UC San Francisco 2018-2019 Faculty Exit Survey Report

Executive Summary

This report provides an update to the 2017-18 UC San Francisco Faculty Exit Survey Report released in March 2019 by the Office of Academic Affairs and contains data from 2018-19 in addition to five prior reporting periods spanning 2012-18.

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 (2018-19), 134 faculty separated from UCSF. Seventy-eight percent (N=104) of those who separated were non-retirees and 22% (n=30) percent were retirees. Seventy-four faculty members responded to the survey (55% percent response rate). Of those, 55 (74% of respondents) were non-retirees.

Non-retirees - Gender/URM:

Women left UCSF at a slightly higher rate than their representation among the at-large faculty (53% and 50%, respectively), although the delta decreased from the prior reporting period. Men left at a slightly lower rate than their representation among the at-large faculty (47% and 50%, respectively).

The number of URM faculty who left UCSF in 2018-19 was small (9). As in the prior reporting period (and in contrast to the first four reporting periods), URM faculty left at a slightly lower rate than their representation among the at-large faculty.

As in the most recent reporting period, women continued to be more likely than men to receive a counter offer. The percent of women receiving counter offers increased from 14% in 2017-18 to 24% in 2018-19 and the percentage of men receiving counter offers increased from 10% to 19%. However the overall number of counter offers extended was low (four for women, three for men). Fifteen percent of women and 41% of men said they would not consider a counter-offer in 2018-19.

Non-retirees - Series/Rank:

- As in all prior reporting periods, Health Sciences (HS) Clinical series faculty left UCSF at a rate higher than their representation among the at-large faculty (49% and 43%, respectively in 2018-19).
- As in all prior reporting periods, Adjunct series faculty left UCSF at a rate higher than their representation among the at-large faculty, (24% and 12%, respectively in 2018-19).
- As in all prior reporting periods, Assistant rank faculty left UCSF at rates substantially higher than their representation among the at-large faculty (59% and 37%, respectively in 2018-19).

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

- Forty-four percent of faculty left UCSF for an academic position at another institution.
- Of those who responding to a question regarding how they found their new position, 35% indicated that they were looking for a new job prior to their departure; this is a lower percentage than in most prior reporting periods.
- Among non-retirees, salary, and cost-of-living issues were paramount reasons for leaving UCSF.
    - In 2018-19, high cost of living and insufficient salary were the contributing factors most often cited as a reason for faculty departures (cited by 47% of respondents), followed by personal or family reasons (37%).
    - Lack of administrative support continues to be a significant factor contributing to the decision to leave UCSF as it was one of the third most cited factors (27%) by respondents
    - Twenty-seven percent of respondents also cited "job at UCSF did not meet my expectations" as a reason for leaving. This represents an increase from most other reporting periods..

Comments from 2018-19 indicate that the high cost of living, long commutes and challenges associated with raising a family in the San Francisco Bay Area were important factors in faculty members' decisions to depart UCSF:

- *"The cost of living in SF is astronomical.*
- *"Salary was not adequate to cover housing cost in the [B]ay [A]rea."*

- *"Commuting 2-3 hours per work day."*

Non-retirees - Perceptions about UCSF:
Whereas across many survey domains (e.g., feeling valued, financial support, work conditions, career stewardship, climate), 2017-18 responses indicated a decrease or stalling in some of the improvements noted in prior reporting periods, 2018-19 responses indicated improvements across all domains, most notably in work conditions and career stewardship. Of note, there was an increase in the number of faculty reporting that they had adequate resources to support their research and a decrease in the number of faculty who 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 our 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. In response to the September 2017 Faculty Climate Survey, a Faculty Climate Task Force with broad representation from across UCSF was convened. The Task Force's charge was to review the survey results, seek stakeholder input, identify problems that need to be addressed and recommend specific actions. The Climate Task Force's report was released in September 2019.

Web page: Faculty Climate Survey

UC San Francisco 2018-2019 Faculty Exit Survey Report

This report provides an update to the 2017-18 UC San Francisco Faculty Exit Survey Report released in March 2019 by the Office of Academic Affairs.

During the current analysis time period (2018-19):

- 134 faculty separated from UCSF.
- Seventy-eight percent of those who separated were non-retirees (n=104) and twenty-two percent were retirees (n=30).
- Seventy-four faculty members responded to the survey (55% response rate).
- Comparisons *among non-retiree faculty* showed some differences when compared to the five prior reporting periods (2012-14, 2014-15, 2015-16 ,2016-2017, and 2017-2018).

Part I. Faculty Demographic Factors

Table 1. Demographic Descriptions: 2018-2019

	Totals	Gender			URM Status		
	Total N	Female N (%)	Male N (%)	Unknown N (%)	URM N (%)	Non-URM N (%)	Unknown N (%)
All UCSF Faculty	**3,516**	1768 (50.3%)	1748 (49.7%)	-	293 (8%)	3053 (87%)	170 (5%)
All Separated Faculty	**134**	71 (53%)	63 (47%)	-	9 (7%)	120 (89%)	5 (4%)
Non-Retirees	**104**	55 (53%)	49 (47%)	-	7 (7%)	92 (88%)	5 (4%)
Retirees	**30**	16 (53%)	14 (47%)	-	2 (6%)	28 (94%)	-
All Survey Respondents	**74**	31 (42%)	33 (45%)	10 (13%)	3 (4%)	60 (81%)	11 (15%)
Non-Retirees	**55**	20 (36%)	27 (49%)	8 (15%)	2 (4%)	43 (78%)	10 (18%)
Retirees	**19**	11 (58%)	6 (32%)	2 (10%)	1 (5%)	17 (90%)	1 (5%)

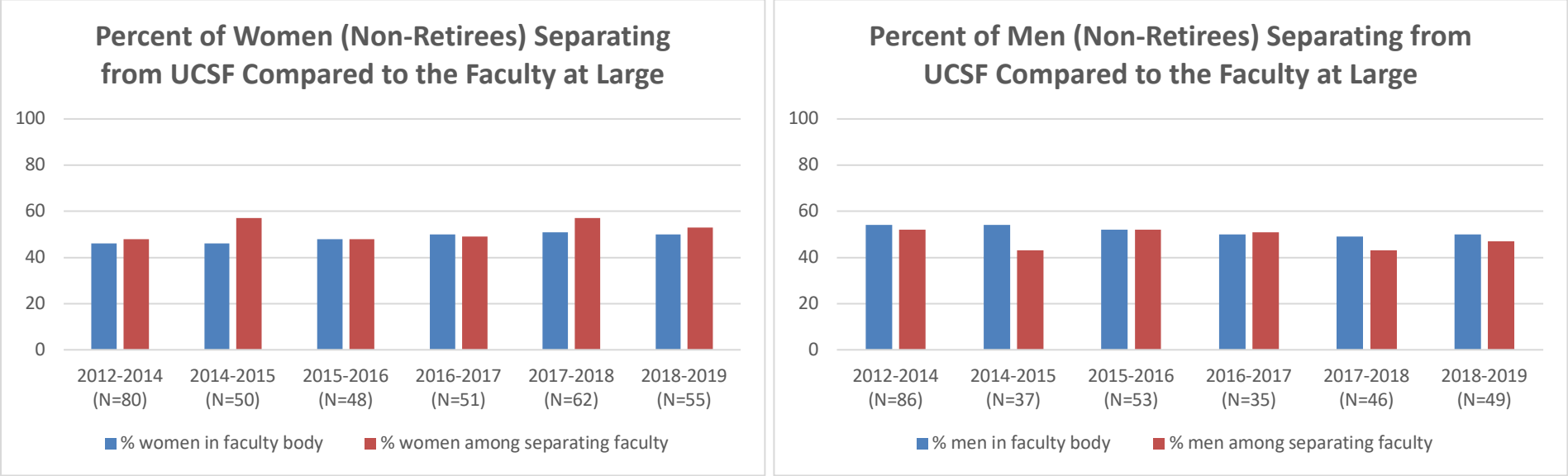
Selected observations and comparisons between 2018-19 and prior reporting periods for non-retirees:

- The non-retiree separation rate in 2018-19 (3%) matched that from all prior reporting periods.
- The survey participation rate (55%) was higher than in all prior reporting periods.

See Appendix A for faculty demographics from prior reporting periods (2017-18, 2016-17, 2015-16, 2014-15 and 2012-14).

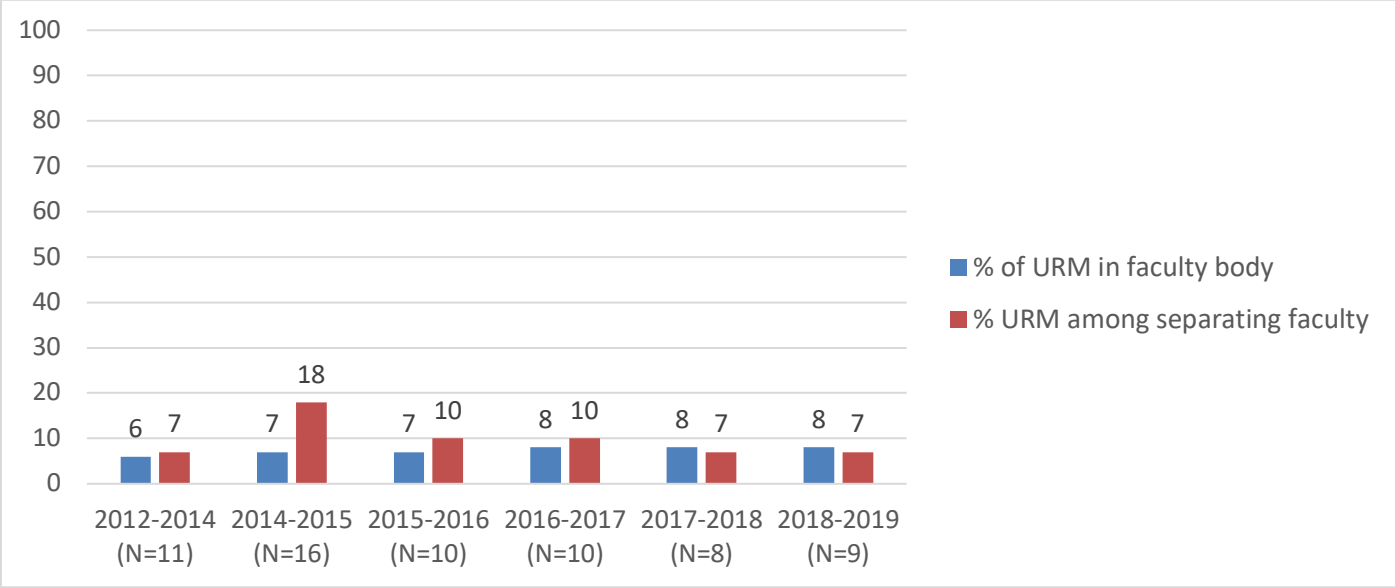
Demographic differences in separations:

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



In 2018-19, women 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 reporting periods.

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



As In 2017-18, 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. The N values are the number of URM faculty non-retirees who separated for each reporting period.

Part II. Faculty Rank and Series

Table 2. Rank and Series of UCSF Faculty, Exiting Faculty, and Survey Respondents 2018-2019

		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 (%)
UCSF Faculty	**3516**	1287 (37%)	831 (23%)	1,398 (40%)	-	349 (10%)	547 (16%)	654 (19%)	437 (12%)	1,529 (43%)	-
All Separated Faculty	**134**	62 (46%)	23 (17%)	49 (37%)	-	8 (6%)	11 (8%)	26 (20%)	30 (22%)	59 (44%)	-
Non -Retirees	**104**	61 (59%)	21 (20%)	22 (21%)	-	3 (3%)	6 (6%)	19 (18%)	25 (24%)	51 (49%)	-
Retirees	**30**	1 (3%)	2 (7%)	27 (90%)	-	5 (17%)	5 (17%)	7 (23%)	5 (17%)	8 (26%)	-
All Survey Respondents	**74**	34 (46%)	12 (16%)	23 (31%)	5 (7%)	7 (10%)	6 (8%)	13 (18%)	18 (24%)	24 (32%)	6 (8%)
Non -Retirees	**55**	33 (60%)	11 (20%)	6 (11%)	5 (9%)	1 (2%)	3 (5%)	9 (16%)	16 (29%)	20 (37%)	6 (11%)
Retirees	**19**	1 (5%)	1 (5%)	17 (90%)	-	6 (32%)	3 (16%)	4 (21%)	2 (10%)	4 (21%)	-

Non-retirees - Selected observations and comparisons with prior reporting periods:

Rank

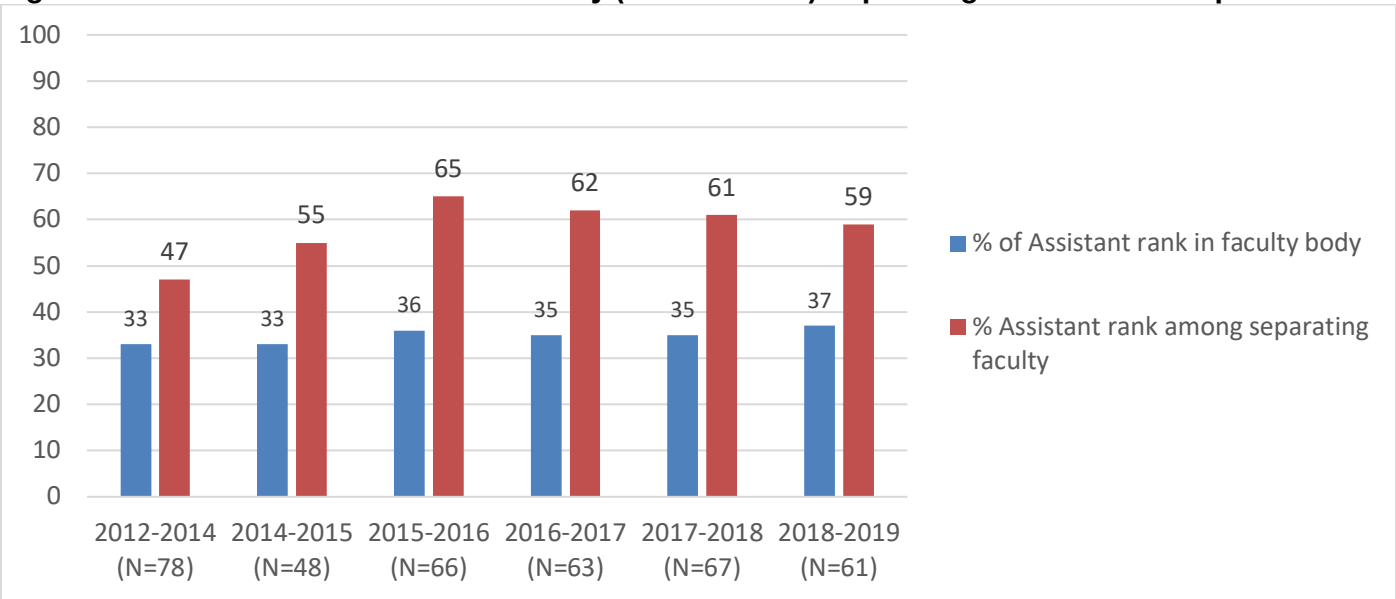
- Assistant rank faculty left at a higher rate than their representation among the faculty at large (59% and 37%, respectively). Figure 3 shows comparison to prior reporting periods.
- Faculty at the full Professor rank left at a lower rate than their representation among the faculty at large (21% and 40%, respectively).
- Faculty at the Associate rank left at a slightly lower rate than their representation among the faculty at large (20% and 23%, respectively).

Series

- HS Clinical series faculty continue to leave at a higher rate than their representation among the faculty at large (49% and 43%, 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 (24% and 12%, respectively). This represents an increase from 2017-2018 (16% and 13%) and is on par with 2016-17 (24% and 14%, respectively and 2015-16 (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 2018-19, 57% and 28%, respectively; a slight increase from the prior reporting period (53% and 25%, respectively)).

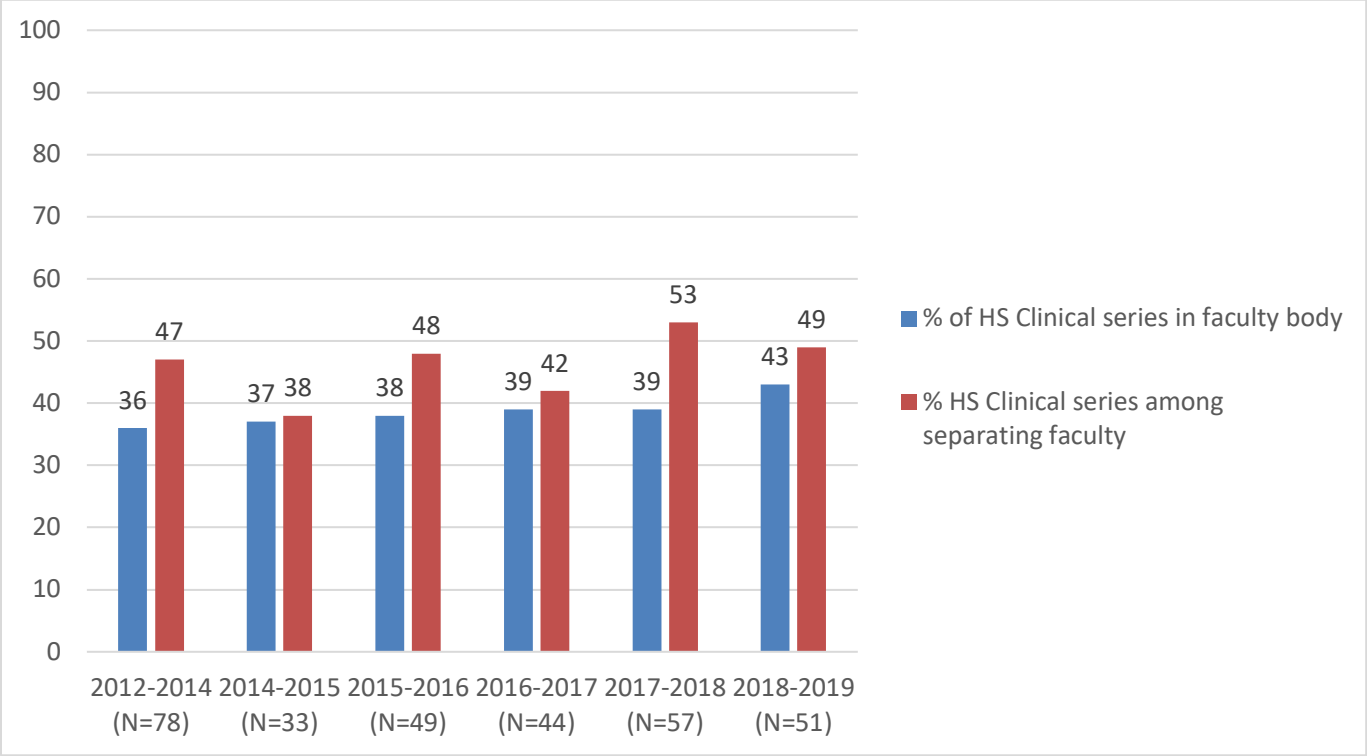
See Appendix B for faculty rank and series tables from prior reporting periods.

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



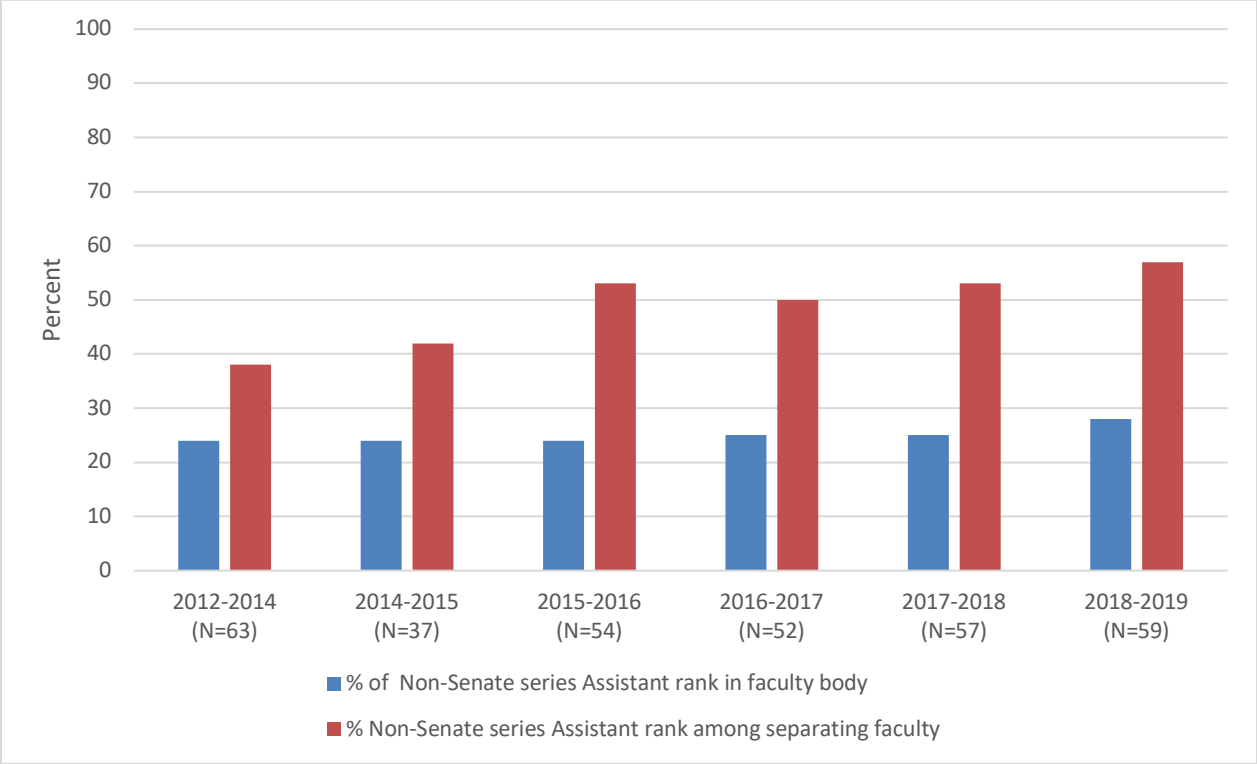
The N values are the number of Assistant rank faculty non-retirees who separated for each reporting period.

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



The N values are the number of HS Clinical series faculty non-retirees who separated for each reporting period.

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



The N values are the number of Non-Senate Assistant rank faculty non-retirees who separated for each reporting period.

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	2018-2019 (N=55)	2017-2018 (N=57)	2016-2017 (N=52)	2015-2016 (N=54)	2014-2015 (N=50)	2012-2014 (N=78)
Academic position at another institution	44% (24)	49% (28)	50% (26)	50% (27)	46% (23)	44% (34)
Position in industry/private sector	24% (13)	12% (7)	19% (10)	15% (8)	18% (9)	14% (11)
Went into private practice	18% (10)	21% (12)	10% (5)	13% (7)	20% (10)	18% (14)
Other	9% (5)	14% (8)	17% (9)	17%(9)	12% (6)	12% (9)
Left work force temporarily	5% (3)	2% (1)	2%(1)	4% (2)	2% (1)	6% (5)
Made a career change	-	-	2%(1)	2%(1)	-	3% (2)
Additional education/training	-	2% (1)	-	-	2% (1)	1% (1)
Did not respond (unknown)	-	-	-	-	-	3% (2)

*Single response permitted

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

	2018-2019	2017-2018	2016-2017	2015-2016	2014-2015	2012-2014
Among those entering new position: How did you learn of new position?	**N=48**	**N=51**	**N=47**	**N=42**	**N=42**	**N=40**
Recruited by another institution	44% (21)	35% (18)	32% (15)	31% (13)	31% (13)	3%(1)
Looking for new job	35% (17)	45% (23)	47% (22)	33% (14)	43% (18)	62%(25)
Not looking, but colleague told me about it	15% (7)	18% (9)	17%(8)	7%(3)	14%(6)	23%(9)
Other	6% (3)	2%(1)	4%(2)	29%(12)	12%(5)	13%(5)
Did UCSF make a counter offer?	**N=52**	**N=55**	**N=50**	**N=49**	**N=47**	**N=63**
Said I would not accept a counter offer	29% (15)	16% (9)	20% (10)	16% (8)	15% (7)	18% (11)
Among those who would accept a counter offer:	N=37	N=46	N=40	N=41	N =40	N=52
Yes, counter offer made	19% (7)	13% (6)	25% (10)	32% (13)	15% (6)	19%(10)
No, counter offer not made	81% (30)	87% (40)	75% (30)	68% (28)	85% (34)	81%(42)
Were you given the opportunity to discuss reasons for leaving with department chair/ORU director, division chief/chair or dean prior to leaving?	**N=42**	**N=51**	**N=48**	**N=54**	**N=47**	**N=74**
Yes	79% (33)	82%(42)	75% (36)	83% (43)	81%(38)	78%(58)
No	21% (9)	18% (9)	25% (12)	17%(9)	19%(9)	22%(16)

Selected observations and comparison of 2018-19 with prior reporting periods (non-retirees):

- As in prior reporting periods, the majority of faculty departed UCSF in order to accept a position at another academic institution.
- The rate of faculty looking for new job prior to their exit (35%) was lower than in most prior reporting periods. Over the five survey periods, in only one (2012-14) were more than 50% of faculty looking for a new job prior to their departure.

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

Top reasons *for leaving UCSF* and rates by survey period

Reason	2018-19 (N=51)	2017-18 (N=55)	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)	2012-14 (N=70)
Insufficient salary	#1 (47%)	#1 (51%)	#2 (37%)	#2 (29%)	#1 (51%)	#2 (33%)
High cost of living	#1 (47%)	#2 (49%)	#1 (47%)	#1 (40%)	#3 (26%)	#5 (19%)
Personal or family issues	#2 (37%)	#5 (20%)	#6 (22%)	#3 (25%)	#2 (31%)	#1 (39%)
Lack of administrative support	#3 (27%)	#3 (31%)	#4 (31%)	#4 (21%)	#5 (22%)	#3 (27%)
Job at UCSF did meet expectations	#3 (27%)	#5 (20%)	#3 (35%)	#5 (15%)	#2 (31%)	#4 (23%)
I felt like I did not belong	#4 (18%)	#4 (25%)	#5 (27%)	#6 (10%)	#4 (24%)	#6 (13%)
Excessive workload due to clinical teaching	#5 (12%)	#6 (18%)	#8 (12%)	#7 (6%)	#6 (18%)	#8 (7%)

Top reasons for *accepting new positions* and rates by survey period

Reason	2018-19 (N=51)	2017-18 N=55	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)	2012-14 (N=70)
Family reasons	#1 (55%)	#4 (40%)	#6 (31%)	#1 (45%)	#3 (46%)	#3 (39%)
Higher compensation at new job	#2 (53%)	#1 (65%)	#2 (61%)	#3 (37%)	#1 (65%)	#1 (51%)
Improved environment/ admin support	#3 (51%)	#2 (64%)	#1 (63%)	#5 (33%)	#2 (61%)	#2 (43%)
Livability/ affordability of new location	#4 (45%)	#6 (35%)	#4 (37%)	#4 (35%)	#5 (37%)	#6 (24%)
More manageable workload	#5 (37%)	#3 (42%)	#7 (25%)	#8 (24%)	#3 (46%)	#7 (22%)

*Multiple responses permitted

Selected observations regarding departure of non-retirees:

- The top six reasons for leaving in 2018-19 were nearly the same as in prior reporting periods.
- Five of the top six reasons cited for accepting a new position in 2018-19 were also cited among the top six reasons for leaving UCSF in the current and prior reporting periods.
- In 2018-2019, 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 the two most recent reporting periods:
    - *"I greatly enjoyed and appreciated my time at UCSF. Ultimately, it was the cost of living that lead my family and I to seek opportunities elsewhere."*
    - *"Appreciate UCSF's…salary provided and realize UCSF's limitations, but SF has high cost of living, also new position offered exciting new responsibilities."*
    - *"Long commute and high workload, hard for work life balance."*
    - *"Commuting 2-3 hours per work day."*

Multiple comments suggest that increased opportunities for leadership and/or increased responsibilities elsewhere contributed to departure decisions:

- *"The counteroffer was great but did not create the leadership opportunity the other institution created."*
- *"Excellence of both the opportunities and environment at my new institution."*

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

Approximately 3% (non-retirees) of the 3,516 UCSF faculty departed last year. Leadership opportunities appear to be a notable factor in decisions to accept positions elsewhere as evidenced by 27% of respondents indicating that they left UCSF for a leadership position[1]. The comments suggest that this was particularly important for those departing UCSF for a position elsewhere in academia. The comments also suggest that for some, reliance on soft money contributed to their decision to leave. Comments continue to suggest that UCSF's physically distributed locations present logistical challenges for both researchers/basic scientists and clinicians. However, there was a slight increase in the percentage of faculty (24%) who agreed with the statement "The multiple sites enhanced my experience working at UCSF".

In response to the question "What did you like least about working at UCSF", 17% of the comments (N=41) reference salary or salary related matters and 7% mentioned funding related matters. When asked, "What could UCSF have done to retain you on the faculty", 30% of the responses (N=43) referenced salary or salary related matters and 12% mentioned funding.

Those departing UCSF also commented on what they liked most about working at UCSF. The responses underscore UCSF's many strength and include comments such as:

- *"Being in an excellent academic environment"*
- *"Extremely competent and passionate colleagues, great research infrastructure"*
- *"Excellent colleagues, cutting edge clinical care and research, amazing reputation."*

[1] "Leadership position" elsewhere was the 6th top reason faculty accepted positions elsewhere in 2018-19.

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

	Women						Men					
Reason for Leaving UCSF (Non-Retiree)	2018-19 (N=19)	2017-18 (N=33)	2016-17 (N=25)	2015-16 (N=22)	2014-15 (N=32)	2012-14 (N=36)	2018-19 (N=27)	2017-18 (N=22)	2016-17 (N=26)	2015-16 (N=30)	2014-15 (N=17)	2012-14 (N=25)
High cost of living	#1 (42%)	#2** (36%)	#1 (56%)	#1 (41%)	#3 (28%)	-	#2 (48%)	#1 (68%)	#1 (38%)	#1 (40%)	#3 (29%)	#3 (32%)
Insufficient salary	#2 (37%)	#1 (52%)	#3 (36%)	#3 (36%)	#1 (59%)	#2 (31%)	#1 (56%)	#2 (50%)	#1 (38%)	#2 (23%)	#2 (35%)	#1 (40%)
Personal or family Issues	#2 (37%)	#5 (18%)	#6 (24%)	#1 (41%)	#2 (34%)	#1 (50)%	#3*** (33%)	#4 (23%)	#6 (19%)	#4 (13%)	-	#2 (36%)
Job at UCSF did not meet my expectations	#2 (37%)	#5 (18%)	#2 (40%)	#5 (23%)	-	#3 (25%)	#4 (26%)	#4 (23%)	#4 (31%)	#4 (13%)	-	#2 (36%)
Lack of administrative support	#3 (26%)	#2 (36%)	#5 (28%)	#4 (27%)	#4 (25%)	#2 (31%)	#4 (26%)	#4 (23%)	#3 (35%)	#5 (10%)	#1 (41%)	-
Excessive workload due to clinical teaching	#4 (21%)	#4 (21%)	-	#6 (14%)	#4 (25%)	-	#7 (4%)	#5 (14%)	-	-	-	-
I felt like I did not belong	#5 (16%)	#3 (27%)	#4 (32%)	-	-	-	#5 (19%)	#4 (23%)	#5 (23%)	-	-	-
Problems With Promotion Process	#5 (16%)	-	-	-	-	-	-	-	-	-	-	-

*Multiple responses permitted
** For women, the second most common reason given for leaving, “other”, is not reflected in this table.
*** For men, the third 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	2018-19 (N=19)	2017-18 (N=33)	2016-17 (N=25)	2015-16 (N=21)	2014-15 (N=29)	2012-14 (N=36)	2018-19 (N=27)	2017-18 (N=22)	2016-17 (N=26)	2015-16 (N=30)	2014-15 (N=17)	2012-14 (N=24)
Family reasons	#1 (68%)	#4 (39%)	#6 (36%)	#1 (57%)	#4 (52%)	#1 (36)	#3 (44%)	#4 (41%)	-	#2 (37%)	-	-
Improved environment/ admin. support	#2 (42%)	#1 (67%)	#1 (64%)	#4 (33%)	#2 (62%)	#3 (29%)	#1 (59%)	#2 (59%)	#2 (61%)	#3 (33%)	#2 (59%)	#2 (46%)
Higher compensation at new job	#2 (42%)	#2[2] (64%)	#2 (52%)	#2 (43%)	#1 (66%)	#2 (42%)	#1 (59%)	#1 (68%)	#1 (69%)	#3 (33%)	#1 (65%)	#1 (58%)
More manageable workload	#2 (42%)	#3 (52%)	#7 (25%)	#4 (33%)	#3 (57%)	-	#4 (33%)	#6 (27%)	-	-	-	-
Livability/affordability of new location	#3 (37%)	#6 (24%)	#4 (40%)	#3 (38%)	#1 (34%)	#5 (26%)	#2 (48%)	#3 (50%)	#3 (35#)	#3 (33%)	#3 (31%)	#4 (29%)
Guaranteed Salary	#3 (37%)	-	-	-	-	-	#6 (22%)	-	-	-	-	-
Leadership position	#4 (32%)	#5 (30%)	#3 (48%)	#4 (33%)	-	#3 (29%)	#5 (26%)	#3 (50%)	#3 (35%)	#1 (43%)	#4 (35%)	#3 (42%)
New Position More Specific Toward Teaching/Research…	#5 (26%)	-	-	-	-	-	#5 (26%)	-	-	-	-	-
Career Opportunity for Spouse/Partner	#5 (26%)	-	-	-	-	-	#7 (15%)	-	-	-	-	-

*Multiple responses permitted

[2] The second most cited reason for accepting a new position in 2017-2018 was "other." The "other" factor is not reflected in this table.

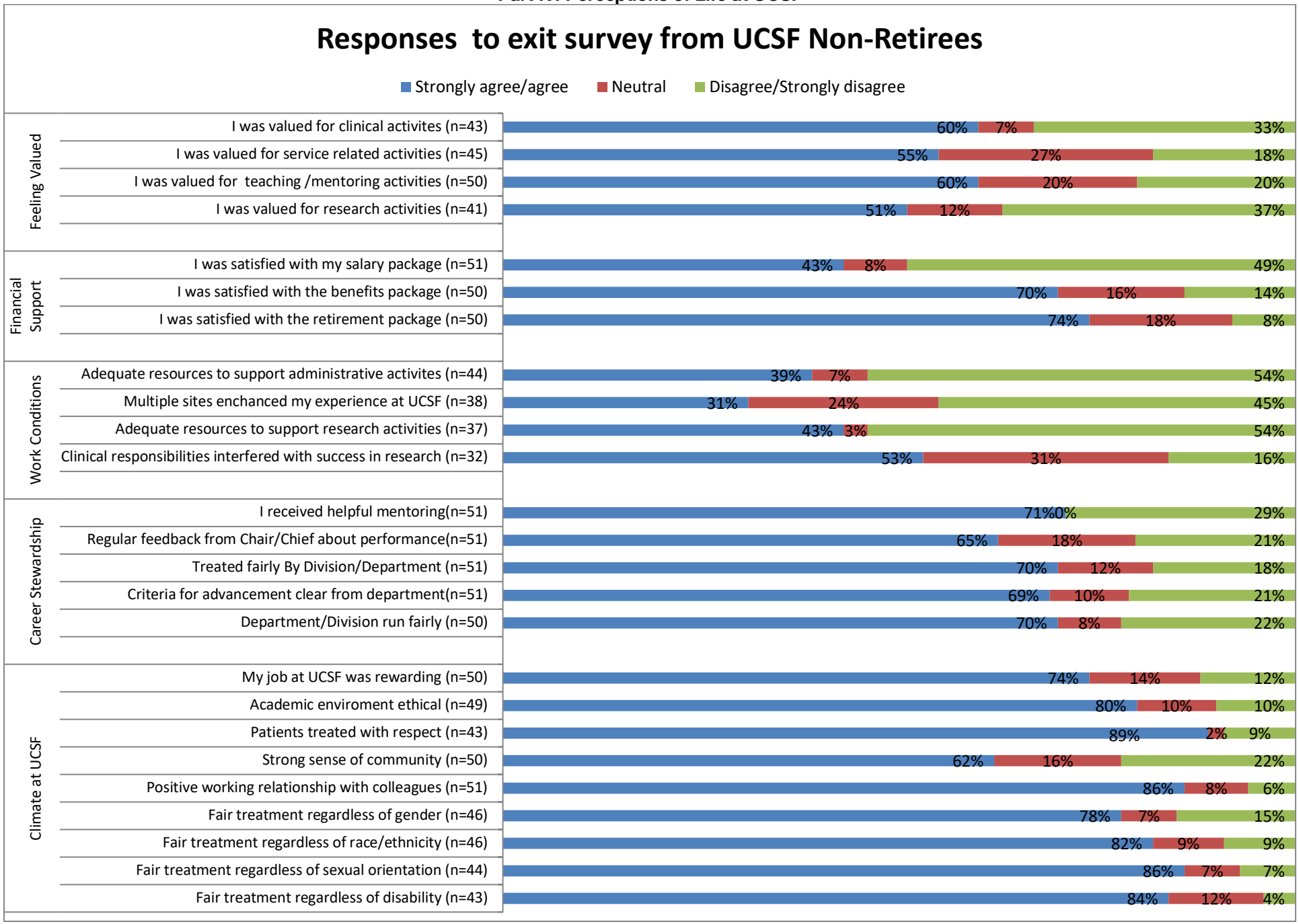
Table 8. Counter offers by Gender Among Non-Retirees*

	Women						Men					
	2018-19 (N=20)	2017-18 (N=33)	2016-17 (N= 24)	2015-16 (N=21)	2014-15 (N=30)	2012-14 (N=33)	2018-19 (N=27)	2017-18 N=22	2016-17 (N=26)	2015-16 (N=28)	2014-15 (N=17)	2012-14 (N=23)
Said I would not accept a counter offer	15% (3)	15% (5)	17% (4)	24% (5)	7% (2)	21% (7)	41% (11)	18% (4)	23% (6)	11% (3)	29% (5)	17% (4)
Among those who would accept a counter offer:	**N=17**	**N=28**	**N=20**	**N=16**	**N=28**	**N=26**	**N=16**	**N=18**	**N=20**	**N=25**	**N=12**	**N=19**
Yes, counter offer made	24% (4)	14% (4)	25% (5)	19% (3)	14% (4)	12% (3)	19% (3)	10% (2)	25% (5)	40% (10)	17% (2)	32% (6)
No, counter offer not made	76% (13)	86% (24)	75% (15)	81% (13)	86% (24)	88% (23)	81% (13)	90% (16)	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 regarding counter offers:

- The number of faculty receiving counter offers continues to be small across all reporting periods (7 in 2018-19; 6 in 2017-18; 10 in 2016-17; 13 in 2015-16; 6 in 2014-15; 9 in 2012-14).
- As in 2017-18, female faculty members were slightly more likely than were their male counterparts to receive a counter offer; (2016-17 was the first year in which women were more likely than men to receive counter offers).
- In 2018-19, 14 faculty indicated that they would not accept a counter offer; the majority were male faculty members (11).


Responses to exit survey from UCSF Non-Retirees
Strongly agree/agree
Neutral
Disagree/Strongly disagree
Feeling Valued
I was valued for clinical activites (n=43)
60% 7% 33%
I was valued for service related activities (n=45)
55% 27% 18%
I was valued for teaching /mentoring activities (n=50)
60% 20% 20%
I was valued for research activities (n=41)
51% 12% 37%
Financial Support
I was satisfied with my salary package (n=51)
43% 8% 49%
I was satisfied with the benefits package (n=50)
70% 16% 14%
I was satisfied with the retirement package (n=50)
74% 18% 8%
Work Conditions
Adequate resources to support administrative activites (n=44)
39% 7% 54%
Multiple sites enchanced my experience at UCSF (n=38)
31% 24% 45%
Adequate resources to support research activities (n=37)
43% 3% 54%
Clinical responsibilities interfered with success in research (n=32)
53% 31% 16%
Career Stewardship
I received helpful mentoring(n=51)
71%0% 29%
Regular feedback from Chair/Chief about performance(n=51)
65% 18% 21%
Treated fairly By Division/Department (n=51)
70% 12% 18%
Criteria for advancement clear from department(n=51)
69% 10% 21%
Department/Division run fairly (n=50)
70% 8% 22%
Climate at UCSF
My job at UCSF was rewarding (n=50)
74% 14% 12%
Academic enviroment ethical (n=49)
80% 10% 10%
Patients treated with respect (n=43)
89% 2% 9%
Strong sense of community (n=50)
62% 16% 22%
Positive working relationship with colleagues (n=51)
86% 8% 6%
Fair treatment regardless of gender (n=46)
78% 7% 15%
Fair treatment regardless of race/ethnicity (n=46)
82% 9% 9%
Fair treatment regardless of sexual orientation (n=44)
86% 7% 7%
Fair treatment regardless of disability (n=43)
84% 12% 4%

Selected observation regarding perceptions of UCSF among non-retirees:

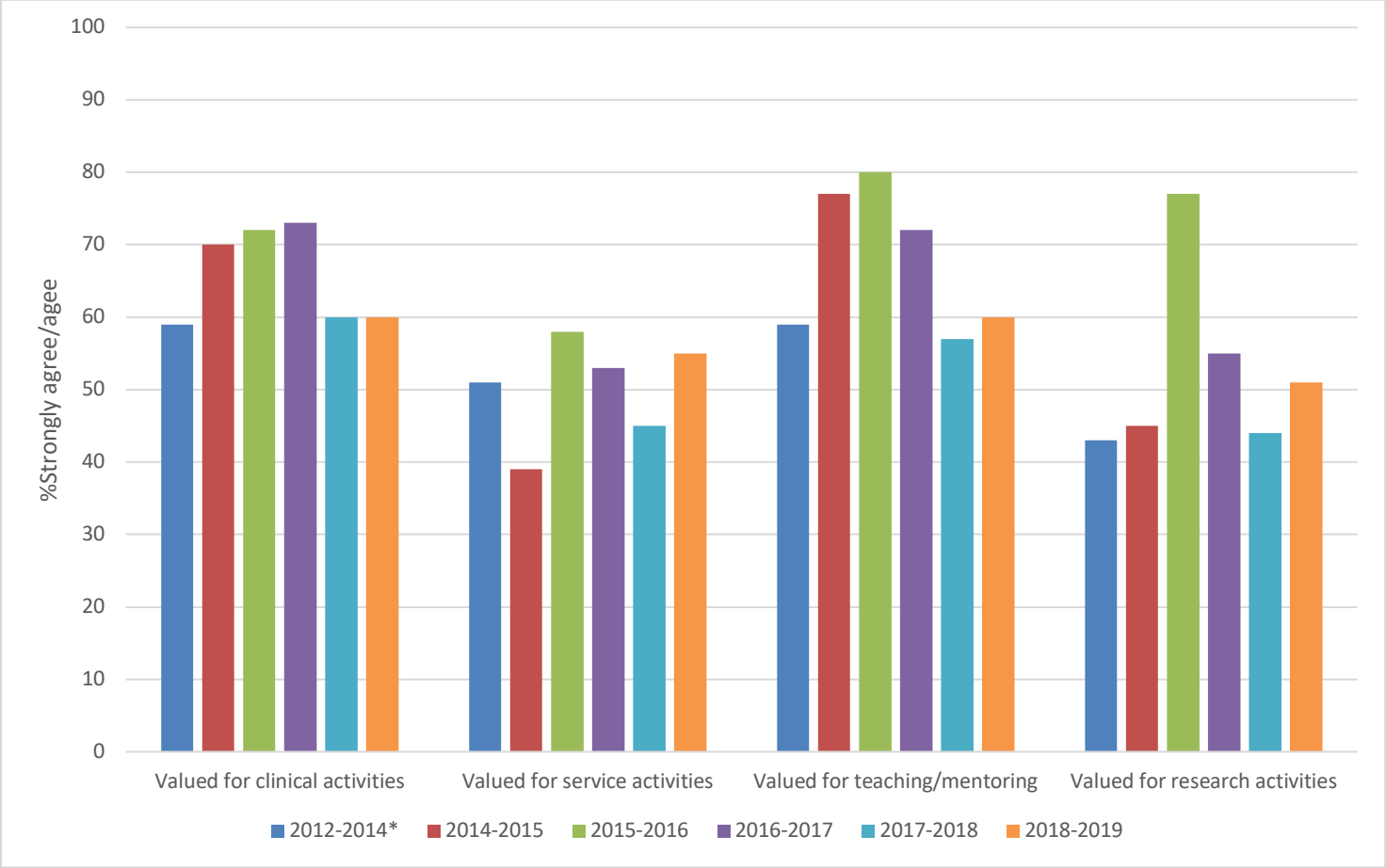
- As shown in Figures 6-9 (below), there was an increase in positive perceptions of UCSF as a workplace across all domains compared with 2017-18.

Selected comments from 2018-19 non-retirees regarding overall perceptions of UCSF:

- *"I overall felt valued by UCSF, and have enjoyed my time here."*
- *"My clinical duties certainly interfered with my ability to do research but that was by choice as I learned during my time at UCSF that I am happier doing clinical work than research (part of my reason for leaving)."*
- *"I received extraordinary support from my mentor."*

See Appendix D for non-retiree perceptions from prior reporting periods.

Figure 6. Perceptions (Non-retirees): Feeling Valued



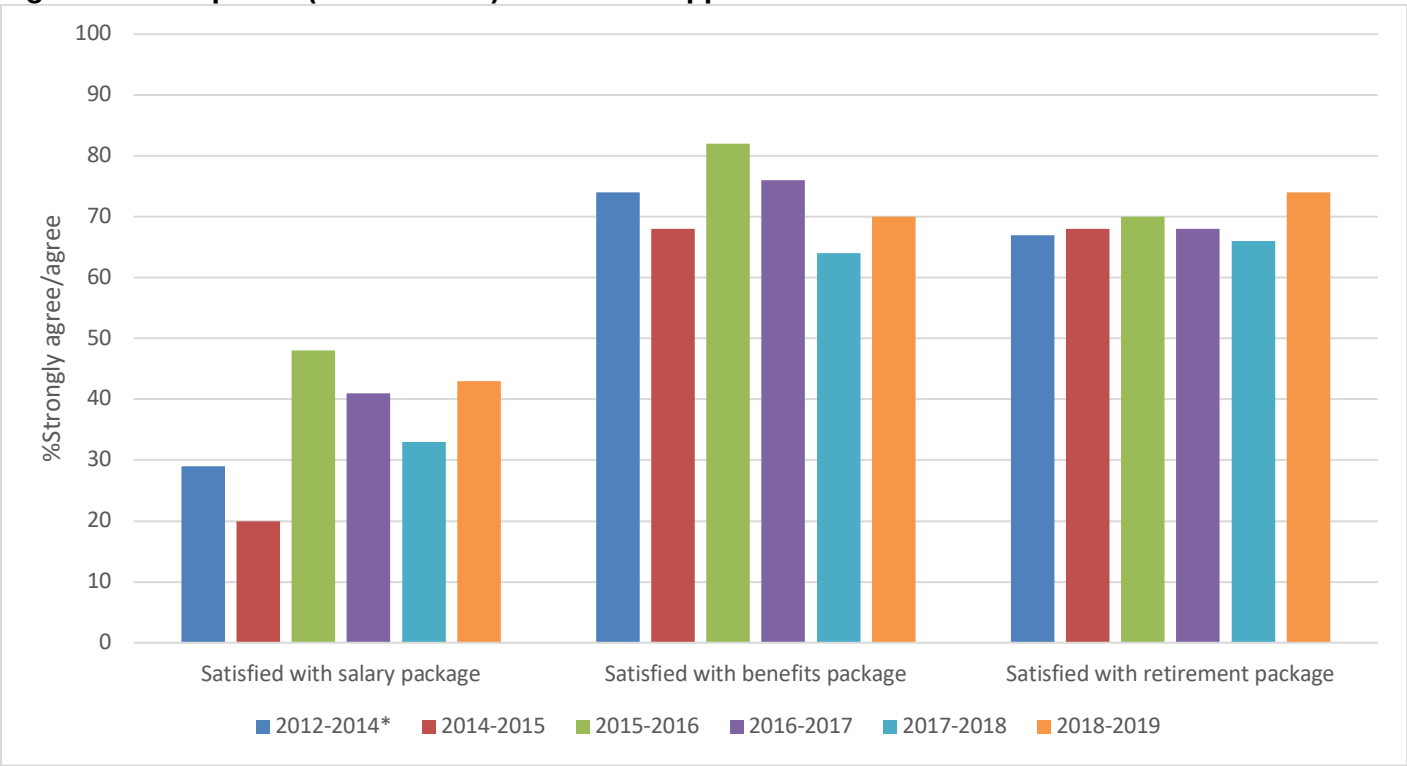
* 2 year period.

Survey comments regarding feeling valued:

There were 7 comments about feeling valued, two of which were positive. The remainder were mixed or negative.

- *"I felt very valued at UCSF."*
- *"I was 'valued' but not compensated in any way."*
- *"I did not feel like I had support from the leadership for my work."*

Figure 7. Perceptions (Non-retirees): Financial Support



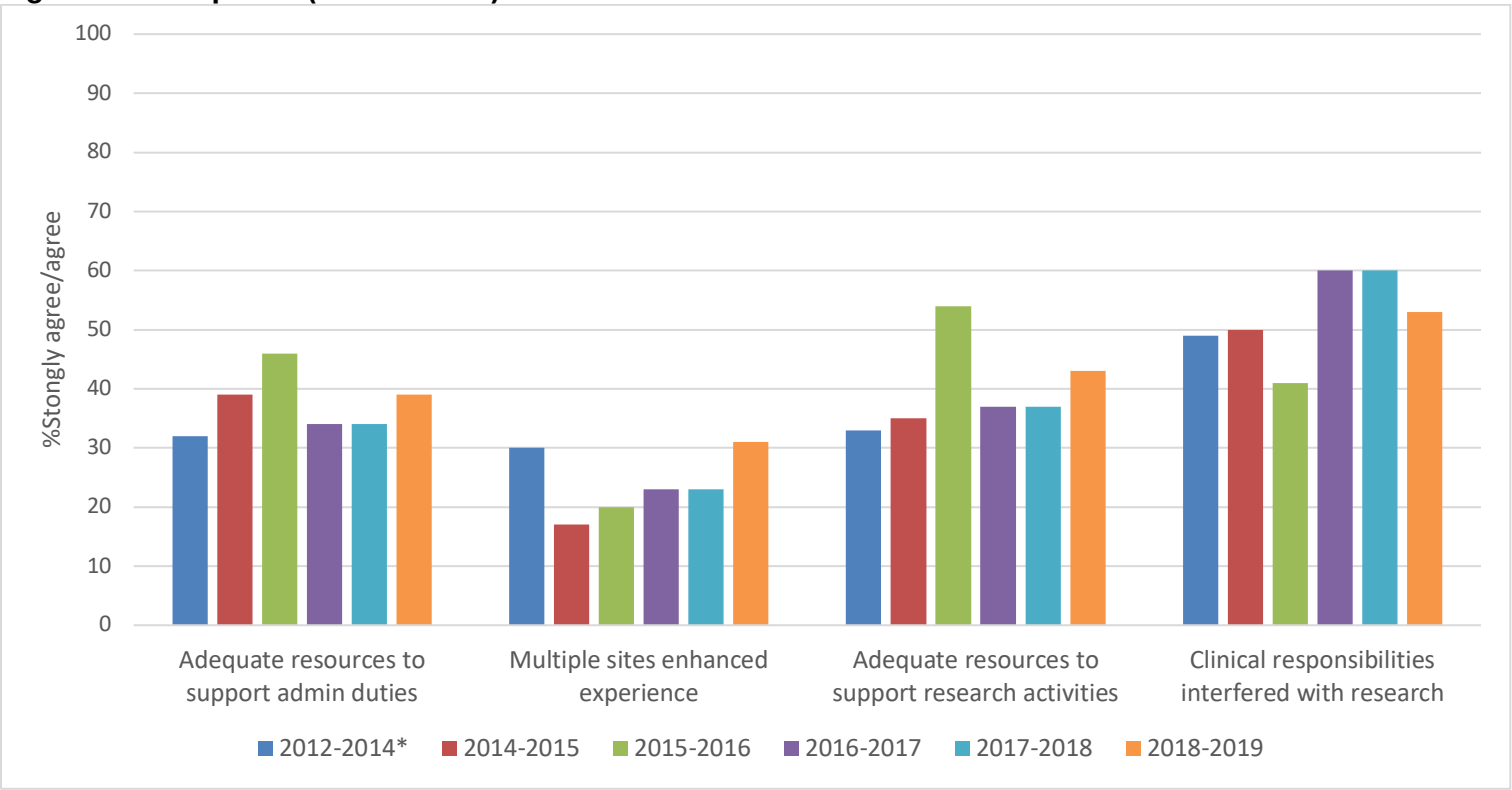
* 2 year period

Survey comments about financial support:

There were 11 comments about financial support, only 1 of which was positive.

- *"The benefits package, especially the pension, is outstanding and was hard to leave (I am a 1997 hire, though…newer hires may not feel this as strongly)."*
- *"The salary was fair from a national standpoint, but not for the Bay Area, especially when needed to support a family. Benefits were acceptable. The retirement package wasn't helpful because I suspected I wouldn't make it for 5 years to vest."*
- *"I was satisfied with my salary until bonuses were abruptly taken away."*
- *"I wanted tenure track, but was passed over (which was good since I couldn't live on the salary). My job could have been more rewarding if more resources were provided."*
- *"My salary was on the 30 percentile based on the national salary for my specialty, and we live in one of the most expensive areas in the nation."*
- *"When I was promoted to associate professor, my Y component of the salary was decreased by the amount the X was increased to keep my salary the same due to 'department not making money.' [S]o, in essence, my salary was decreased almost every couple of years from lack of cost of living adjustment."*

Figure 8. Perceptions (Non-retirees) - Work Conditions



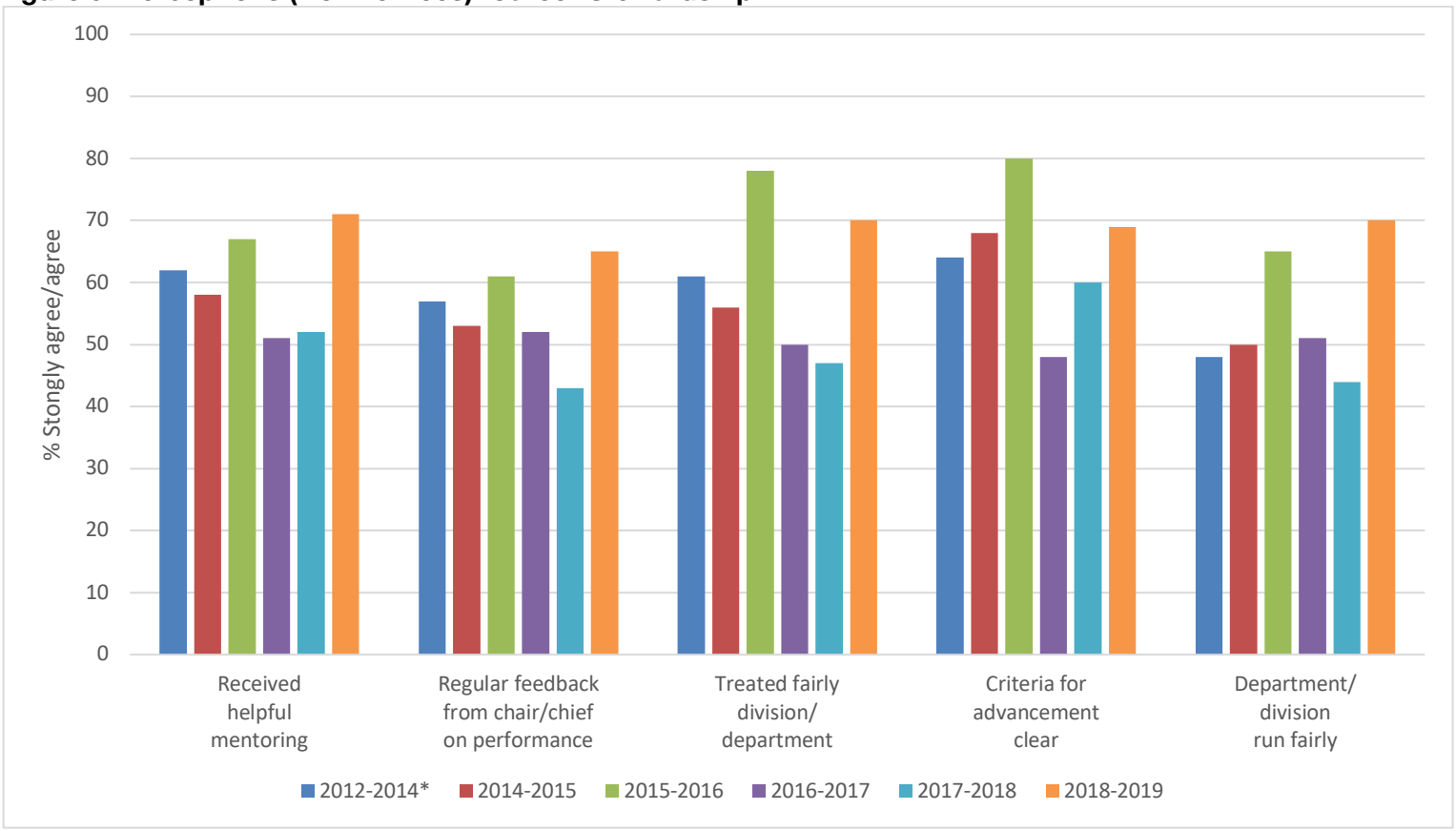
* 2 year period

Survey comments regarding work conditions:

There were 8 comments about work conditions, all of which identified concerns.

- *"My administrative contributions were not valued or recognized. I spent a significant amount of time doing admin work as part of my faculty role, and this was not taken into account when looking at the value I added to the organization."*
- *"Multiple sites made it more challenging to meet and collaborate with…colleagues."*
- *"Traveling between campuses took a substantial amount of time away from other activities"*
- *"As a clinical faculty member, the workload was astronomically high. You were expected to provide full clinical work, and then the responsibilities of a professor on top of that. My supervisors worked with me to help manage my time, but there were huge amounts of work left to be done on my own time."*

Figure 9. Perceptions (Non-retirees): Career Stewardship



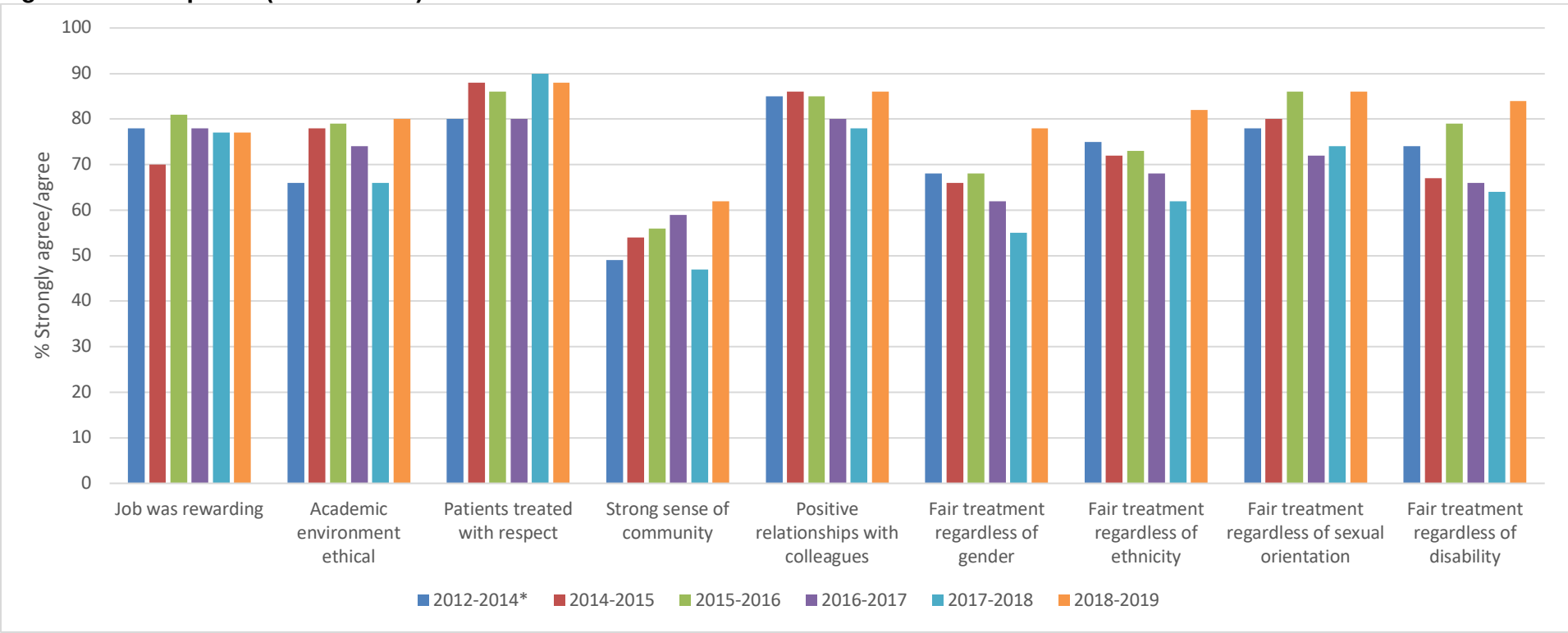
* 2 year period

Survey comments about career stewardship:

There were 8 comments about career stewardship, mentoring, advancement, leadership, or work relationships: 1 was positive, 2 were mixed and 5 were negative.

- *"I had excellent clinical mentoring, but not so much research mentoring."*
- *"[I received] "less mentoring as I advanced. The department has identified this as a problem for mid-level faculty without acting on it in a meaningful way."*

Figure 10. Perceptions (Non-retirees): UCSF Climate



* 2 year period

There were 11 comments addressing fairness, ethics, respect or community, and UCSF's treatment of everyone, most of which were mixed or negative.

- *"UCSF has a really inclusive environment, which I loved."*
- *"I'm concerned about gender inequities I've noticed in salaries, opportunities and protected time."*

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 were considered by the Faculty Climate 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. The Task Force issued its report in September, 2019.

Web site: Faculty Climate Survey

APPENDIX A: Tables of Faculty Demographics for 2017-2018, 2016-2017, 2015-2016, 2014-15 and 2012-14

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

[1] 71 departing faculty responded to the survey; however only 70 faculty responded to the question asking about their gender identity
[2] For the question regarding URM status, there was an additional (non-retiree) response so the total N was 58 and not 57.

Table 2. Demographic Descriptions: 2016-2017

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

Table 3. Demographic Descriptions: 2015-2016

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

Table 4. Demographic Descriptions 2014-15

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

Table 5. Demographic Descriptions 2012-14

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

Appendix B. Faculty Rank and Series Tables for 2017-2018, 2016-2017, 2015-2016, 2014-15 and 2012-14.

Table 1. Rank and Series of UCSF Faculty, Exiting Faculty, and Survey Respondents 2017-2018

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

[3] 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.

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

Table 2. 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 (%)
All UCSF Faculty	**3,099**	1,079 (35%)	642 (21%)	1,192 (38%)	186 (6%)	341 (11%)	547 (18%)	572 (18%)	427 (14%)	1,212 (39%)	-
All Separated Faculty	**149**	63 (42%)	17 (11%)	69 (46%)	-	17 (11%)	22 (15%)	26 (17%)	30 (20%)	54 (36%)	-
Non -Retirees	**104**	63 (61%)	17 (16%)	24 (23%)	-	6 (6%)	11 (11%)	18 (17%)	25 (24%)	44 (42%)	-
Retirees	**45**	-	-	45 (100%)	-	11 (24%)	11 (24%)	8 (18%)	5 (11%)	10 (22%)	-
All Survey Respondents	**68**	29 (43%)	11 (16%)	27 (40%)	1 (1%)	7 (10%)	8 (12%)	17 (25%)	18 (26%)	14 (21%)	4 (6%)
Non -Retirees	**52**	29 (56%)	11 (21%)	11 (21%)	1 (2%)	5 (10%)	4 (8%)	15 (29%)	15 (29%)	11 (21%)	2 (3%)
Retirees	**16**	-	-	16 (94%)	-	2 (12%)	4 (25%)	2 (12%)	3 (19%)	3 (19%)	2 (12%)

Table 3. Rank and Series of UCSF Faculty, Exiting Faculty and Survey Respondents 2015-2016

		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 (%)**
All Faculty	**2,993**	1,005 (36%)	607 (20%)	1,148 (38%)	233 (7%)	352 (12%)	527 (18%)	527 (18%)	439 (14%)	1,148 (38%)	-
All Separated Faculty	**151**	66 (44%)	21 (14%)	62 (41%)	2 (1%)	14 (9%)	24 (16%)	24 (16%)	26 (17%)	63 (42%)	-
Non -Retirees	**101**	66 (65%)	17 (17%)	16 (16%)	2 (2%)	4 (4%)	13 (13%)	15 (15%)	20 (20%)	49 (48%)	-
Retirees	**50**	-	4 (8%)	46 (92%)	-	10 (20%)	11 (22%)	9 (18%)	6 (12%)	14 (28%)	-
All Survey Respondents	**75**	26 (35%)	10 (13%)	37 (49%)	2 (3%)	5 (7%)	16 (21%)	17 (23%)	11 (15%)	24 (32%)	2 (2%)
Non -Retirees	**54**	26 (48%)	9 (17%)	17 (31%)	2 (4%)	1 (2%)	11 (20%)	13 (24%)	8 (15%)	20 (37%)	1 (2%)
Retirees	**21**	-	1 (5%)	20 (95%)	-	4 (19%)	5 (24%)	4 (19%)	3 (14%)	4 (19%)	1 (5%)

Table 4. 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 (%)
All Faculty	**2,788**	933 (33%)	576 (21%)	1,093 (39%)	186 (7%)	344 (12%)	510 (18%)	493 (18%)	421 (15%)	1,020 (37%)	-
All Separated Faculty	**120**	51 (42%)	19 (16%)	45 (38%)	5 (4%)	27 (23%)	9 (8%)	16 (13%)	28 (23%)	39 (33%)	1 (1%)
Non-Retirees	**88**	48 (55%)	18 (20%)	17 (19%)	5 (6%)	10 (11%)	5 (6%)	13 (15%)	26 (30%)	33 (38%)	1 (1%)
Retirees	**32**	3 (9%)	1 (3%)	28 (88%)	-	17 (53%)	4 (13%)	3 (9%)	2 (6%)	6 (19%)	-
All Survey Respondents	**60**	30 (40%)	8 (10%)	19 (34%)	3 (16%)	6 (10%)	7 (12%)	10 (17%)	17 (28%)	15 (25%)	5 (8%)
Non-Retirees	**50**	29 (58%)	8 (16%)	10 (20%)	3 (6%)	4 (8%)	5 (10%)	8 (16%)	16 (32%)	12 (24%)	5 (10%)
Retirees	**10**	1 (10%)	-	9 (90%)	-	2 (20%)	2 (20%)	2 (20%)	1 (10%)	3 (30%)	-

Table 5. 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 (%)	Unknown N (%)
All Faculty	**2,574**	848 (33%)	567 (22%)	1,012 (39%)	147 (6%)	344 (13%)	461 (18%)	435 (17%)	414 (16%)	920 (36%)	-
All Separated Faculty	**206**	79 (38%)	25 (12%)	76 (37%)	26 (13%)	36 (17%)	23 (12%)	22 (11%)	33 (16%)	87 (42%)	5 (2%)
Non-Retirees	**166**	78 (47%)	24 (14%)	38 (23%)	26 (16%)	20 (12%)	18 (11%)	19 (12%)	29 (17%)	78 (47%)	2 (1%)
Retirees	**40**	1 (3%)	1 (3%)	38 (94%)	-	16 (40%)	5 (13%)	3 (8%)	4 (10%)	9 (22%)	3 (7%)
All Survey Respondents	**93**	37 (40%)	9 (10%)	32 (34%)	15 (16%)	12 (13%)	11 (12%)	18 (19%)	11 (12%)	29 (31%)	12 (13%)
Non-Retirees	**78**	37 (47%)	9 (12%)	18 (23%)	14 (18%)	9 (11%)	7 (9%)	15 (19%)	10 (13%)	27 (35%)	10 (13%
Retirees	**15**	-	-	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 by survey period

Reason	2018-19 (N=51)	2017-18 (N=55)	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)	2012-14 (N=70)
Insufficient salary	#1 (47%)	#1 (51%)	#2 (37%)	#2 (29%)	#1 (51%)	#2 (33%)
High cost of living	#1 (47%)	#2 (49%)	#1 (47%)	#1 (40%)	#3 (29%)	#5 (19%)
Personal or family issues	#2 (37%)	#5 (20%)	#6 (22%)	#3 (25%)	#2 (31%)	#1 (39%)
Lack of administrative support	#3 (27%)	#3 (31%)	#4 (31%)	#4 (21%)	#5 (22%)	#3 (27%)
Job at UCSF did meet expectations	#3 (27%)	#5 (20%)	#3 (35%)	#5 (15%)	#2 (31%)	#4 (23%)
I felt like I did not belong	#4 (18%)	#4 (25%)	#5 (27%)	#6 (10%)	#4 (24%)	#6 (13%)
Excessive workload due to clinical teaching	#5 (12%)	#6 (18%)	#7 (12%)	#8 (6%)	#6 (18%)	#8 (7%)
Excessive workload due to research	#6 (10%)	#9 (5%)	#12 (2%)	#7 (8%)	#7 (10%)	#9 (6%)
Loss of funding	#6 (10%)	#8 (9%)	#7 (12%)	#8 (6%)	#10 (4%)	#8 (7%)
Problems with promotion process	#7 (8%)	#10 (3%)	#8 (10%)	#9 (2%)	#10 (4%)	#7 (9%)
Lack of access quality public K-12 education	#8 (4%)	#9 (5%)	#10 (6%)	#7 (8%)	#9 (6%)	#10 (4%)
I felt treated unfairly due to my gender	#8 (4%)	#7 (13%)	#9 (8%)	#8 (6%)	#7 (10%)	#9 (6%)

Reasons for *accepting new positions* and rates by survey period

Reason	2018-19 (N=51)	2017-18 N=55	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)	2012-14 (N=70)
Family reasons	#1 (55%)	#4 (40%)	#6 (12%)	#1 (44%)	#3 (46%)	#3 (39%)
Higher compensation at new job	#2 (53%)	#1 (65%)	#2 (61%)	#3 (37%)	#1 (65%)	#1 (51%)
Improved environment/ admin support	#3 (51%)	#2 (64%)	#1 (63%)	#5 (33%)	#2 (61%)	#2 (43%)
Livability/ affordability of new location	#4 (45%)	#6 (35%)	#4 (37%)	#4 (35%)	#5 (37%)	#6 (24%)
More manageable workload	#5 (37%)	#3 (42%)	#7 (25%)	#8 (24%)	#3 (46%)	#7 (22%)
Guaranteed salary	#6 (25%)	#10 (18%)	#10 (16%)	#6 (27%)	#8 (24%)	#6 (16%)
Leadership position	#6 (27%)	#5 (38%)	#3 (41%)	#2 (38%)	#7 (24%)	#4 (36%)
More specific to teaching/ interests/goals	#7 (25%)	#8 (27%)	#7 (25%)	#9 (15%)	#4 (39%)	#5 (25%)
Better benefits package	#8 (24%)	#7 (29%)	#8 (24%)	#7 (25%)	#6 (28%)	#19 (16%)
Career opportunity for spouse/partner	#9 (22%)	#11 (16%)	#12 (12%)	#10 (12%)	#7 (24%)	#10 (13%)
Opportunity to collaborate w/ other faculty	#10 (8%)	#12 (13%)	#11 (14%)	#11 (10%)	#9 (17%)	#8 (18%)
More academic freedom	#10 (8%)	#9 (20%)	#10 (16%)	#13 (6%)	#8 (22%)	#11 (12%)

Reasons *for leaving UCSF* and rates by survey period, continued

Reason	2018-19 (N=51)	2017-18 (N=55)	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)	2012-14 (N=70)
Health issues	#9 (2%)	#11 (2%)	-	#9 (2%)	#11 (2%)	-
Lack of access to graduate students	#9 (2%)	#10 (3%)	#12 (2%)	#8 (6%)	#8 (8%)	#8 (7%)
I felt treated unfairly due to my disability	#9 (2%)	-	#12 (2%)	-	-	-
I felt treated unfairly due to my race/ethnicity	#9 (2%)	#9 (5%)	#12 (2%)	#9 (2%)	#10 (4%)	-
Anticipated denial of promotion	-	#11 (2%)	#11 (4%)	#9 (2%)	#10 (4%)	#11 (1%)
Asked to leave	-	-	#12 (2%)	-	#11 (2%)	#11 (1%)
I felt treated unfairly due to my religion	-	-	#12 (2%)	-	-	-
I felt treated unfairly due to my sexual orientation	-	-	-	-	-	#11 (1%)
Inadequate retirement/ benefits package	-	#9 (5%)	#12 (2%)	#8 (6%)	#11 (2%)	#10 (4%)

*Multiple responses permitted

Reasons for *accepting new positions* and rates by survey period, cont.

Reason	2018-19 (N=51)	2017-18 N=55	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)	2012-14 (N=70)
Promotion	#11 (4%)	#10 (18%)	#8 (24%)	#12 (8%)	#9 (17%)	#11 (12%)
Offered tenured Position	#11 (4%)	#11 (16%)	#5 (35%)	#6 (27%)	#7 (24%)	#13 (7%)
Tuition assistance For children	#11 (4%)	#12 (13%)	#9 (20%)	#10 (12%)	#10 (4%)	#12 (9%)

Appendix D. Non-Retirees Perceptions of Life at UCSF for 2017-18, 2016-2017, 2015-2016, 2014-15, and 2012-14

Figure 1. Perceptions of UCSF Among Non-Retirees (2017-2018)

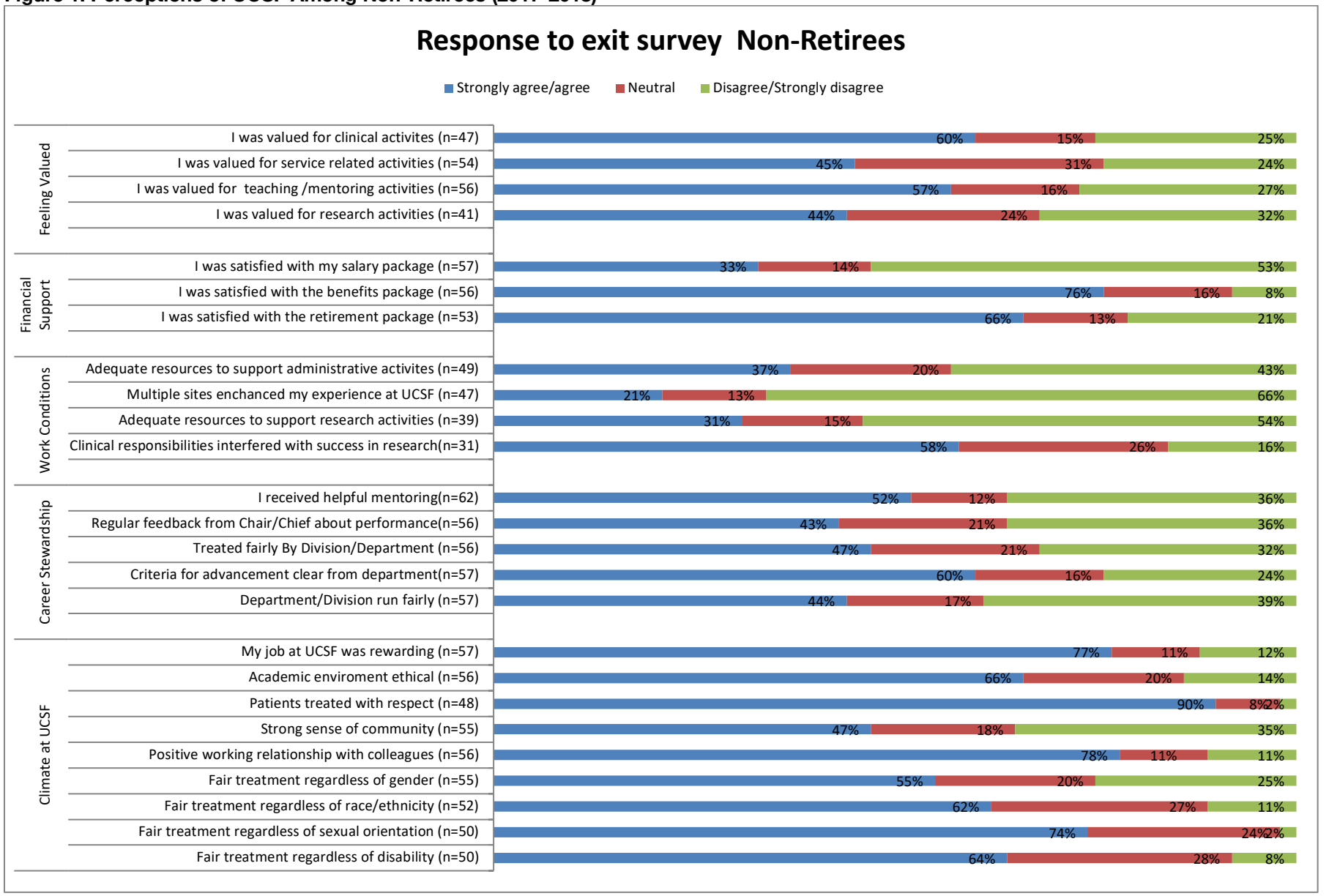


Figure 2. Perceptions of UCSF Among Non-Retirees (2016-2017)

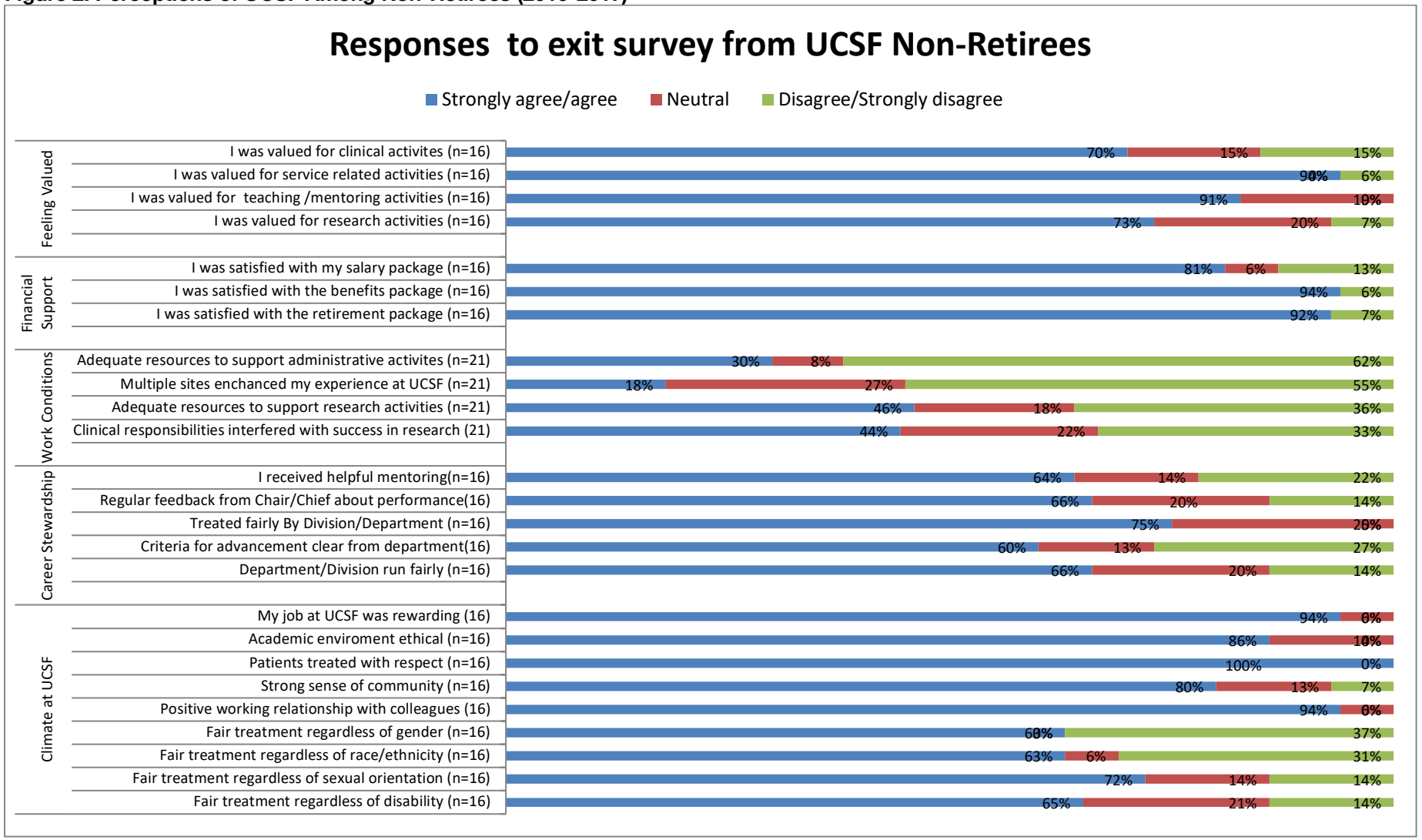


Figure 3. 2015-16 Perceptions (Non-Retirees)

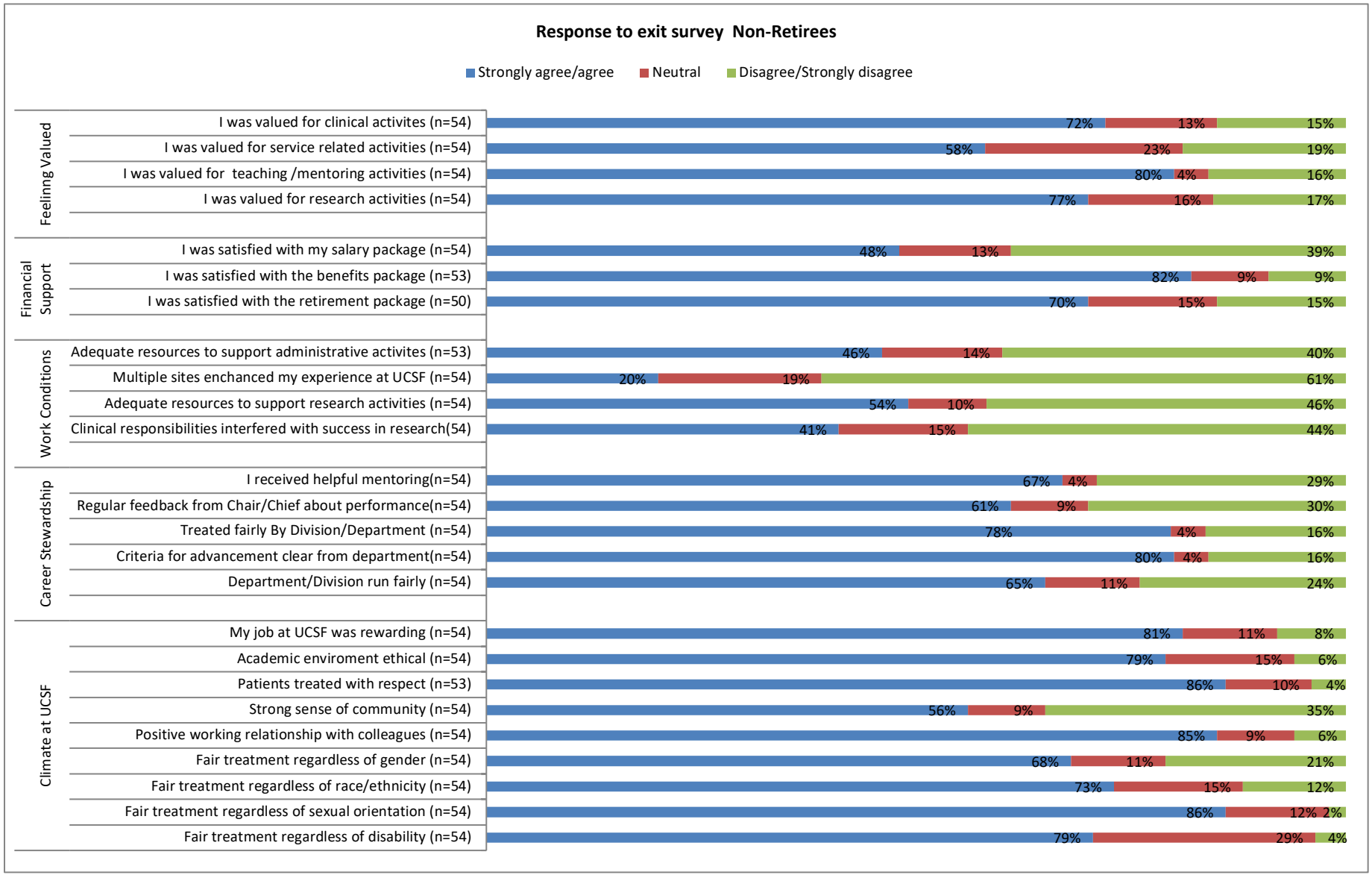


Figure 4. 2014-15 Perceptions (Non-Retirees)

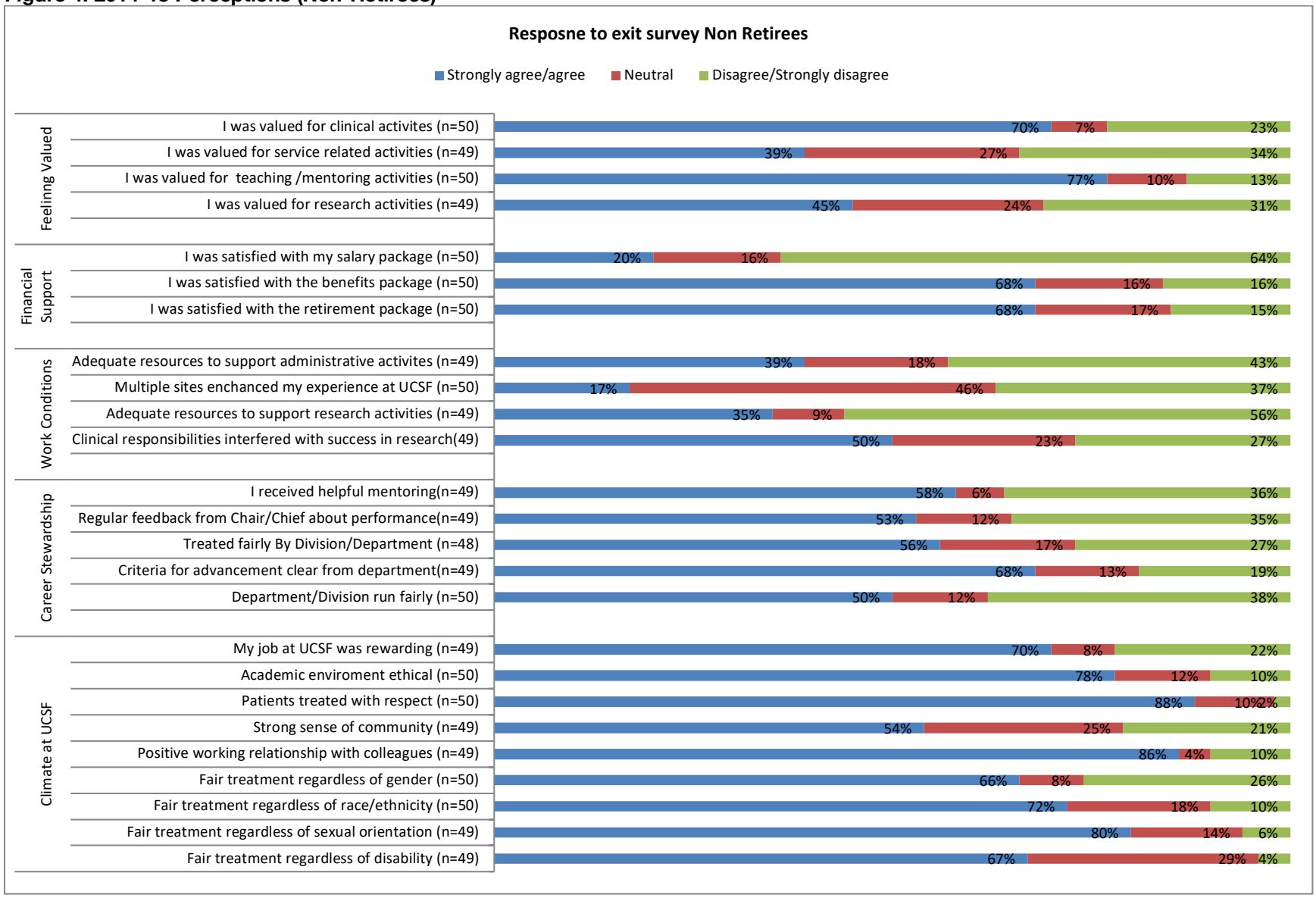
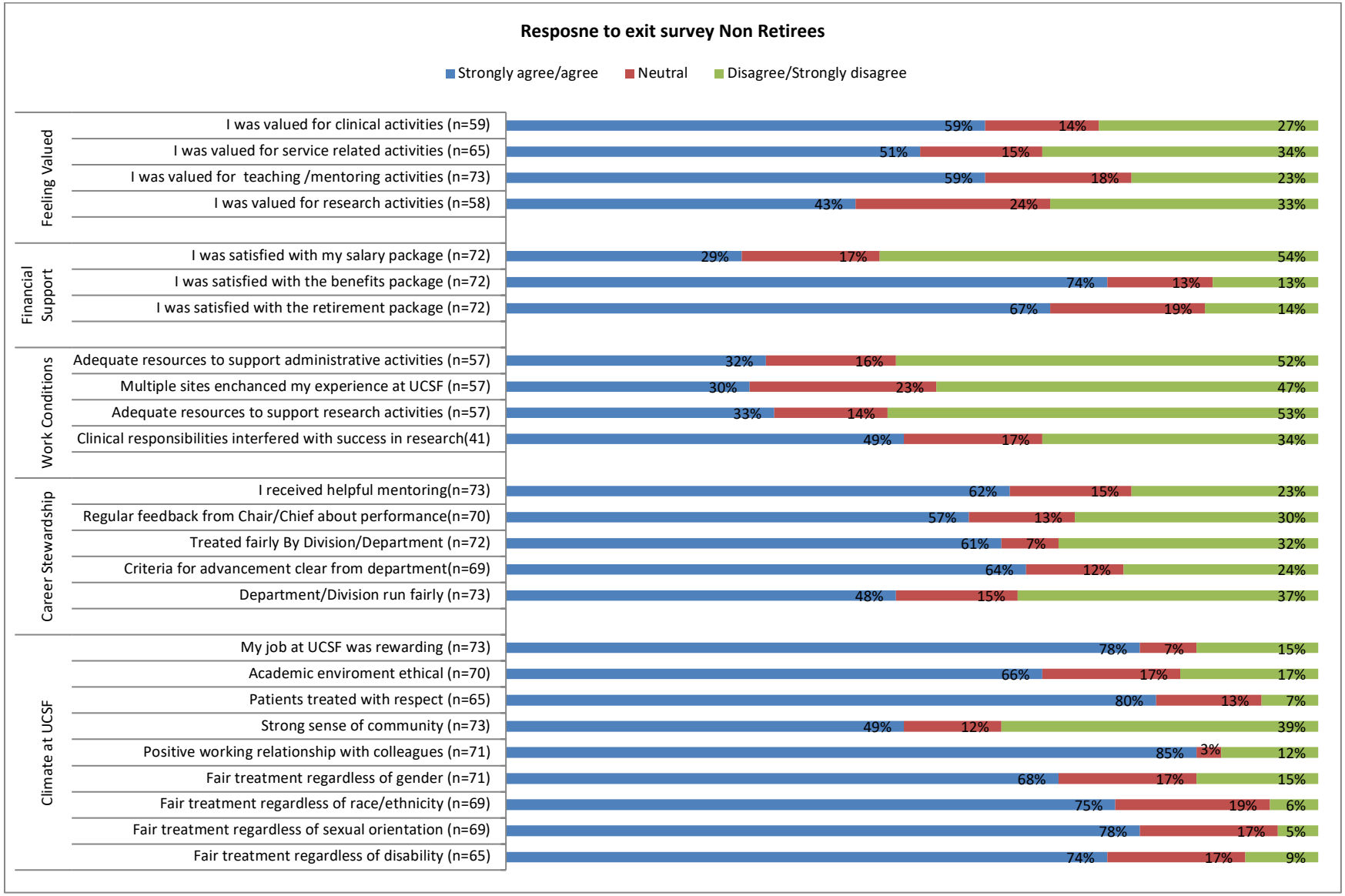


Figure 5. 2012-14 Perceptions (Non-Retirees)



Appendix E. Selected 2018-2019 Survey Results for Retirees

Table 1. Reasons Contributing to Leaving Among Retirees*

Reasons Contributing to Leaving	2018-19 (N=6)**	2017-18 (N=14)	2016-2017 (N-16)	2015-2016 (N=21)	2014-2015 (N=10)	2012-2014 (N=15)
Lack of administrative support	33% (1)	14% (2)	6% (1)	10% (2)	30% (3)	27% (4)
High cost of living	-	7% (1)	-	-	-	-
Personal or family reasons	-	-	12% (2)	19% (4)	-	-
Loss of funding	33% (1)	7% (1)	12% (2)	-	20% (2)	-
Health Issues	-	7% (1)	6% (1)	-	30% (3)	-
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	33% (1)	7% (1)	-	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.
** Incomplete data set due to a mid-reporting period change in the survey administration.

Table 2. 2018-19 Perceptions, Retirees

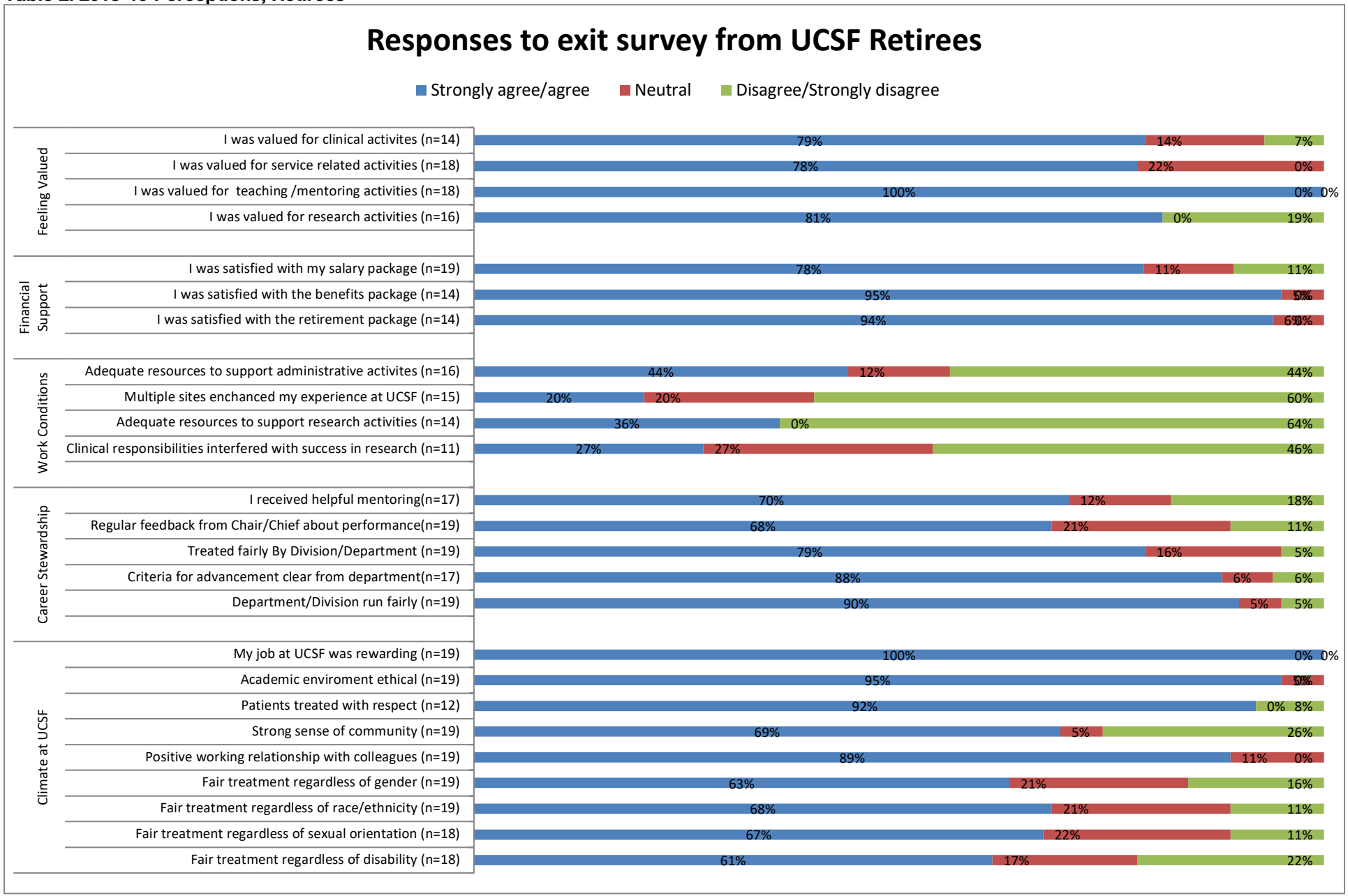


Table 3. 2017-18 Perceptions, Retirees

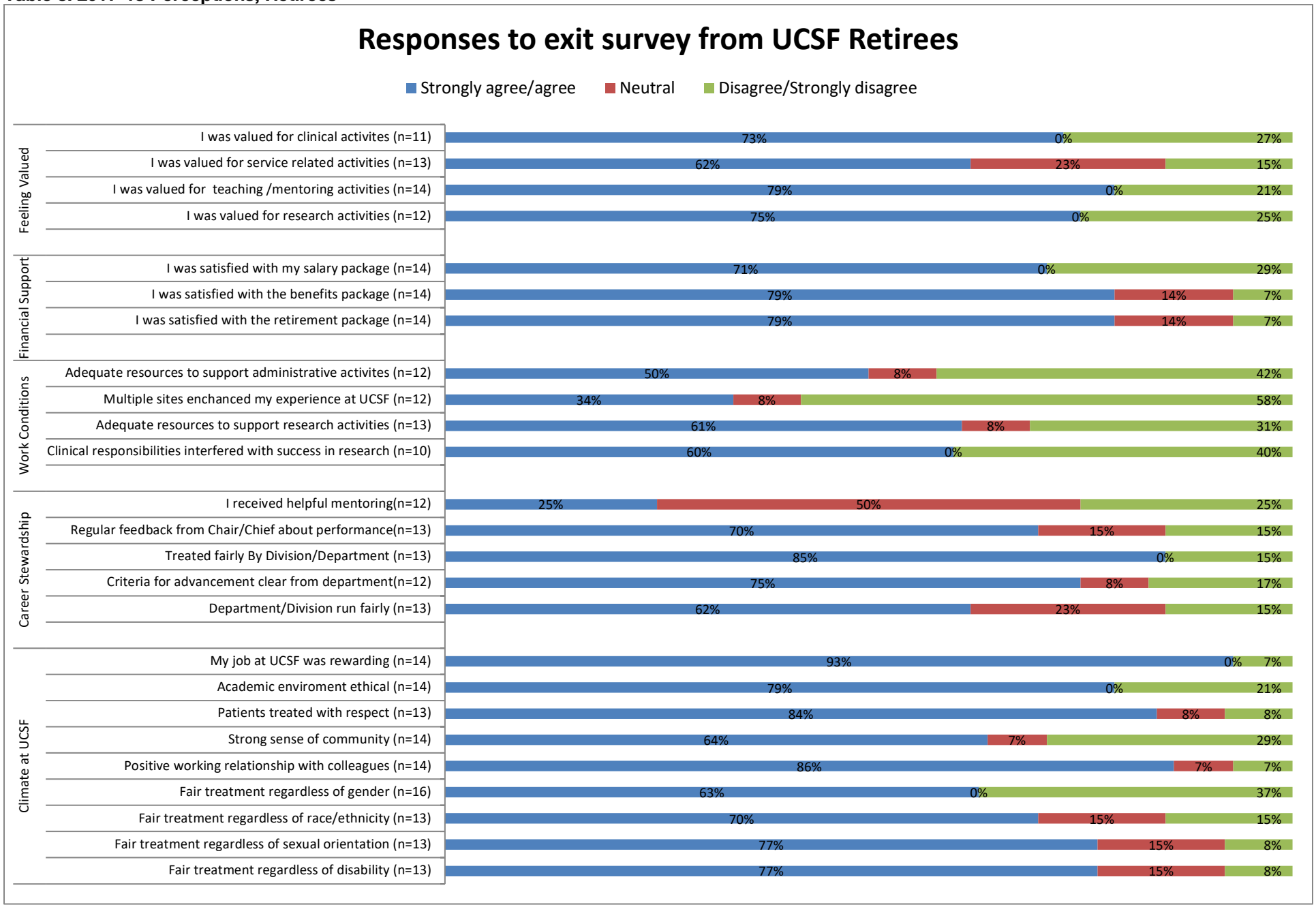


Table 4. 2016-17 Perceptions, Retirees

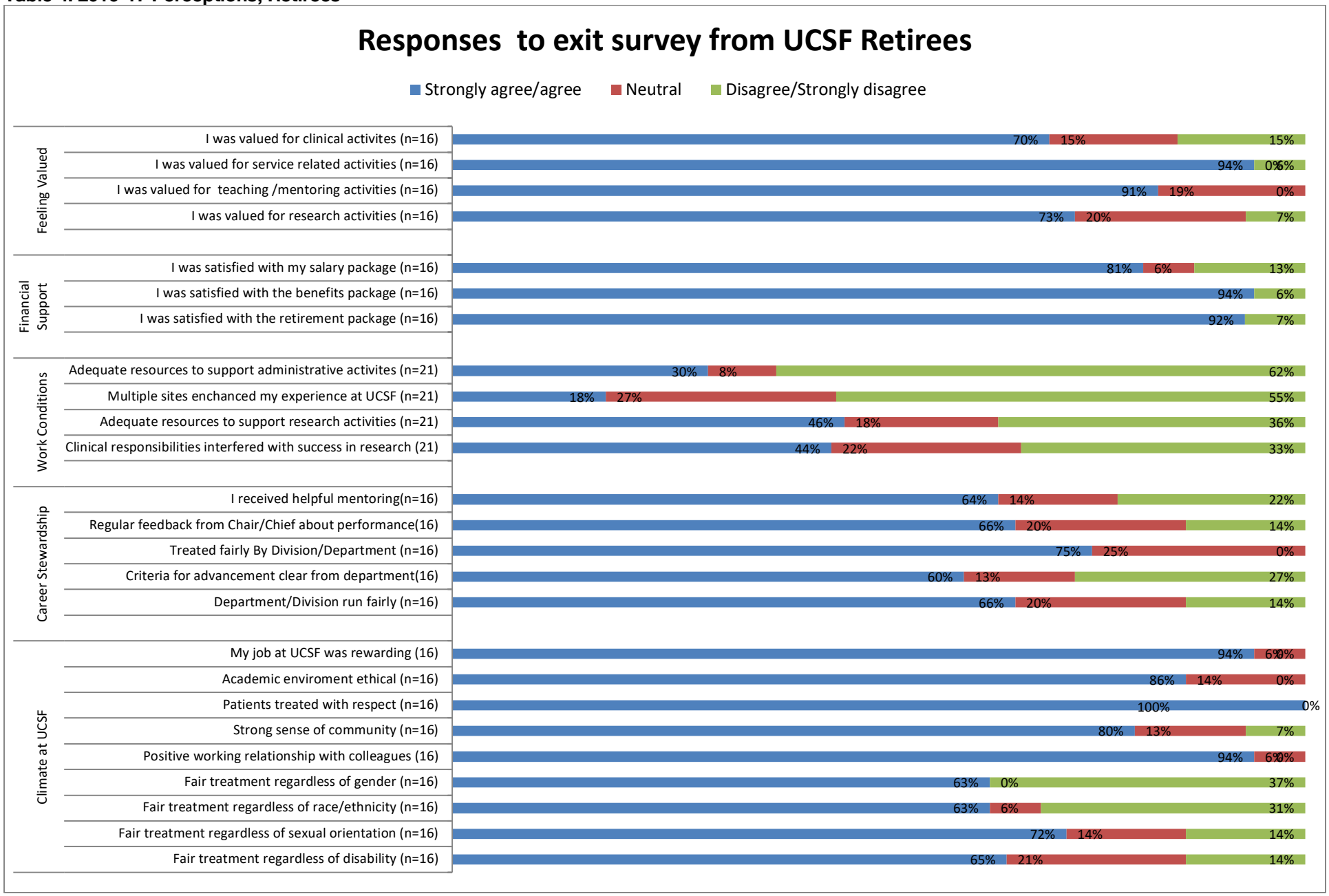


Table 5. 2015-16 Perceptions, Retirees

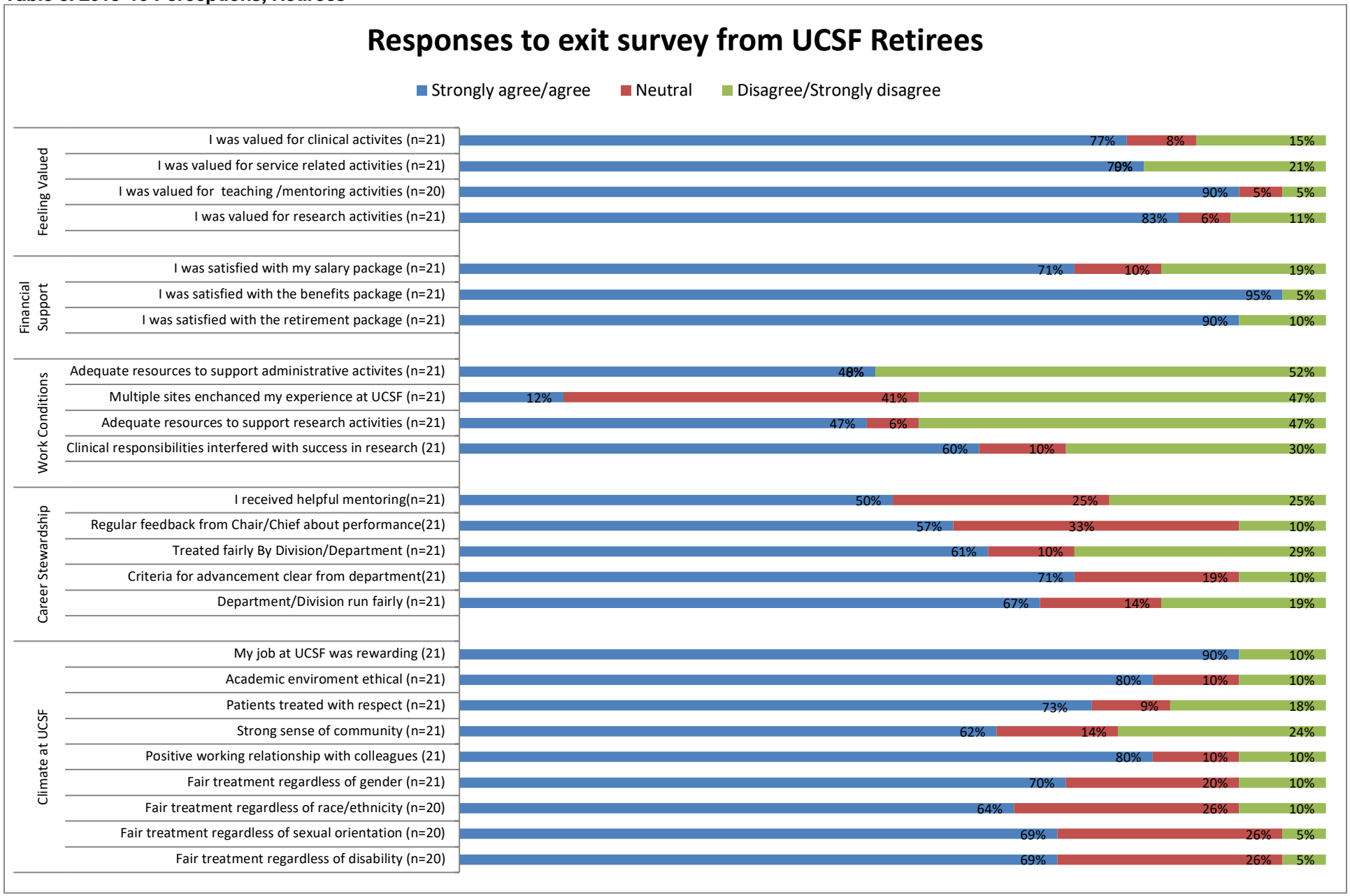


Table 6. 2014-15 Perceptions, Retirees

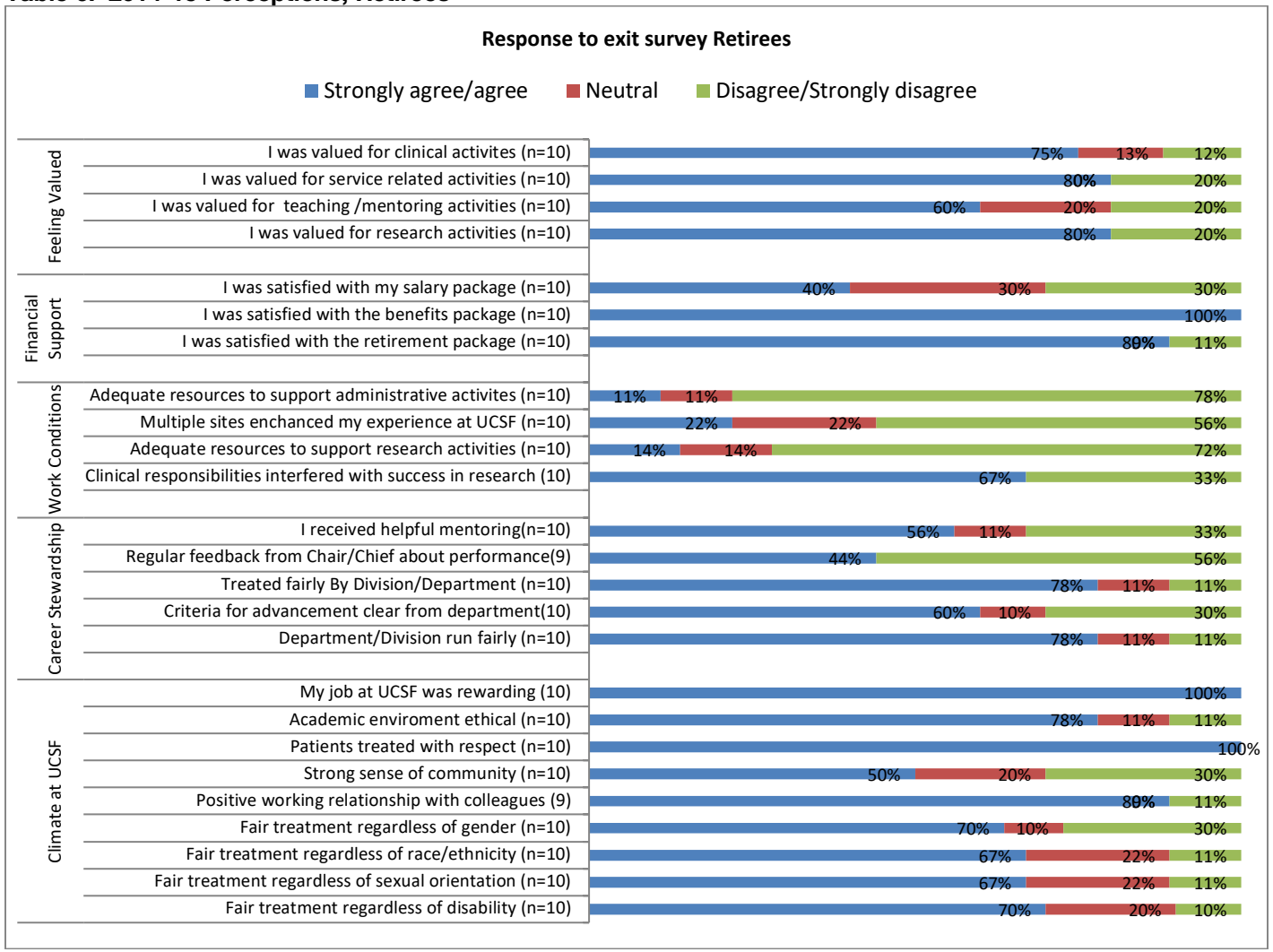


Table 7. 2012-14 Perceptions, Retirees

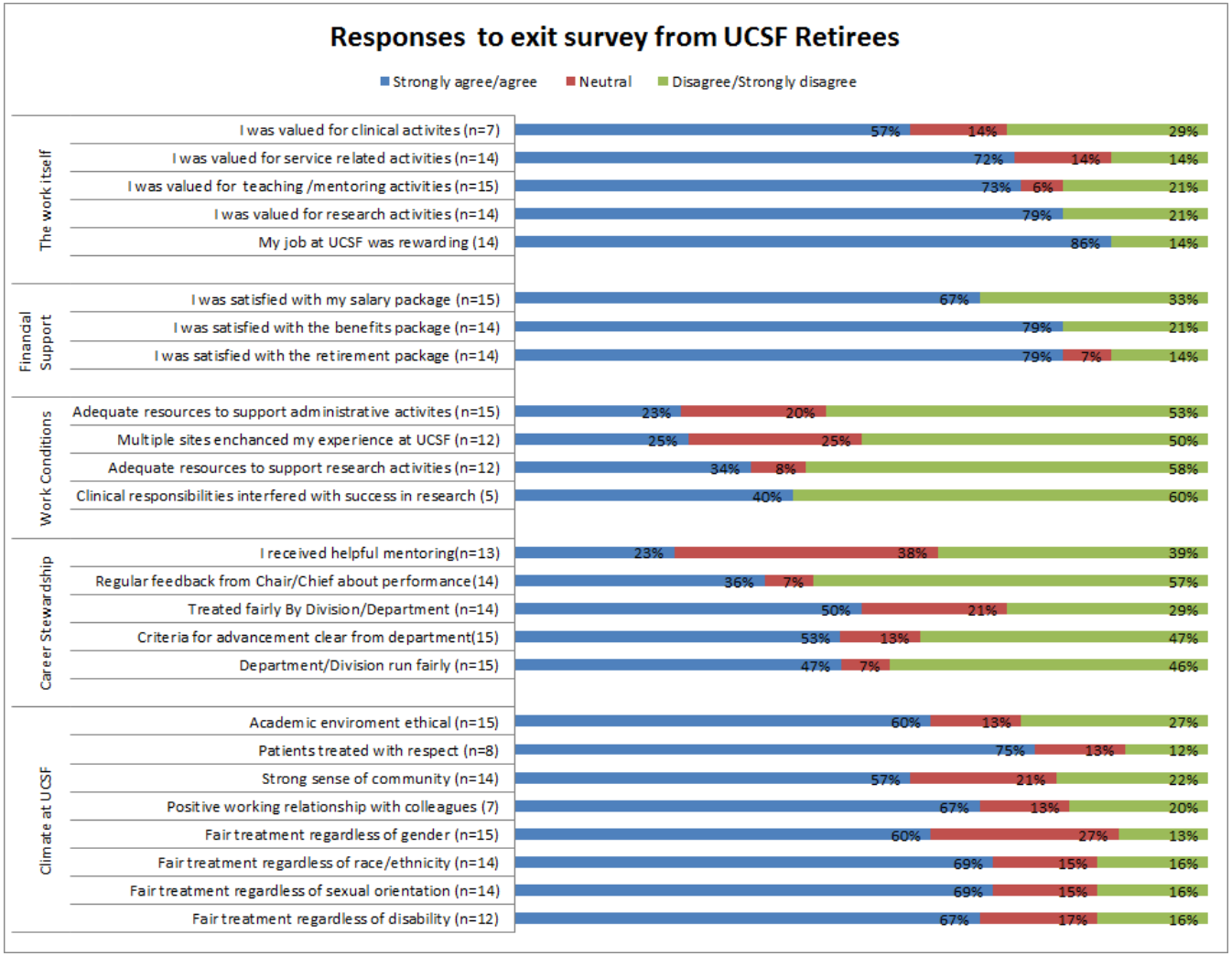
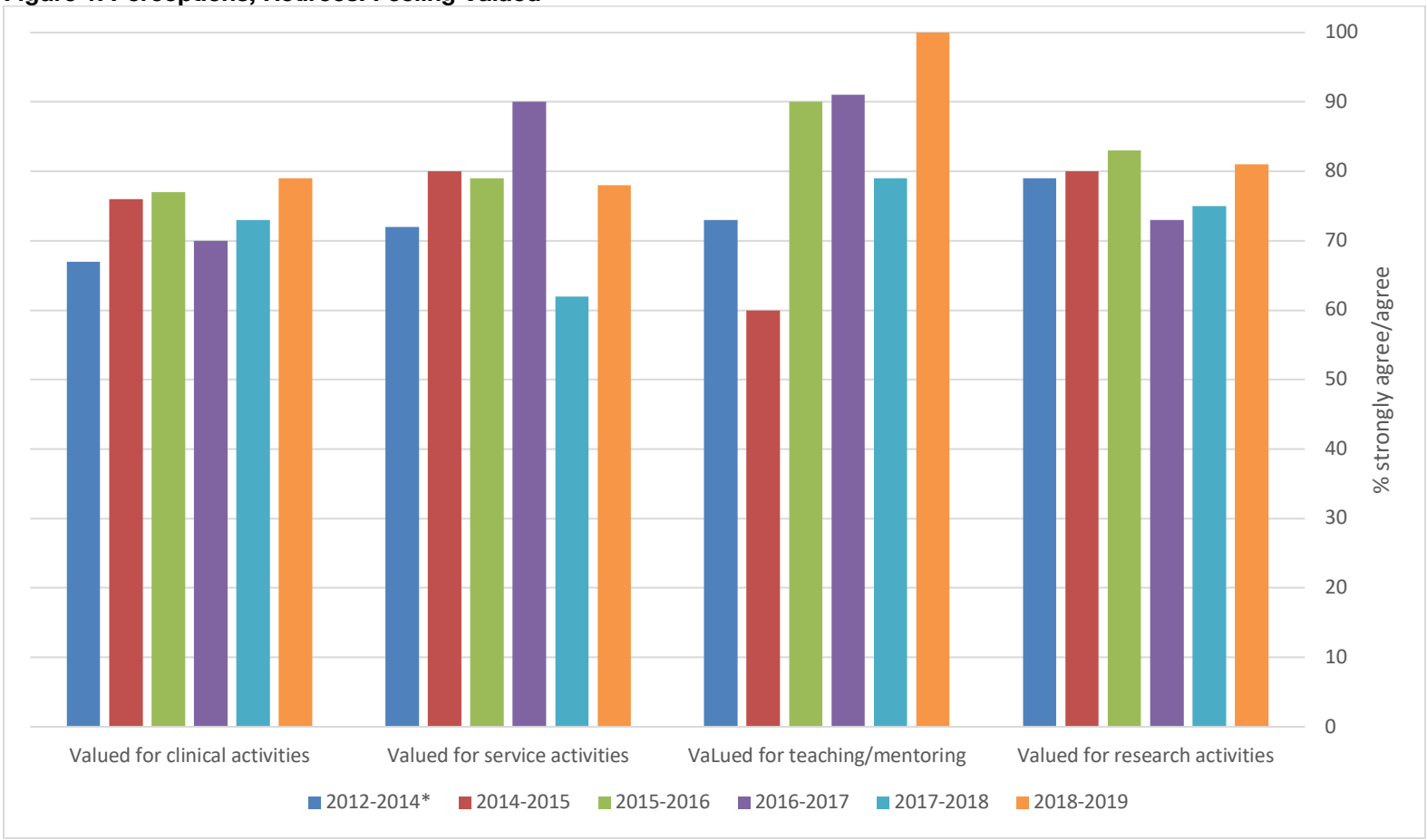
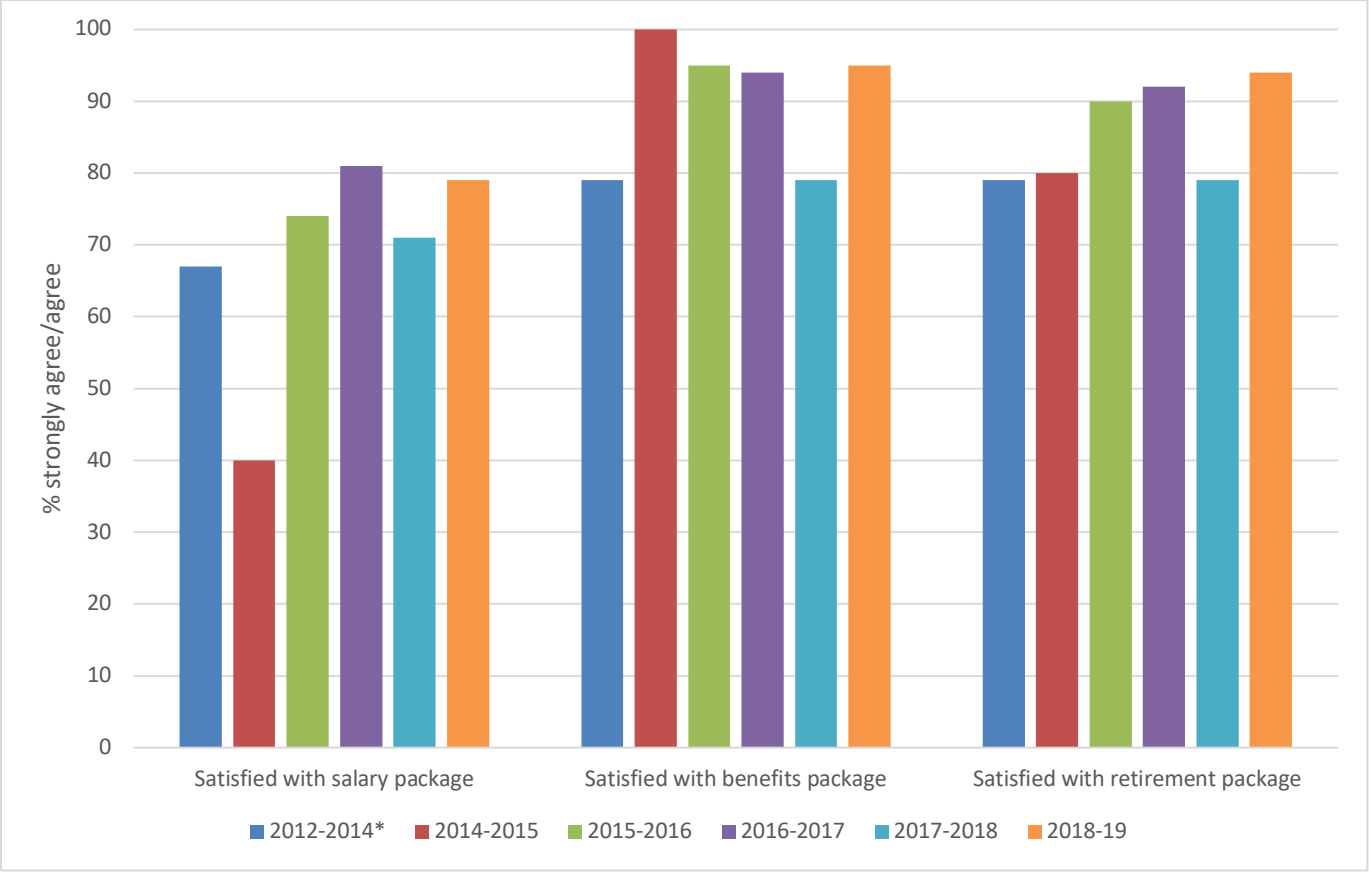


Figure 1. Perceptions, Retirees: Feeling Valued



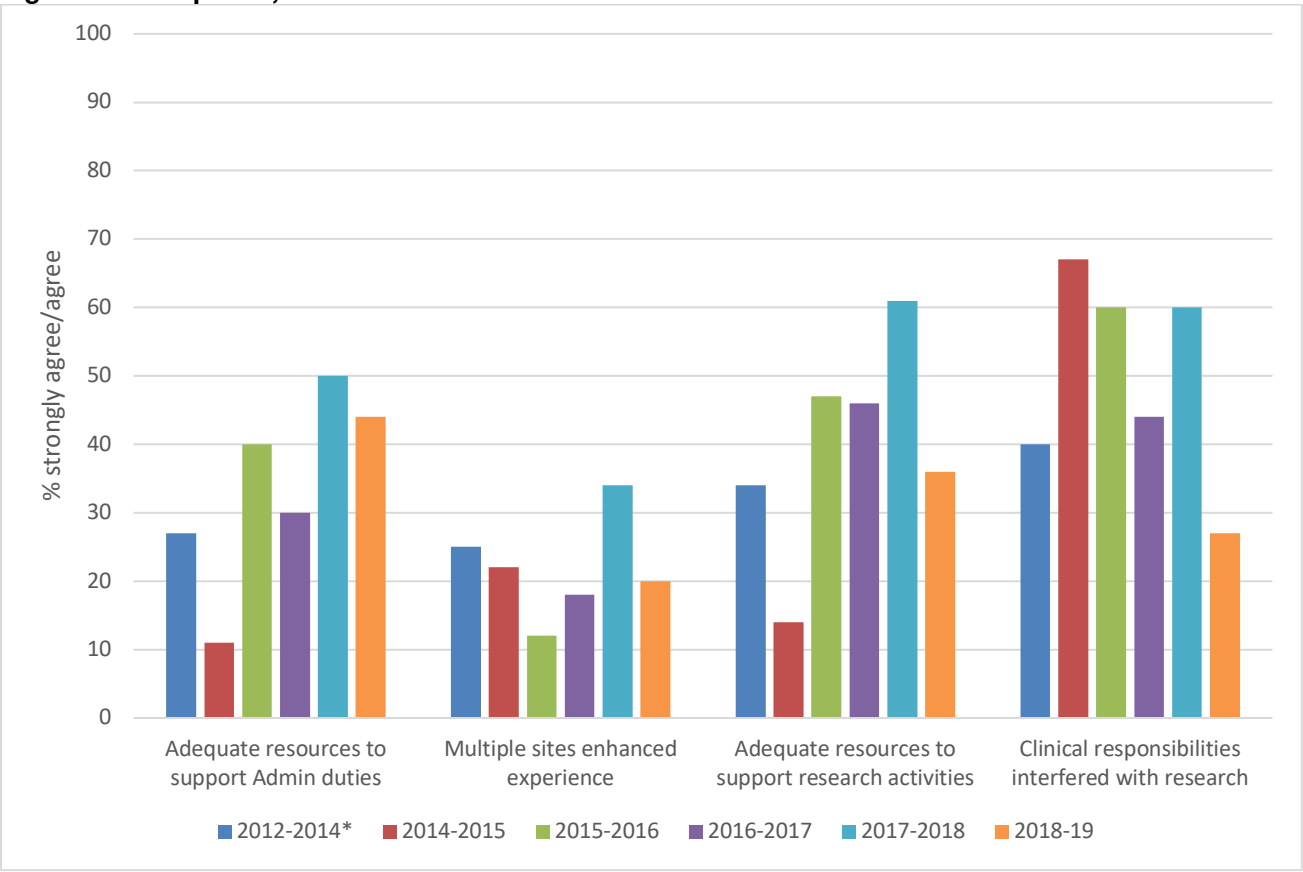
* 2 year period

Figure 2. Perceptions, Retirees: Financial Support



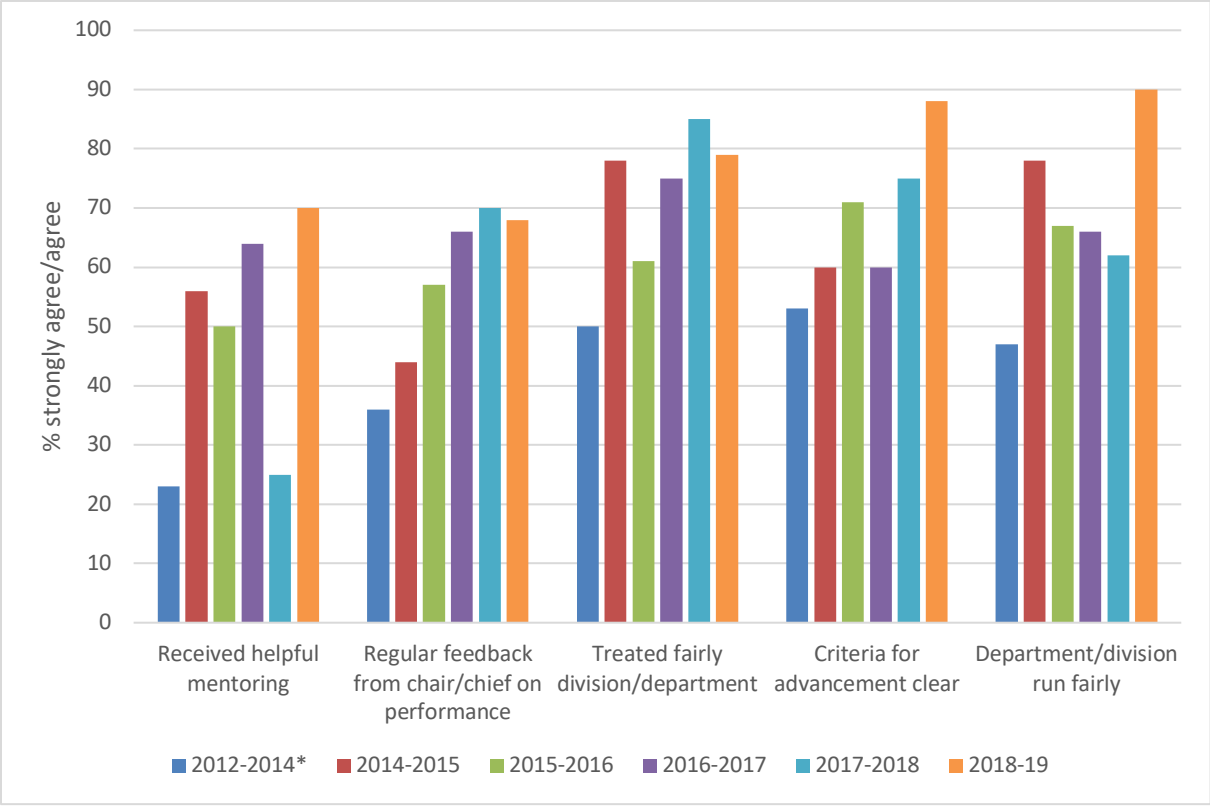
* 2 year period

Figure 3. Perceptions, Retirees: Work Conditions



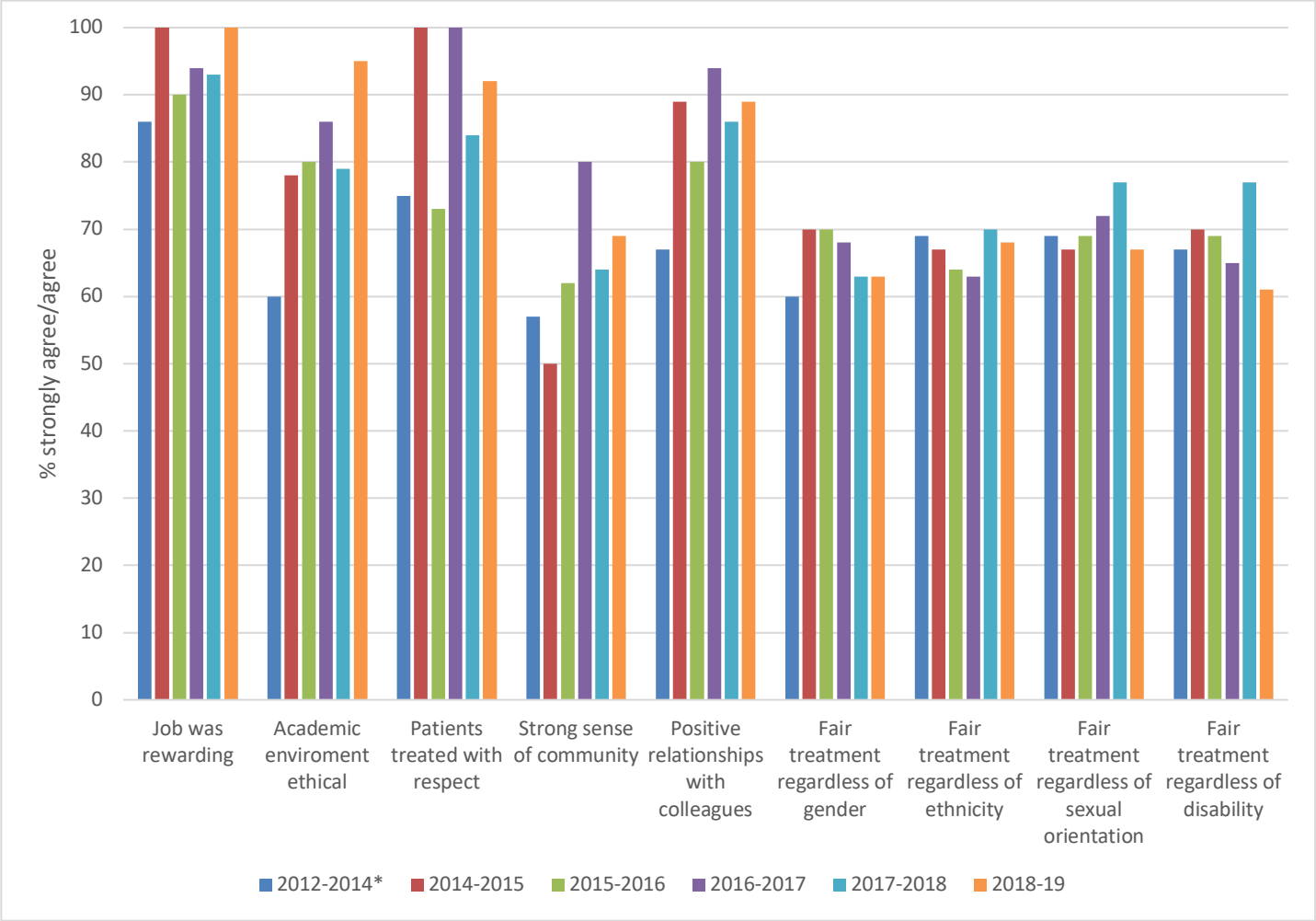
* 2 year period

Figure 4. Retirees: Career Stewardship



* 2 year period

Figure 5. Perceptions, Retirees: Climate at UCSF



* 2 year period