

# UC San Francisco 2015-2016 Faculty Exit Survey Report

## Executive Summary

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This report provides an update to the 2014-15 UC San Francisco Faculty Exit Survey Report released in June 2016 by the Office of Academic Affairs.

During the current analysis time period (2015-16), 151 faculty separated from UCSF. Of those, 75 responded to the survey (50% response rate). Sixty-seven percent were non-retirees and 33% were retirees. Comparisons *among non-retiree faculty* showed some differences when compared to the two prior reporting periods ([2012-14](#) and [2014-15](#)):

### Gender/URM:

- Both women and men left UCSF at the same rates as their representation among the at-large faculty (48% and 52% respectively). In prior reports, women had left at higher rates.
- The number of URM faculty who left UCSF in 2015-16 was small (10), however similar to prior periods, URM faculty left at rates higher than their representation among the at-large faculty.
- Men and women differed with respect to consideration and receipt of counter offers.
  - Women were more likely than men to indicate that they would not accept a counter offer, although the total number of responses was small (8).
  - As in the two prior reporting periods, fewer women than men indicated that they had received a counter offer (19% and 40%, respectively in 2015-16). The total number of counter offers made was small across all reporting periods (13 in 2015-16; 6 in 2014-15; 9 in 2012-14).

### Series/Rank:

- As in the two prior reporting periods, HS Clinical series faculty left UCSF at rates higher than their representation among the at-large faculty (48% and 38%, respectively in 2015-16).
- As in the two prior reporting periods, Assistant rank faculty left UCSF at rates higher than their representation among the at-large faculty (65% and 36%, respectively in 2015-16).

### Circumstances around and reasons for leaving UCSF:

- Fifty percent of non-retiree faculty left UCSF for an academic position at another institution.
- Of those responding to a question regarding how they found their new position, 33% indicated that they were looking for a new job prior to their departure (compared to 43% in 2014-15 and 62% in 2014-15).
- Among non-retirees, salary and cost-of-living issues were paramount as reasons for leaving UCSF.
  - High cost of living has assumed greater importance over each of the successive reporting periods as a driver of faculty departure. In 2015-16, high cost of living was the top reason, cited by 40% of respondents, for leaving UCSF.
  - Insufficient salary was the 2nd most common reason for leaving UCSF, cited by 29% of respondents
  - Comments cite prohibitive housing costs, inability to afford quality schooling for children and difficulty saving for retirement as important factors in their departure decisions.

Perceptions about UCSF:

Across most survey domains (e.g., feeling valued, financial support, work conditions, career stewardship, climate), 2015-16 non-retiree responses indicate improvements in overall perceptions about UCSF. Regarding fair treatment and equity for all at UCSF, comments highlighted perceptions of ongoing inequities for women faculty (e.g., challenges for working mothers, lack of leadership roles, mentoring).

The Vice Provost Academic Affairs has committed to re-administering 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. These data, along with data from the present and prior faculty exit surveys, will be used to develop specific action plans to improve the successful recruitment and retention of faculty.

## Faculty Demographic Factors

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

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

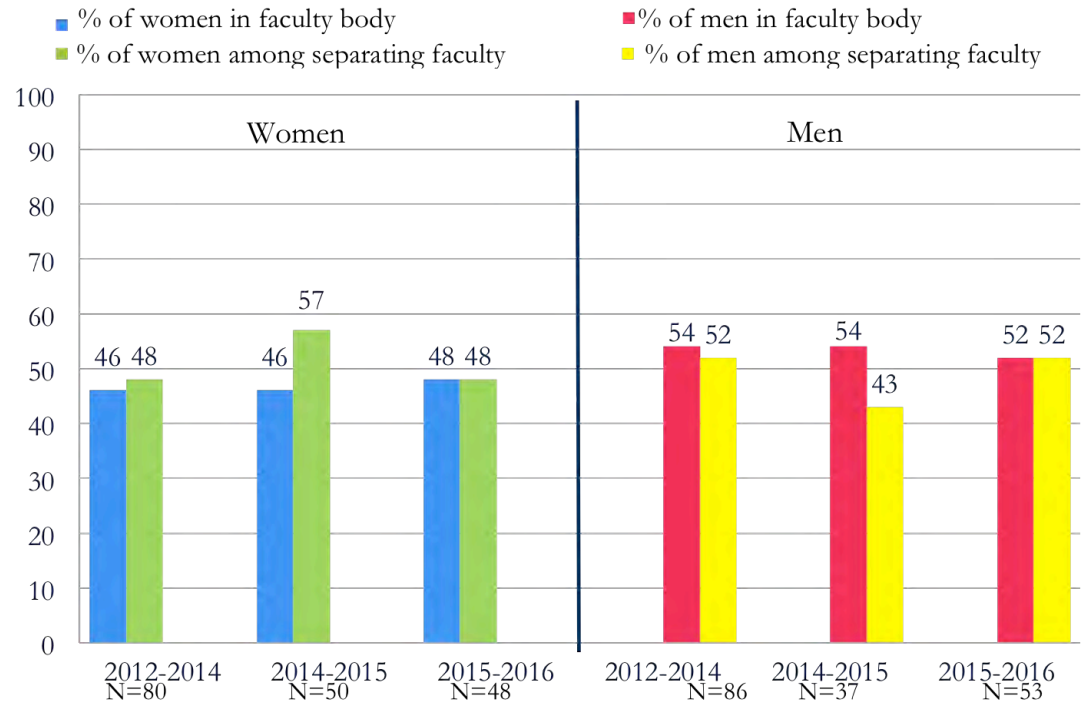
Selected observations and comparisons between 2015-16 and prior reporting periods for non-retirees:

- The non-retiree separation rate in 2015-16 (3%) matched that from 2014-15 (3%) and 2012-14 (6%, two years)
- Survey participation rate was the same in 2015-16 (50%) as in 2014-15 (50%), and higher than in 2012-14 (45%).

See Appendix A for the gender and URM demographics of previous years (2014-15 and 2012-14).

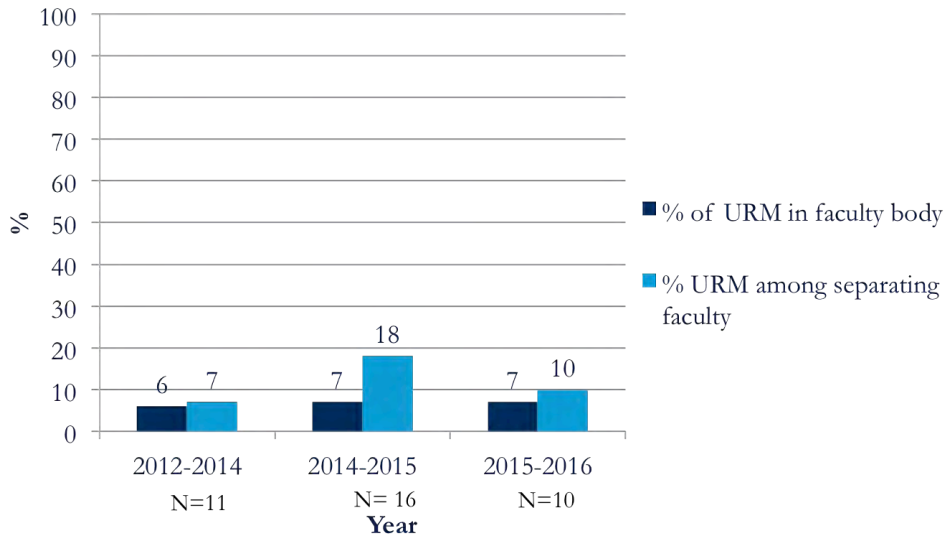
**Demographic differences in separations**

**Figure 1. Percent of Women and Men (Non-retirees) Separating from UCSF Compared to the Faculty at Large: 2015-2016**



In 2015-16, women and men left UCSF at the same rate as their representation among the faculty at large (48% and 52%, respectively). Figure 1 shows comparisons for all reporting periods.

**Figure 2. Percent of URM (Non-retirees) Separating from UCSF Compared to the Faculty at Large: 2015-2016**



In 2015-16, URM faculty left at a higher rate than their representation among the faculty at large (10% and 7%, respectively). Figure 2 shows comparisons for all reporting periods.

## Faculty Rank and Series

**Table 2. Rank and Series of UCSF Faculty, Exiting Faculty and Survey Respondents 2015-2016**

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

Selected observations and comparisons between 2015-16 with prior reporting periods for non-retirees:

### Rank

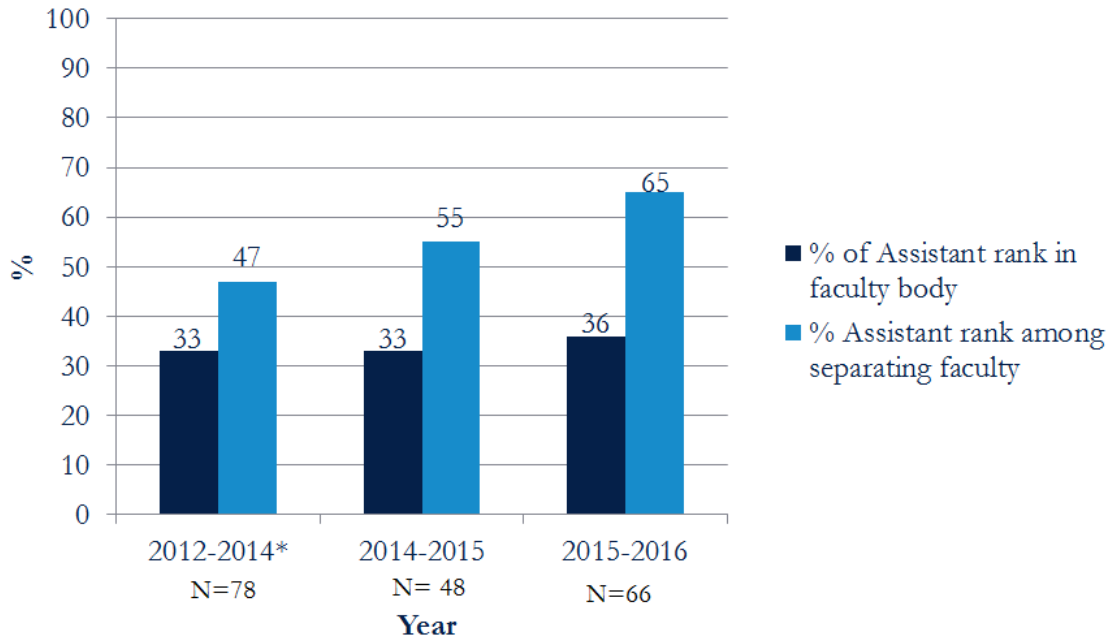
- Assistant rank faculty left at a higher rate than their representation among the faculty at large (65% and 36%, respectively). Figure 3 shows comparison to previous years.
- Faculty at the full Professor rank left at a lower rate than their representation among the faculty at large (16% and 38%, respectively).

### Series

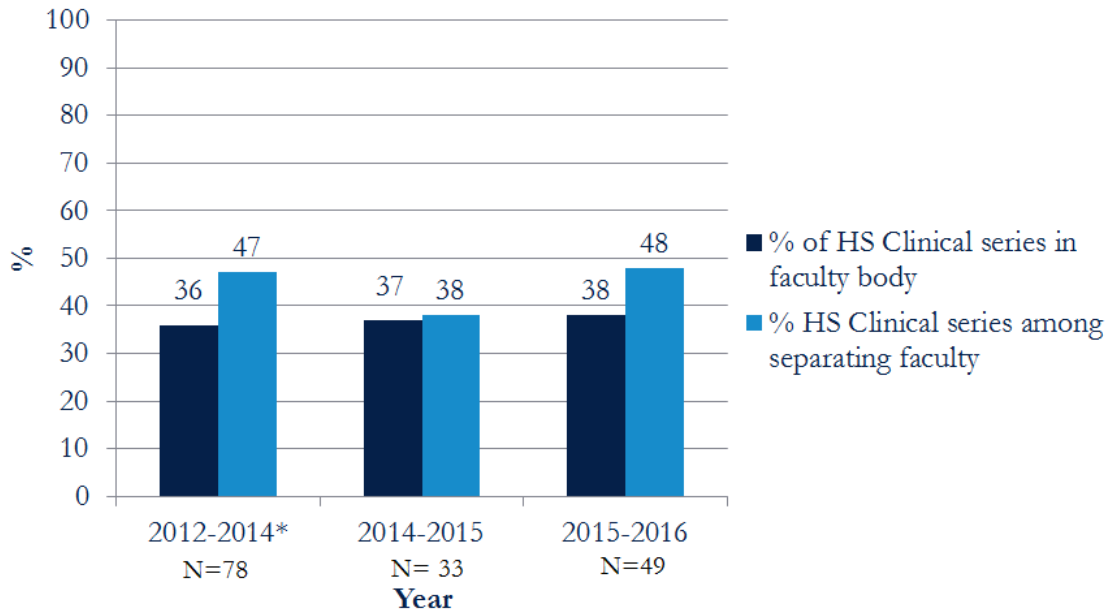
- HS Clinical series faculty left at a higher rate than their representation among the faculty at large (48% and 38%, respectively). Figure 4 shows comparisons to previous years.
- Adjunct series faculty left at a higher rate than their representation among the faculty at large (20% and 14%, respectively).

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

**Figure 3. Percent of Assistant-rank Faculty (Non-retirees) Separating from UCSF Compared to the Faculty at Large: 2015-2016**



**Figure 4. Percent of HS Clinical Series Faculty (Non-retirees) Separating from UCSF Compared to the Faculty at Large: 2015-2016**



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

**Table 3. Position or setting which best describes new situation among non-retirees\***

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

\*Single response permitted

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

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

Selected observations and comparison of 2015-16 with 2014-15 and 2012-14 findings among non-retirees:

- The top three position types or settings identified in 2015-16 are the same as those identified in 2014-15 and 2012-14.
- The rate of faculty looking for new job in 2015-16 (33%) was lower than the rates in 2014-15 (43%) and in 2012-14 (62%).
- The rate of faculty recruited by another institution in 2015-16 (31%) was the same as the rate in 2014-15 (31%) and higher than the rate in 2012-14 (3%).
- The rate of faculty receiving a counter offer in 2015-16 (32%) was higher than the rates in 2014-15 (15%) and 2012-14 (19%).
- The rate of faculty having the opportunity to discuss reasons for leaving in 2015-16 (83%) was similar to the rates in 2014-15 (81%) and 2012-14 (78%).

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

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

\*Multiple responses permitted

Selected observations regarding departure of non-retirees:

- The top six reasons for leaving in 2015-16 are the same as the top six reasons for leaving in 2014-15 and 2012-14.
- Four of the top six reasons cited for accepting a new position in 2015-16 were also cited in the top six reasons for leaving UCSF in the 2014-15 and 2012-14 surveys. These are:
  - Insufficient salary / Higher compensation at new job
  - Personal or family reasons / Family reasons
  - High cost of living / Livability and affordability of new location
  - Lack of administrative support / Improved environment/ Administrative support

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

Additional comments results related to family concerns, insufficient salary, and cost of living:

- “I decided to leave to be closer to my family in [REDACTED]. I think UCSF is an amazing place and I'm sad about leaving. Here's some criticism: 1) Uncertainty of salary situation; 2) there are so many faculty at UCSF that it almost seems inflationary to be faculty at UCSF. It seems as though after residency or fellowship, many are allowed to stay on as faculty, often times with dismal start-up packages. Wouldn't it make more sense to keep fewer and REALLY invest in them so that they can start up strong rather than having to struggle for years until they have enough funding to really make an impact? 3) Promotion rules are strict but often times not enforceable, again for the same reason that it takes a long time to make it to a level of national recognition where PIs become eligible for R01 funding. 4) Due to the density of faculty, it becomes very difficult to develop leadership responsibilities in ones' area of expertise beyond clinical leadership or leading a lab.”



- “We left primarily because of my spouse's position. However, the high cost of living and lack of access to quality and affordable high schools for our children also contributed greatly. Additional considerations for me were that I did not clearly have many leadership opportunities at UCSF, whereas I do in my new institution. ”
- “The salary is inadequate for a place with such high cost of living, inability to find good public school (lottery complicates this), and the administrative support is scattered, decentralized, a bit self righteous at times toward faculty.”
- “The reimbursement system at UCSF for academic [REDACTED] is contradictory- you get paid based on the RVUs your produce, however you are expected to teach and allow residents to perform [REDACTED] which slows your clinical practice and decreases the RVUs you receive. This makes it difficult for [REDACTED] to take the time to teach, and also creates competition between attending [REDACTED] in a practice, which can be problematic in the setting of medical hierarchy. The starting base salary is not competitive, especially in San Francisco. My subspecialty did not receive adequate clinical and administrative support from the department to allow for efficient use of our clinical time or for our research efforts. ”

**Table 6. Reasons for leaving UCSF by gender among non-retirees\***

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

\*Multiple responses permitted

**Table 7. Factors that contributed to decision to accept new position by gender among non-retirees\***

| Factor for Accepting a New Position      | Women          |                |                | Men            |                |                |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
|  | 2015-16 (N=21) | 2014-15 (N=29) | 2012-14 (N=36) | 2015-16 (N=30) | 2015-14 (N=17) | 2012-14 (N=24) |
| Family Reasons                           | #1 (57%)       | #4 (52%)       | #1 (45%)       | #2 (37%)       | -              | #4 (29%)       |
| Higher compensation at new job           | #2 (43%)       | #1 (66%)       | #2 (42%)       | #3 (33%)       | #1 (65%)       | #1 (58%)       |
| Livability/affordability of new location | #3 (38%)       | #1 (34%)       | #5 (26%)       | #3 (33%)       | #3 (41%)       | #4 (29%)       |
| Improved environment/admin support       | #4 (33%)       | #2 (62%)       | #3 (29%)       | #3 (33%)       | #2 (59%)       | #2 (46%)       |
| Leadership Position                      | #4 (33%)       |                | #3 (29%)       | #1 (43%)       | #4 (35%)       | #3 (42%)       |
| More manageable workload                 | #4 (33%)       | #3 (57%)       | -              | -              | -              | -              |

\*Multiple responses permitted

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

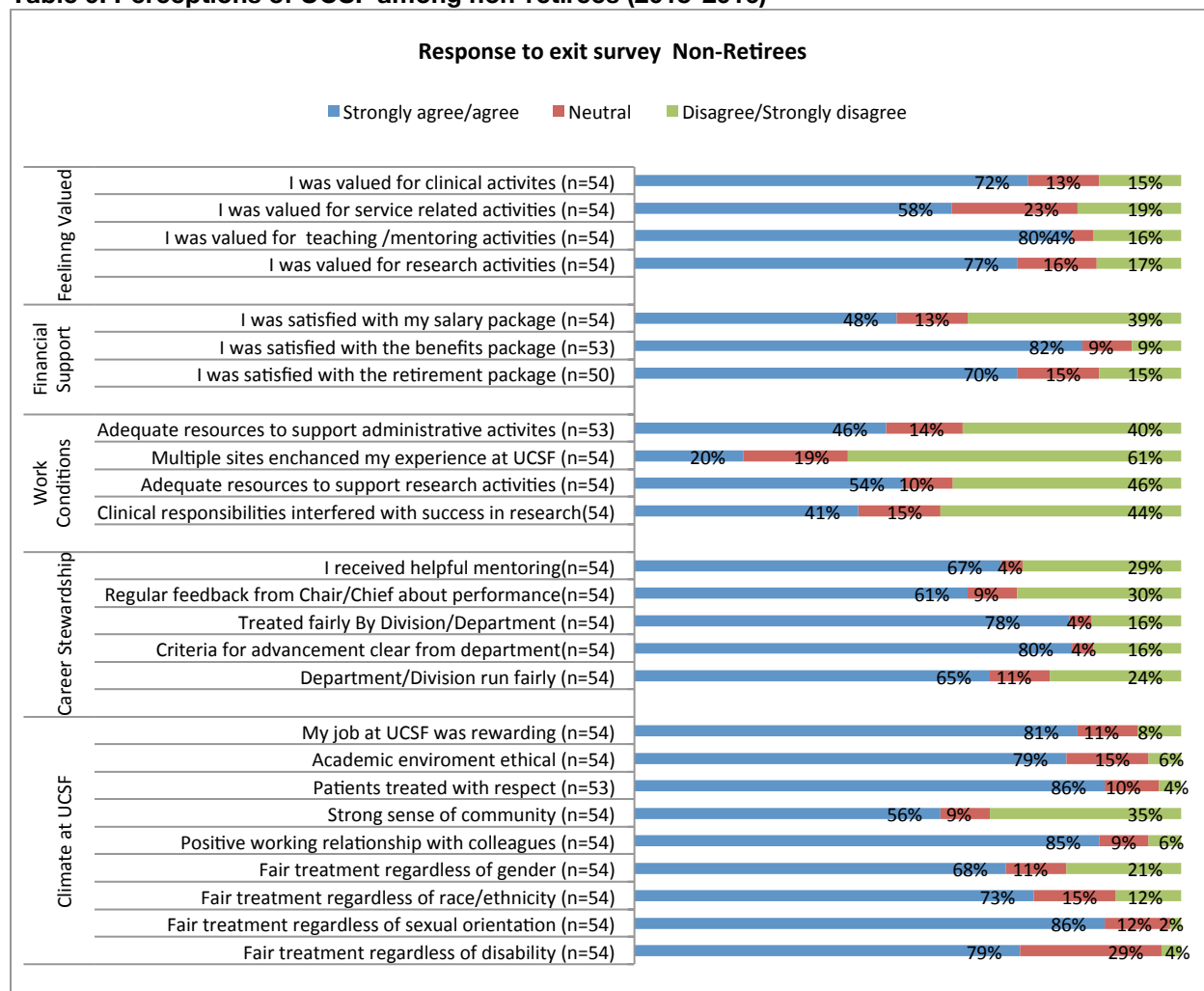
|  | Women          |                |                | Men            |                |                |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
|  | 2015-16 (N=21) | 2014-15 (N=30) | 2012-14 (N=33) | 2015-16 (N=28) | 2014-15 (N=17)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

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

Selected observations about counter offers made by gender:

- Men were more likely to receive a counter offer than women in 2015-2016 (40% and 19%, respectively; this is consistent with findings from prior reporting periods.
- The total number of counter offers made increased from six in 2014-2015 to 13 in 2015-2016 (2012-14 saw nine) .

**Table 9. Perceptions of UCSF among non-retirees (2015-2016)**



Selected observations regarding perceptions of UCSF among non-retirees:

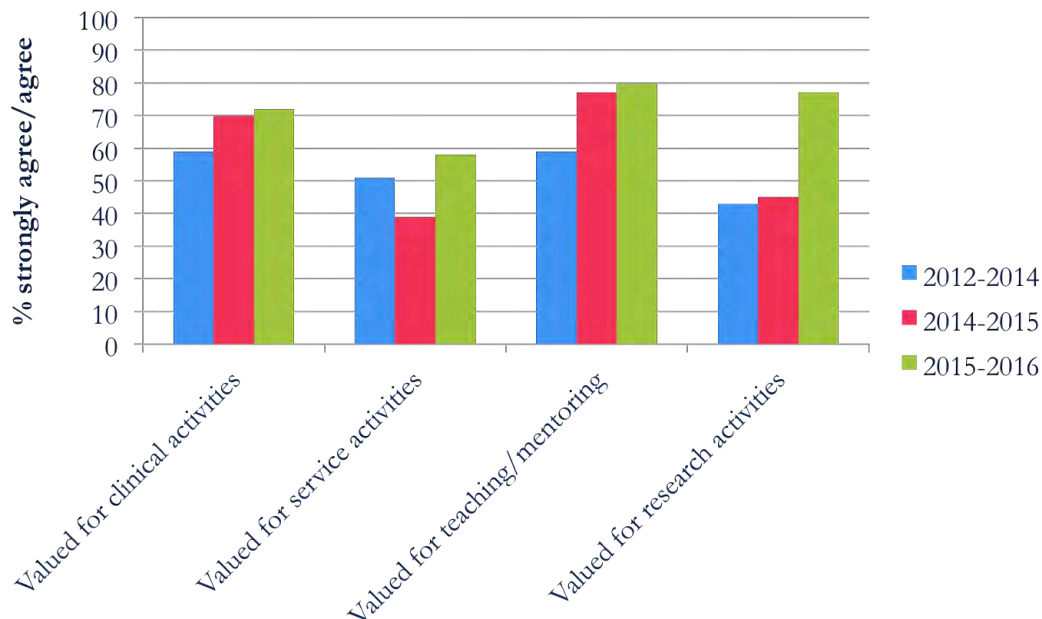
- Overall, most areas showed improvements in perceptions of UCSF in the 2015-16 ratings compared with prior reporting periods; 80% of the assessed areas had their highest positive ratings in the 2015-16 survey period

Survey Comment:

- “I really enjoyed my colleagues and the intellectual stimulation that they provided. I was challenged both clinically and with my research. I received excellent mentorship from my clinical division chief and my research boss provided me with a project and collaborations that were exciting.”

See Appendix D for perceptions from previous years.

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

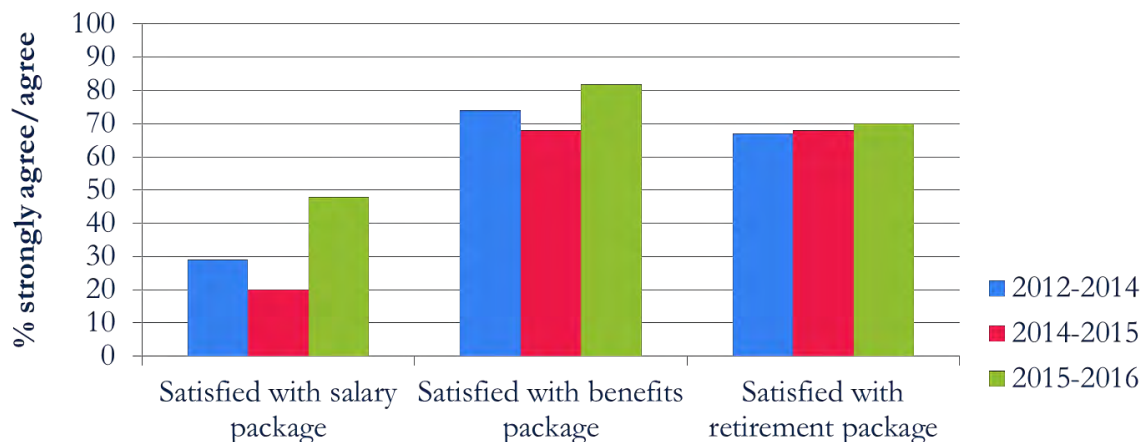


Survey comments regarding Feeling Valued:

There were 11 comments about feeling valued. Many comments included both positive and negative perceptions.

- “I believe that the department and my chair viewed me somewhat differently. My department clearly highly valued me for all aspects of my work, including my research. My chair came to value me for my clinical and teaching/mentoring contributions, but not did not appear to as clearly value my research or administrative roles.”
- “The generic question of ‘valued’ is true because I have many colleagues at UCSF who greatly valued my work in all of these dimensions. However, I question how the institution and its leadership transmit this value--there is a certain emptiness when I reflect on that aspect. [REDACTED] (my clinical work) was never truly valued and the type of research I did was also not highly valued by the institution.”
- “In my opinion ‘value’ in this context is somewhat inaccurate. The ‘tasks’ (clinical, teaching, mentoring) that I performed were valued. But I am not certain that the leadership and innovation that I brought to those tasks were valued.”

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



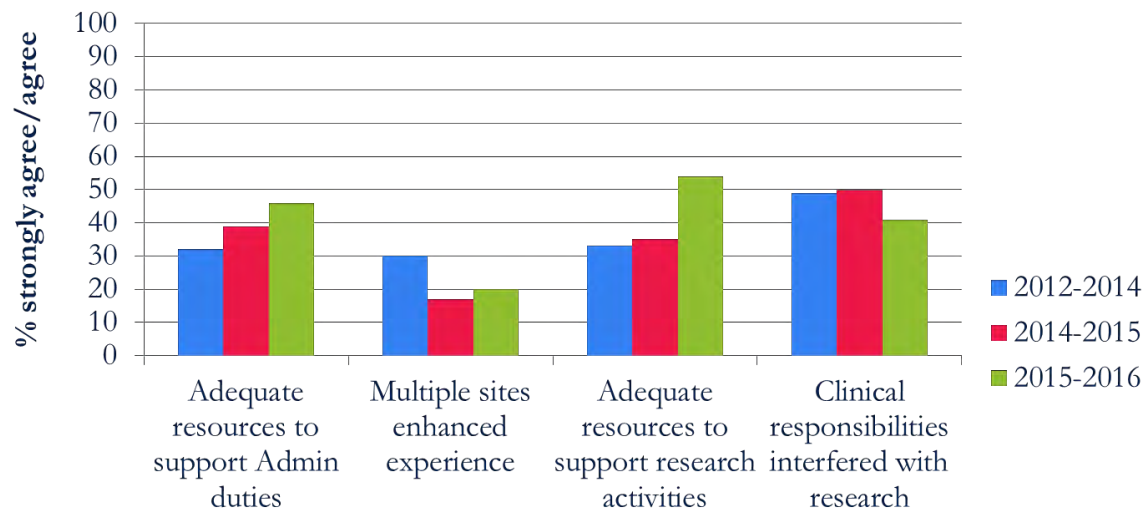
Survey comments about Financial Support:

There were 15 comments about financial support. Most comments included both positive and negative perceptions.

- “The compensation was well below the salary range in the private sector with no opportunity for an increase in compensation unless promoted. A basic cost of living raise (even based on merit) is not offered. While I understand academic positions will usually be compensated at a lower rate less, but potentially offer more benefits, flexibility, etc. to balance the difference, I feel this was not necessarily the case with UCSF. Lack of adequate initial and potential future compensation coupled with the cost of living in the Bay area are two main reasons for my looking for another job. I was able to secure a better benefits/retirement package in my new position, with a higher salary in a lower cost of living area. ”
- “The salary was not competitive for the Bay Area, or in fact for other less expensive places, and it did contribute to our decision to leave. I am making more in my new position, in a place where the cost of living is probably close to half that of the Bay Area. I did have a loan through the MOP [UC Mortgage Origination Program], which is the only thing that made it possible for us to live in the Bay Area at all.”
- “Clinically, financially and benefit-wise, I thought UCSF was very rewarding. But, on the academic growth/responsibility front, I felt it was lacking.”
- “The salary level was fine, the Federal salary cap and the University response to it for the faculty were among the top 3 reasons I left when I did. The retirement benefit being based on the base salary and not the real salary is a little disappointing, but the existence of a pension is pretty great so overall I am satisfied with that.”
- “I enjoyed my work and colleagues, but found it difficult to build a program. More support from leadership for my professional progression in terms of advice and opportunity, as well as more resources, would have helped.
- My salary was somewhat satisfactory because I became [REDACTED]. I worked to raise all the faculty's salary to 50th percentile of AAMC median. Is UCSF a 50th percentile institution? Is the Bay Area a 50th percentile in cost of living? [REDACTED].”

(A previous report included an error in Figure 6. Updated and corrected 04/12/17.)

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



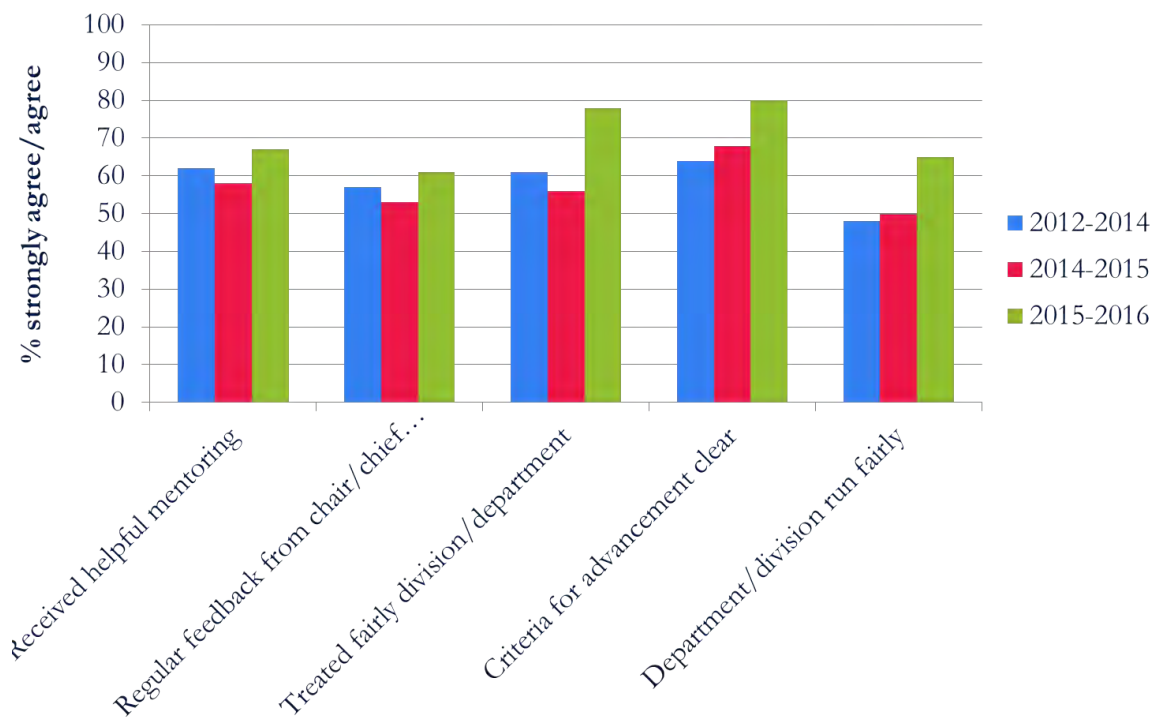
Survey comments regarding Work Conditions:

There were 14 comments about work conditions. All identified concerns.

- “Multiple sites are a definite disadvantage of being here, but did not strongly influence my decision to leave.”
- “The department provided adequate resources for my work, although space is always limited. The multiple sites were not a benefit to my research, as it often prevented me from attending seminars, made scheduling in person meetings across disciplines difficult, etc.”
- “The separation of UCSF campuses is having a major and deleterious effect on basic and translational cancer research.”
- “While clinical responsibilities do take significant time out of my work week, taking time away from research activities, I would, of course, want to continue some amount of clinical work as that greatly informs my research, ultimately. My division is vastly understaffed and I did not feel supported to continue my work.”
- “Administrative support only exists for mandatory activities like grants management. There is virtually no support for teaching and barely any for clinical activities. It's very demoralizing and I was pretty sure I would make a serious mistake or violate some rule or other if I didn't leave soon as there was so little help.”
- “The institution provided zero resources for administrative support as it was all paid for by grants (Indirect cost) or clinical revenue. The space was allocated at Laurel Heights but that was the extent of institutional support. I had resources because I generated these in the name of the institution. The multiple sites are an incredible barrier to the experience of being at UCSF and add a burden of lost time traveling or lacking connection to other colleagues.”

(A previous report included an error in Figure 7. Updated and corrected 04/12/17.)

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



Survey comments about Career Stewardship:

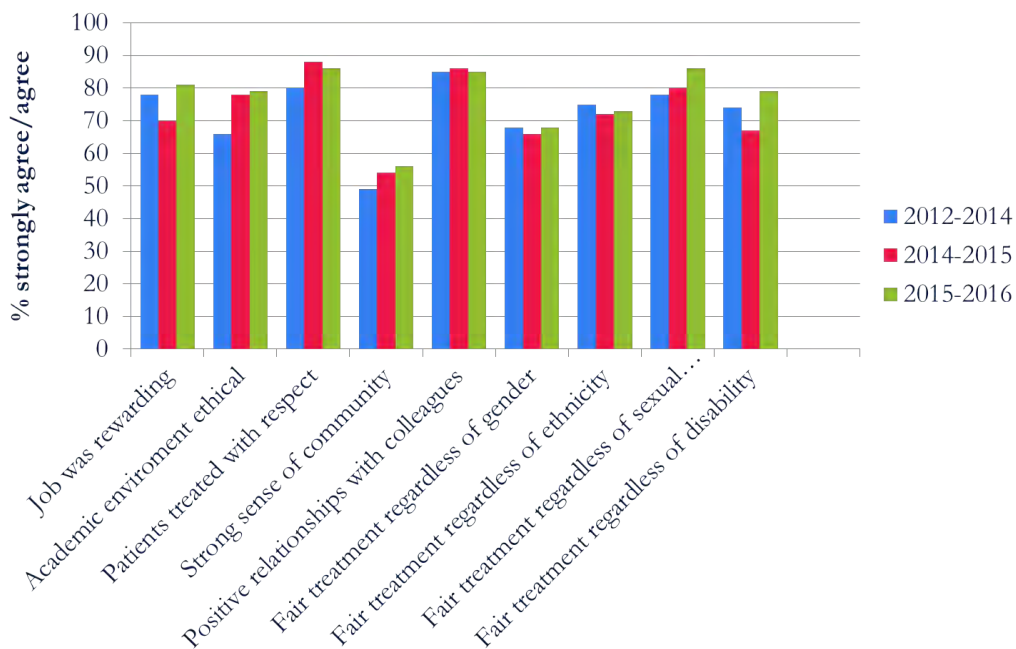
There were 13 comments about career stewardship, mentoring, advancement, leadership, or work relationships: two were positive, five were negative, and six were mixed.

- “The other clinical faculty with whom I worked were superb, committed physicians and teachers. We divided call and work fairly and tried to support one another.”
- “The working environment, my faculty mentor, department chair and colleagues were highlights of my position at UCSF.”
- “Interdepartmental relations and collaboration was variable. When departments were at odds, the atmosphere could be very negative. Within my department, the relationships were fantastic.”
- “On the clinical front, I felt like there was a lot of camaraderie amongst my colleagues. However, on the academic development front - educational projects/research - there was less collegiality and sharing of opportunities. Perhaps this was because we were limited by our differing interests.”
- “The mentorship at UCSF is poor. There is no orientation when starting the job. Supposedly there is an assigned mentor, but this was never given to me. Identifying a mentor and seeking mentorship is completely self-driven. There is no guidance with the process for promotion or how to efficiently navigate clinical/research/teaching as a new attending physician. ”

(A previous report included an error in Figure 8. Updated and corrected 04/12/17.)



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



Survey comments about the UCSF Climate:

There were 23 comments addressing fairness, ethics, respect or community, and UCSF’s treatment of everyone: one was positive, six were mixed, 16 were negative, and 11 mentioned gender issues.

- “My division was run in a fair and equitable manner, the department most so [sic].”
- “Patient care is third behind research and education at UCSF. Patient care systems are not honored here in that systems are designed for the physician researchers rather than the patients ease.”
- “There is a good sense of community at SFGH, but not at UCSF, which I found territorial and petty. For example, the Division Chair did not support all research units equally – here I don’t mean only with regard to financial resources, but in establishing a vision for what those units should be striving for to strengthen the Division. Even at SFGH, community is more imagined than real - neither the Dean nor the Department Chairs made any effort to engage the SFGH faculty, even though it is a small campus where most of the faculty know each other.”
- “I felt that there was a poor attitude towards working mothers in research from some of my colleagues.”
- “The gender gap has been proven in other studies. I did not see any progress on this.”
- “I don’t think our Division does enough to promote women or to recognize different needs that women have in the workplace.”
- “There still appears to be a gender gap at UCSF, where there are more men in leadership positions, and men have higher salaries than women in comparable roles. It is hard to find good mentoring as a woman at UCSF as a result.”
- “Women, older, and underrepresented minorities at UCSF face a difficult challenge. They are often attacked under concerns for “professionalism, training, or in willingness to be a team player.” I have both been a witness and affected by this at UCSF.”

(A previous report included an error in Figure 9. Updated and corrected 04/12/17.)

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

**Table 1. Demographic Descriptions 2014-15**

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

**Table 2. Demographic Descriptions 2012-14**

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

Appendix B. Faculty Rank and Series Tables for 2014-15 and 2012-14.

Table 1. 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 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%)           | -                    |

**Table 2. Rank and Series of UCSF Faculty, Exiting Faculty and Survey Respondents 2012-14**

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

**Appendix C. Full listing of reasons for leaving UCSF and factors contributing to accepting new position for all reporting periods among non-retirees.**

**Top reasons for leaving UCSF and rates**

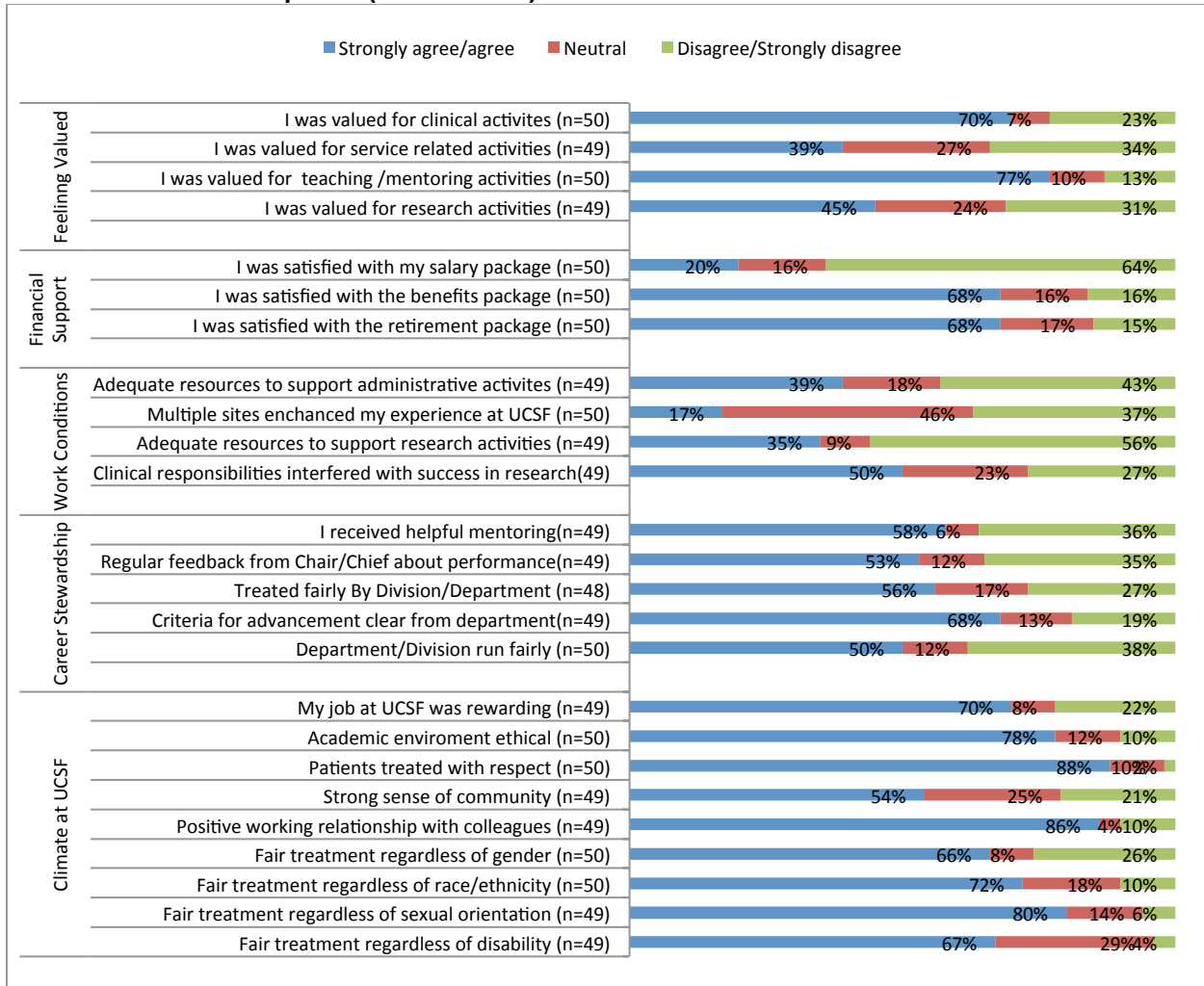
| Reason  | 2015-16<br>(n=52) | 2015-14<br>(N=49) | 2012-14<br>(N=70) |
|---|-------------------|-------------------|-------------------|
| High cost of living                             | 40%<br>(21)       | 26%<br>(14)       | 19%<br>(13)       |
| Insufficient salary                             | 29%<br>(15)       | 51%<br>(25)       | 33% (23)          |
| Personal or family issues                       | 25%<br>(13)       | 31%<br>(15)       | 39%<br>(27)       |
| Lack of administrative support                  | 21%<br>(11)       | 22%<br>(11)       | 27%<br>(19)       |
| Job at UCSF did not meet my expectations        | 15%<br>(8)        | 31%<br>(15)       | 23%<br>(16)       |
| I felt like I did not belong                    | 10%<br>(5)        | 24%<br>(12)       | 13%<br>(9)        |
| Excessive workload due to research              | 8%<br>(4)         | 10%<br>(5)        | -                 |
| Lack of access to quality public K-12 education | 8%<br>(4)         | -                 | -                 |
| Excessive workload due to clinical teaching     | 6%<br>(3)         | 18%<br>(9)        | 7%<br>(5)         |
| I felt I was unfairly treated due to my gender  | 6%<br>(3)         | 10%<br>(5)        | -                 |
| Lack of access to graduate students             | 6%<br>(3)         | 10%<br>(5)        | 7%<br>(5)         |
| Loss of funding                                 | 6%<br>(3)         | -                 | 7%<br>(5)         |
| Inadequate retirement/benefits package          | 6%<br>(3)         | -                 | -                 |

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

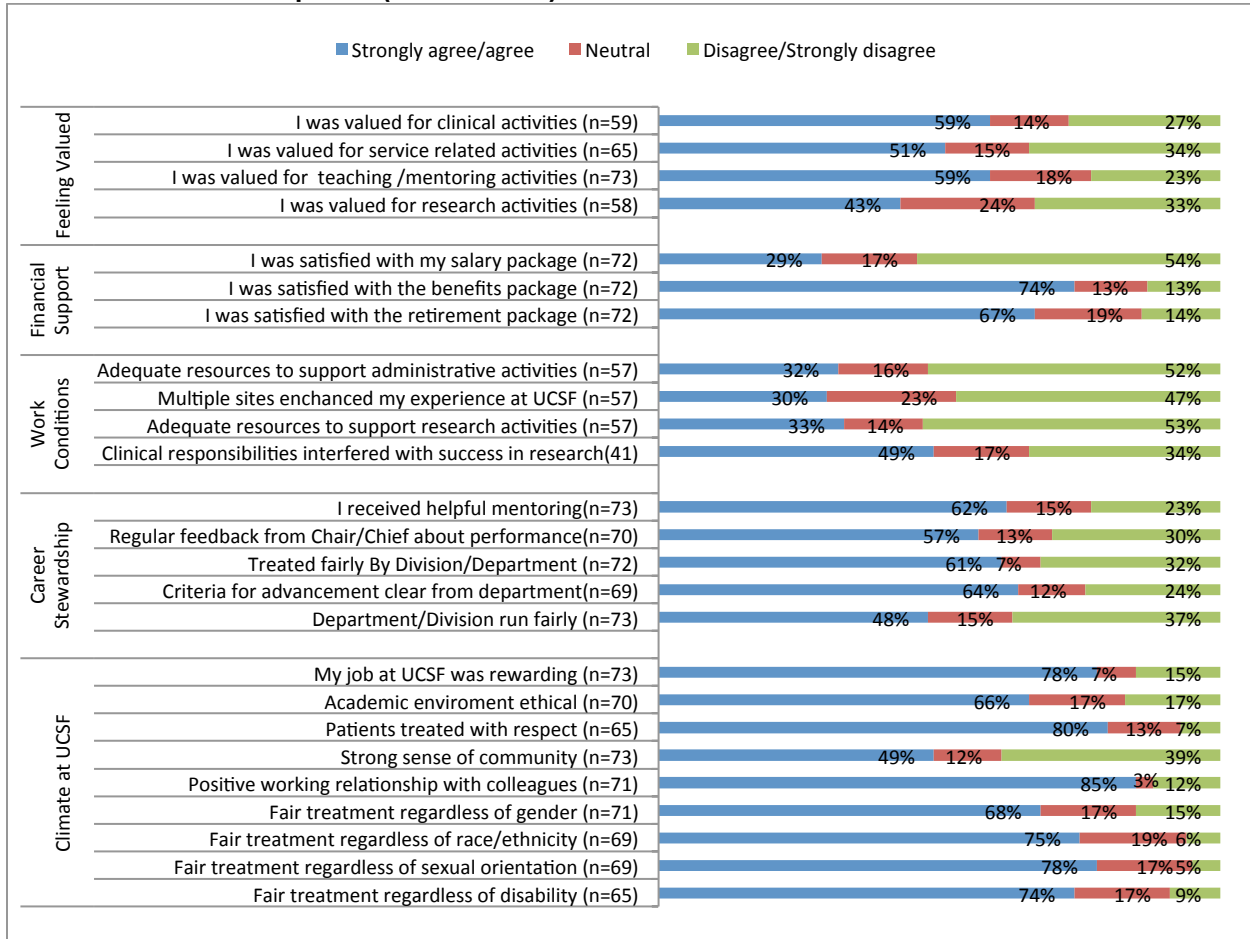
| Reason                                    | 2015-16<br>(N=51) | 2014-15<br>(N=46) | 2012-14<br>(N=67) |
|---|-------------------|-------------------|-------------------|
| Family reasons                            | 45%<br>(23)       | 46%<br>(21)       | 39%<br>(26)       |
| Leadership position                       | 39%<br>(20)       | 11%<br>(24)       | 36%<br>(24)       |
| Higher compensation at new job            | 37%<br>(19)       | 65%<br>(30)       | 51%<br>(34)       |
| Livability/affordability of new location  | 35%<br>(18)       | 37%<br>(17)       | 24%<br>(16)       |
| Improved environment / admin support      | 33%<br>(17)       | 61%<br>(28)       | 43%<br>(29)       |
| Offered a tenured position                | 27%<br>(14)       | 24%<br>(11)       | -                 |
| Better benefits package                   | 25%<br>(13)       | 28%<br>(13)       | 16%<br>(11)       |
| Guaranteed salary                         | 24%<br>(12)       | 24%<br>(11)       | 22%<br>(15)       |
| More manageable work load                 | 24%<br>(12)       | 46%<br>(21)       | 22%<br>(15)       |
| More specific to teaching interests/goals | 16%<br>(8)        | 39%<br>(18)       | 25%<br>(17)       |
| Career opportunity for spouse/partner     | 12%<br>(6)        | 24%<br>(11)       | -                 |
| Tuition assistance for children           | 12%<br>(6)        |                   | 18%<br>(12)       |
|   |                   |                   |                   |

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

**Table 1. 2014-15 Perceptions (Non-retirees)**



**Table 2. 2012-14 Perceptions (Non-retirees)**



## Appendix E. Selected Survey Results for Retirees

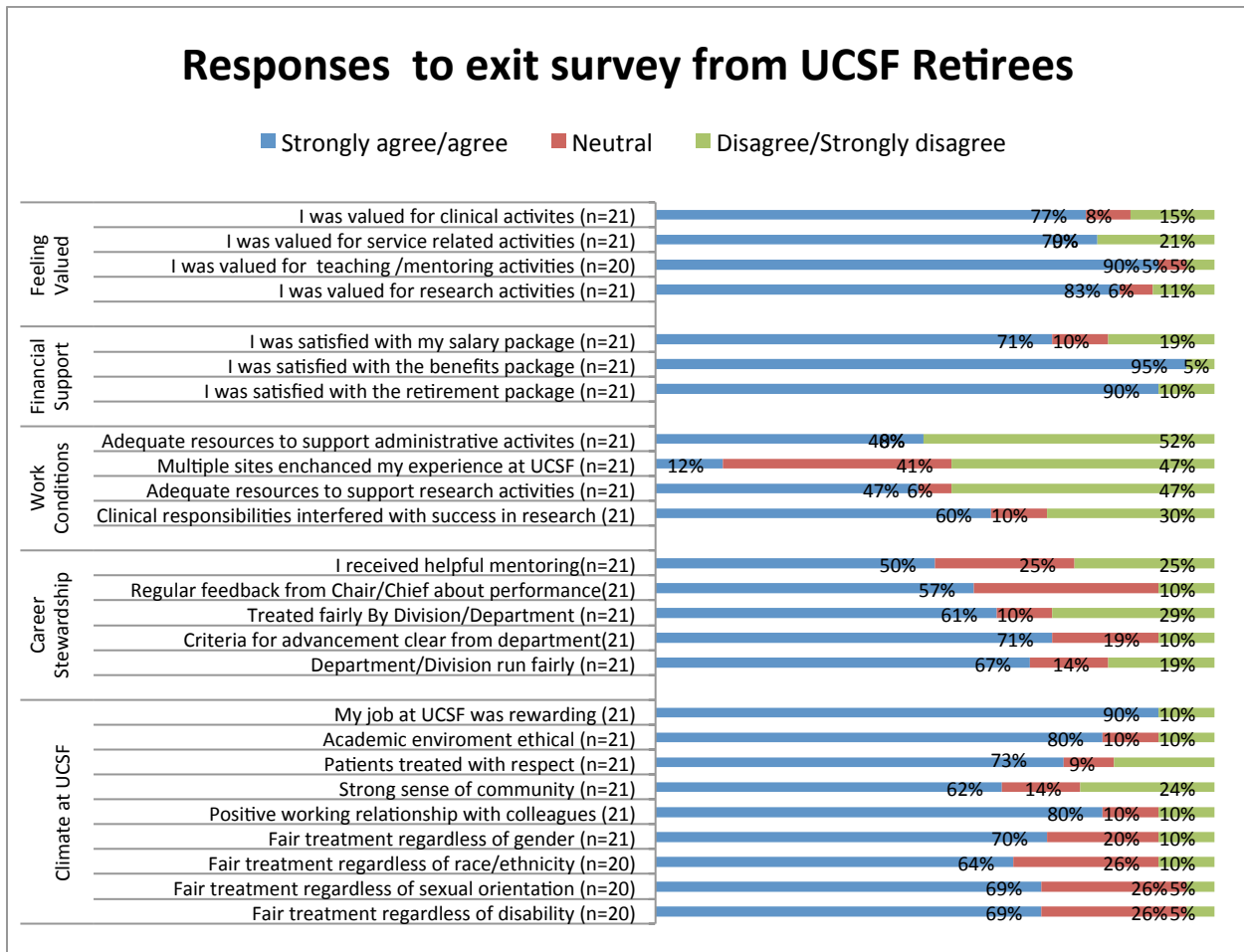
**Table 1. Reasons contributing to leaving among retirees\***

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

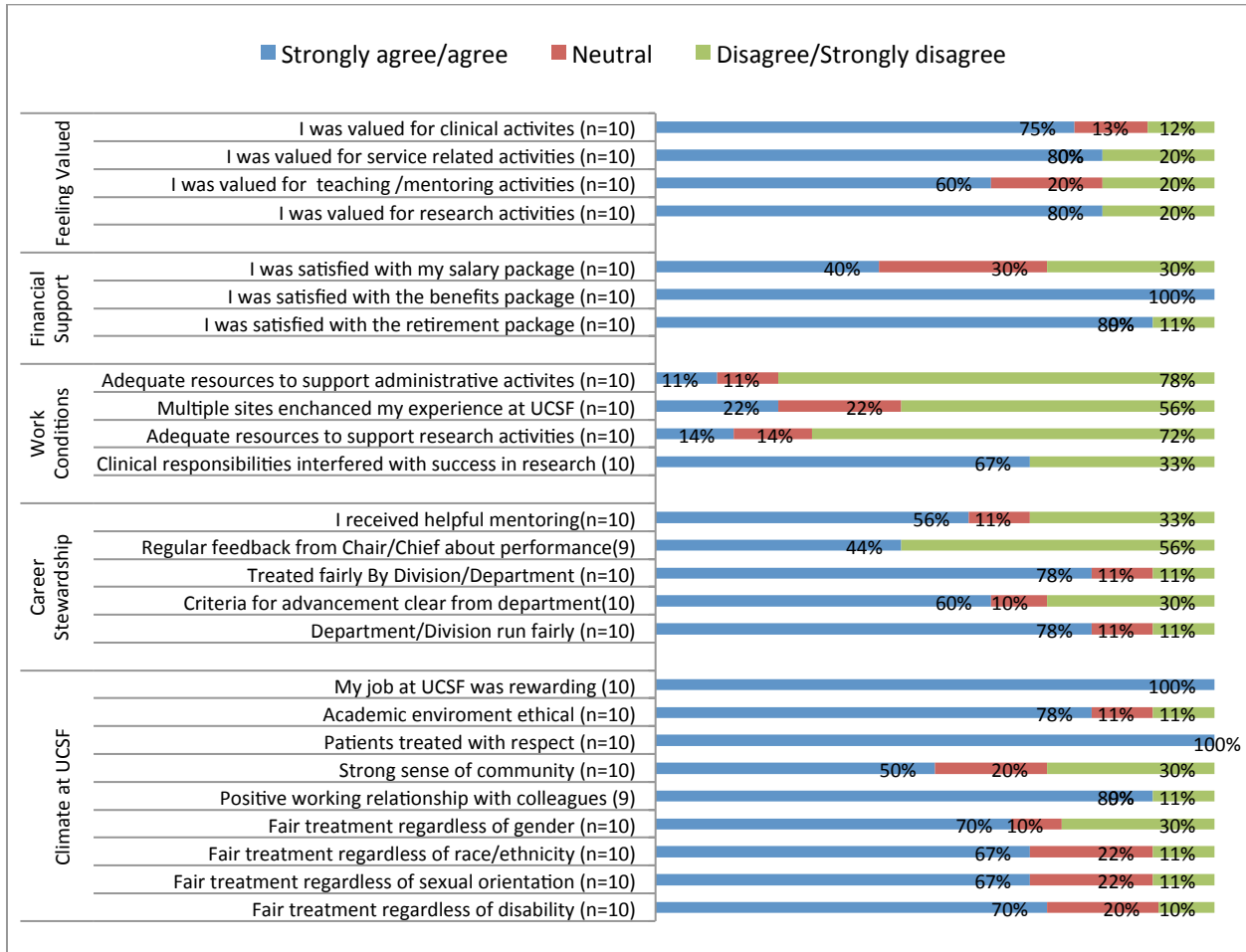
\* Multiple responses permitted



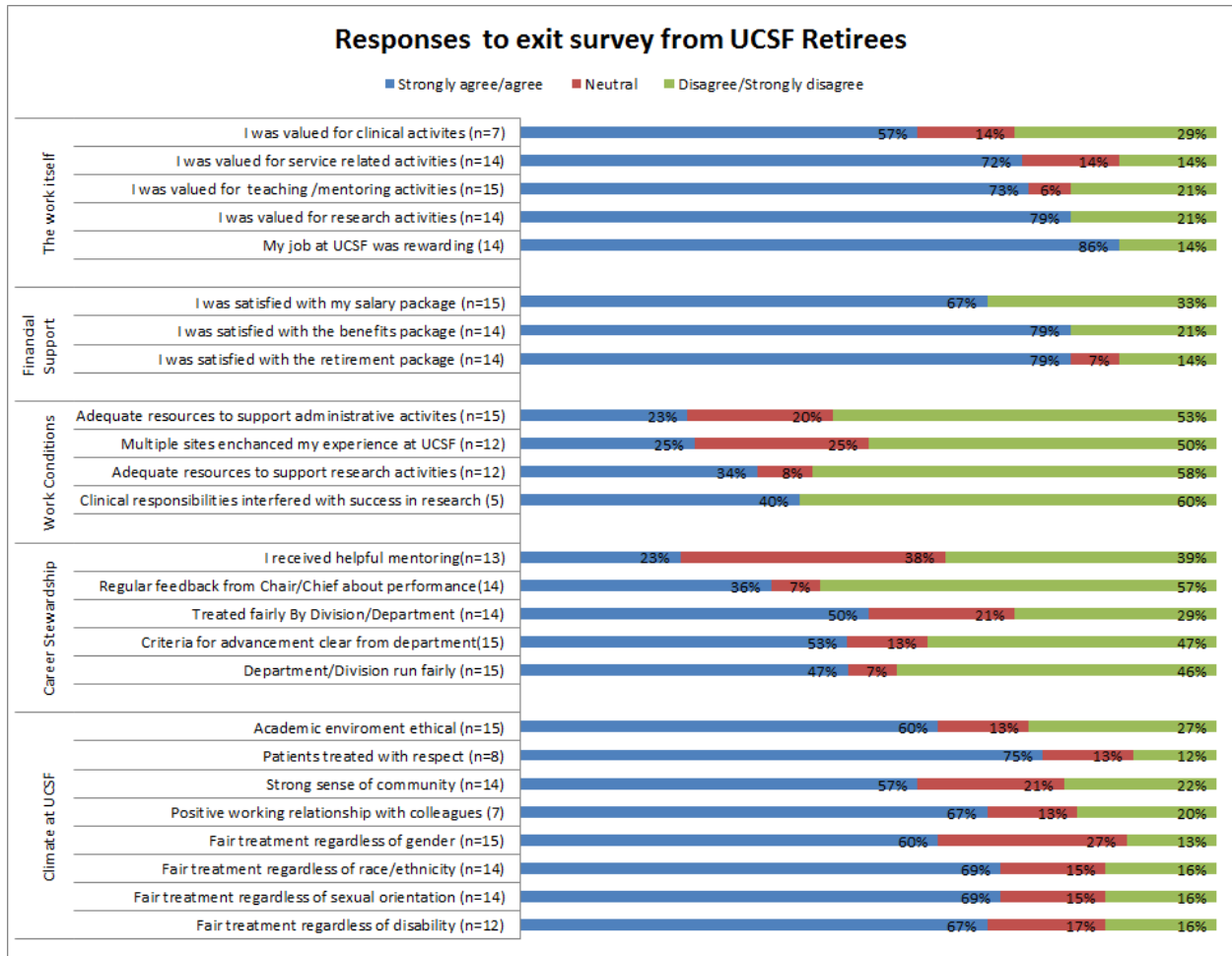
**Table 2. 2015-16 Perceptions, Retirees**



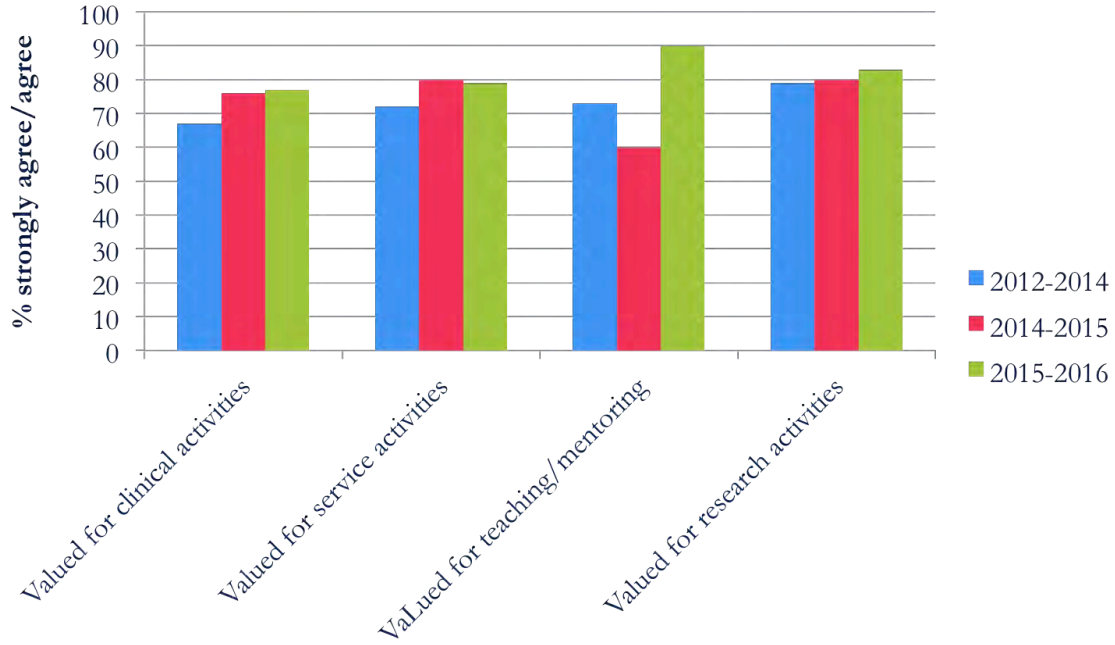
**Table 3. 2014-15 Perceptions, Retirees**



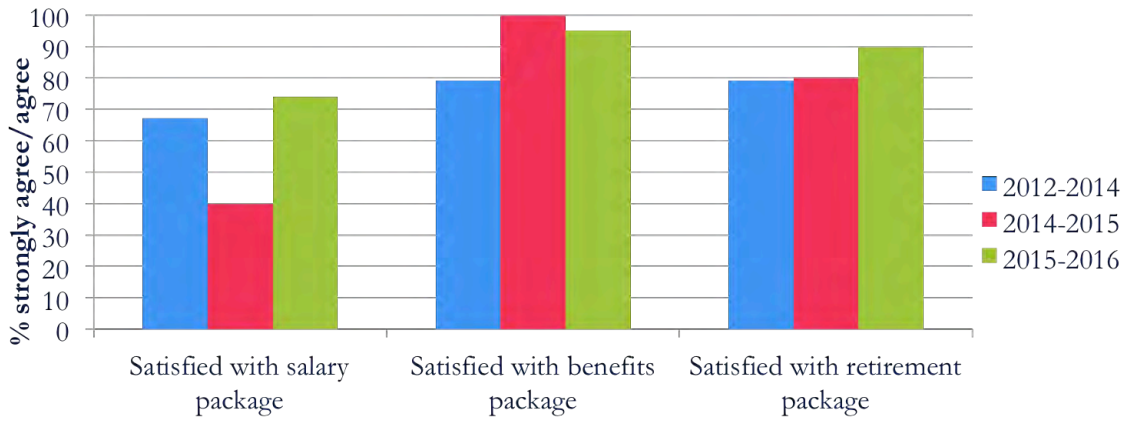
**Table 4. 2012-14 Perceptions, Retirees**



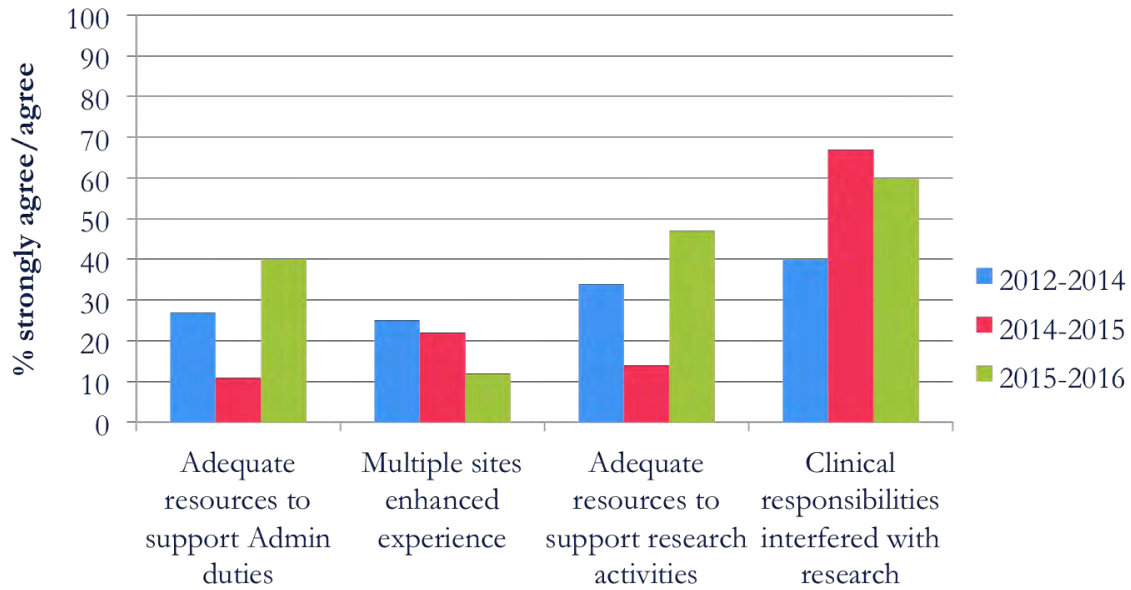
**Figure 1. Perceptions, Retirees: Feeling Valued**



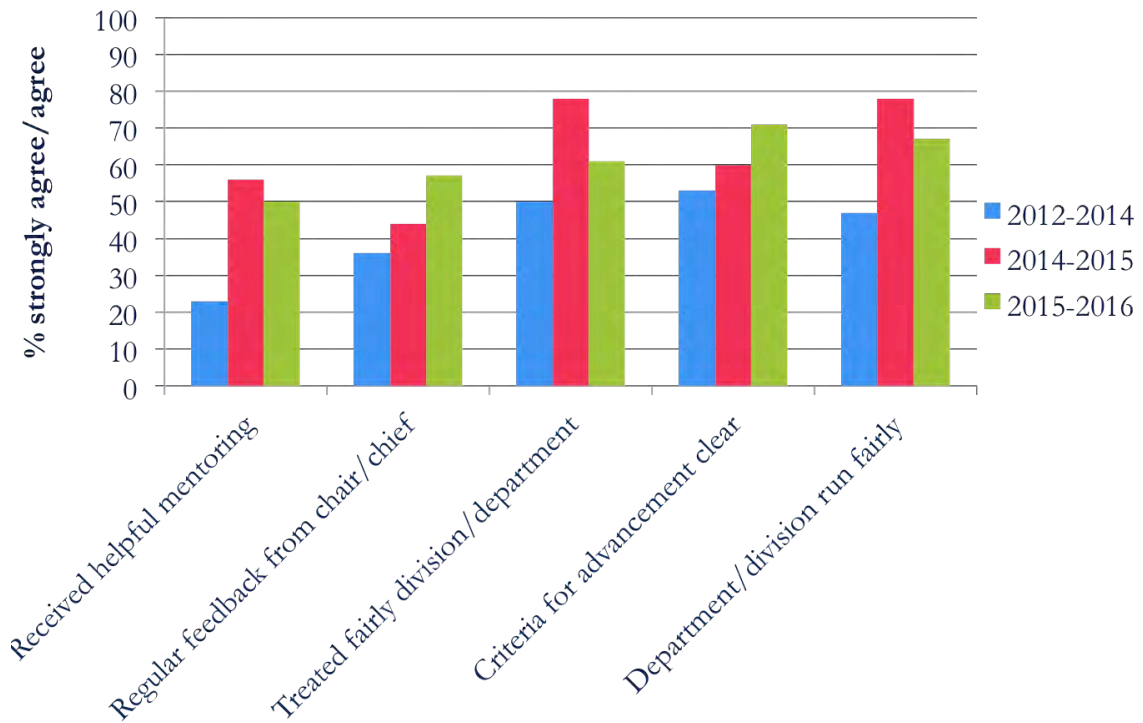
**Figure 2. Perceptions, Retirees: Financial Support**



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



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



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

