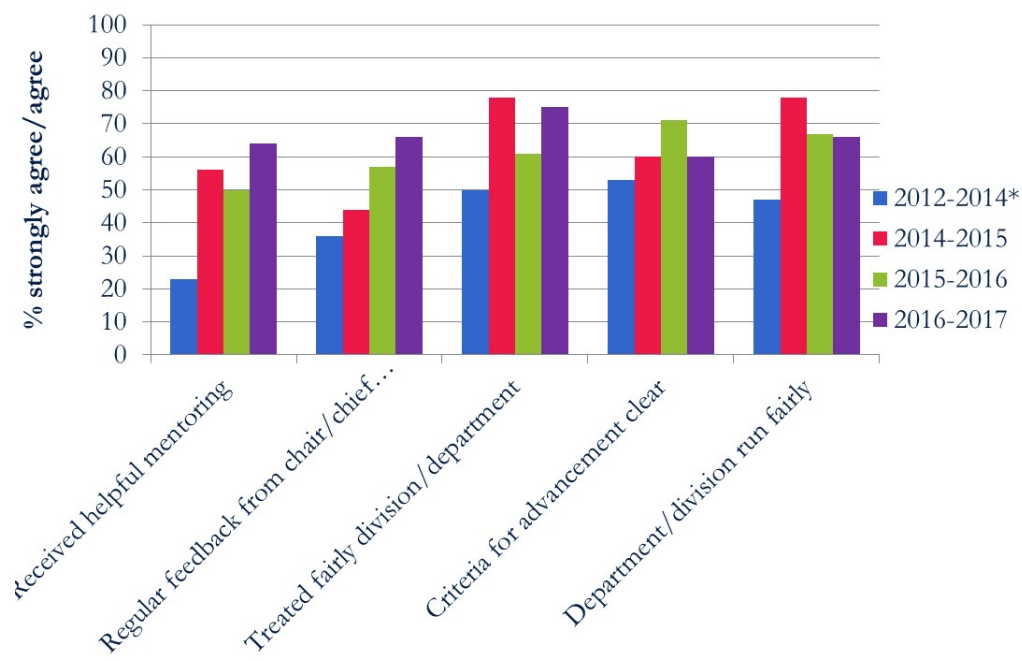
**Figure 2. Perceptions, Retirees: Financial Support**



**Figure 3. Perceptions, Retirees: Work Conditions**



**Figure 4. Perceptions, Retirees: Career Stewardship**





**Figure 5. Perceptions, Retirees: Climate at UCSF**

