UC San Francisco 2012-2014 Faculty Exit Survey Report
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Executive Summary

Upon the recommendation of the Clinical Affairs Committee of the UCSF Academic Senate, the Office of Academic Affairs became the executive sponsor of a new effort to evaluate faculty departures from UCSF. A joint faculty-administration working group developed a survey instrument that is sent to all departing faculty (retirees and non-retirees). Data have been collected and analyzed for the two-year period of 2012-13 and 2013- 14. This report summarizes these findings, describing reasons why faculty separated from UCSF, chose new positions elsewhere, and perceptions of their experiences and of the climate at UCSF.

During the analysis time period (2012-2014), 206 faculty separated from UCSF. Of those, 93 responded to the survey (45% response rate). Eighty-four percent were non-retirees and 16% were retirees.

Non-retirees primarily took new positions at another academic institution (44%); in private practice (18%); or in industry or the private sector (14%). Sixty-three percent of those responding to a question on how they had found their new position indicated that they had been looking for a new job. Of those non-retirees who indicated that they would have considered a counter offer, only 19% indicated that a counter offer had been made to them. Women were less likely to receive counter offers than were men (9% and 26%, respectively). Seventy-nine percent of non-retirees indicated that they had been given the opportunity to discuss their reasons for leaving with their department chair/ORU director, division chief/chair or dean prior to leaving.

Among non-retirees, the reasons identified for leaving UCSF tended to overlap with factors cited for accepting a new position elsewhere. Key reasons included factors both unrelated to UCSF such as personal or family issues (39%) and high cost of living (19%); and those more closely related to UCSF employment such as low salaries (33%) and lack of administrative support (27%).

With regard to their perceptions about UCSF, both non-retirees and retirees cited a lack of administrative and research support, as well as Department/Division leadership as key areas of concern. Non-retirees had more favorable perceptions regarding mentorship support and regular feedback from their Chair/Chief than did retirees.

Both non-retirees and retirees had positive perceptions of the overall climate at UCSF and high levels of agreement regarding positive working relationships with colleagues. Both groups also highly agreed that patients are treated with respect and that people are treated fairly regardless of race/ethnicity, disability, or sexual orientation.

The present results suggest that the majority of non-retirees were actively looking for employment elsewhere, and that a variety of career paths (including those both within and outside of academia) were pursued. UCSF and the San Francisco Bay Area are highly dynamic environments and significant changes have occurred in both realms within the past several years. Data from 2014-15 is currently under review and suggests that the high cost of living is a more prevalent reason for faculty departures than noted in the 2012-14 results. 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.

I.   Background

Beginning in 2006, the Clinical Affairs Committee (CAC) of the Academic Senate, chaired by Ellen Weber, MD, developed and implemented a faculty exit survey to gather information about the reasons why UCSF faculty separate from UCSF. Data were solicited from faculty who had separated from UCSF between 2005 and 2007 and a report was released in December 2008. The survey was sent to all separated faculty (N=445) and 124 (28%) responded. Most respondents were retirees (70%) and 30% were considered junior faculty. While the survey appeared to generate thoughtful and useful responses, disseminated results pertained only to separated faculty at the Assistant rank. In addition, several other limitations prevented a more complete understanding of faculty separation from UCSF. These limitations included the lack of a timely process to identify and survey separating faculty, a low response rate, and incomplete or inconsistent data.

A summary of preliminary findings regarding separated junior faculty included the following:

Strengths of UCSF:

- Academic and intellectual climate was challenging and rewarding
- Non-cash components (benefits and retirement) of total compensation were viewed favorably
- Faculty support programs were well rated, but not well-known

Reasons for leaving UCSF:

- Lack of appreciation for work
- Difficult working conditions and unrealistic workload
- Low compensation
- Lack of professional collegiality

Areas needing improvement:

- At the department and division levels:
  - Recognition of faculty work and support for balancing responsibilities
  - Participation by department chairs and division chiefs in the professional well-being of their faculty
- Administrative support for faculty (staff support and support for faculty workplace concerns from central campus administration)
- Functionality, efficiency and transparency of administrative structures, most significantly for accounting systems
- Workplace conditions and physical infrastructure

The CAC developed the following set of recommendations to improve the process and utility of future faculty exit surveys:

1. Implement better processes for contacting separating faculty, including creating an automatic and immediate trigger to initiate the faculty exit survey process as soon as the faculty member gives notice of separation to their department chair.
2. Designate a person or office with responsibility for speaking confidentially with faculty shortly after they leave UCSF about their experience and their reasons for leaving

(exit interviews). This function may be designated by the Academic Senate or by Academic Affairs.

3. Integrate questions with current human resources survey tools to obtain better measures of dissatisfaction, reasons for leaving, and comparison of attitudes between separating and retained faculty. The Academic Senate CAC recommends this work be undertaken in conjunction with experts in employment survey techniques.
4. Gather comparison data from current UCSF faculty.
5. Gather data from faculty recruited by UCSF who ultimately choose to work at another institution.
6. Although CAC would like administrative responsibility for this process to be taken up by Academic Affairs (or another appropriate office), it would like to continue to review the data collected and monitor the process.

II.   Faculty Exit Survey Design Committee

In response to the Academic Senate CAC recommendations above, the Office of Academic Affairs subsequently became the executive sponsor for future faculty exit surveys. The current online UCSF Faculty Exit Survey (FES) (Appendix A) was developed by the Faculty Exit Survey Design Committee in 2011, chaired by Sally Marshall, PhD (Appendix B). The FES was implemented online in 2012 and is currently administered via a national third-party healthcare informatics vendor (HealthStream) to all faculty who separate from any of the four UCSF health professions schools.

III.   Purpose

The purpose of this report is to present the findings from the FES for the two-year period 2012-14, describing why faculty separated from UCSF, chose new positions elsewhere, and perceptions of their experiences and of the climate at UCSF.

IV.   Methods

A. Faculty Exit Survey (FES):   The FES includes three types of queries:

1. Questions about reasons and circumstances for leaving UCSF and for accepting a position elsewhere, through selection from pre-populated lists of potential reasons
2. Multiple free-text comment fields to permit faculty to expand on their answers or indicate responses that may not have been represented among the pre-populated options
3. Ratings of perceptions of faculty members' experiences at UCSF and the campus climate.

HealthStream is a third-party vendor that administers the UCSF FES. On a monthly basis, UCSF provides HealthStream with a list of faculty who are separating or retiring from UCSF. Within five working days, HealthStream sends an email to those faculty that includes the FES link and invites them to complete the online survey. Two email reminders are sent, if needed, over the subsequent two weeks. HealthStream provides UCSF with aggregated and de-identified survey responses through a set of pre-determined reporting formats.

Population: The analysis sample consisted of faculty at the Instructor level or above who separated from UCSF. Separations due to retirements and non-retirements were included and results presented in this report are from the two year period 2012-14. As of the end of the 2014 academic year, Instructors are no longer included in the survey because their rank is not used uniformly across the campus. Included in the 2012-14 survey were:

- Senate series faculty at any percent effort
- Non-Senate faculty who were members of the Health Sciences Compensation Plan
- Faculty who were recalled after retirement

B. Analyses: The present findings provide information regarding separating faculty in the following areas:

- Demographic characteristics of retiring and non-retiring faculty
- Among non-retiring separated faculty, findings regarding leaving UCSF:
  - Internal communications or processes related to reasons for leaving UCSF
  - Reasons for leaving UCSF and accepting a new position elsewhere, related perceptions, and related free-text comments
  - Gender considerations in reasons for and circumstances regarding accepting new positions/leaving UCSF
  - Perceptions of career stewardship, the climate at UCSF, and sense of being valued
- Among retiring separated faculty:
  - Reasons for leaving UCSF
  - Perceptions of their experiences at UCSF, the climate, and related comments

V.   Results

Demographic Characteristics
During the analysis time period (2012-2014), 206 faculty separated from UCSF. Of those, 93 responded to the survey (45.1% response). Table 1 presents the demographic information for all separated faculty and all respondents, and for comparison, provides this information for all UCSF faculty.

The demographics of the faculty who separated from UCSF between July 2012-June 2014 largely mirror the general faculty demographics, i.e., the proportions of women and underrepresented minority (URM) faculty leaving are not disproportionally higher than their representation in the general faculty body (Table 1). Similarly, the proportions of faculty separating within the categories of rank and series compared to the UCSF faculty are similar with several exceptions: As expected, full Professors were more likely to retire than those at other ranks; Assistant rank and HS Clinical series faculty left UCSF, as non-retirees, to a greater extent than faculty from other ranks and series; and Clinical X and In-Residence faculty, as non-retirees, were less likely to leave UCSF (Table 2). These similarities r differences noted between UCSF faculty and separated faculty highlight general patterns. Statistical significance testing was not performed.

Table 1. Demographic Descriptions

	Totals	Gender Status			URM Status		
	Total N	Female N (%)	Male N (%)	Unknown N (%)	URM N (%)	Non-URM N (%)	Unknown N (%)
All UCSF Faculty	2,574	1183 (46%)	1391 (54%)	-	155 (6%)	2335 (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%)	-

Table 2. Rank and Series of UCSF Faculty and Survey Respondents 2012-2014

	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 UCSF Faculty	2,574	848 (33%)	567 (22%)	1012 (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%)

*Other-includes Instructors, visiting and unknown

This represents the overall demographics of the respondents to the Faculty Exit Survey. The discussion of the results are broken out into two sections: Non-Retirees and Retirees.

Section 1: Non-Retirees

A. New positions accepted, how faculty had learned of them, whether counter offers were made, and the opportunity to discuss reasons for leaving UCSF

Non-retiree faculty were asked what positions they were moving into. The top three responses were: an academic position at another institution (44%); going into private practice (18%); and taking a position in industry or the private sector (14%) (Table 3). Those who took a new position were asked how they had learned about the new position. Of those who responded (N=40), 63% indicated that they had been looking for a new job, 23% that they were not looking but a colleague had recommended the position, 3% that they had been recruited, and 13% some other reason. In response to a question of whether or not UCSF made a counter offer (N=63), 18% indicated that they would not consider a counter offer. Of the remainder, 19% indicated that UCSF had made a counter offer and 81% indicated that UCSF had not. Of non-retirees who responded to the question of whether they had been given the opportunity to discuss their reasons for leaving UCSF with their department chair/ORU director, division chief/chair or dean prior to leaving (N=74), 79% indicated that they had and 21% that they had not.

Table 3. Non-retirees: Position or setting which best describes new situation*

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

* One response permitted

B. Reasons for leaving UCSF and reasons for accepting a new position

Faculty were asked to respond to two questions—one regarding their reasons for leaving UCSF and one regarding reasons for accepting a new position—by selecting responses from separate, pre-populated lists of options (see Table 4). Although the menu options differed somewhat for the two queries, the results indicated that there was a fair amount of overlap in the responses to them.

The top six reasons for leaving UCSF were:

1. Personal or family issues (39%)
2. Insufficient salary (33%)
3. Lack of administrative support (27%)
4. Job did not meet expectations (23%)
5. High cost of living (19%)
6. Felt like I did not belong (13%)

Three of these reasons these were also cited among the top six in the list of reasons for accepting a new position:

1. Family reasons (39%)
2. Higher compensation at new job (51%)
3. Livability/affordability of new location (24%)

The second most common reason for accepting a new position—improved environment/administrative support (43%)—was highly similar to the "lack of administrative support" item in the "reasons for leaving UCSF" question.

Table 4. Non-retirees: Reasons for leaving UCSF and for accepting new positions*

Top 10 reasons *for leaving UCSF* and rates (N = 70)				Top 10 reasons *for accepting a new position* and rates (N = 67)		
Reason	N	%		Reason	N	%
Personal or family issues	27	39		Higher compensation at new job	34	51
Insufficient salary	23	33		Improved environment / admin support	29	43
Lack of administrative support	19	27		Family reasons	26	39
Job at UCSF did not meet my expectation	16	23		Leadership position	24	36
High cost of living	13	19		More specific to teaching / interests / goals	17	25
I felt like I did not belong	9	13		Livability / affordability of new location	16	24
Problem with the promotion process	6	9		Guaranteed salary	15	22
Excessive workload due to clinical teaching	5	7		More manageable work load	15	22
Lack of access to graduate students	5	7		Opportunities to collaborate with other faculty	12	18
Loss of funding	5	7		Better benefits package	11	16

*multiple responses permitted

C. Perceptions related to insufficient salary (financial support)
Additional survey findings that support the importance of insufficient salary and lack of administrative support were drawn from the ratings of non-retirees perceptions of the UCSF environment (Table 5) and free-text comments. Fifty-four percent of non-retiree faculty reported that they were dissatisfied with their salary package. The high cost of living in the San Francisco Bay Area likely exacerbates cost-of-living and salary concerns, and this was reflected in some free text comments:

"*I was offered at my new position—in a not very expense locale—over $60,000 more than what I was making at UCSF after 22 years! Our salaries are not competitive at UCSF and are tied into NIH RO 1 performance only.*"

"*It was impossible to purchase housing on a single person's salary, even without a family*"

"*Mainly I left to pursue clinical and research opportunities that were not available to me at UCSF, and to make an adequate salary to support my family, which was not possible at UCSF.*"

D. Perceptions related to lack of administrative support (work conditions)
Fifty-two percent felt that they had lacked adequate resources to support administrative activities at UCSF. Selected free text comments:

"*UCSF's challenging administrative structure, lack of admin support, and low value placed on patient care were not aligned with my ultimate career objectives.*"

"*the culture of bullying and expectations to work beyond capacity, lack of administrative assistance and constant piling on of more work. Very discouraging*"

"*Poor administrative support for clinical enterprise*"

Most non-retiree faculty felt that they lacked adequate resources to support research activities (53%) and nearly half felt that multiple sites did not enhance their experiences at UCSF (47%).

E. Gender issues related to leaving UCSF among non-retirees
As stated earlier, women and URM faculty appeared to exit at proportions similar to their representation of the retained faculty. Because only three non-retiree separated faculty were URM and all of those were female, we did not examine URM differences and instead focused on gender differences. Examination of gender differences in factors influencing decisions to accept a new position, the surrounding context, and reasons for leaving UCSF revealed that female and male choices were motivated by very similar factors, overall. However, of those completing the question about whether a counter offer had been presented, females were less likely to report that a counter offer had been made to them (9%) compared to males (26%). (See Appendix C for more detail on gender differences.)

F. Perceptions of career stewardship.
The majority of non-retiree faculty separating reported favorable impressions related to career stewardship factors (Table 5). Most (62%) felt that they had received helpful mentoring, and this was mentioned in a free-text comment:

"*I am very appreciative for the time that I had a UCSF to learn from colleagues by attending seminars, lab meetings, and courses. I received instruction in conducting laboratory based research as a post-doc and as a faculty member, and some mentorship on scientific issues.*"

The majority felt that they were treated fairly by their division/department (61%), that criteria for advancement were made clear in their department (64%), and that they had received regular feedback from their chair/chief about their performance (57%). However, fewer than half (48%) felt that their department/division was run fairly and free-text comments regarding department/division leadership illustrated several areas of concern. Of 41 free-text comments elaborating on reasons for leaving UCSF, eight pertain to department/division leadership issues.
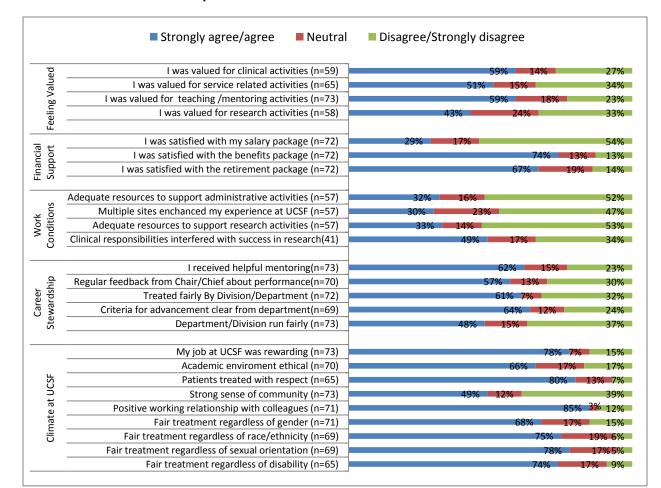
Table 5. Non-retirees: Perceptions of UCSF

Legend: ■ Strongly agree/agree ■ Neutral ■ Disagree/Strongly disagree

Feeling Valued
- I was valued for clinical activities (n=59): 59% | 14% | 27%
- I was valued for service related activities (n=65): 51% | 15% | 34%
- I was valued for teaching /mentoring activities (n=73): 59% | 18% | 23%
- I was valued for research activities (n=58): 43% | 24% | 33%

Financial Support
- I was satisfied with my salary package (n=72): 29% | 17% | 54%
- I was satisfied with the benefits package (n=72): 74% | 13% | 13%
- I was satisfied with the retirement package (n=72): 67% | 19% | 14%

Work Conditions
- Adequate resources to support administrative activities (n=57): 32% | 16% | 52%
- Multiple sites enchanced my experience at UCSF (n=57): 30% | 23% | 47%
- Adequate resources to support research activities (n=57): 33% | 14% | 53%
- Clinical responsibilities interfered with success in research(41): 49% | 17% | 34%

Career Stewardship
- I received helpful mentoring(n=73): 62% | 15% | 23%
- Regular feedback from Chair/Chief about performance(n=70): 57% | 13% | 30%
- Treated fairly By Division/Department (n=72): 61% | 7% | 32%
- Criteria for advancement clear from department(n=69): 64% | 12% | 24%
- Department/Division run fairly (n=73): 48% | 15% | 37%

Climate at UCSF
- My job at UCSF was rewarding (n=73): 78% | 7% | 15%
- Academic enviroment ethical (n=70): 66% | 17% | 17%
- Patients treated with respect (n=65): 80% | 13% | 7%
- Strong sense of community (n=73): 49% | 12% | 39%
- Positive working relationship with colleagues (n=71): 85% | 3% | 12%
- Fair treatment regardless of gender (n=71): 68% | 17% | 15%
- Fair treatment regardless of race/ethnicity (n=69): 75% | 19% | 6%
- Fair treatment regardless of sexual orientation (n=69): 78% | 17% | 5%
- Fair treatment regardless of disability (n=65): 74% | 17% | 9%

Examples include:

"*Complete lack of administrative support, antagonistic policies toward faculty, especially junior and mid-level, lack of institutional support for clinical focus and clinician educators, no office space, no parking, inadequate IT support, lack of support staff in clinic, disengagement of division/ departmental leadership, subtle discriminatory (homophobic) practices, lack of advocacy for faculty by division/departmental leadership, no mechanism for bridging of funding gaps for clinical faculty (which exists at most other academic centers), absent/incompetent HR resources at division/department level, culture of academic balkanization, poor collegiality and general lack of collaborative spirit.*"

"*The final straw was poor leadership at my center that was known by those higher up at the University but wasn't likely to change*".

G. Perceptions of the UCSF climate.
Perception ratings of the UCSF climate were very positive overall. The vast majority reported
positive working relationships with colleagues (85%), a finding that was mirrored in two thirds of
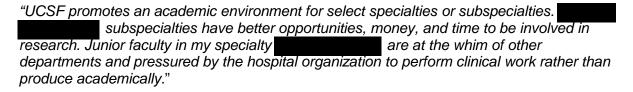the free-text comments regarding what faculty liked most about UCSF:

"Amazing colleagues"

*"The best thing for me about UCSF was the intellectual richness and clinical breadth in
terms of the faculty, and the personal relationships I fostered with colleagues while there.
High quality research and patient care."*

Faculty also agreed that patients were treated with respect (80%), and that their jobs were
rewarding (78%). More than 70% felt that everyone was treated fairly, regardless of race,
ethnicity, sexual orientation or disability, as described in a free-text comment:

"The UCSF campus in general does an excellent job of equitable treatment."

H. Perceptions of feeling valued at UCSF. Perceptions of feeling valued were mixed. Fifty nine
percent felt valued for their clinical activities and for their teaching and mentoring activities, while
only 43% felt valued for their research activities. Free-text comments reflecting this 43% rating
include:

*"UCSF does not value its basic research faculty as much as it should. I felt that its priority
is to build more hospitals, rather than to promote scientific research."*

"UCSF promotes an academic environment for select specialties or subspecialties.
▮▮▮▮▮ *subspecialties have better opportunities, money, and time to be involved in
research. Junior faculty in my specialty* ▮▮▮▮▮ *are at the whim of other
departments and pressured by the hospital organization to perform clinical work rather than
produce academically.*"

Section 2: Retirees

A. Reasons for leaving UCSF

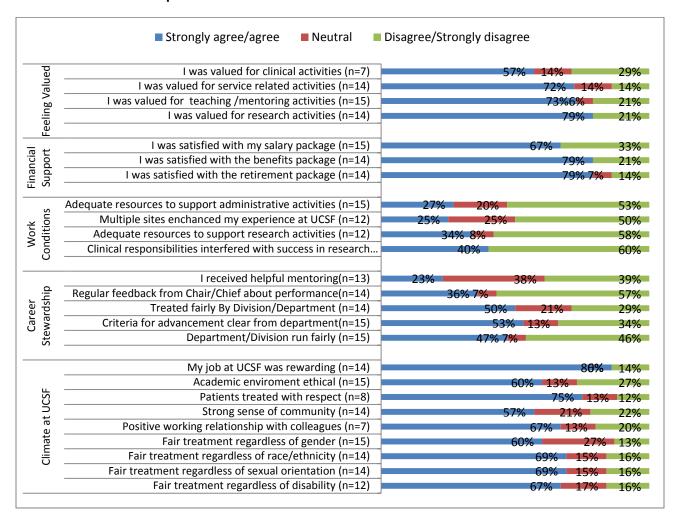Overall, 27% reported that a lack of administrative support contributed to their decision to retire (Table 6).

Table 6. Retirees: Reasons contributing to leaving among retirees*

Reasons Contributing to Leaving (N=15)	N	%
Lack of administrative support	4	27
Excessive workload due to clinical teaching	2	13
Insufficient salary	1	7
Job at UCSF did not meet my expectations	1	7
Other	1	7

* multiple responses permitted

Retirees' perceptions ratings were favorable in three areas: feeling valued, financial support, and the climate at UCSF (Table 7).

Table 7. Retirees: Perceptions of UCSF

B. Perceptions of feeling valued at UCSF
Over 70% felt valued in the areas of research, mentoring and teaching and service related activities. Fewer retirees felt valued for clinical activities (57%).

C. Perceptions of financial provisions.
Most respondents were satisfied with their benefits and retirement package (79%) and their salary package (67%).

D. Perceptions of the UCSF Climate
Retirees found their job rewarding (86%), felt that they had a positive working relationship with colleagues (67%), and at least 67% felt that that people were treated fairly regardless of race/ethnicity, sexual orientation and disability status. A free-text comment submitted by one retiree expressed the positive aspects of that individual's experience at UCSF:

"The opportunity to develop the clinical service I had been trained in elsewhere and that was new to UCSF when I started out. Also it was great and very stimulating to work with so many gifted and dedicated faculty and staff. This has been true both in my clinical as well as research activities"

E. Perceptions of career stewardship
Responses in this area tended to be low, particularly in the area of mentoring. Only 23% indicated that they had received helpful mentoring. Fifty-seven percent of retirees indicated that they did not receive regular feedback from their chair/chief about performance. Selected free text comments included:

"*In 33 years at UCSF, I received feedback only TWICE from my division chair!"*

"Feedback on performance has improved over time. Information on criteria for advancement was very scant to absent at the time of my joining UCSF in 1983"

F. Perceptions of work conditions
Most retirees felt that they had lacked adequate resources to support their administrative activities (53%) and to support their research activities (58%). A free-text comment expressed this:

"The administrative load on faculty is enormous and only growing".

VI.   Summary and Conclusions

Findings from the UCSF Faculty Exit Survey from 2012-14 provide insights into the reasons faculty leave UCSF and their reasons for accepting a position elsewhere. The relatively high survey response rate (45%; compared with a 28% response rate to a prior UCSF faculty exit survey) suggests that we have moved closer toward identifying areas where change is needed to improve faculty retention at UCSF.

The composition of the separated faculty group (including both non-retirees and retirees) is largely reflective of the UCSF faculty as a whole with regard to gender, rank and series. Women and underrepresented minority faculty departed in proportions similar to their representation in the retained faculty. As expected, full Professors were more likely to retire than those at other ranks. Among non-retirees, Assistant rank faculty and HS Clinical series faculty left UCSF in

larger proportions than faculty from other ranks and series. Faculty in the Clinical X and In Residence series were less likely to leave UCSF. Whether the higher departure rate for faculty in the HS Clinical series reflects a lesser institutional commitment to these individuals (actual, or perceived) or a greater impetus to leave for other reasons, is unclear.

Nineteen percent (N=40) of separated faculty were retirees and 81% (N=166) were non-retirees. The proportions of respondents to the Faculty Exit Survey were similar to these values (16% and 84%, respectively). Of non-retirees, 44% went to another academic position and of the remainder, a plurality went to private practice or to a position with industry/private sector. Sixty three percent of those responding to a question on how they had found their new position indicated that they had been looking for a new job. Of those non-retirees who indicated that they would have considered a counter offer, only 19% received a counter offer. Women were less likely to receive a counter offer than were men (9% and 26%, respectively). A much higher percentage (79%) of non-retirees indicated that they had been given the opportunity to discuss their reasons for leaving with their department chair/ORU director, division chief/chair or dean prior to leaving.

Our Faculty Exit Survey asked departing faculty to indicate both the reasons that contributed to their decision to leave UCSF as well as their reasons for accepting a new position elsewhere. Respondents were not asked to rank order their reasons for either or both of these decision points. Thus, it is difficult to assess whether it was dissatisfaction (or negative experiences) at UCSF, or positive aspects of the new position that primarily contributed to each individual departure. Nonetheless, among non-retirees there was substantial overlap between reasons for leaving UCSF and for taking a new position elsewhere. The key reasons identified for leaving included factors both unrelated to UCSF such as personal or family issues (39%) and the high cost of living (19%); and, factors more closely related to UCSF including low salaries (33%) and lack of administrative support (27%). Several free-text narrative comments provided by non-retirees in response to questions regarding reasons for leaving mentioned concerns regarding department/division/center leadership as additional factors that influenced their decision to leave. In addition, low salaries, coupled with the high cost of living in the San Francisco Bay Area, limited the ability of some faculty to engage fully in the competitive housing market, and for some families, in satisfactory educational options for their children.

Both retiree and non-retiree groups cited the lack of resources to support administrative and research activities and the challenges of multiple sites as key areas of concern. A reduction in faculty burden through increased support in these areas could improve workplace satisfaction and productivity. Both groups also cited concerns about departmental leadership and fairness of treatment at a departmental/divisional level.

The retiree and non-retiree groups differed in their perceptions of mentoring and feedback received from their Chair or Chief about their performance; non-retirees were more positive about having received mentorship and regular feedback as compared to the retiree group. This may be an indication that Campus Council on Faculty Life (CCFL) programs instituted in recent years, such as the Faculty Mentoring Program, are yielding benefits in terms of faculty development and perceived satisfaction at UCSF.

Both retiree and non-retiree groups had positive perceptions about the overall climate at UCSF; working relationships with colleagues were rated highly (particularly among non-retirees), along with confirmation that patients are treated with respect and that people are treated fairly at UCSF regardless of race/ethnicity, disability or sexual orientation.

The present results suggest that the majority of non-retirees were actively looking for employment elsewhere, and that a variety of career paths (including those both within and outside of academia) were pursued. UCSF and the San Francisco Bay Area are highly dynamic environments and significant changes have occurred in both realms within the past several years. Additional data collection is planned, and proactive efforts should be made to ensure that exit survey findings and recommendations inform campus-level initiatives that strive to improve faculty retention at UCSF. Effective action planning to improve faculty retention should address factors both internal and external to UCSF. Clearly, issues of salary, salary stability/support, housing, administrative support, and valuation by leadership for contributions to each of the core areas of strength that make up UCSF, are of central importance to faculty. Data from 2014-15 is currently under review and suggest that the high cost of living in the San Francisco Bay Area is a more prevalent reason for faculty departures than noted in the 2012-14 results. Data collection from faculty who depart UCSF is ongoing.

On the basis of the first two years of exit survey results, several survey refinements have been proposed and are currently being considered: (1) employment of skip logic to ensure that retirees and non-retirees answer only those questions that are pertinent to their departure circumstances; (2) collapsing questions about reasons for leaving and reasons for accepting a position elsewhere and asking respondents to rank order those factors most important to them in their decision to depart; and, (3) additional questions and/or response options that allow faculty to more consistently represent reasons for leaving UCSF that were identified in the present results via free-text comments (e.g., leadership concerns).

Currently, faculty exit survey data collection efforts within the UC system are guided by campus-specific efforts. Some campuses such as UCSF collect such data, while others do not. Understanding clearly the reasons and costs associated with faculty departures, and being able to benchmark findings with those from other institutions, is of great potential value. In this regard, the UC Office of the President has engaged an advisory group with multiple campus representation (including UCSF, represented by the Vice Provost, Academic Affairs) and the Harvard Graduate School of Education's COACHE group (The Collaborative on Academic Careers in Higher Education) in a pilot project with the goal of standardizing data collection near the time of faculty departure and understanding the causes and patterns of faculty departures. Currently underway, this pilot may provide an opportunity to improve the quality of faculty exit survey data in a way that: (1) allows for more specific and effective action planning to improve faculty retention, and (2) permits greater understanding of the ways in which UCSF can foster for all faculty—both those who stay, and those who find excellent career opportunities away from UCSF—the strong sense that their contributions to our core missions are highly valued and greatly appreciated.

Appendix A. The Faculty Exit Survey

Exit Survey

The goal of this survey is to address issues leading to faculty departures and will aid in the development of programs to enhance the experience for UCSF faculty and ultimately lead to greater retention rates. All answers will remain confidential. Thank you for taking the time to complete this very important survey.

1. Which one of the following best describes your new situation?
    - ❑ Academic position at another institution
    - ❑ Position in industry/private sector
    - ❑ Went into private practice
    - ❑ Additional education/training
    - ❑ Left work force temporarily
    - ❑ Made a career change (please specify in "other" below):
    - ❑ Retirement
    - ❑ Other (please specify):

2. If you left UCSF to go to another academic institution: Upon joining the faculty at your new institution, what is your new faculty title?
    - ❑ Assistant Professor
    - ❑ Associate Professor
    - ❑ Full Professor
    - ❑ Administrator (please specify in "other" below):
    - ❑ Other (please specify):

3. Please check all the factors that contributed to your decision to accept this new position:
    Check one or more.
    - ❑ Better benefits package
    - ❑ Career opportunity for spouse/partner
    - ❑ Family reasons
    - ❑ Guaranteed salary
    - ❑ Higher compensation at new job
    - ❑ Improved working environment and administrative support (e.g. space, assistance, facilities)
    - ❑ Leadership position
    - ❑ Livability/affordability of new location
    - ❑ More academic freedom
    - ❑ More manageable work load
    - ❑ New position structured more specifically toward your teaching and/or research interests and goals
    - ❑ Offered a tenured position
    - ❑ Opportunities to collaborate with other faculty
    - ❑ Promotion
    - ❑ Tuition assistance for your children
    - ❑ Other reasons (please specify):

4. If you took a new position after leaving UCSF, how did you learn about your new position?
    - ❑ I was looking for a new job.
    - ❑ I was not looking, but a colleague recommended the position to me.
    - ❑ I was recruited by the institution.
    - ❑ Other (specify):

5. Did UCSF make you a counter offer? (If Yes, skip to question 7 and 8)
    - ❑ Yes
    - ❑ No
    - ❑ I said that I would not consider a counter offer

6. If you have any comments about not receiving a counter offer from UCSF, please provide them here:

7. If UCSF made you a counter offer, did the counter offer include proposed changes to any of the following?
    - ❑ Academic rank and series
    - ❑ Assistance with personal/family issues
    - ❑ Change in supervisors
    - ❑ Job description/responsibilities
    - ❑ Proportion of salary from institutional funding
    - ❑ Research space
    - ❑ Salary and benefits
    - ❑ Work hours
    - ❑ Other (please specify):

8. If UCSF made you a counter offer and you have any comments about the way the counter offer process was handled, please provide them here:

9. Please check up to five reasons that contributed to your decision to leave UCSF.
    - ❑ Anticipated denial of promotion
    - ❑ Asked to leave
    - ❑ Excessive workload due to clinical teaching
    - ❑ Excessive workload due to research
    - ❑ Health issues
    - ❑ High Cost of Living
    - ❑ I felt I was treated unfairly due to my disability
    - ❑ I felt I was treated unfairly due to my gender
    - ❑ I felt I was treated unfairly due to my race/ethnicity
    - ❑ I felt I was treated unfairly due to my religion
    - ❑ I felt I was treated unfairly due to my sexual orientation
    - ❑ I felt like I did not belong
    - ❑ Inadequate retirement/benefits package
    - ❑ Insufficient salary
    - ❑ Job at UCSF did not meet my expectations
    - ❑ Lack of access to graduate students
    - ❑ Lack of access to quality public K-12 education
    - ❑ Lack of administrative support
    - ❑ Loss of funding
    - ❑ Personal or family issues
    - ❑ Problems with promotion process
    - ❑ Retirement
    - ❑ Other (please describe):

10. Please elaborate on any of the reasons you selected that contributed to your decision to leave UCSF.

11. Were you given an opportunity to discuss your reason(s) for leaving with your

department chair/ORU director, division chief/chair or your dean prior to leaving the University?
- ❑ Yes
- ❑ No
- ❑ N/A

Comments:

12. Was there any attempt to address the concerns that contributed to your decision to leave UCSF?
- ❑ Yes
- ❑ No
- ❑ N/A

Comments:

Please rate your agreement with each of the statements below
1 = strongly disagree, 2 = somewhat disagree, 3 = neither agree nor disagree,
4 = somewhat agree 5 = strongly agree.
1 2 3 4 5 N/A or Don't Know

13A. I was valued for my clinical activities.
13B. I was valued for my teaching and mentoring contributions.
13C. I was valued for my research activities.
13D. I was valued for my service-related activities.
13-Comments. If you have comments about any of the statements above, please provide them here.

14A. My clinical responsibilities interfered with my success in research.
14B. I had adequate institutional resources such as laboratory space and administrative assistance to support my research activities.
14C. I had adequate resources to support my administrative duties.
14D. The multiple sites (China Basin, Laurel Heights, Mission Bay, Mount Zion, Parnassus, SFGH, VAMC,etc.) enhanced my experience working at UCSF.
14-Comments. If you have comments about any of the statements above, please provide them here.

15A. I received helpful mentoring.
15B. Criteria for advancement was made clear to me by my department.
15C. I received regular feedback from my Department/Division Chair/Chief about my job performance.
15D. I was treated fairly by my Division/Department leadership.
15E. I enjoyed a positive and productive working relationship with my colleagues.
15-Comments. If you have comments about any of the statements above, please provide them here.

16A. I was satisfied with my salary package at UCSF.
16B. I was satisfied with the benefits package offered at UCSF.
16C. I was satisfied with the retirement package offered at UCSF.
16D. My job at UCSF was rewarding.
16-Comments. If you have comments about any of the statements above, please provide them here.

17A. My Division/Department was run in a fair and equitable manner.
17B. The academic environment at UCSF was ethical.
17C. Patients at UCSF are treated equally and with respect.
17D. There is a strong sense of community at UCSF.
17 Comments. If you have comments about any of the statements above, please provide them here.

18A. UCSF treats everyone equitably regardless of gender.
18B. UCSF treats everyone equitably regardless of race or ethnicity.
18C. UCSF treats everyone equitably regardless of sexual orientation.
18D. UCSF treats everyone equitably regardless of disability.
18 Comments. If you have comments about any of the statements above, please provide them here.

19. What did you like most about working at UCSF?

20. What did you like least about working at UCSF?

21. What could UCSF have done to retain you on the faculty?

22. Please provide comments on issues not previously addressed:

23. What was your primary UCSF work site:
    - ❑ Parnassus
    - ❑ VAMC
    - ❑ SFGH
    - ❑ Mt. Zion
    - ❑ China Basin
    - ❑ Mission Bay
    - ❑ Laurel Heights
    - ❑ Other (please specify):

24. Gender identity:
    - ❑ Male
    - ❑ Female
    - ❑ Transgender

25. Sexual orientation/identity:
    - ❑ Bisexual
    - ❑ Gay or lesbian
    - ❑ Heterosexual (straight)

,
26. Race/Ethnicity (check all that apply):
    - ❑ American Indian or Alaskan Native
    - ❑ Black/African American (not of Hispanic origin)
    - ❑ White (not of Hispanic origin)

Asian
    - ❑ Chinese/Chinese American
    - ❑ Filipino/Pilipino
    - ❑ Japanese/Japanese American
    - ❑ Native Hawaiian or Other Pacific Islander
    - ❑ Pakistan/East Indian
    - ❑ Other Asian

Hispanic/Latino
- ❑ Mexican/Mexican American/Chicano
- ❑ Latin American/Latino
- ❑ Other Spanish/Spanish

Other
- ❑ Other (please specify)

27. Academic Series
- ❑ Adjunct
- ❑ Clinical X
- ❑ Health Sciences Clinical
- ❑ In Residence
- ❑ Ladder Rank
- ❑ Not sure/Do Not Know

28. Rank
- ❑ Instructor
- ❑ Assistant Professor
- ❑ Associate Professor
- ❑ Professor
- ❑ Not sure/Do Not Know

29. Step
- ❑ 1
- ❑ 2
- ❑ 3
- ❑ 4
- ❑ 5
- ❑ 6
- ❑ 7
- ❑ 8
- ❑ 9
- ❑ Above Scale
- ❑ Not sure/Do Not Know

30. How many years did you serve on the faculty at UCSF? Years

31. How long has it been since you left UCSF? Months

32. How could this survey be improved?

Appendix B. The UCSF 2011 Faculty Exit Survey Design Committee

The Faculty Exit Survey Committee consisted of the following members:

Member	Administrative and/or Academic Title
Sally Marshall, PhD, Chair	Vice Provost Academic Affairs Professor of Biomaterials and Bioengineering
Cherrie B. Boyer, PhD, FSAHM	Professor of Pediatrics
Jennifer Bicket-Davis*	Data Analyst
Darren Cox, DDS*	Assistant Professor or Oral and Maxillofacial Pathology
Paul Green, PhD	Representative, Academic Senate Committee on Faculty Welfare (FW) Professor, Oral and Maxillofacial Surgery
Cynthia Lynch Leathers, MBA	Assistant Vice Provost Academic Affairs
Alma Martinez , MD, MPH	Clinical Professor, Pediatrics
Sandra Moody Ayers*	Associate Professor of Medicine, Division of Geriatrics
Ellen Weber, MD	Representative, Academic Senate Clinical Affairs Committee(CAC) Professor of Clinical Emergency Medicine
Advisors	
Renee Navarro, MD, PharmD	Vice Chancellor for Diversity and Outreach Health Sciences Clinical Professor of Anesthesia & Perioperative Care
Mitchell D. Feldman, MD, MPhil,	Associate Vice Provost, Faculty Mentoring Professor of Medicine

*No longer at UCSF

Appendix C. Gender differences among non-retirees in reasons for accepting new positions and for leaving UCSF

Among the top five factors reported as contributing to the decision to accept a new position, females and males reported four common factors: family reasons; higher compensation; improved environment; and leadership position. Additionally, females reported livability/affordability of new location as a factor and males reported the greater specificity to teaching/interests/goals (Table 1). Females and males shared three common reasons for leaving UCSF of their top five: personal or family issues; insufficient salary; and lack of administrative support (Table 2). Of those completing the question of how they had learned about their new position, approximately 60% of both females and males both reported that they had been looking for a new position. Of those completing the question about whether a counter offer had been presented, females were less likely to report that a counter offer had been made to them (9%) compared to males (26%).

Table 1. Factors that contributed to decision to accept new position among separated non-retirees*

Women (N=38)	N	%
Family reasons	17	45
Higher compensation at new job	16	42
Improved environment / admin support	11	29
Leadership position	11	29
Livability / affordability of new location	10	26

Men (N=24)	N	%
Higher compensation at new job	14	58
Improved environment / admin support	11	46
Leadership position	10	42
More specific to teaching / interests / goals	7	29
Family reasons	7	29

*multiple responses permitted

Table 2. Reasons for leaving UCSF*

Women (N=36)	N	%
Personal or family issues	18	50
Other	14	39
Insufficient Salary	11	31
Lack of administrative support	11	31
Job at UCSF did not meet my expectations	9	25

Men (N=25)	N	%
Insufficient salary	10	40
Personal or Family issues	9	36
Other	9	36
High cost of living	8	32
Lack of administrative support	6	24

*multiple responses permitted