

# UC San Francisco 2014-2015 Faculty Exit Survey Report

## Executive Summary

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This report provides an update to the earlier UC San Francisco 2012-2014 Faculty Exit Survey Report, released in February 2016 by the Office of Academic Affairs.

During the current analysis time period (2014-2015), 120 faculty separated from UCSF. Of those, 60 responded to the survey (50% response rate). Eighty-three percent were non-retirees and 17% were retirees. Comparisons among non-retiree faculty showed some differences to the 2012-2014 findings:

### Gender/URM:

While the directional differences in departure rates by gender and URM status compared to the retained faculty are similar to those seen in the 2012-14 sample, the differences in the 2014-15 sample are more pronounced.

- Women left UCSF at a higher rate than their representation among the retained faculty (57% and 46%, respectively).
- Men left at a lower rate than their representation among the retained faculty (43% and 54%, respectively).
- URM faculty left at a higher rate than their representation among the retained faculty (18% and 7%, respectively), however the number of URM faculty departures was small (16).

Men and women differed with respect to consideration and receipt of counter offers.

- Men were more likely than women to indicate that they would not accept a counter offer.
- Men were more likely than women to indicate that they had received a counter offer (14% and 12%, respectively); this difference was less pronounced in 2014-15 than in the prior 2012-14 sample (32% and 17%, respectively). However, the total number of counter offers made was small (6 in 2014-15; 9 in 2012-14).

### Series/Rank:

- HS Clinical series faculty left at a similar rate to their representation among the retained faculty (38% and 37%, respectively); whereas, in 2012-2014, HS Clinical series faculty left at higher rates than their representation in the faculty body (47% and 36%, respectively).
- Assistant rank faculty left at a rate higher than their representation among the retained faculty (55% and 33%, respectively); a finding that was similar to that seen for the 2012-14 period.

### Circumstances around and reasons for leaving UCSF

The present results suggest that fewer non-retirees were actively looking for employment elsewhere, and that more were recruited away from UCSF by another institution, as compared with the 2012-14 sample.

- Non-retirees primarily took new positions at another academic institution (46%); in private practice (20%); or in industry or the private sector (18%).
- Of those responding to a question of how they had found their new position, 43% indicated that they had been looking for a new job (compared to 62% in the 2012-14 sample).
- Thirty-one percent indicated that they had been actively recruited to their new position (an increase from 3% in the 2012-14 sample).

Among non-retirees, salary and cost of living issues have assumed greater importance in decisions to leave UCSF.

- The top reason, insufficient salary, was cited by 51% of faculty (compared to 33% in the 2012-14 sample).
- The high cost of living was cited by 26% (compared to 19% in the 2012-14 sample).

Perceptions about UCSF:

- Non-retirees continued to cite a lack of administrative and research support, as well as Department/Division leadership as key areas of concern. Fewer faculty felt that having multiple sites at UCSF enhanced their experience.
- Non-retirees continued to have positive perceptions of the overall climate at UCSF and high levels of agreement regarding positive working relationships with colleagues. They also highly agreed that patients are treated with respect and that people are treated fairly regardless of race/ethnicity, disability, or sexual orientation.

Effective action planning to improve faculty retention should address factors both internal and external to UCSF. Data collection from faculty who depart UCSF is ongoing.

## Background

The Faculty Exit Survey Report, reporting on rates of UCSF faculty separation and associated factors for years 2012-2014 was released in February 2016. That report provides details on the background and methods used in the analysis and is available [here](#). The present report provides updated results for faculty separations from the 2014-2015 academic years.

## Results

**Table 1. Demographic Descriptions: 2014-2015**

	Total N	Gender Status			URM Status		
		Female N (%)	Male N (%)	Unknown N (%)	URM N (%)	Non-URM N (%)	Unknown N (%)
<b>All UCSF Faculty</b>	<b>2,788</b>	1281 (46%)	1507 (54%)	-	182 (7%)	2510 (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%)	-

Selected observations and comparisons between 2014-15 and 2012-14 among non-retirees:

- Separation rates were the same in 2014-15 (4%) as 2012-14 (8%- 2 years)
- Survey participation was slightly higher in 2014-15 (50%) than in 2012-14 (45%)
- Demographic differences in separations between 2014-2015 to 2012-2014
  - Gender
    - In 2014-15, women left UCSF at a higher rate than their representation among the retained faculty (57% and 46%, respectively) and men left at a lower rate than their representation among the retained faculty (43% and 54%, respectively). These differences were smaller in 2012-2014
  - URM
    - In 2014-15, URM faculty left at a higher rate than their representation among the retained faculty (18% and 7%, respectively), however the number of URM faculty departures in 2014-15 was small (16).

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

	Totals	Rank				Series					
	Total N	Assistant N (%)	Associate N (%)	Professor N (%)	Other* N (%)	Ladder N (%)	In Res N (%)	Clinical X N (%)	Adjunct N (%)	HS Clinical N (%)	Other* Unknown N (%)
<b>All UCSF 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%)	-

Selected observations and comparisons between 2014-15 and 2012-14 among non-retirees:

- Assistant rank faculty left at a higher rate than their representation among the retained faculty (55% and 33%, respectively). This is similar to 2012-14 findings.
- Professor rank faculty left at a lower rate than their representation among the retained faculty (19% and 39%, respectively). This is similar to 2012-14 findings.
- Adjunct series faculty left at a higher rate than their representation among the retained faculty (30% and 15%, respectively). This difference was not seen in 2012-14
- HS Clinical series faculty left at a similar rate as their representation among the retained faculty (38% and 37%, respectively). In 2012-14, rates for leaving in this group were higher than their representation among the retained faculty (47% and 36%, respectively).
- In Residence series faculty left at a lower rate than their representation among the retained faculty (6% and 18%, respectively). This is similar to 2012-14 findings, but in 2012-14, the difference was less between those leaving and their representation among the retained faculty (11% and 18%, respectively).

**Table 3. Position or setting which best describes new situation among non-retirees<sup>1</sup>**

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

<sup>1</sup>Single response permitted

**Table 4. Circumstances around separation from UCSF among non-retirees**

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

Selected observations and comparison of 2014-15 and 2012-14 findings among non-retirees:

- The top three position types or settings identified are the same in 2014-15 as they were in 2012-14.
- How did you learn about the new position?
  - The rate of faculty looking for new job was lower in 2014-15 (43%) than in 2012-14 (62%).
  - The rate of faculty recruited by another institution was higher in 2014-15 (31%) than in 2012-14 (3%).
- Did UCSF make a counter offer?
  - The rates of faculty receiving a counter offer were low in both 2014-15 (15%) and 2012-14 (19%).
- Were you given the opportunity to discuss your reasons for leaving?
  - The rates of faculty having the opportunity to discuss reasons for leaving were high in both 2014-15 (81%) and 2012-14 (78%).

**Table 5. Reasons for leaving UCSF and for accepting new positions among non-retirees\***

Top 12 reasons for leaving UCSF and rates				Top 12 reasons for accepting a new position and rates			
Reason <sup>1</sup>	Change in rank order <sup>2</sup>	2015-2014 (N=49)	2012-2014 (N=70)	Reason <sup>1</sup>	Change in rank order <sup>2</sup>	2014-2015 (N=46)	2012-2014 (N=67)
Insufficient salary	↑	51% (25)	33% (23)	Higher compensation at new job	↔	65% (30)	51% (34)
Personal or family issues	↓	31% (15)	39% (27)	Improved environment / admin support	↔	61% (28)	43% (29)
Job at UCSF did not meet my expectations	↑	31% (15)	23% (16)	Family reasons	↔	46% (21)	39% (26)
High cost of living	↑	26% (14)	19% (13)	More manageable work load	↑	46% (21)	22% (15)
I felt like I did not belong	↑	24% (12)	13% (9)	More specific to teaching interests/goals	↔	39% (18)	25% (17)
Lack of administrative support	↓	22% (11)	27% (19)	Livability/ affordability of new location	↔	37% (17)	24% (16)
Excessive workload due to clinical teaching	↑	18% (9)	7% (5)	Better benefits package	↑	28% (13)	16% (11)
Excessive workload due to research		10% (5)	-	Career opportunity for spouse/partner		24% <sup>3</sup> (11)	-
I felt I was unfairly treated due to my gender		10% (5)	-	Leadership position	↓	24% <sup>3</sup> (11)	36% (24)
Lack of access to graduate student	↓	10% (5)	7% (5)	Guaranteed salary	↑	24% <sup>3</sup> (11)	22% (15)
Problem with the promotion process		-	9% (6)	Offered a tenured position		24% <sup>3</sup> (11)	-
Loss of funding		-	7% (5)	Opportunities to collaborate with other faculty			18% (12)

<sup>1</sup> Multiple responses permitted, ranked for 2014-2015

<sup>2</sup> Directional change in rank order in current sample as compared with 2012-14 sample

<sup>3</sup> In previous iterations of this report, the % and (N) figures were transposed in these cells. This has been corrected.

Selected observations for reasons for leaving and comparisons between 2014-15 and 2012-14 among non-retirees:

- The top six reasons for leaving in 2014-15 were the same as the top six reasons for leaving in 2012-14.
- As in the 2012-14 data, in 2014-15, four of the top six reasons for leaving UCSF were also cited among the top six reasons for accepting a new position:
  - Insufficient salary/ Higher compensation at new job
  - Personal or family reasons/ Family reasons
  - High cost of living/ Livability, affordability of new location
  - Lack of administrative support/ Improved environment/administrative support

Additional survey results related to insufficient salary:

- Verbatim comments:
  - “Most important reason was low salary and lack of opportunity to earn meaningful salary increases regardless of effort.”
  - “The cost of living in San Francisco is astronomical. The salary of an academic subspecialist in my field at UCSF put me close to the federal poverty line for a family of four. There are a number of colleagues in my division who have independent wealth or spouse in a lucrative field thus creating a division of faculty who do not need the UCSF salary to live. A culture of inequality arises and the benefits of being at UCSF (great colleagues, great research, clinical diversity, great city) become outweighed by the constant low-grade stress of not making ends meet, going into debt, living in suboptimal living conditions with children and the threat to their education and future. It was not worth it in the end. As a researcher in disparities, it was striking to witness it myself (economic disparity).”

**Table 6. Reasons for leaving UCSF by gender among non-retirees<sup>1</sup>**

Women	Change in rank order <sup>2</sup>	2014-2015 (N=32)	2012-2014 (N=36)	Men	Change in rank order <sup>2</sup>	2014-2015 (N=17)	2012-2014 (N=25)
Insufficient salary	↑	59% (19)	31% (11)	Job at UCSF did not meet my expectations		41% (7)	
Personal or family issues	↓	34% (11)	50% (18)	Insufficient salary	↓	35% (6)	40% (10)
High cost of living		28% (9)	-	High cost of living	↔	29% (5)	32% (8)
Excessive workload due to clinical teaching		25% (8)	-	I felt like I did not belong		29% (5)	-
Lack of administrative support	↓	25% (8)	31% (11)	Personal or Family issues		-	36% (9)
Job at UCSF did not meet my expectations		-	25% (9)	Lack of administrative support		-	24% (6)

<sup>1</sup> Multiple responses permitted

<sup>2</sup> Directional change in rank order in current sample as compared with 2012-14 sample

Selected observations about reasons for leaving UCSF by gender and comparisons between 2014-15 and 2012-14 by gender among non-retirees:

- Reasons for leaving among women:
  - The rate of women citing “insufficient salary” was higher in 2014-15 (59%) than in 2012-14 (31%).
  - The rate of women citing “personal or family issues” was lower in 2014-15 (34%) than in 2012-14 (50%).
  - Reasons for leaving UCSF cited by women in 2014-15 that were not identified in the 2012-14 sample:
    - 28% of women cited “high cost of living”
    - 25% of women cited “excessive work load due to clinical teaching”
- Reasons for leaving among men:
  - Reasons for leaving UCSF cited by men that were not identified in the 2012-14 sample:
    - 41% of men cited “job at UCSF did not meet my expectations.”
    - 29% of men cited “I felt like I did not belong” in 2014-15.

**Table 7. Factors that contributed to decision to accept new position by gender among non-retirees<sup>1</sup>**

Women	Change in rank order <sup>2</sup>	2014-2015 (N=29)	2012-2014 (N=36)	Men	Change in rank order <sup>2</sup>	2014-2015 (N=17)	2012-2014 (N=24)
Higher compensation at new job	↑	66% (19)	42% (16)	Higher compensation at new job	↔	65% (11)	58% (14)
Improved environment / admin support	↑	62% (18)	29% (11)	Improved environment/ admin support	↔	59% (10)	46% (11)
More manageable work load		57% (17)	-	More specific to teaching/ interests/goals	↑	47% (8)	29% (7)
Family Reasons	↓	52% (15)	45% (17)	Livability / affordability of new location		41% (7)	-
Livability/affordability of new location	↔	34% (10)	26% (10)	Leadership position	↓	35% (6)	42% (10)
Leadership position		-	29% (11)	Guaranteed salary		35% (6)	-
				Family Reasons		-	29% (7)

<sup>1</sup> Multiple responses permitted

<sup>2</sup> Directional change in rank order in current sample as compared with 2012-14 sample

Selected observations about factors that contributed to decision to accept a new position by gender and differences between 2014-15 and 2012-14 among non-retirees:

- Similarities among women and men
  - Women and men cited “higher compensation at new job” at a similar rate (66% and 65%, respectively) as a factor contributing to accepting a new position.
  - Women and men cited “improved environment/admin support” at a similar rate (62% and 59%, respectively) as a factor contributing to accepting a new position.
- Among women, factors that contributed to decision to accept a new position in 2014-15 that were not identified in the 2012-14 sample:
  - 57% of women cited a “more manageable work load”
- Among men, factors that contributed to decision to accept a new position in 2014-15 that were not identified in the 2012-14 sample:
  - 41% of men cited a “livability/affordability of new location”
  - 35% of men cited “guaranteed salary”



**Table 8. Counter offer made by gender among non-retirees \***

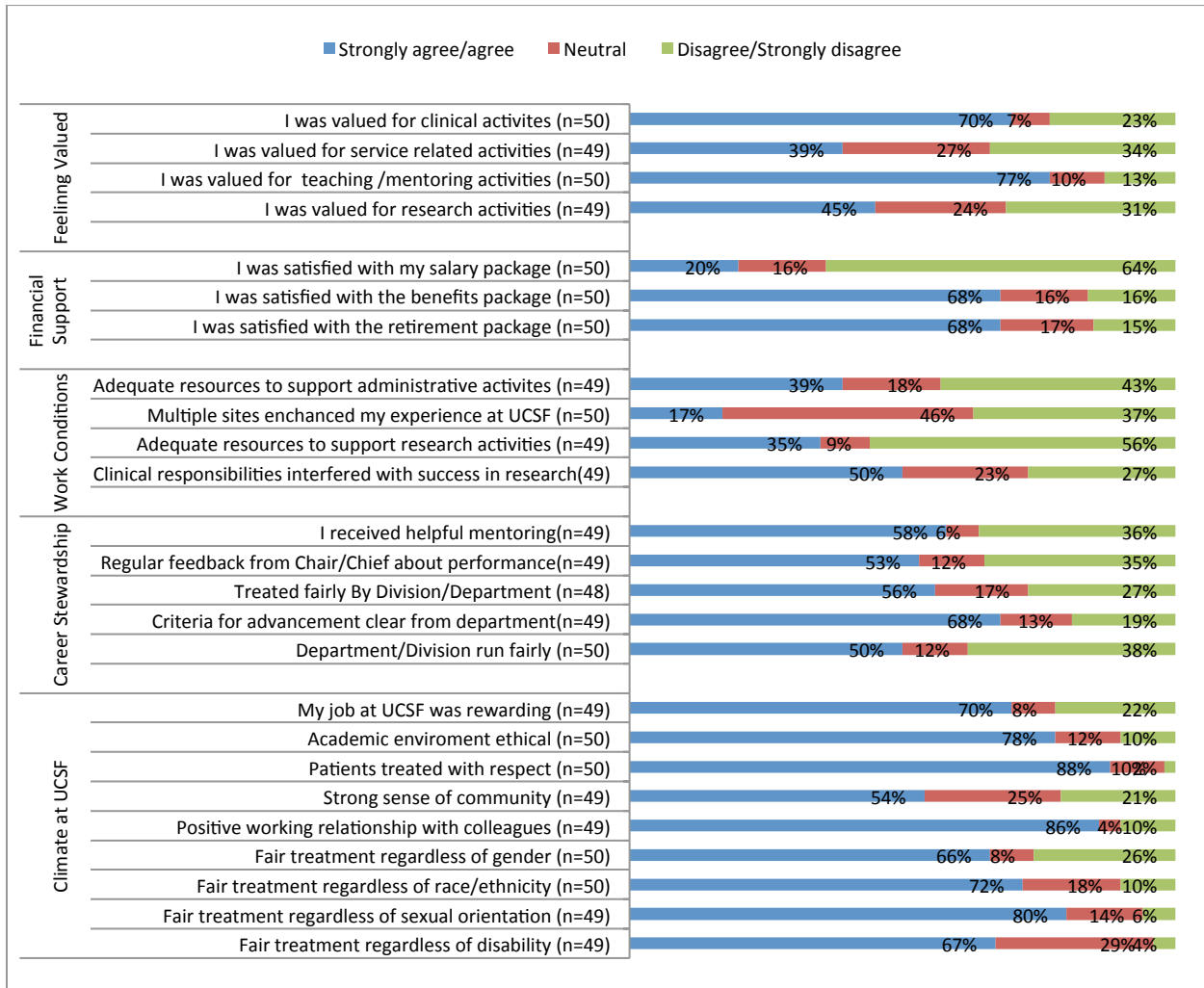
Women	2014-2015 (N=30)	2012-2014 (N=33) <sup>a</sup>	Men	2014-2015 (N=17)	2012-2014 (N=23) <sup>a</sup>
Said I would not accept a counter offer	7% (2)	21% (7)	Said I would not accept a counter offer	29% (5)	17% (4)
<b>Among those who would accept a counter offer:</b>	<b>N=28</b>	<b>N=26</b>	<b>Among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

<sup>1</sup>Rates listed for 2012-2014 differ from those listed originally, due to update in methodology.

Selected observations about counter offers made by gender and differences between 2014-15 and 2012-14

- Women and men had low rates of receiving counter offers in 2014-15 (14% and 17%, respectively).
- Women were slightly more likely to receive a counter offer in 2014-15 (14%) than in 2012-14 (12%).
- Men were less likely to receive a counter offer in 2014-15 (17%) than in 2012-14 (32%).
- The total numbers of counter offers made were small: six in 2014-15; nine in 2012-14.

**Table 9. Perceptions of UCSF among non-retirees**



Selected observations of 2014-15 findings and comparisons to 2012-14 findings:

- Overall, perceptions ratings in 2014-15 were similar to those from 2012-14.
- Feeling valued:
  - A minority felt valued for research activities in 2014-15 (45%) and this remained consistent with rates from 2012-14 (43%).
  - A minority felt valued for service related activities (39%), a decrease in feeling valued from 2012-14 (51%).
- Financial support:
  - A majority felt dissatisfied with their salary package in 2014-15 (64%), an increase in dissatisfaction from 2012-14 (54%).
  - A majority felt satisfied with their benefits package in 2014-15 (68%), a decrease in satisfaction from 2012-14 (74%).
- Work conditions:
  - A minority felt that there were adequate resources to support administrative activities in 2014-15 (39%) and this remained consistent with rates from 2012-14 (32%).
  - A minority agreed that multiple sites enhanced their experience at UCSF (17%), a decrease in agreement from 2012-14 (30%).

- A minority agreed that there were adequate resources to support research activities in 2014-15 (35%) and this is consistent with the 2012-14 finding (33%).
- Career stewardship:
  - A majority were satisfied in 2014-15 with most of the elements of career stewardship and this is consistent with the 2012-14 findings.
  - Half agreed that department/division was run fairly in 2014-15 (50%) and this is consistent with the 2012-14 findings.
  - Verbatim comments: More than 25% of comments linked to reasons for leaving UCSF mentioned leadership issues. Examples include:
    - “I have been at UCSF for seven years with excellent job satisfaction and support, unfortunately in 2009 with economic changes nationally as well as in our state, we faced furloughs and eventually people were laid off. We were taking more students with LESS faculty. I was teaching two courses a quarter, and was running a clinic in addition to the many other responsibilities of our jobs. In this process I noticed problems in leadership especially in dealing with equity of pay and work load. Our leadership in the school as well as our department was not supportive and did not make the situation any easier. Many tenure tract faculty have left as well as clinical faculty. There was minimal succession planning and foresight! I was a junior faculty, had excellent reviews and enjoyed teaching but had really no choice but to leave for my sanity, health and my family's sake.”
    - “My direct supervisor was unable to effectively support me clinically or help me find an effective research mentor at UCSF. Instead, I was assigned increasing amounts of clinical and teaching responsibilities. Despite my request to the division chief to be afforded more control over the direction of the clinical and research programs due to a lack of vision on the part of my direct supervisor, I was subsequently advised by [redacted] to consider doing more clinical time to increase my RVUs. No changes were offered to me until I had an external job offer in-hand 7 months after my initial request. Ultimately, I decided I would not be satisfied working under this supervisor long-term and made the difficult decision to leave UCSF.”
    - “I feel that my Division did not support the clinical faculty as they do the research faculty. The clinical work is simply not valued as much as it could be. There is a lack of leadership and mentorship within this group. Issues of significant gender pay parity were highlighted this year (corrected for 2015) and in addition, I have been underpaid compared with colleagues at my same rank since joining the group (25-30K/yr). Lack of transparency and little attention to outpatient clinical billing/revenue with virtually no feedback make maintaining a vibrant successful practice impossible.”
- The Climate at UCSF
  - The majority had favorable perceptions of the UCSF climate overall in 2014-15 and this is consistent with the 2012-14 findings.
  - Most agreed that there is a strong sense of community in 2014-15 (54%), an increase from 2012-14 findings (49%).

- Verbatim comments: Of more than 40 comments given about what faculty liked best about UCSF, at least 75% mention positive relationships with workers and colleagues. Examples include:
  - “The students, stimulating environment in terms of evidence based clinical practice, opportunities for global work and my wonderful colleagues who worked SO hard.”
  - “Rewarding relationships with colleagues, social justice mission of SFGH, mentorship and encouragement of junior faculty advancement.”
  - “My colleagues and our sense of mission. Teaching our diverse students. Mentoring junior faculty. Being myself after the years it took to get comfortable to be myself as a lesbian physician. Opportunity to have ideas and to sometimes be able to realize them if I worked 120 hours a week.”

APPENDIX: Additional Material

**Table 1. Reasons contributing to leaving among retirees<sup>1</sup>**

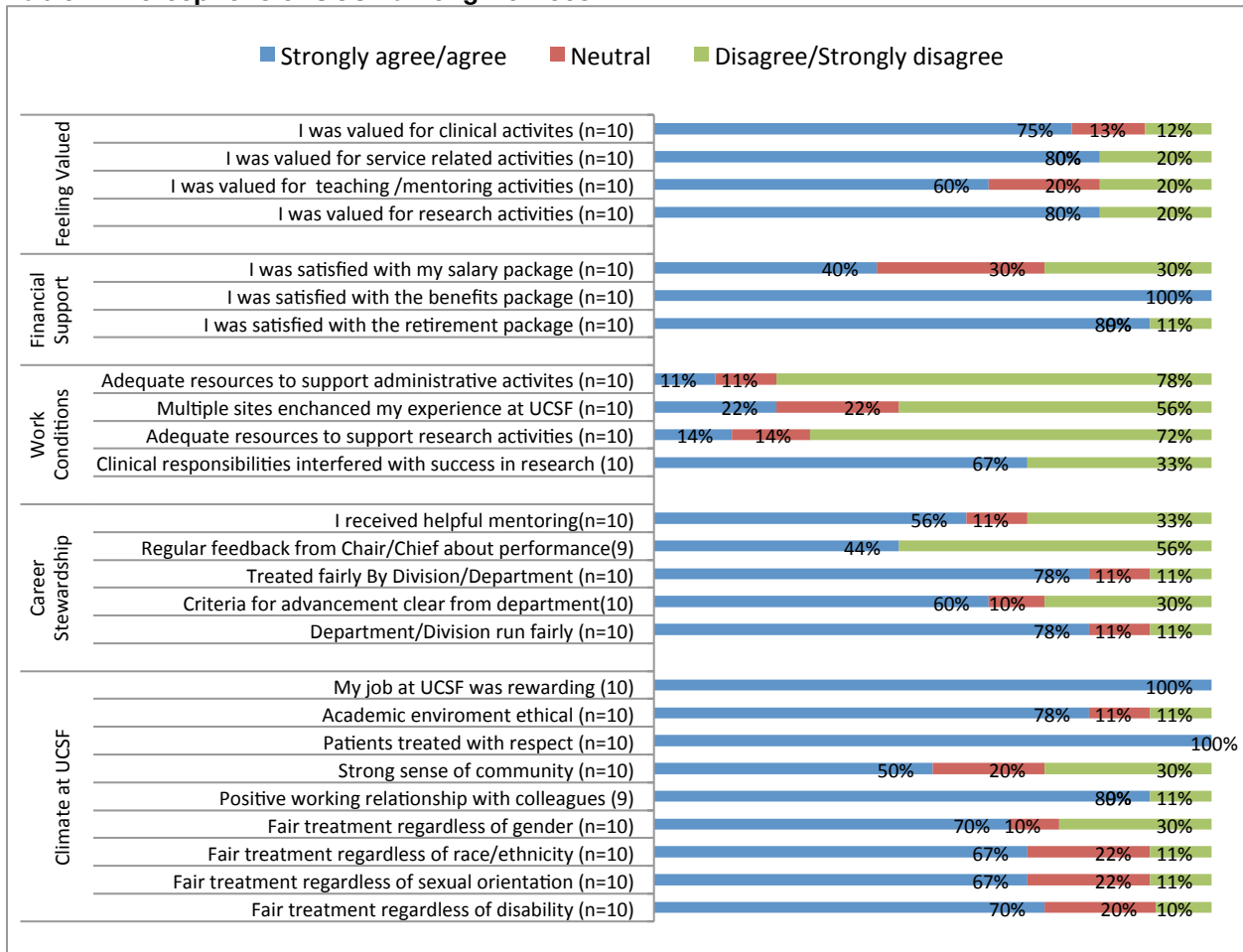
Reasons Contributing to Leaving	2014-2015 (N=10)	2012-2014 (N=15)
Lack of administrative support	30% (3)	27% (4)
Health Issues	30% (3)	-
Excessive workload due to research	20% (2)	-
Loss of funding	20% (2)	-
Other	20% (2)	7% (1)
Excessive workload due to research	-	13% (2)
Insufficient salary	-	7% (1)
Job at UCSF did not meet my expectation	-	7% (1)

<sup>1</sup> Multiple responses permitted

Selected observations about reasons for leaving UCSF among retirees

- Lack of administrative support remained top rank in 2014-15, and this is consistent with 2012-14 findings.
- Reasons cited in 2014-15 that were not cited in 2012-14
  - Health issues
  - Excessive workload due to research
  - Loss of funding

**Table 2. Perceptions of UCSF among Retirees**



**Selected observations of perceptions by retirees**

- Felt valued
  - The majority felt valued for their activities at UCSF in 2014-15 and this is consistent with the 2012-14 findings.
- Financial support
  - The minority felt satisfied with their salary package in 2014-15 (40%), a decrease from 2012-14 (67%)
- Work conditions
  - The majority disagreed that there was adequate support for administrative or research activities and that multiple sites enhanced their experience in 2014-15 and this is consistent with ratings in 2012-14
- Career stewardship
  - The majority was satisfied with most of the elements of career stewardship in 2014-15 and this is consistent with the 2012-14 findings.
- The climate at UCSF
  - The majority had favorable perceptions of the UCSF climate overall in 2014-15 and this is consistent with the 2012-14 findings.