

# UC San Francisco 2017-2018 Faculty Exit Survey Report

## Executive Summary

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This report provides an update to the 2016-2017 UC San Francisco Faculty Exit Survey Report released in March 2018 by the Office of Academic Affairs and contains data from 2017-2018 in addition to four prior reporting periods spanning 2012-2017.

While the report focuses on non-retiree circumstances and factors relating to leaving UCSF and perceptions of UCSF, the findings for retirees from the five reporting periods are included as appendices.

During the current analysis time period (2017-18), 159 faculty separated from UCSF. Sixty-eight percent (N=108) of those who separated were non-retirees and 32% (N=51) percent were retirees. Seventy-one faculty members responded to the survey (45% percent response rate). Of those, 57 (80% of respondents) were non-retirees.

### Non-retirees - Gender/URM:

Women left UCSF at a higher rate than their representation among the faculty at large (57% and 51%, respectively) and men left at a lower rate than their representation among the faculty at large (43% and 49%, respectively).

The number of URM faculty who left UCSF in 2017-18 was small (10). In contrast to prior reporting periods, URM faculty left at a slightly lower rate than their representation among the faculty at large.

- For the first time, women were slightly more likely than were men to receive a counter offer (14% v. 11% of men), however the overall number of counter offers extended was low (four for women, two for men).
- Women were slightly more likely than were men to indicate that they would not accept a counter-offer, although the total number of responses was small (five women and four men).

### Non-retirees - Series/Rank:

- As in all prior exit survey reporting periods, Health Sciences (HS) Clinical series faculty left UCSF at a rate higher than their representation among the faculty at large (53% and 39%, respectively in 2017-18.)
- As in all prior reporting periods, Adjunct series faculty left UCSF at a rate higher than their representation among the faculty at large, (16% and 13%, respectively in 2017-18).
- As in all prior reporting periods, Assistant rank faculty left UCSF at rates substantially higher than their representation among the faculty at large (62% and 35%, respectively in 2017-18).

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

- Forty-nine 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, 45% indicated that they were looking for a new job prior to their departure (compared to 47% in 2016-17, 33% in 2015-16, 43% in 2014-15 and 62% in 2012-14).
- Among non-retirees, salary, and cost-of-living issues were paramount reasons for leaving UCSF.

- In 2017-18, insufficient salary was the contributing factor most often cited as a reason for faculty departures (cited by 51% of respondents).
- High cost of living was the second most common factor cited as a reason for leaving UCSF in 2017-18.
- While high cost of living was the second most common factor cited in 2017-18, it was cited more frequently (49% of respondents) than in previous reporting periods: 47% in 2016-17, 40% in 2015-16, 26% in 2014-15, and 19% in 2012-14.
- High cost of living is the only factor cited that has increased with each reporting period.
- Lack of administrative support continues to be a significant factor contributing to the decision to leave UCSF (cited by 31% of respondents in 2017-18 and 2016-17, 21% in 2015-16, 22% in 2014-15 and 27% in 2012-14).
- Twenty percent of respondents cited “job at UCSF did not meet my expectations” as a reason for leaving. This represents a decrease from the thirty-five percent rate in 2016-17 and is in-line with 2015-16 (15%) and 2012-14 (23%) reporting periods.

Comments from 2017-18 indicate that a high cost of living, difficult commute and challenges associated with raising a family in the San Francisco Bay Area were important factors in faculty members’ decisions to depart UCSF. As noted by one faculty member, “I would have needed more money, less work stress and a shorter commute” in order to remain at UCSF.

#### Non-retirees - Perceptions about UCSF:

Across many survey domains (e.g., feeling valued, financial support, work conditions, career stewardship, climate), 2017-18 responses indicate a decrease or stalling in some of the improvements noted in 2016-17 and prior years. There were decreases in the percentages of faculty who reported feeling valued for their clinical activities, research, teaching/mentoring and service activities. Comments highlighted concerns about work conditions such as a lack of administrative support, challenges associated with working at multiple sites, and feeling overworked and under-compensated. Comments also suggest that some faculty do not feel valued, in part due to receiving limited or no feedback on their work. As in 2016-17, a majority of respondents reported feeling that their clinical responsibilities interfered with their research.

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. Results of the climate survey support many of the findings of recent faculty exit surveys. These data are currently being considered by a faculty climate survey task force with broad representation to: (a) identify efforts that may already be underway to address issues of concern; and (b) identify and prioritize specific actions to improve the successful recruitment and retention of faculty at UCSF.

## UC San Francisco 2017-2018 Faculty Exit Survey Report

This report provides an update to the 2016-2017 UC San Francisco Faculty Exit Survey Report released in March 2017 by the Office of Academic Affairs.

During the current analysis time period (2017-2018):

- 159 faculty separated from UCSF.
- 68% percent of those who separated were non-retirees (N=108) and thirty-two percent were retirees (N=51).
- 71 faculty members responded to the survey (45% response rate).

Comparisons *among non-retiree faculty* showed some differences when compared to the four prior reporting periods ([2012-14](#), [2014-15](#), [2015-16](#) and [2016-17](#)).

## Part I. Faculty Demographic Factors

**Table 1. Demographic Descriptions: 2017-2018**

	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>3,193</b>	1,635 (51.2%)	1,558 (48.8%)	-	257 (8%)	2,806 (88%)	130 (4%)
<b>All Separated Faculty</b>	<b>159</b>	84 (53%)	75 (47%)	-	10 (6%)	149 (94%)	9 (5%)
<b>Non-Retirees</b>	<b>108</b>	62 (57%)	46 (43%)	-	8 (7%)	100 (93%)	-
<b>Retirees</b>	<b>51</b>	22 (43%)	29 (57%)	-	2 (4%)	49 (96%)	
<b>All Survey Respondents</b>	<b>71<sup>1</sup></b>	31 (44%)	39 (56%)	-	8 (11%)	63 (88%)	1 <sup>2</sup> (1%)-
<b>Non-Retirees</b>	<b>57</b>	35 (61%)	22 (39%)	-	8 (14%)	49 (84%)	1 (2%)
<b>Retirees</b>	<b>14</b>	4 (29%)	9 (64%)	1 (7%)	-	14 (100%)	-

Selected observations and comparisons between 2017-18 and prior reporting periods for non-retirees:

- The non-retiree separation rate in 2017-18 (3%) matched that from all prior reporting periods.
- The survey participation rate (45%) was on par with that of 2016-17 (46%) and slightly lower compared to 2015-16 (50%) and 2014-15 (50%); similar to that in 2012-14 (45%).

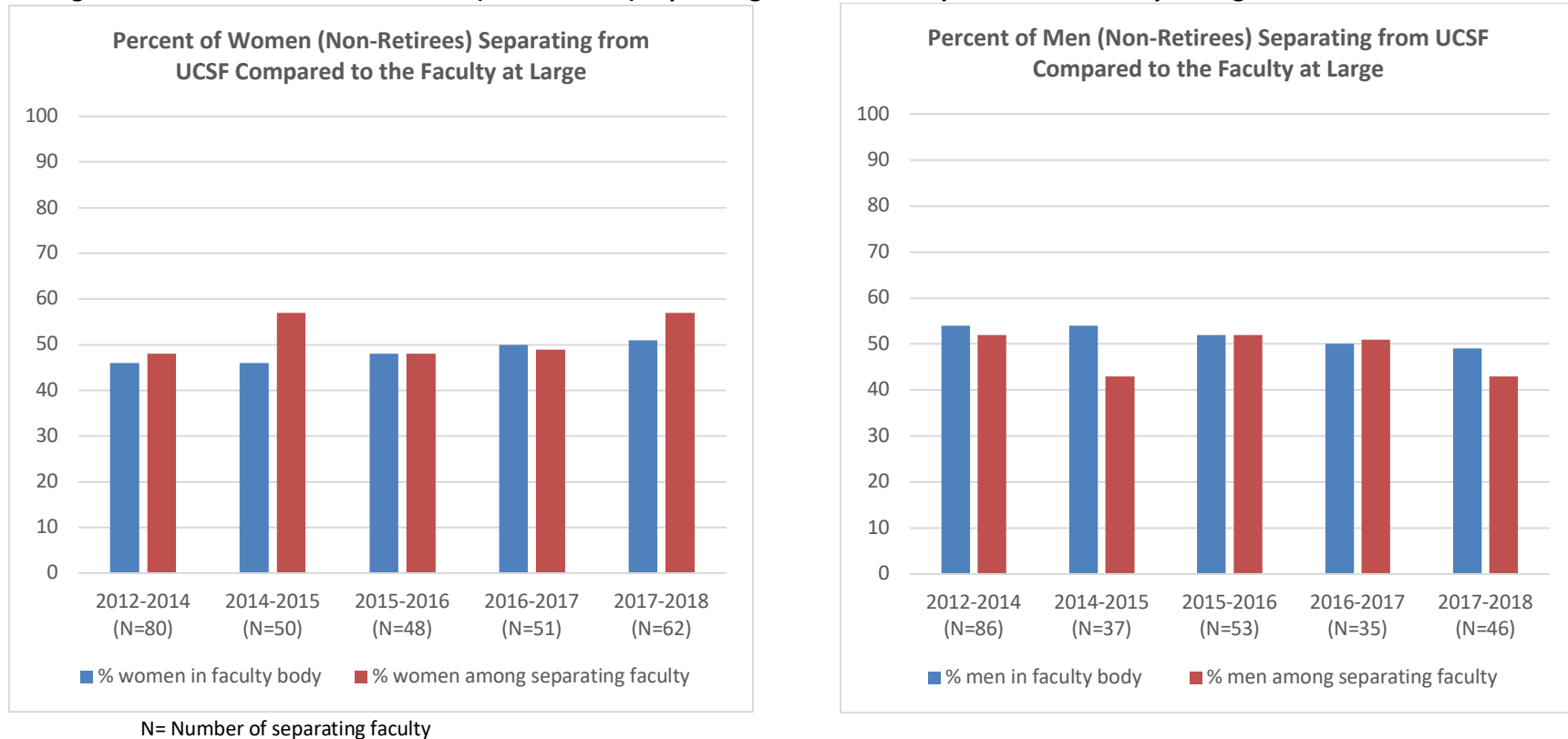
See Appendix A for faculty demographics from previous reporting periods (2016-17, 2015-16, 2014-15 and 2012-14).

<sup>1</sup> 71 departing faculty responded to the survey, however only 70 faculty responded to the question asking their gender identity.

<sup>2</sup> For the question regarding URM status, there was an additional (non-retiree) response so the total N was 58 and not 57.

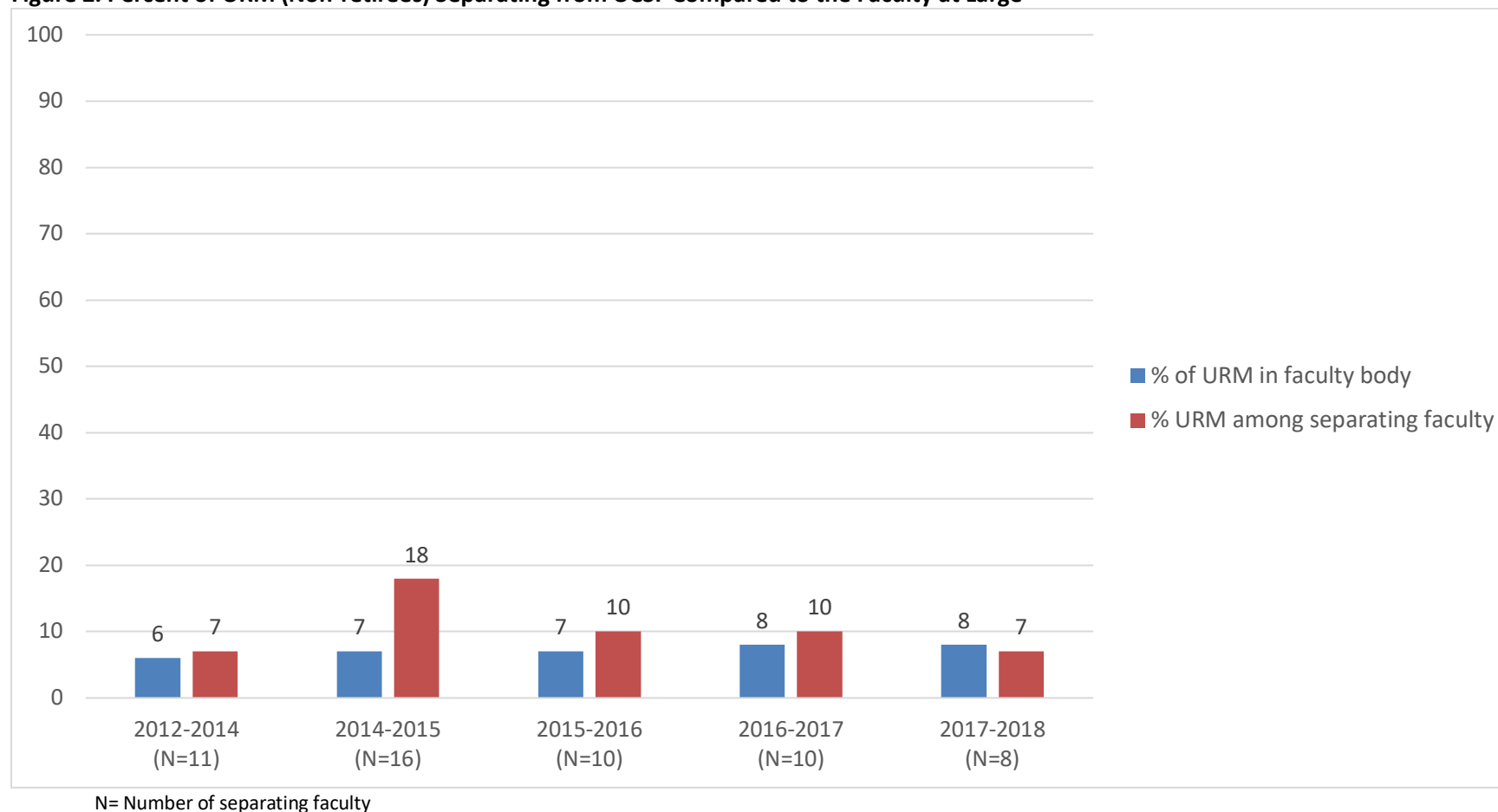
## Demographic differences in separations:

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



In 2017-18, women and left UCSF at a greater rate than their representation among the faculty at large and men left at a lower rate than their representation among the faculty at large. Figure 1 shows comparisons for all exit survey reporting periods.

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



In 2017-2018, URM faculty left at a slightly lower rate than their representation among the faculty at large (7% 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 2017-2018**

	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>UCSF Faculty</b>	<b>3,195<sup>3</sup></b>	1,105 (35%)	682 (21%)	1,243 (39%)	165 (5%)	340 (11%)	541 (17%)	624 (20%)	429 (13%)	1,261 (39%)	-
<b>All Separated Faculty</b>	<b>159</b>	68 (43%)	22 (14%)	69 (43%)	-	16 (10%)	23 (15%)	26 (16%)	29 (18%)	65 (41%)	-
<b>Non -Retirees</b>	<b>108</b>	67 (62%)	20 (19%)	21 (19%)	-	3 (2%)	13 (12%)	18 (17%)	17 (16%)	57 (53%)	-
<b>Retirees</b>	<b>51</b>	1 (2%)	2 (4%)	48 (94%)	-	13 (25%)	10 (20%)	8 (16%)	12 (23%)	8 (16%)	-
<b>All Survey Respondents</b>	<b>71</b>	36 (51%)	9 (13%)	26 (36%)	-	5 (7%)	7 (10%)	22 (31%)	14 (20%)	22 (31%)	1 <sup>4</sup> (1%)
<b>Non -Retirees</b>	<b>57</b>	36 (63%)	9 (16%)	12 (21%)	-	1 (1.5%)	4 (7%)	18 (32%)	13 (23%)	20 (35%)	1 (1.5%)
<b>Retirees</b>	<b>14</b>	-	-	14 (100%)	-	4 (29%)	3 (21%)	4 (29%)	1 (7%)	2 (14%)	-

Selected observations and comparisons between 2017-18 with prior reporting periods for non-retirees:

### Rank

- Assistant rank faculty left at a higher rate than their representation among the faculty at large (62% 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 (19% and 39%, respectively).

<sup>3</sup> This number is larger than the N used in Table 1 Demographic Descriptions because the series data is derived from records in the Advance system and includes two faculty administrators excluded from the workforce report based on ODS primary title code.

<sup>4</sup> One respondent stated that he/she did not know their academic series ("not sure/don't know").

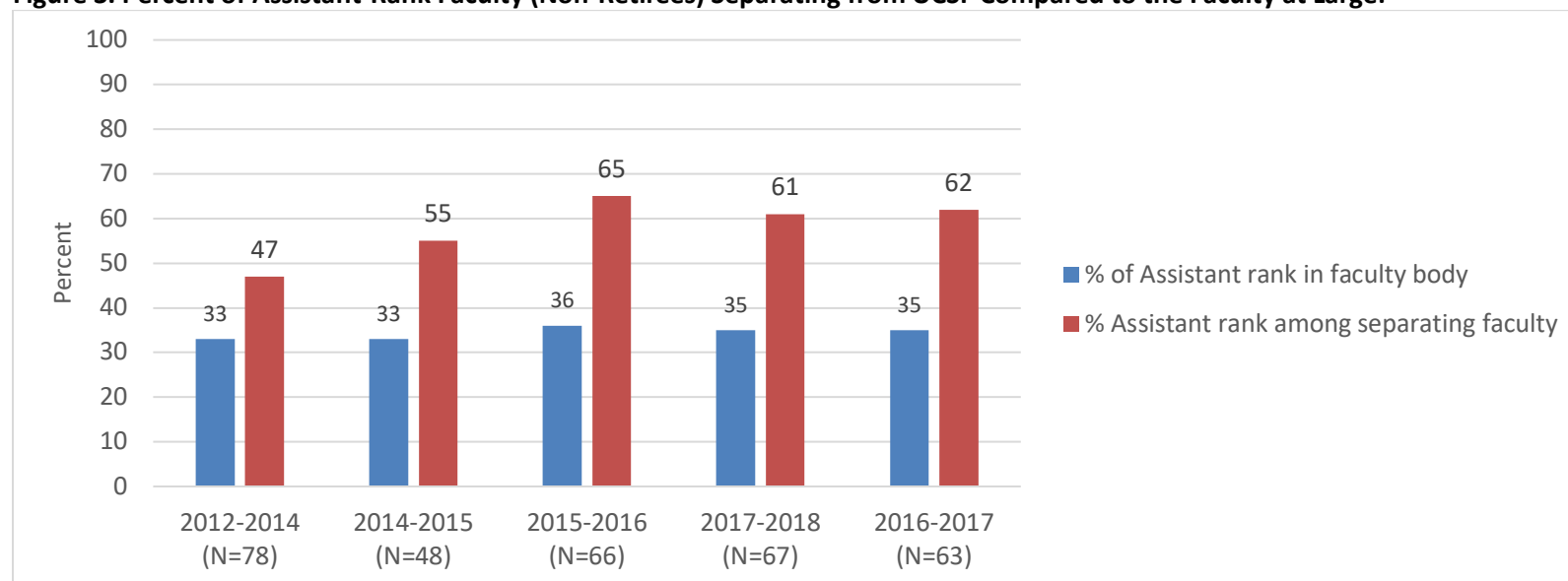
- Faculty at the Associate rank left at a slightly lower rate than their representation among the faculty at large (19% and 21%, respectively).

#### Series

- HS Clinical series faculty left at a higher rate than their representation among the faculty at large (53% and 39%, respectively); this difference is more pronounced than in 2016-17 when the rates were 42% and 39%, 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 (16% and 13%, respectively). This represents a decrease in departure rate from prior reporting periods: (2016-17 (24% and 14%, respectively), 2015-16 (20% and 14%, respectively), 2014-15 (30% and 15%, respectively) and 2012-14 (17% and 16%, 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 2017-18, 53% and 25%, respectively; a slight increase from the previous reporting period (50% and 25%, respectively)).

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

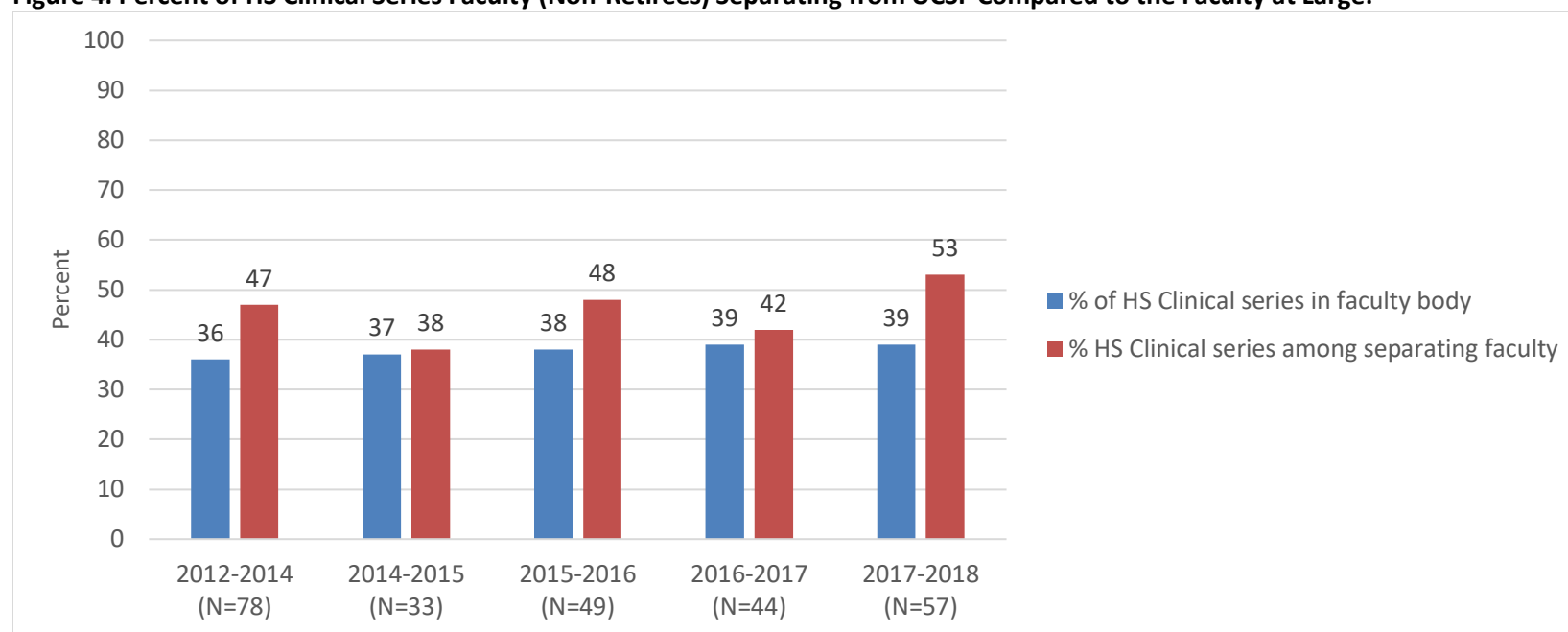
**Figure 3. Percent of Assistant-Rank Faculty (Non-Retirees) Separating from UCSF Compared to the Faculty at Large:**



N= Number of separating faculty

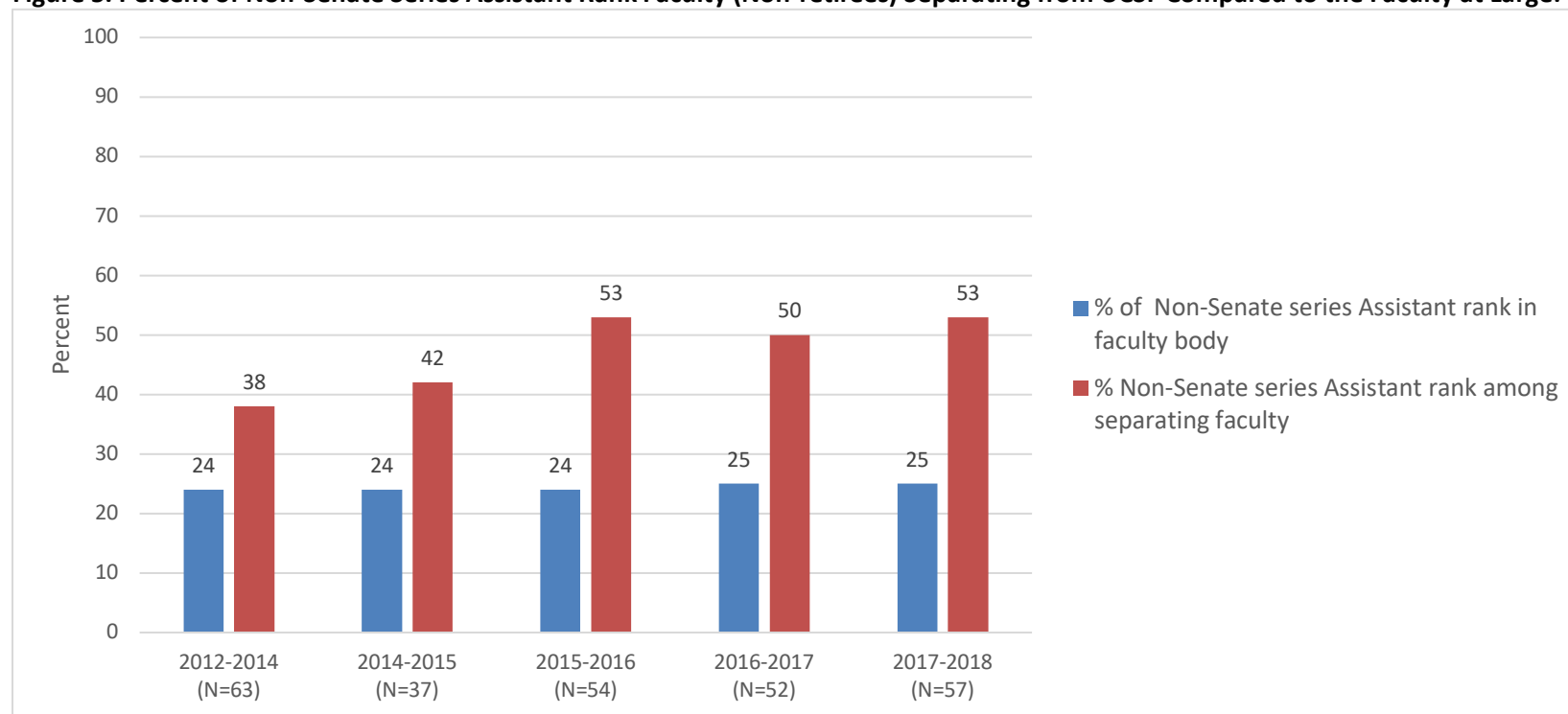


**Figure 4. Percent of HS Clinical Series Faculty (Non-Retirees) Separating from UCSF Compared to the Faculty at Large:**



N= Number of separating faculty

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



N= Number of separating faculty

### Part III: Separation Information

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

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

Position	2012-2014 (N=78)	2014-2015 (N=50)	2015-2016 (N=54)	2016-2017 (N=52)	2017-2018 (N=57)
Academic position at another institution	44% (34)	46% (23)	50% (27)	50% (26)	49% (28)
Went into private practice	18% (14)	20% (10)	13% (7)	10% (5)	21% (12)
Position in industry/private sector	14% (11)	18% (9)	15% (8)	19% (10)	12% (7)
Left work force temporarily	6% (5)	2%(1)	4% (2)	2% (1)	2% (1)
Made a career change	3% (2)	-	2%(1)	2% (1)	-
Additional education/training	1% (1)	2% (1)	-	-	2% (1)
Other	11% (9)	12% (6)	16%(9)	17% (9)	14% (8)
Did not respond (unknown)	3% (2)	-	-	-	

\*Single response permitted

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

	2012-2014	2014-2015	2015-2016	2016-2017	2017-2018
<b>Among those entering new position: How did you learn of new position?</b>	<b>N=40</b>	<b>N=42</b>	<b>N=42</b>	<b>N=47</b>	<b>N=51</b>
Looking for new job	62% (25)	43% (18)	33% (14)	47% (22)	45% (23)
Recruited by another institution	3% (1)	31% (13)	31% (13)	32% (15)	35% (18)
Not looking, but colleague told me about it	23% (9)	14% (6)	7% (3)	17% (8)	18% (9)
Other	13% (5)	12% (5 )	29% (12)	4% (2)	2% (1)
<b>Did UCSF make a counter offer?</b>	<b>N=63</b>	<b>N=47</b>	<b>N=49</b>	<b>N=50</b>	<b>N=55</b>
Said I would not accept a counter offer	18% (11)	15% (7)	16% (8)	20% (10)	16% (9)
<b>Among those who would accept a counter offer:</b>	<b>N=52</b>	<b>N =40</b>	<b>N=41</b>	<b>N=40</b>	<b>N=46</b>
Yes, counter offer made	19% (10)	15% (6)	32% (13)	25% (10)	13% (6)
No, counter offer not made	81% (42)	85% (34)	68% (28)	75% (30)	87% (40)
<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=74</b>	<b>N=47</b>	<b>N=54</b>	<b>N=48</b>	<b>N=51</b>
Yes	78% (58)	81% (38 )	83% (43)	75% (36)	82% (42)
No	22% (16)	19% (9)	17% (9)	25% (12)	18% (9)

Selected observations and comparison of 2017-18 with previous reporting periods (non-retirees):

- The top three position types or settings identified in 2017-18 are the same as those identified in previous reporting periods.
- While a comparable percentage of faculty departed UCSF for a position elsewhere in academia, a greater percentage departed for positions in private practice than for positions in industry or the private sector than in prior reporting periods.
- The rate of faculty looking for new job prior to their exit (45%) was comparable to that in 2016-17 (47%), higher than that in 2015-16 (33%), comparable to that in 2014-15 (43%); and lower than in 2012-14 (62%). Over the five survey periods, in only one (2012-14) were more than 50% of departing, non-retiree faculty looking for a new job prior to their exit.
- The rate of faculty receiving a counter offer was the lowest to-date, (13%) as compared to 25% in 2016-17, 32% in 2015-16, 15% in 2014-15 and 19% in 2012-14.
- An increasing majority of faculty reported that they were given an opportunity to discuss reasons for leaving with their division chief/chair, department chair, or dean (82% in 2017-18, up from 75% in 2016-17). Selected observations and comparison of 2017-18 with previous reporting periods (non-retirees):

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

<b>Top reasons for <i>leaving UCSF</i> and rates by survey period</b>					
<b>Reason</b>	<b>2012-14 (N=70)</b>	<b>2014-15 (N=49)</b>	<b>2015-16 (N=52)</b>	<b>2016-17 (N=51)</b>	<b>2017-18 (N=55)</b>
Insufficient salary	#2 (33%)	#1 (51%)	#2 (29%)	#2 (37%)	#1 (51%)
High cost of living	#5 (19%)	#3 (26%)	#1 (40%)	#1 (47%)	#2 (49%)
Lack of administrative support	#3 (27%)	#5 (22%)	#4 (21%)	#4 (31%)	#3 (31%)
I felt like I did not belong	#6 (13%)	#4 (24%)	#6 (10%)	#5 (27%)	#4 (25%)
Job at UCSF did meet expectations	#4 (23%)	#2 (31%)	#5 (15%)	#3 (35%)	#5 (20%)
Personal or family issues	#1 (39%)	#2 (31%)	#3 (25%)	#6 (22%)	#5 (20%)
Excessive workload due to clinical teaching	#8 (7%)	#6 (18%)	#7 (6%)	#8 (12%)	#6 (18%)

\*Multiple responses permitted

<b>Top reasons for <i>accepting new positions</i> and rates by survey period</b>					
<b>Reason</b>	<b>2012-14 (N=70)</b>	<b>2014-15 (N=49)</b>	<b>2015-16 (N=52)</b>	<b>2016-17 (N=51)</b>	<b>2017-18 (N=55)</b>
Higher compensation at new job	#1 (51%)	#1 (65%)	#3 (37%)	#2 (61%)	#1 (65%)
Improved environment/admin support	#2 (43%)	#2 (61%)	#5 (33%)	#1 (63%)	#2 (64%)
More manageable workload	#7 (22%)	#3 (46%)	#8 (24%)	#7 (25%)	#3 (42%)
Family reasons	#3 (39%)	#3 (46%)	#1 (45%)	#6 (31%)	#4 (40%)
Leadership Position	#4 (36%)	#7 (24%)	#2 (39%)	#3 (41%)	#5 (38%)
Livability/affordability of new location	#6 (24%)	#5 (37%)	#4 (35%)	#4 (37%)	#6 (35%)
Better benefits packages	#9 (16%)	#6 (28%)	#7 (25%)	#8 (24%)	#7 (29%)

Selected observations regarding departure of non-retirees:

- The top six reasons for leaving in 2017-18 were nearly the same as in previous reporting periods. Insufficient salary replaced high cost of living as the primary reason for leaving. Despite falling to #2, at 49%, high cost of living was still cited at a higher rate than in prior reporting periods.
- Three of the top six reasons cited for accepting a new position in 2017-18 were also cited among the top six reasons for leaving UCSF in the previous reporting periods. They 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
- Multiple comments suggest that reliance on soft money (also mentioned multiple times in 2016-17), apart from or coupled with a perceived absence of administrative support and greater leadership opportunities elsewhere contributed to departure decisions. Selected comments relating to soft money and administrative support:
  - *"My chair was very sympathetic but couldn't do much to address the core issue – lack of funding."*
  - *"We have NPs doing admin jobs, nurses doing admin jobs, NPs doing nurse's jobs and physicians doing all of the above. If there was adequate clinical support, I might have had time to focus on research and teaching."*
  - *"My colleagues and the work we did were extremely rewarding, the load and lack of support made the job unsustainable and led to a very high degree of burnout for me and most of my colleagues."*

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

In 2017-18, long commutes to work, seemingly due to faculty living away from work due to the cost of living in the San Francisco Bay Area, were mentioned in multiple comments, as they were in 2016-17.

Selected comments from 2017-18 related to family concerns, insufficient salary, and cost of living:

- *"The Bay Area presents several challenges to families (financial, education quality, child care support, commuting times.) Our family found a new location that could offer stable academic positions, a lower cost of living and a better quality of life for young children."*
- *"It would have taken a tremendous amount of money to keep our family in San Francisco."*

- *"I certainly got the impression that people were concerned about all the issues, but there was an overwhelming perspective that they were unfixable problems that w[a]ere likely to persist."*
- *"Salary is good, but not on par with the high cost of living/housing in SF. This disconnect is a major problem."*

Leadership opportunities appear to be a notable factor in decisions to accept positions elsewhere as evidenced by 38% of respondents indicating that they left UCSF for a leadership position. The comments suggest that this was particularly important for those departing UCSF for a position elsewhere in academia. The comments also suggest that UCSF's physically distributed locations may present logistical challenges for both researchers/basic scientists and clinicians. When asked to provide any comments about clinical responsibilities, institutional or other resources or UCSF's multiple sites, over half the comments cite the difficulties inherent in a multi-site institution. Less than twenty percent agreed with the statement "The multiple sites enhanced my experience working at UCSF". These comments came almost equally from those departing for other academic institutions as well as those leaving for positions in industry or the private sector.



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

	Women					Men				
Reason for Leaving UCSF (Non-Retiree)	2012-14 (N=36)	2014-15 (N=32)	2015-16 (N=22)	2016-17 (N=25)	2017-18 (N=33)	2012-14 (N=25)	2014-15 (N=17)	2015-16 (N=30)	2016-17 (N=26)	2017-18 (N=22)
Insufficient salary	#2 (31%)	#1 (59%)	#3 (36%)	#3 (36%)	#1 (52%)	#1 (40%)	#2 (35%)	#2 (23%)	#1 (38%)	#2 (50%)
High cost of living	-	#3 (28%)	#1 (41%)	#1 (56%)	#2** (36%)	#3 (32%)	#3 (29%)	#1 (40%)	#1 (38%)	#1 (68%)
Lack of administrative support	#2 (31%)	#4 (25%)	#4 (27%)	#5 (28%)	#2 (36%)	-	#1 (41%)	#5 (10%)	#3 (35%)	#4 (23%)
I felt like I did not belong	-	-	-	#4 (32%)	#3 (27%)	-	-	-	#5 (23%)	#4 (23%)
Excessive workload due to clinical teaching	-	#4 (25%)	#6 (14%)	-	#4 (21%)	-	-	-	-	#5 (14%)
I felt I was unfairly treated due to my gender	-	-	#6 (14%)	-	#4 (21%)	-	-	-	-	-
Personal or family Issues	#1 (50%)	#2 (34%)	#1 (41%)	#6 (24%)	#5 (18%)	#2 (36%)	-	#4 (13%)	#6 (19%)	#4 (23%)
Job at UCSF did not meet my expectations	#3 (25%)	-	#5 (23%)	#2 (40%)	#5 (18%)	#2 (36%)	-	#4 (13%)	#4 (31%)	#4 (23%)
Loss of Funding	-	-	-	-	#6 (9%)	-	-	-	-	-

\*Multiple responses permitted

\*\* For women, the second most common reason given for leaving, “other”, is not reflected in this table.

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

	Women					Men				
Factor for Accepting a New Position	2012-14 (N=36)	2014-15 (N=29)	2015-16 (N=21)	2016-17 (N=25)	2017-18 (N=33)	2012-14 (N=24)	2014-15 (N=17)	2015-16 (N=30)	2016-17 (N=26)	2017-18 (N=22)
Improved environment/admin support	#3 (29%)	#2 (62%)	#4 (33%)	#1 (64%)	#1 (67%)	#2 (46%)	#2 (59%)	#3 (33%)	#2 (61%)	#2 (59%)
Higher compensation at new job	#2 (42%)	#1 (66%)	#2 (43%)	#2 (52%)	#2 <sup>5</sup> (64%)	#1 (58%)	#1 (65%)	#3 (33%)	#1 (69%)	#1 (68%)
More manageable workload	-	#3 (57%)	#4 (33%)	#7 (25%)	#3 (52%)	-	-	-	-	#6 (27%)
Family reasons	#1 (36)	#4 (52%)	#1 (57%)	#6 (36%)	#4 (39%)	-	-	#2 (37%)	-	#4 (41%)
Leadership position	#3 (29%)	-	#4 (33%)	#3 (48%)	#5 (30%)	#3 (42%)	#4 (35%)	#1 (43%)	#3 (35#)	#3 (50%)
Livability/affordability of new location	#5 (26%)	#1 (34%)	#3 (38%)	#4 (40%)	#6 (24%)	#4 (29%)	#3 (41%)	#3 (33%)	#3 (35%)	#3 (50%)
Better benefits package	-	-	-	-	#6 (24%)	-	-	-	-	#5 36%
More academic freedom	-	-	-	-	#6 (24%)	-	-	-	#3 (35%)	-

\*Multiple responses permitted

<sup>5</sup> The second most cited reason for accepting a new position in 2017-2018 was “other”. The “other” factor is not reflected in this table.

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

	Women					Men				
	2012-14 (N=33 )	2014-15 (N=30)	2015-16 (N=21)	2016-17 (N= 24)	2017-18 (N=33)	2012-14 (N=23 )	2014-15 (N=17 )	2015-16 (N=28)	2016-17 (N=26)	2017-18 N=22
Said I would not accept a counter offer	21% (7)	7% (2)	24% (5)	17% (4)	15% (5)	17% (4)	29% (5)	11% (3)	23% (6)	18% (4)
<b>Among those who would accept a counter offer:</b>	<b>N=26</b>	<b>N=28</b>	<b>N=16</b>	<b>N=20</b>	<b>N=28</b>	<b>N=19</b>	<b>N=12</b>	<b>N=25</b>	<b>N=20</b>	<b>N=18</b>
Yes, counter offer made	12% (3)	14% (4)	19% (3)	25% (5)	14% (4)	32% (6)	17% (2)	40% (10)	25% (5)	10% (2)
No, counter offer not made	88% (23)	86% (24)	81% (13)	75% (15)	86% (24)	68% (13)	83% (10)	60% (15)	75% (15)	90% (16)

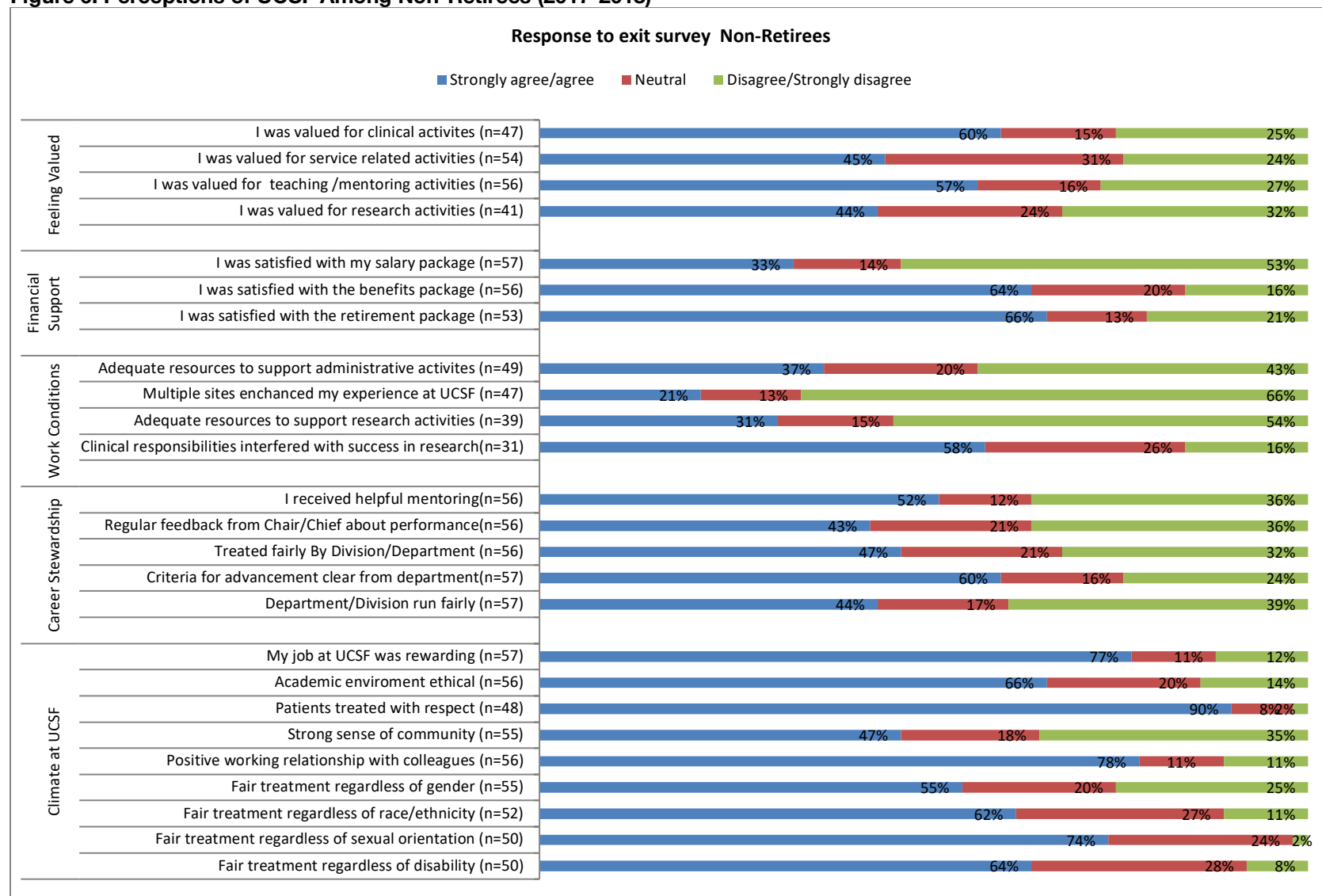
\*Rates listed for 2012-2014 differ from those listed originally, due to update in methodology.

Selected observations regarding counter offers:

- The number of faculty receiving counter offers continues to be small across all reporting periods.
- For the first time, female faculty members were slightly more likely than were their male counterparts to receive a counter offer; (2016-17 was the first year for which gender parity in counter offers received exists).
- In 2017-18 fewer faculty overall received counter offers.

## Part IV. Perceptions of Life at UCSF

**Figure 6. Perceptions of UCSF Among Non-Retirees (2017-2018)**



Selected observation regarding perceptions of UCSF among non-retirees:

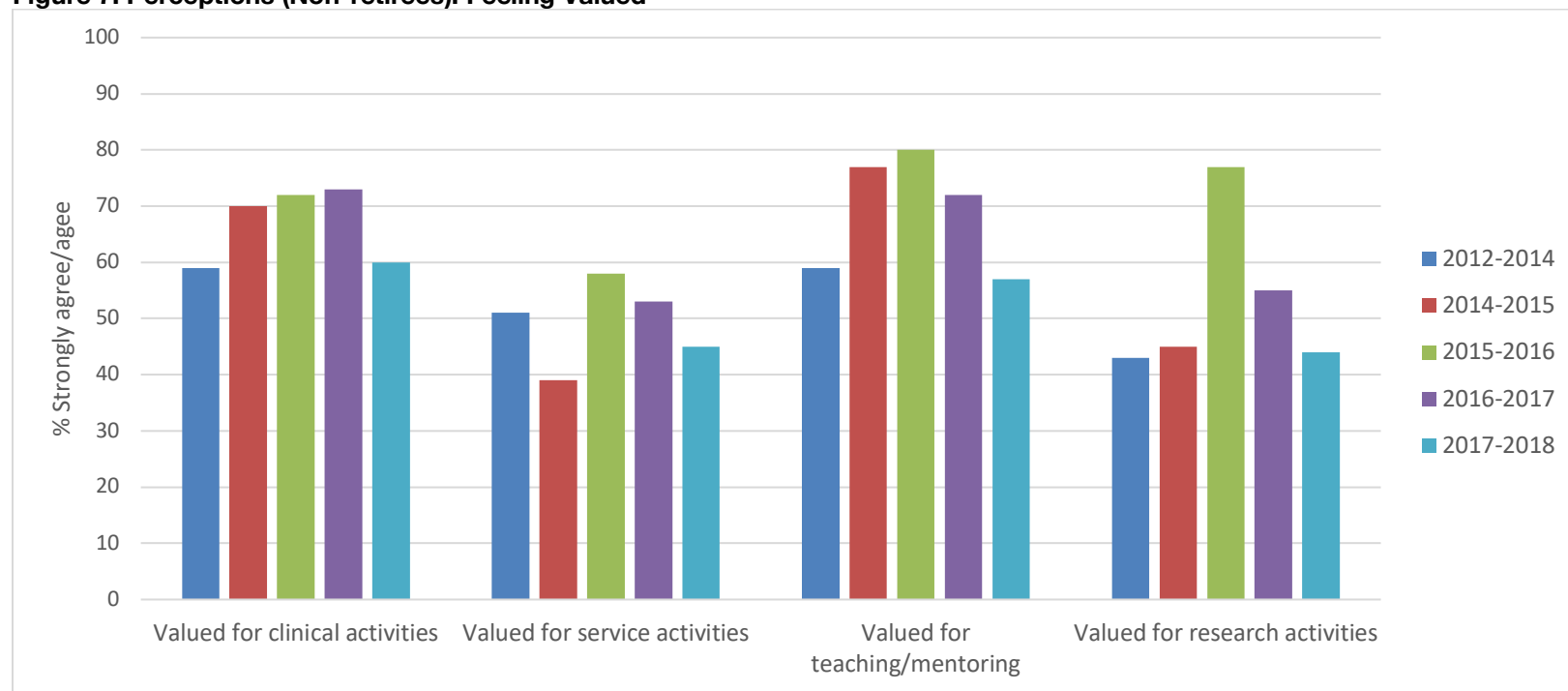
- As shown in Figures 6-10, several areas showed a decline in positive perceptions of UCSF in the 2017-18 ratings compared with prior reporting periods.

Selected comments from 2017-18 non-retirees regarding overall perceptions of UCSF:

- *"I felt highly valued by the faculty and the residents."*
- *"Divisions within and across departments at UCSF are palpable given the competitive nature of the environment."*
- *"I have nothing but glowing things to say about my division chief and co-workers. Problems lay with the Med Center (clinical resourcing) and HR compensation structure and how research is supported (a problem in academia in general)."*

See Appendix D for non-retiree perceptions from previous years.

**Figure 7. Perceptions (Non-retirees): Feeling Valued**



Survey comments regarding feeling valued:

There were 24 comments about feeling valued. Many comments included both positive and negative perceptions.

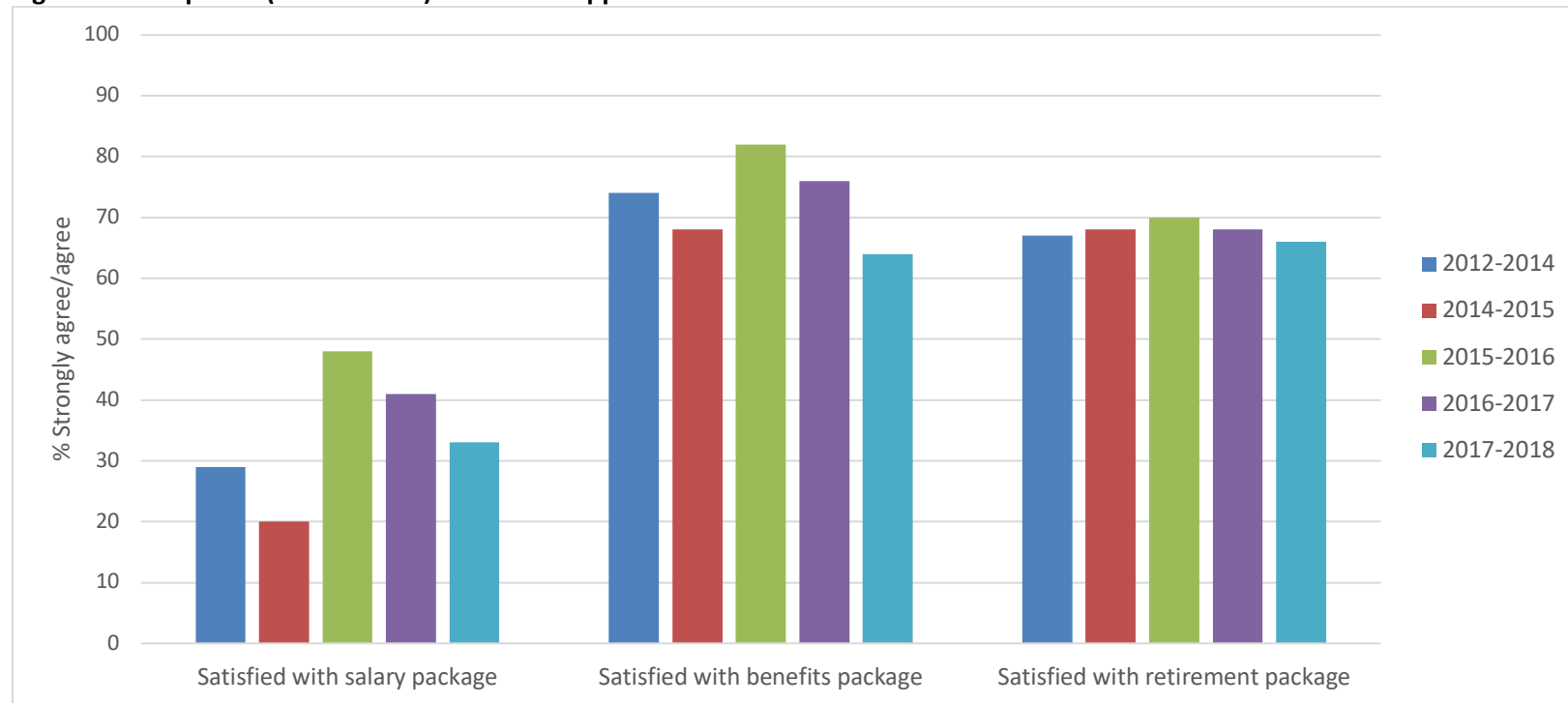
- *“I believe I was valued in my division, but did not feel like I was valued enough to be given adequate support or attention to improve my clinical practice”.*
- *“Valued by whom? My peers or the leadership of the department. I think these are different questions.”*
- *“My service was strong to the school and affiliated departments, but less so to my department.”*
- *“While I am certain that my department appreciated my contributions I am not sure that they were valued –e.g. were not paid or given clinical credit for call taken...there is no consideration given to the amount of extra work generated by every clinical session with regards to documentation and follow-up.”*

Other comments included stark positive or negative perceptions.

- *“It was made very clear that I was a valued member of the team and many were disappointed to see me go. I was genuinely sorry to be leaving such a great team...”*
- *“It was the fact that I felt insufficiently valued that significantly contributed to my reason for leaving”*

Three of the comments with negative perceptions indicated that a lack of feedback (or attention) contributed to a perception of not being valued.

**Figure 8. Perceptions (Non-retirees): Financial Support**

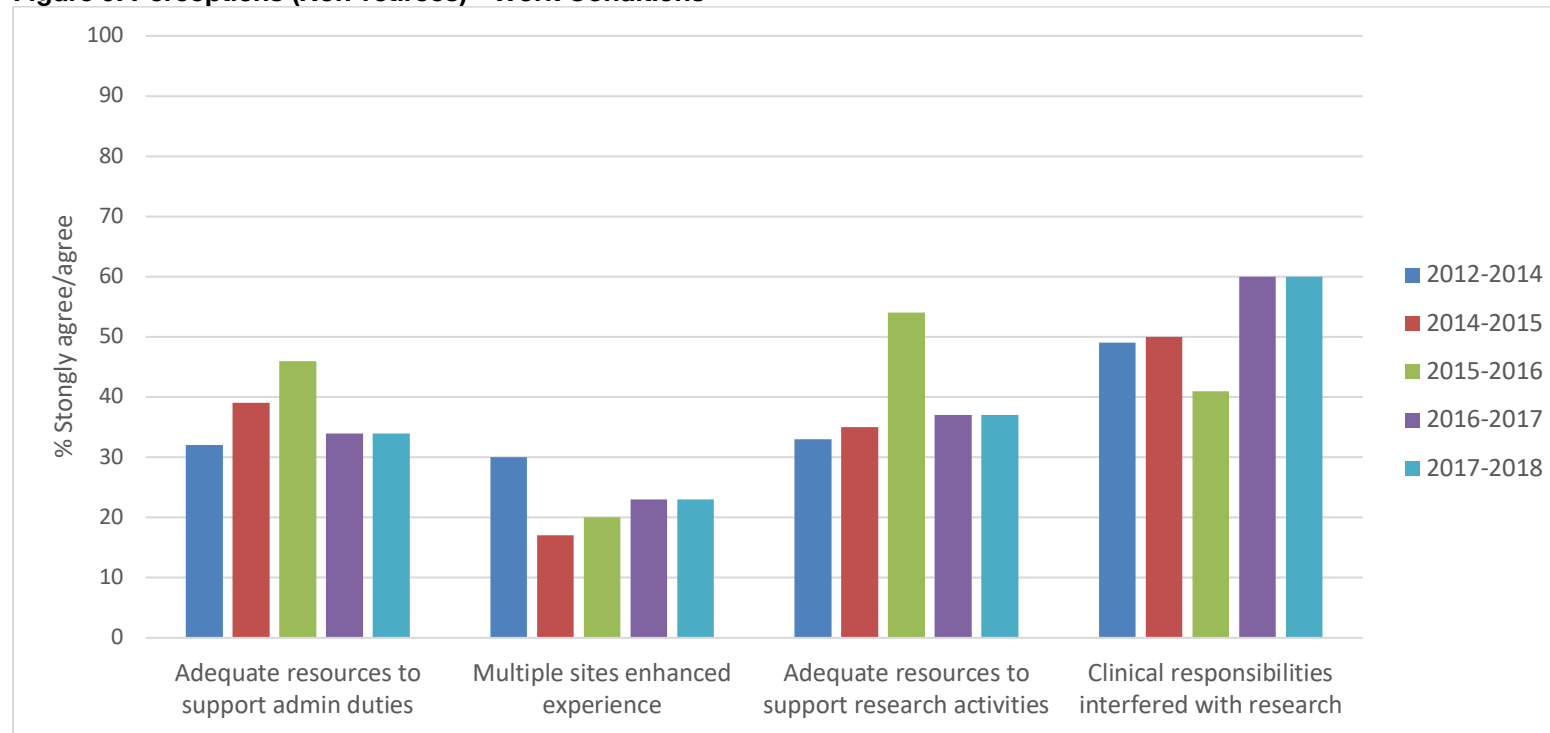


Survey comments about financial support:

There were 16 comments about financial support; most of which were negative or mixed.

- *New version of UCRP and base salary makes overall compensation package at UCSF less competitive compared to other employers in the region (even compared to other academic programs in the region). Found myself working a lot of clinical hours (to keep up with high cost of living) which made it difficult to keep up with nonclinical administrative/education responsibilities."*
- *"UCSF does what they can to provide what they can in terms of salary, benefits – however they cannot compete with industry in the [B]ay [A]rea."*
- *"After my salary was cut, I could not afford to live where I worked anymore even as a specialist doctor."*

**Figure 9. Perceptions (Non-retirees) - Work Conditions**



Survey comments regarding work conditions:

There were 13 comments about work conditions, most of which identified concerns. Six of the comments identified a physically distributed (multi-site) workplace as a significant concern.

- *"A physically distributed campus makes research harder, much harder. Research protocols often need to span several campuses to get all the services and this adds hours to subject time. Driving back and forth for faculty waste[s] valuable work time".*
- *"I only worked at one site, but I would say that so many different sites actually detracts from the working experience".*
- *"It's difficult to work at a multi-site campus".*

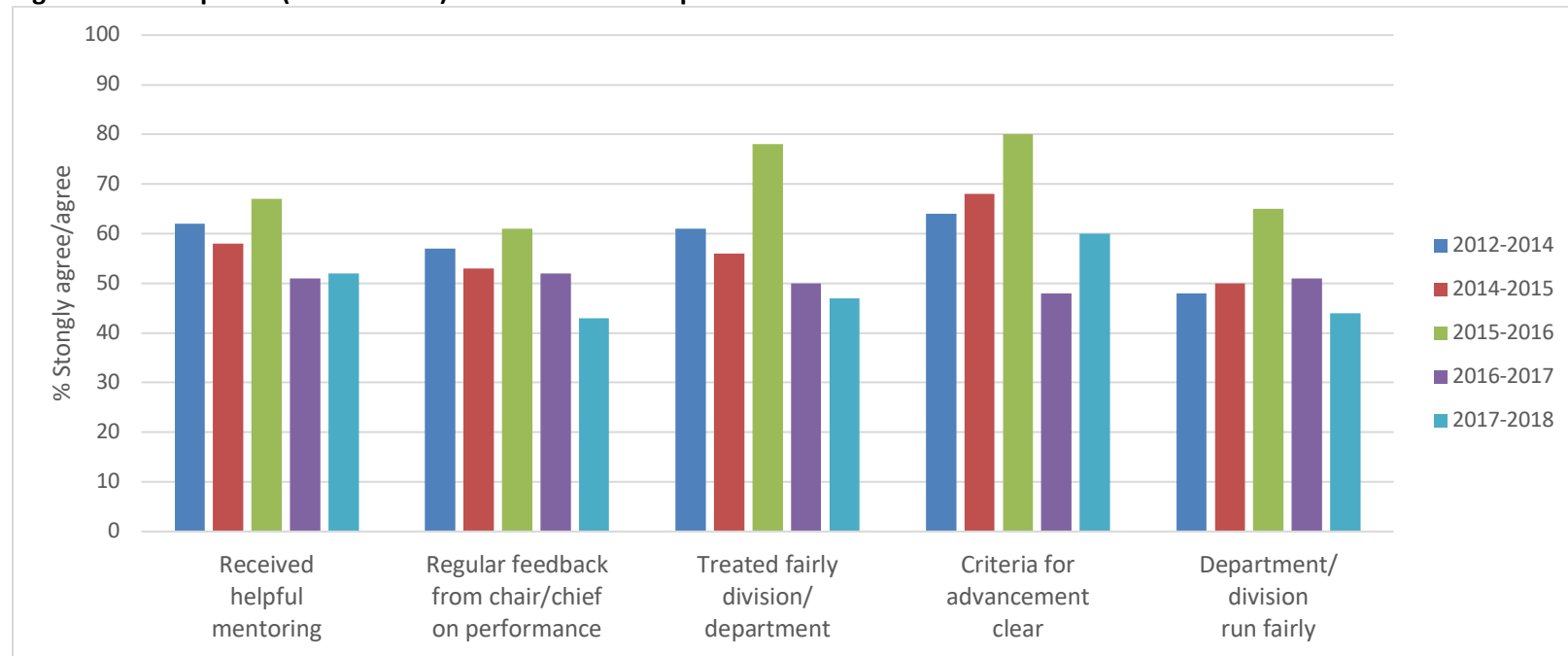


Comments throughout the survey identified insufficient administrative support as a major concern and/or factor in the decision to leave.

*"I have [sic] severely disappointed with the lack of administrative support and chaotic practice. I had two clinical sites and two surgical sites. None of the four sites was adequately prepared for the type of surgical practice that is necessary in my field. I asked for a single clinical site, but there was no vision for when/how that would happen over 2 years."*

*"Minimal to no dedicated administrative assistance. Always felt like I was bothering someone to find help, and the admin staff were located 10 minute walk away."*

**Figure 10. Perceptions (Non-retirees): Career Stewardship**



Survey comments about career stewardship:

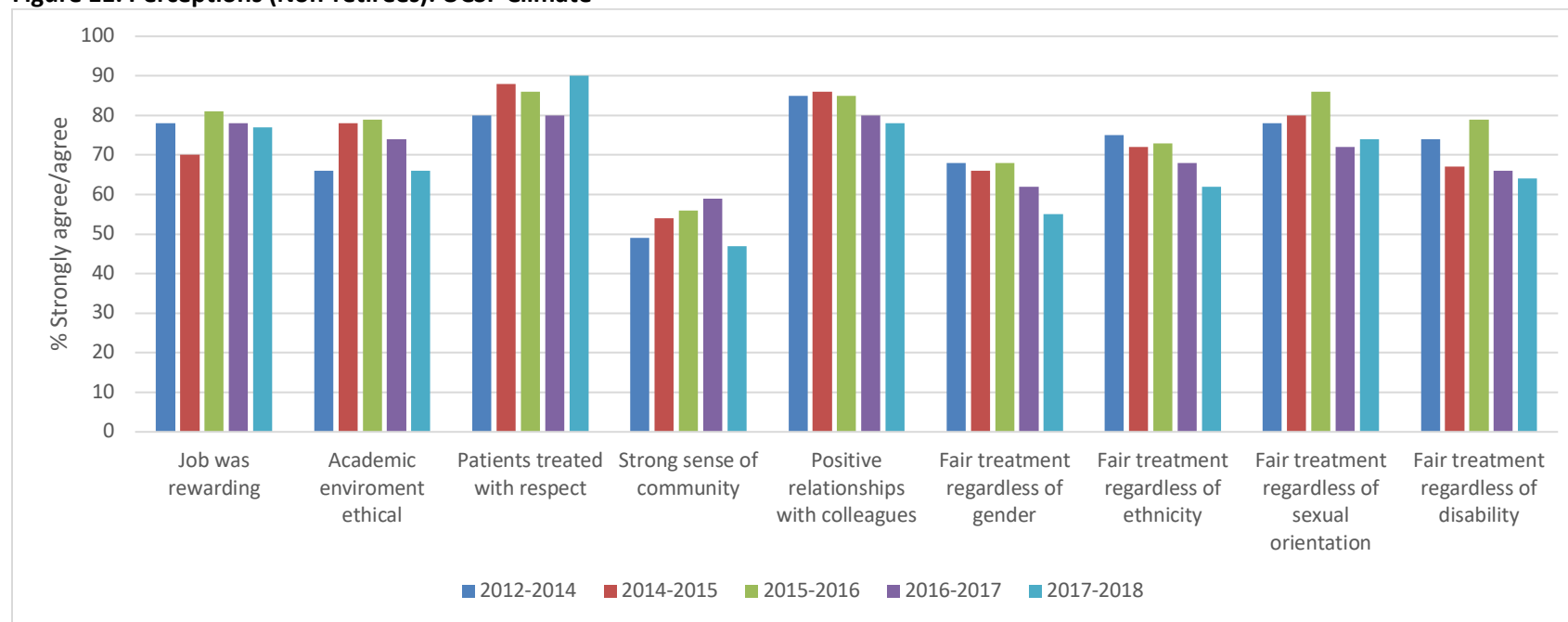
There were twelve comments about career stewardship, mentoring, advancement, leadership, or work relationships: seven were positive, three were mixed and two were negative.

- *"What made it hard to leave is the presence of amazing, dedicated and smart faculty colleagues."*
- *"My colleagues and mentors were a highlight."*
- *"I had no mentorship my first few years and had to seek out potential mentors...I think this has improved for younger faculty now, and I worked hard to help new faculty in our group."*

Again, the physically disbursed campus was mentioned:

- *"The sense of community is hard to foster between all the sites. Within each site there is a strong sense of community."*

**Figure 11. Perceptions (Non-retirees): UCSF Climate**



Survey comments about the UCSF climate:

There were seventeen comments addressing fairness, ethics, respect or community, and UCSF's treatment of everyone: one was positive, five were mixed, eleven were negative, five mentioned gender issues and two mentioned minority issues. Compare the comments below:

- *"I believe people are supportive at UCSF and I was treated very kindly."*
- *"The gender bias is very strong, very ingrained and in many cases subtle."*
- *"There are very few faculty of color and very little effort is made to recruit or retain."*

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. Results of the climate survey support many of the findings of recent faculty exit surveys. These data are currently being considered by a faculty climate survey task force with broad representation to: (a) identify efforts that may already be underway to address issues of concern; and (b) identify and prioritize specific actions to improve the successful recruitment and retention of faculty.

**APPENDIX A: Tables of Faculty Demographics for 2016-2017, 2015-2016, 2014-15, and 2012-14**

**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>3,099</b>	1,533 (50.5%)	1,566 (49.5%)	-	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%)	-

**Table 2. Demographic Descriptions 2015-16**

	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 3. Demographic Descriptions 2014-15**

		Gender			URM Status		
	Total N	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 4. 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 2016-2017, 2015-2016, 2014-15 and 2012-14.**

**Table 1. Rank and Series of UCSF Faculty, Exiting Faculty, and Survey Respondents 2016-2017**

		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 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%)



**Table 2. 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 3. 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 (16%)	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 4. 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. Reasons for Leaving UCSF and Factors Contributing to Accepting New Position for All Reporting Periods Among Non-Retirees.

Reasons for leaving UCSF and rates

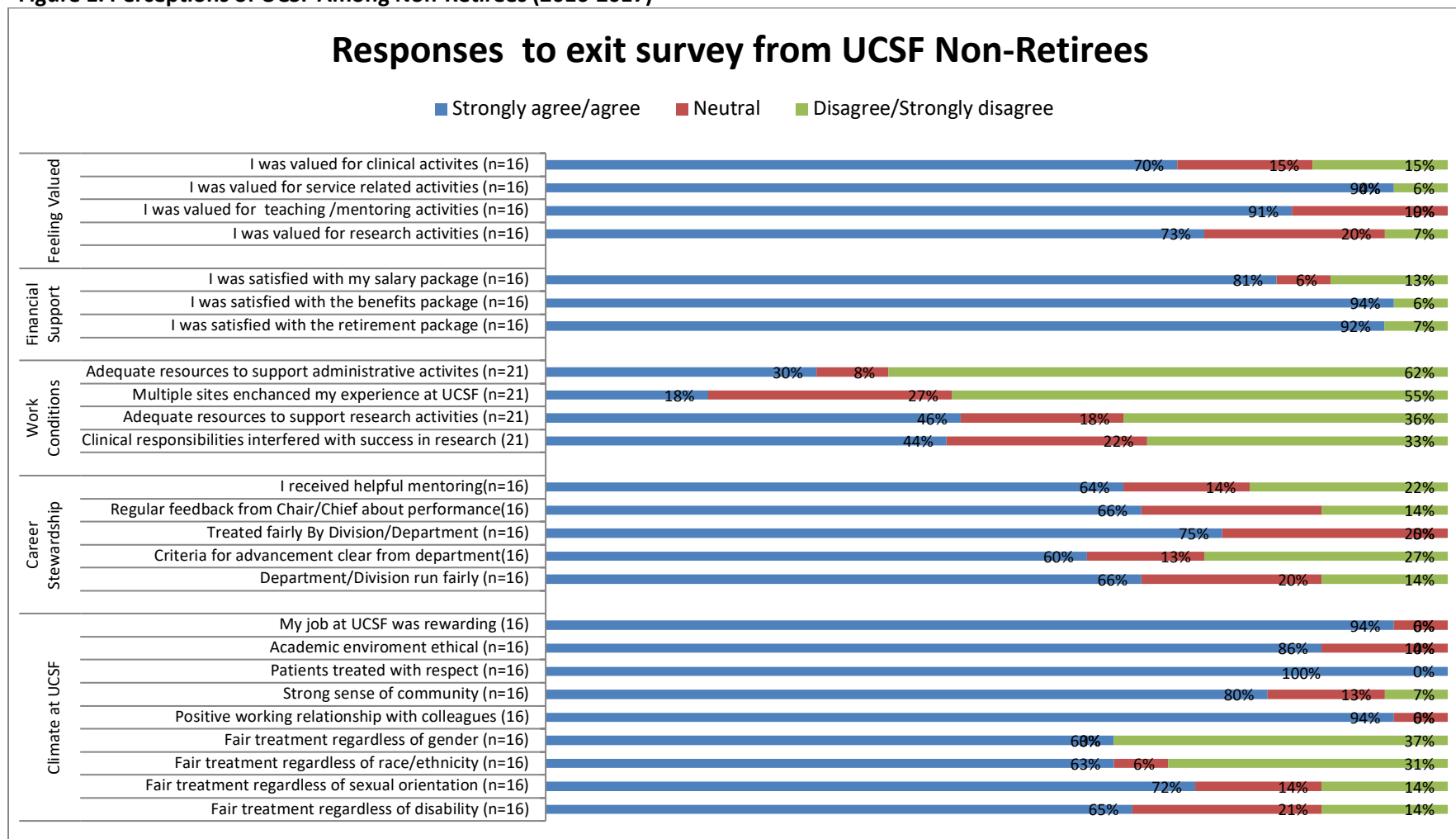
Reason	2012-14 (N=70)	2014-15 (N=49)	2015-16 (N=52)	2016-17 (N=51)	2017-18 (N=55)
Insufficient salary	#2 (33%)	#1 (51%)	#2 (29%)	#2 (37%)	#1 (51%)
High cost of living	#5 (19%)	#3 (26%)	#1 (40%)	#1 (47%)	#2 (49%)
Lack of administrative support	#3 (27%)	#5 (22%)	#4 (21%)	#4 (31%)	#3 (31%)
I felt like I did not belong	#6 (13%)	#4 (24%)	#6 (10%)	#5 (27%)	#4 (25%)
Job at UCSF did not meet my expectations	#4 (23%)	#2 (31%)	#5 (15%)	#3 (35%)	#5 (20%)
Personal or Family issues	#1 (39#)	#2 (31%)	#3 (25%)	#6 (22%)	#5 (20%)
Excessive workload due to clinical teaching	#8 (7%)	#6 (18%)	#8 (6%)	#7 (12%)	#6 (18%)
I felt I was unfairly treated due to my gender	-	#7 (10%)	#8 (6%)	#9 (8%)	#7 (13%)
Loss of Funding	#8 (7%)	-	#8 (6%)	#7 (12%)	#8 (15%)
Lack of access to quality public K-12 education	-	-	#8 (6%)	-	#9 (5%)
Excessive workload due to research	-	#7 (10%)	#7 (8%)	-	#9 (5%)
I felt I was treated unfairly due to my race/ethnicity	-	-	-	-	#9 (5%)
Problems with the promotion process	#7 (9%)	-	-	#8 (10%)	#10 (3%)

Reasons for accepting new positions and rates

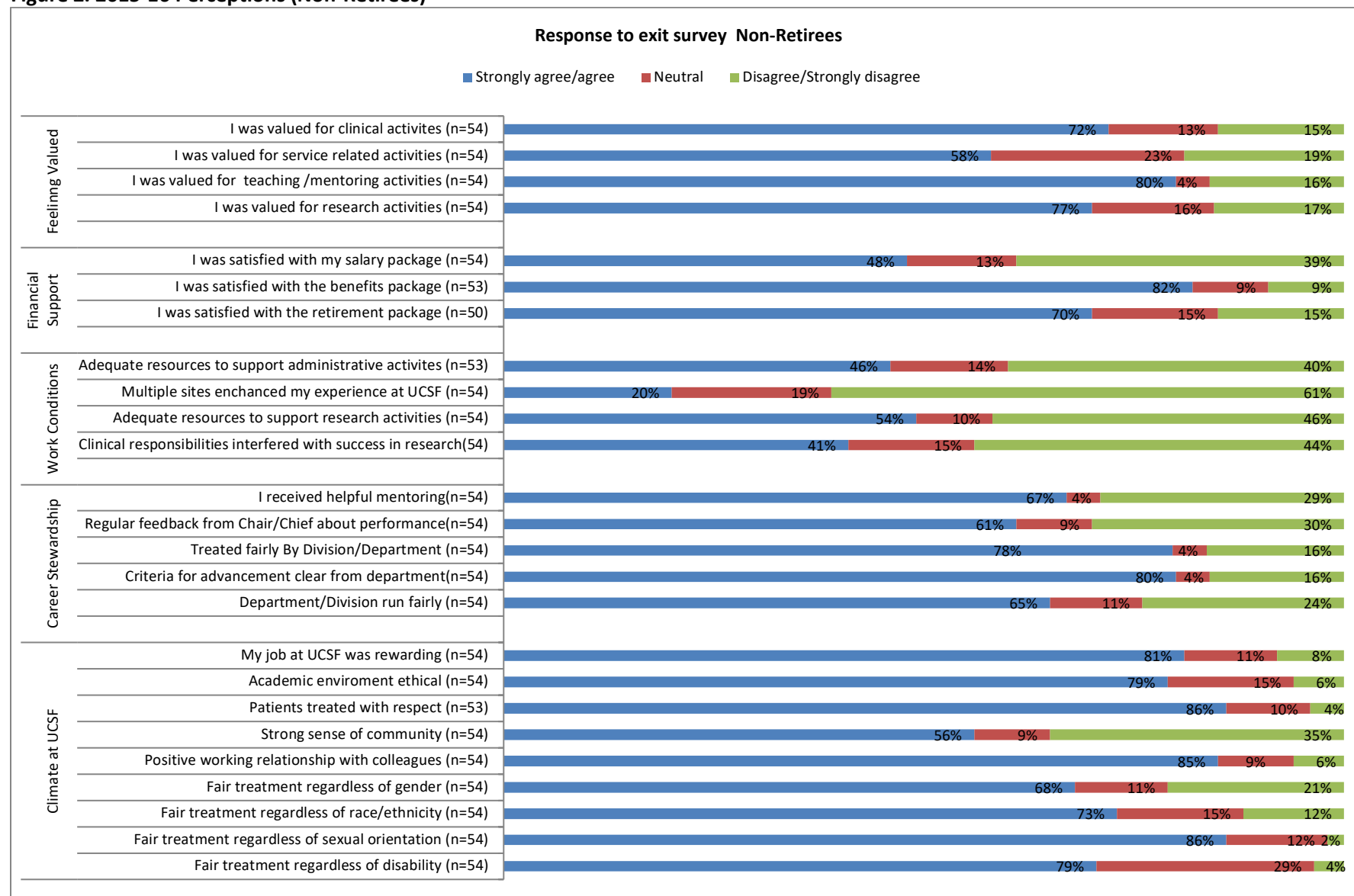
Reason	2012-14 (N=67)	2014-15 (N=46)	2015-16 (N=51)	2016-17 (N=51)	2017-18 (N=55)
Higher compensation at new job	#1 (51%)	#1 (65%)	#3 (37%)	#2 (61%)	#1 (65%)
Improved environment/admin support	#2 (43%)	#2 (61%)	#5 (33%)	#1 (63%)	#2 (64%)
More manageable workload	#8 (22%)	#3 (46%)	#8 (24%)	#7 (25%)	#3 (42%)
Family reasons	#3 (39%)	#3 (46%)	#1 (45%)	#6 (31%)	#4 (40%)
Leadership Position	#4 (36%)	#7 (24%)	#2 (39%)	#3 (41%)	#5 (38%)
Livability/affordability of new location	#6 (24%)	#6 (37%)	#4 (35%)	#4 (37%)	#6 (35%)
Better benefits package	#10 (16%)	#6 (28%)	#7 (25%)	#8 (24%)	#7 (29%)
More specific to teaching/interests/goals	#5 (25%)	#4 (39%)	#9 (16%)	#7 (25%)	#8 (27%)
More academic freedom	-	-	-	-	#9 (20%)
Offered a tenured position	-	#8 (24%)	#6 (27%)	#5 (35%)	#10 (16%)
Guaranteed salary	#7 (22%)	#8 (24%)	#8 (24%)	-	#10 (16%)

## Appendix D. Non-Retirees Perceptions of Life at UCSF for 2016-2017, 2015-2016, 2014-15, and 2012-14

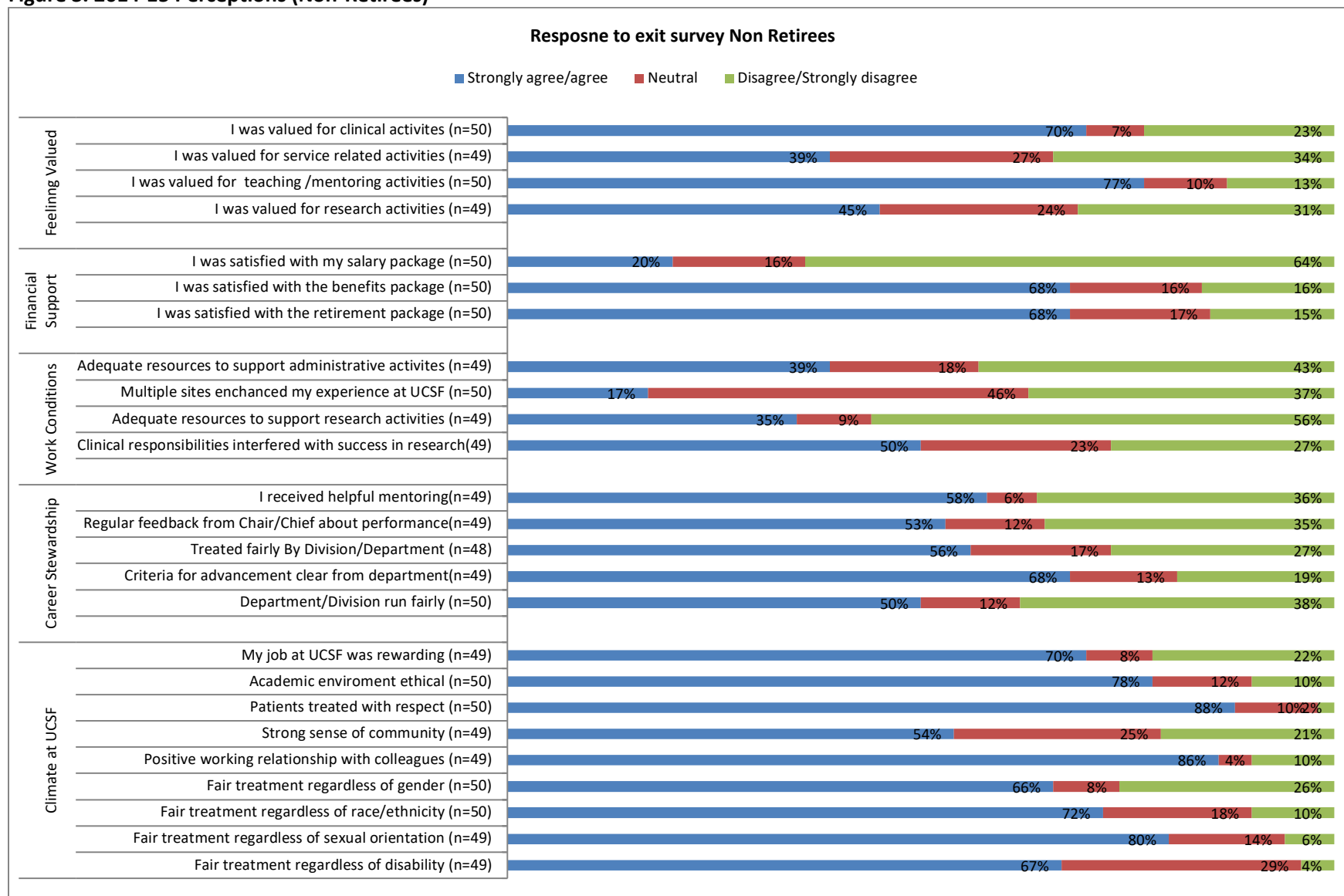
Figure 1. Perceptions of UCSF Among Non-Retirees (2016-2017)



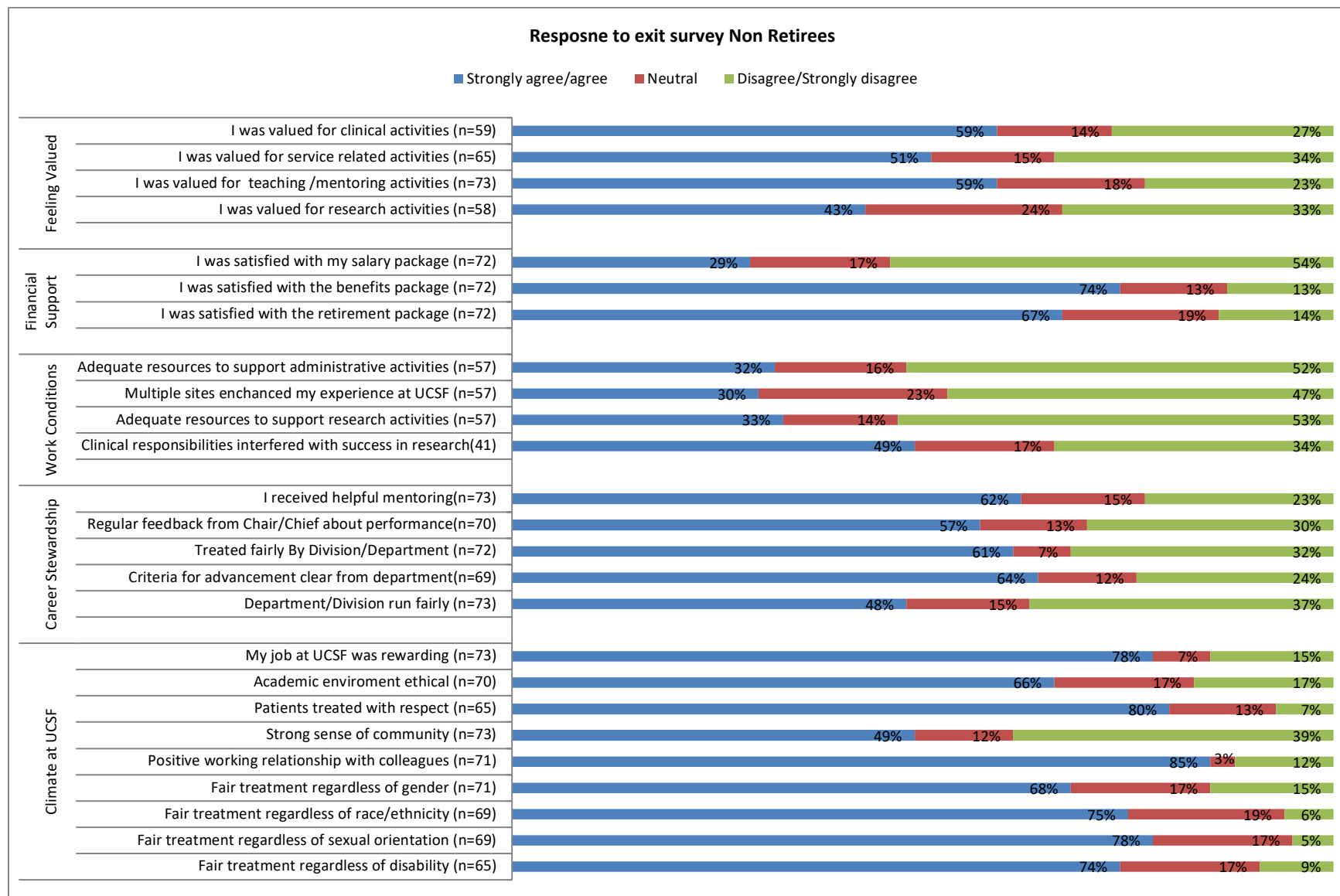
**Figure 2. 2015-16 Perceptions (Non-Retirees)**



**Figure 3. 2014-15 Perceptions (Non-Retirees)**



**Figure 4. 2012-14 Perceptions (Non-Retirees)**





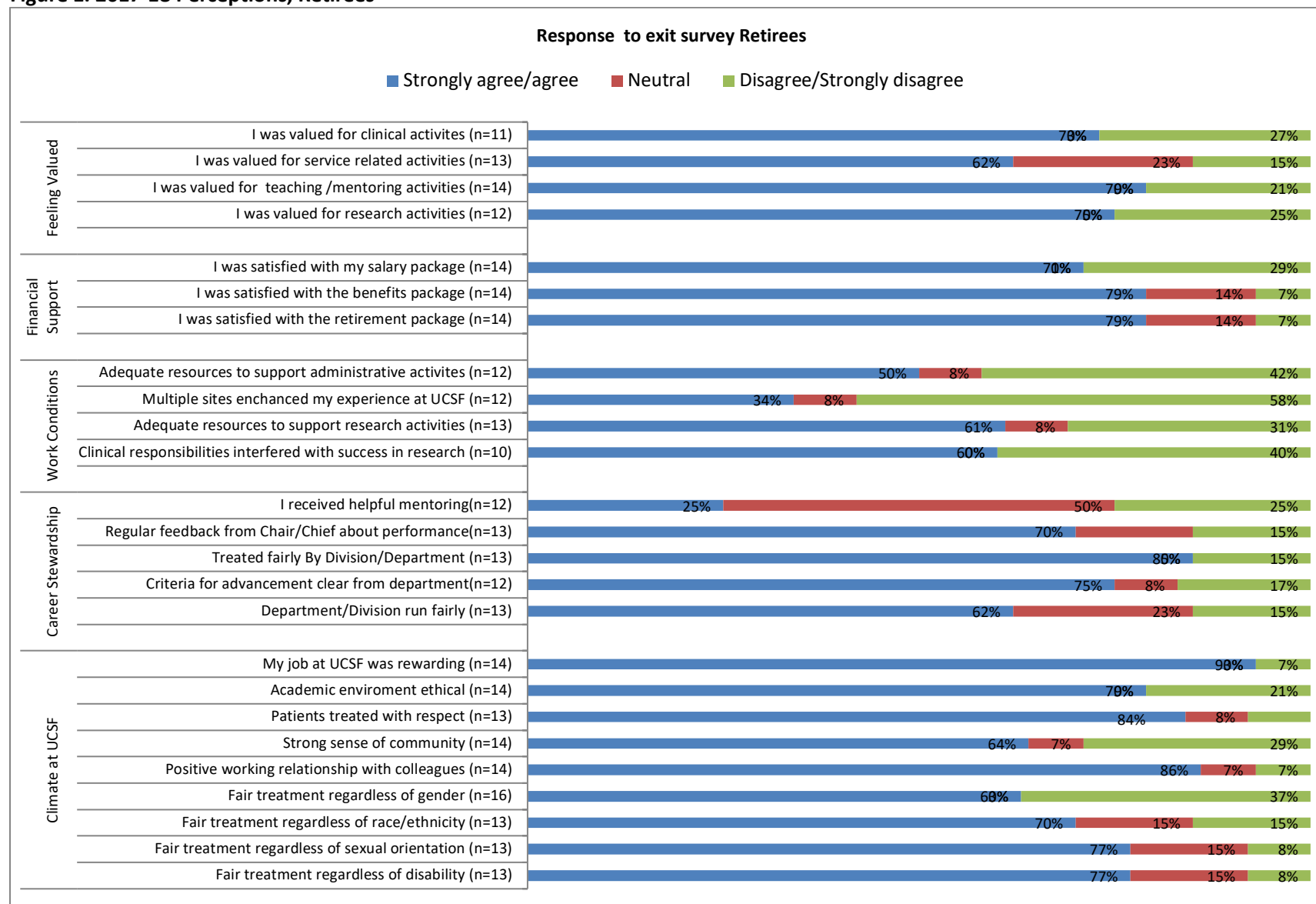
## Appendix E. Selected 2017-2018 Survey Results for Retirees

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

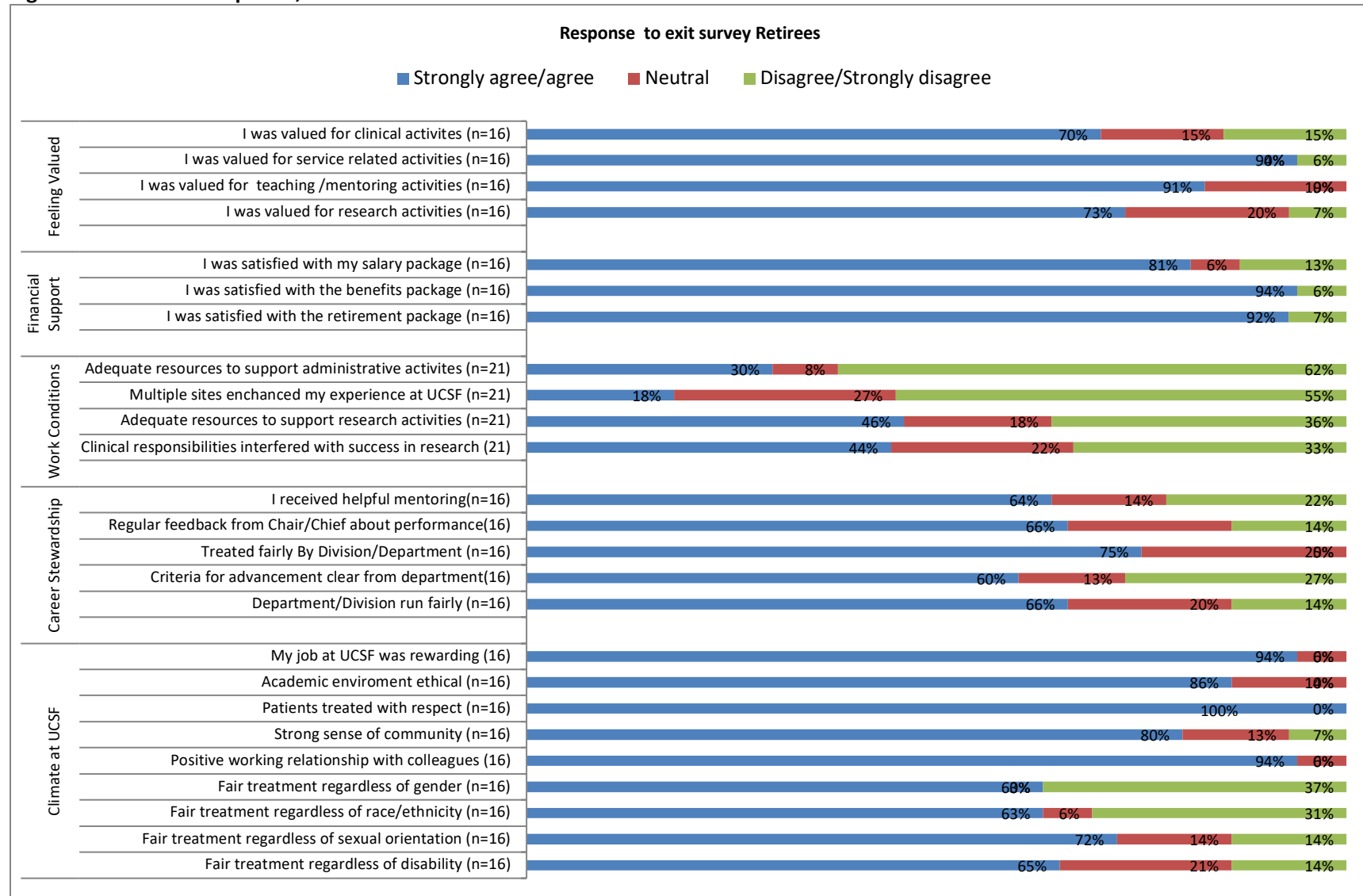
Reasons Contributing to Leaving	2012-2014 (N=15)	2014-2015 (N=10)	2015-2016 (N=21)	2016-2017 (N=16)	2017-2018 (N=14)
Lack of administrative support	27% (4)	30% (3)	10% (2)	6% (1)	14% (2)
High cost of living	-	-	-	-	7% (1)
Personal or family reasons	-	-	19% (4)	12% (2)	-
Loss of funding	-	20% (2)	-	12% (2)	7% (1)
Health Issues	-	30% (3)	-	6% (1)	7% (1)
Insufficient salary	7% (1)	-	-	6% (1)	7% (1)
I felt I was treated unfairly due to race /ethnicity	-	-	-	-	7% (1)
I felt I was treated unfairly due to religion	-	-	-	-	7% (1)
I felt like I did not belong	-	-	14% (3)	-	7% (1)
Job at UCSF did not meet my expectations	7% (1)	-	10% (2)	-	-
Excessive workload due to clinical teaching	13% (2)	-	10% (2)	-	-
I felt I was treated unfairly due to my gender	-	-	10% (2)	-	-
Excessive workload due to research	-	20% (2)	-	-	-

\* Multiple responses permitted

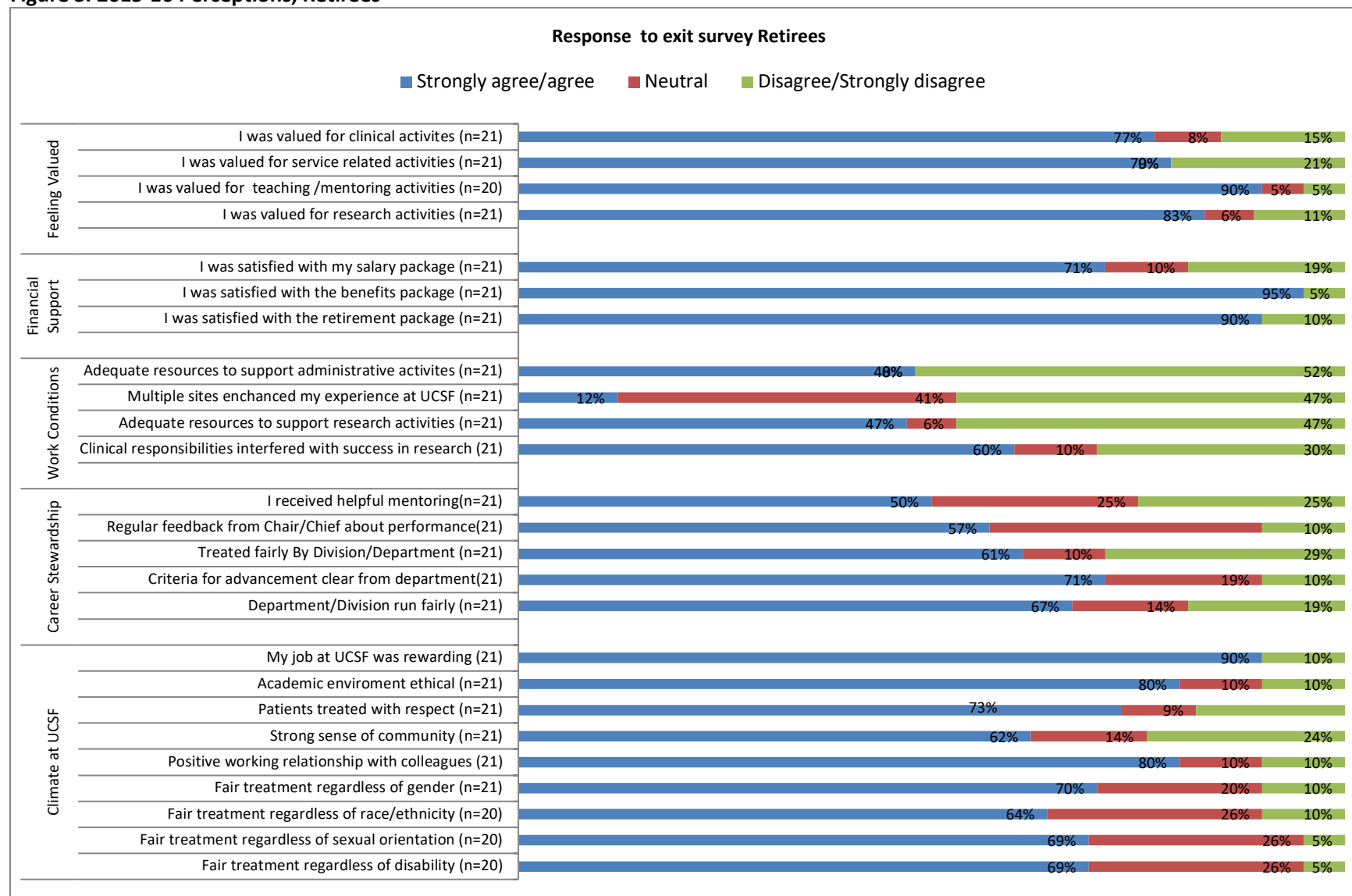
**Figure 1. 2017-18 Perceptions, Retirees**



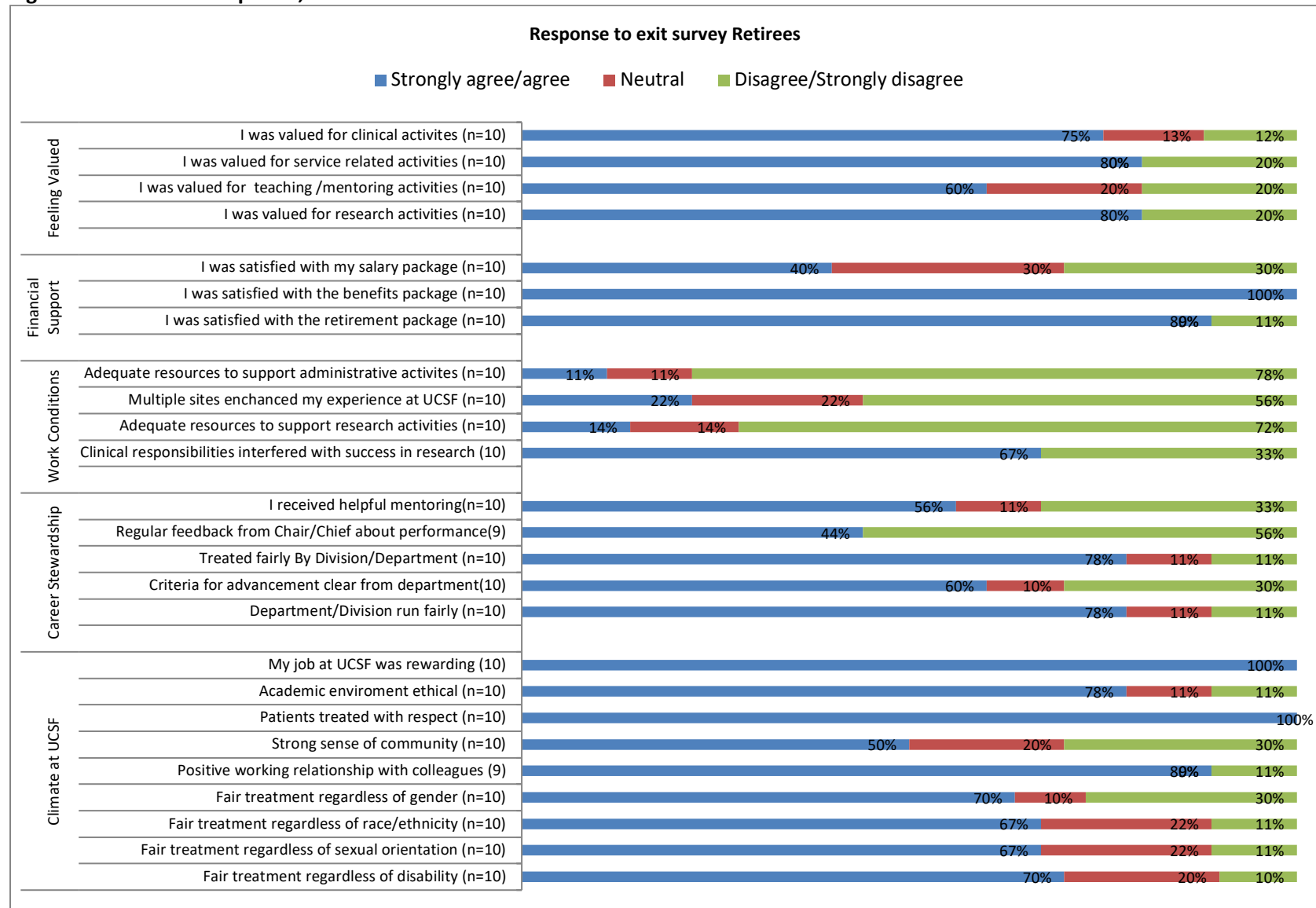
**Figure 2. 2016-17 Perceptions, Retirees**



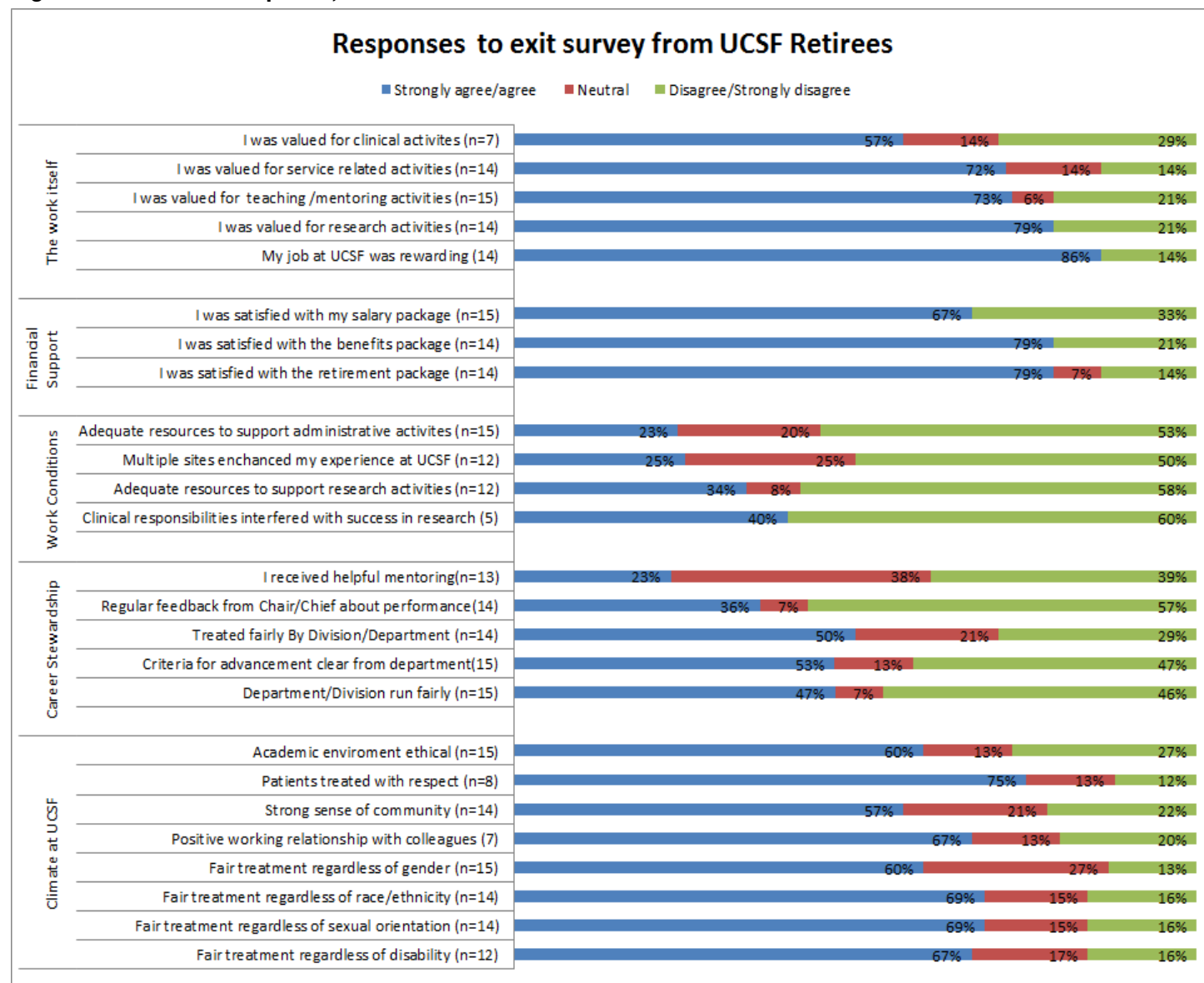
**Figure 3. 2015-16 Perceptions, Retirees**



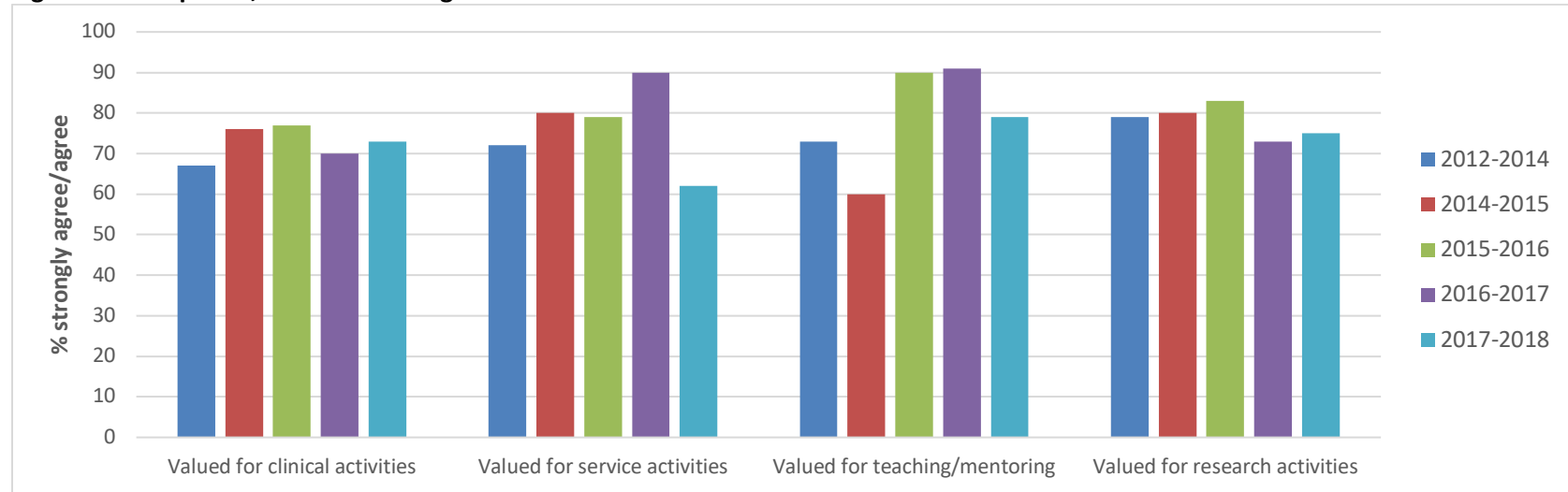
**Figure 4. 2014-15 Perceptions, Retirees**



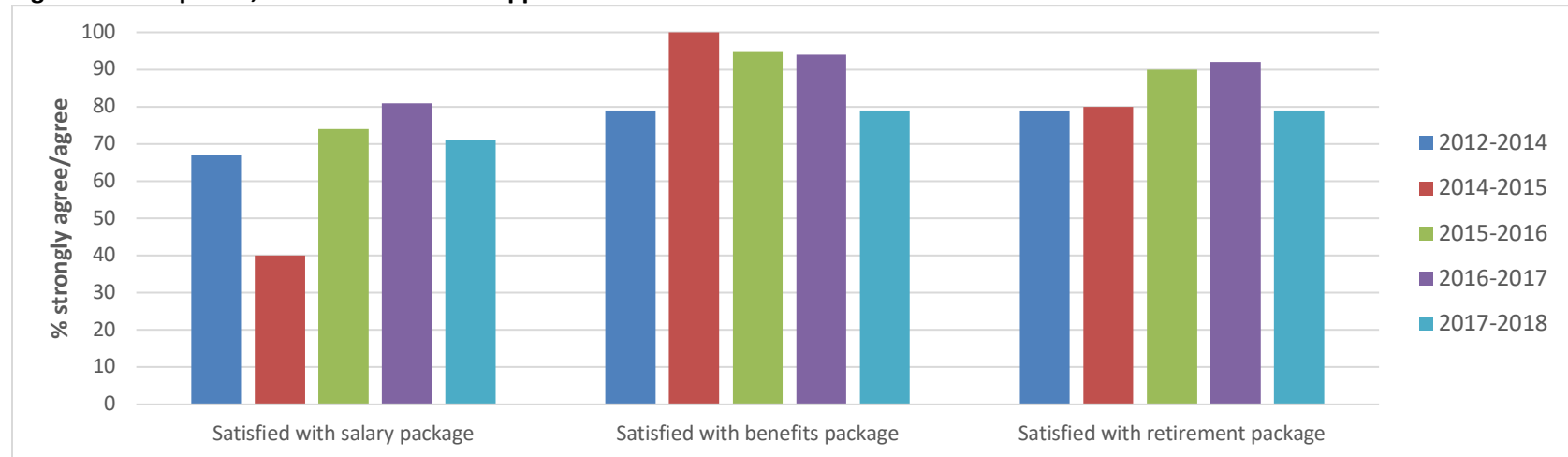
**Figure 5. 2012-14 Perceptions, Retirees**



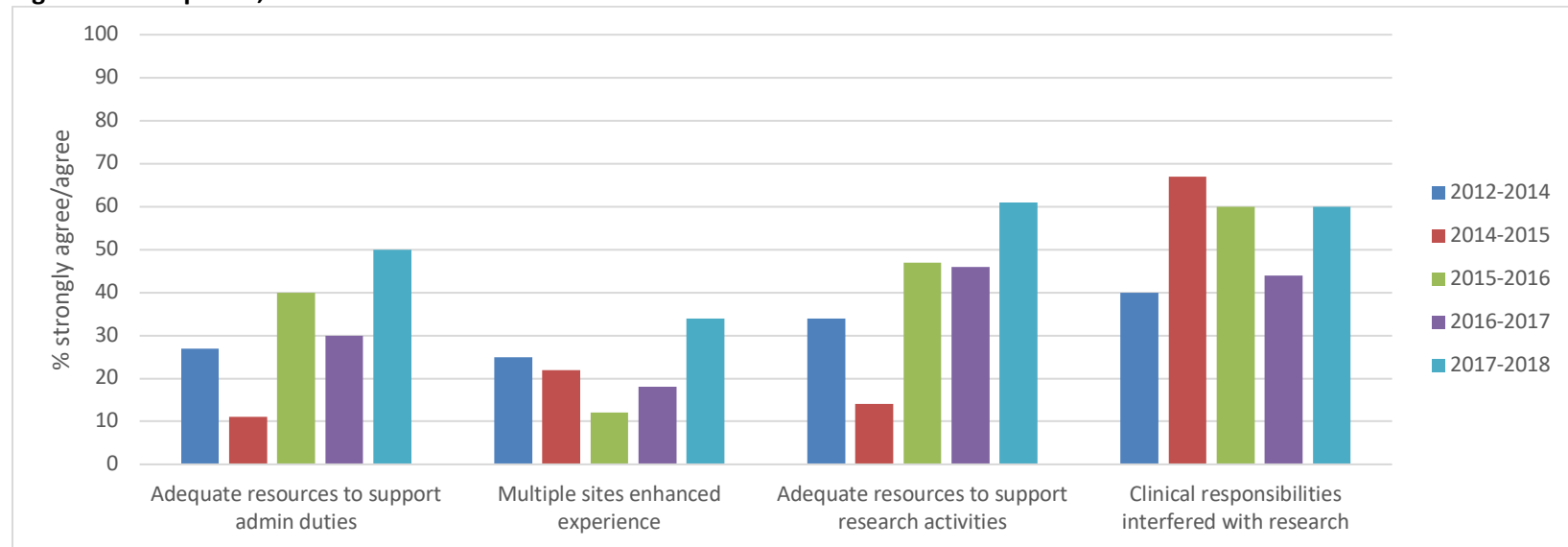
**Figure 6. Perceptions, Retirees: Feeling Valued**



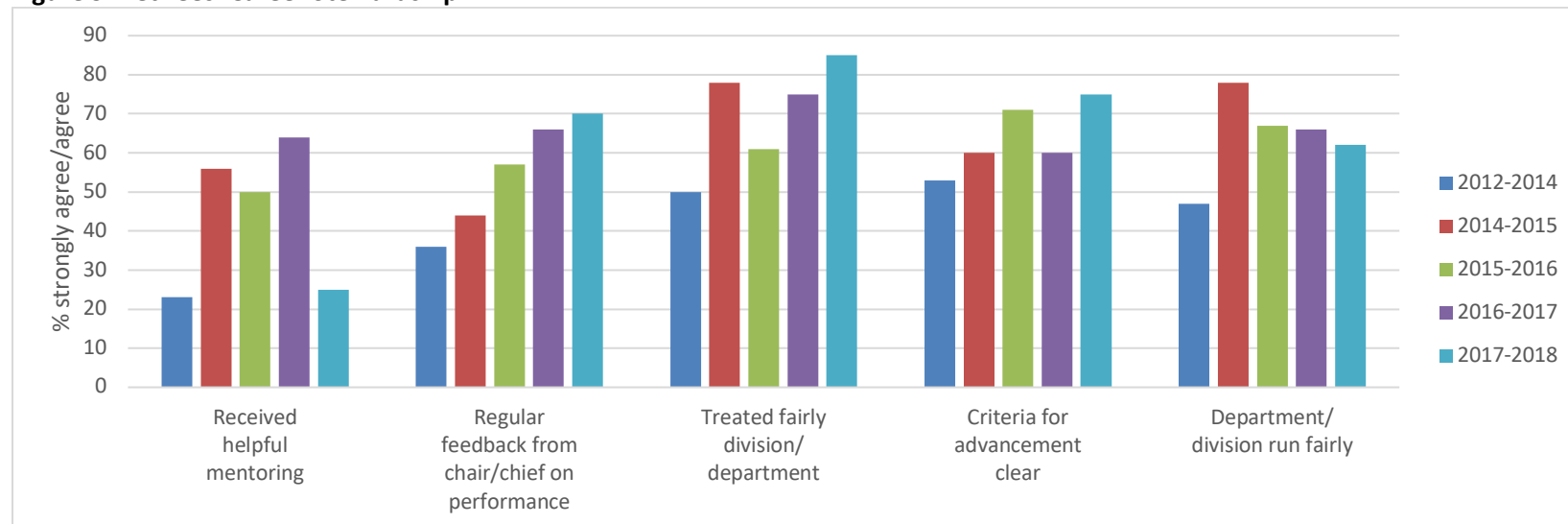
**Figure 7. Perceptions, Retirees: Financial Support**



**Figure 8. Perceptions, Retirees: Work Conditions**



**Figure 9. Retirees: Career Stewardship**





**Figure 10. Perceptions, Retirees: Climate at UCSF**

