

UC San Francisco 2020-21 Faculty Exit Survey Report

Executive Summary

This report provides an update to the 2018-19 UC San Francisco Faculty Exit Survey Report released in March 2019 by the Office of Faculty and Academic Affairs. This report contains data from 2020-21 in addition to the five prior reporting periods spanning 2014-19.

Data from 2019-20 was not reported as various data collection issues related to the UCSF transition to UC Path compromised the analysis.

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

During the current analysis time period (2020-21), 152 faculty separated from UCSF. Seventy-six percent (N=116) of those who separated were non-retirees and 24% (N=36) were retirees. Eighty-three faculty members responded to the survey (54% percent response rate). Of those, 61 (73% of respondents) were non-retirees.

Non-retirees - Gender/URM:

Women left UCSF at a slightly higher rate than their representation among the at-large faculty (55% and 49%, respectively; gender not indicated in the remainder), with the delta increasing from the prior reporting period. Men left at a slightly lower rate than their representation among the at-large faculty (39% and 45%, respectively).

The number of URM faculty who left UCSF in 2020-21 was small (15). URM faculty left UCSF at a rate similar to their representation among the at-large faculty (13% and 12%, respectively).

Women were less likely than men to receive a counter-offer prior to leaving UCSF. However the overall number of counter-offers extended was low (four for women, three for men). Twelve percent of women and 28% of men said they would not consider a counter-offer in 2020-21.

Non-retirees - Series/Rank:

- As in all prior reporting periods, Health Sciences (HS) Clinical series faculty left UCSF at a rate higher than their representation among the at-large faculty (60% and 44%, respectively in 2020-21).
- As in all prior reporting periods, Adjunct series faculty left UCSF at a rate higher than their representation among the at-large faculty, (22% and 12%, respectively in 2020-21).
- As in all prior reporting periods, Assistant rank faculty left UCSF at rates substantially higher than their representation among the at-large faculty (63% and 34%, respectively in 2020-21).

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

- Forty-seven percent of faculty left UCSF for an academic position at another institution.
- Of those who responded to the question regarding how they found their new position, 36% indicated that they were looking for a new job prior to their departure; this is similar to 2018-19 (35%) but a lower percentage than in most prior reporting periods.
- Among non-retirees, salary and cost-of-living issues were paramount reasons for leaving UCSF.
 - In 2020-21, high cost of living and insufficient salary were the contributing factors most often cited as a reason for faculty departures (cited by 47% of respondents), followed by lack of administrative support (40%).
 - Personal or family reasons continue to be a significant factor contributing to the decision to leave UCSF as it was one of the three most cited factors (32%) by respondents
 - For the first time, across all prior reporting periods, the feeling of being unfairly treated due to gender was cited as one of the top six reasons for leaving (17%). Some comments indicated that faculty experience with gender bias was not specific to UCSF, but a more systemic concern.

As in prior reporting periods comments from 2020-21 indicate that the high cost of living and challenges associated with raising a family in the San Francisco Bay Area were important factors in faculty members' decisions to depart UCSF. Perhaps due to the pandemic there were no mentions of commutes in this reporting cycle.

Non-retirees - Perceptions about UCSF:

Compared to 2018-19 where responses indicated improvements across all domains, most notably in work conditions and career stewardship responses, in 2020-21 there was a reversal of that trend in some areas. Notable exceptions were that faculty reported they felt valued for their clinical and mentoring activities and they indicated their jobs were rewarding.

The Vice Provost Academic Affairs administered the UCSF Faculty Climate Survey in Spring 2017 to better understand the experiences of our faculty; particularly those of women and members of under-represented groups. Results of the climate survey support many of the findings of recent faculty exit surveys. In response to the September 2017 Faculty Climate Survey, a Faculty Climate Task Force with broad representation from across UCSF was convened. The Task Force's charge was to review the survey results, seek stakeholder input, identify problems that need to be addressed and recommend specific actions. The Climate Task Force's report was released in September 2019. In October 2021, a campus-wide climate survey was conducted and the results are expected soon. The Vice Provost Academic Affairs is committed to reviewing and developing action plans to address areas of concern and improve the climate for our faculty.

Web page: [Faculty Climate Survey](#)

UC San Francisco 2020-2021 Faculty Exit Survey Report

This report provides an update to the 2018-19 UC San Francisco Faculty Exit Survey Report released in April 2020 by the Office of Academic Affairs. No report was published for the 2019-20 period due to lack of data integrity as the campus transitioned to UC Path.

During the current analysis time period (2020-21):

- 152 faculty separated from UCSF.
- Seventy-six percent of those who separated were non-retirees (n=116) and 24% were retirees (n=36).
- Eighty-three faculty members responded to the survey (54% response rate).
- Comparisons *among non-retiree faculty* showed some differences when compared to the prior reporting periods ([2012-14](#), [2014-15](#), [2015-16](#), [2016-2017](#), [2017-18](#), and [2018-19](#)).

Part I. Faculty Demographic Factors

Table 1. Demographic Descriptions: 2020-21

	Totals	Gender			URM Status		
	Total N	Female N (%)	Male N (%)	Unknown N (%)	URM N (%)	Non-URM N (%)	Unknown N (%)
All UCSF Faculty	3742	1,837 (49%)	1,697 (45%)	208 (6%)	449 (12%)	3,194 (85%)	99 (3%)
All Separated Faculty	152	74 (49%)	66 (43%)	12 (8%)	18 (12%)	121 (80%)	13 (8%)
Non-Retirees	116	64 (55%)	45 (39%)	7 (6%)	15 (13%)	90 (78%)	11 (9%)
Retirees	36	10 (28%)	21 (58%)	5 (14%)	3 (8%)	31 (86%)	2 (6%)
All Survey Respondents	83	45 (54%)	26 (31%)	12 (15%)	7 (8%)	59 (71%)	17 (21%)
Non-Retirees	61	35 (57%)	15 (25%)	11 (18%)	6 (10%)	41 (67%)	14 (23%)
Retirees	22	10 (45%)	11 (50%)	1 (5)	1 (5%)	18 (82%)	3 (13%)

*It should be noted that compared to prior reporting period there are a larger number of “unknown” both gender and URM due to the change in capturing this data after the conversion to UC Path.

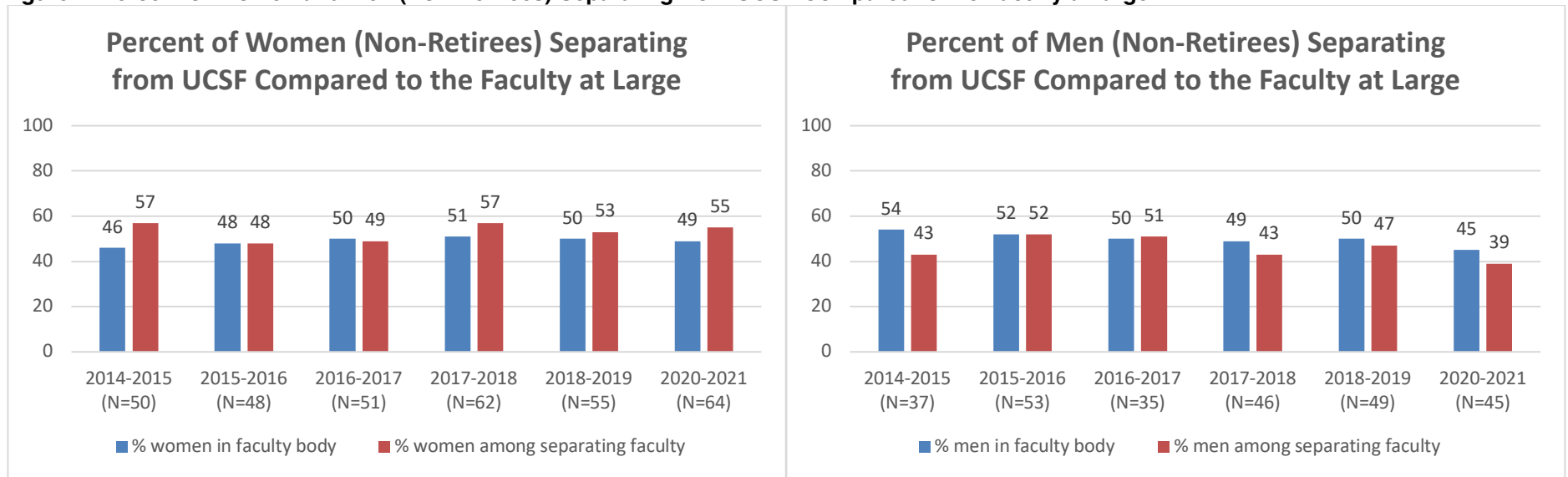
Selected observations and comparisons between 2020-21 and prior reporting periods for non-retirees:

- The non-retiree separation rate in 2020-21 (3%) matched that from all prior reporting periods.
- The survey participation rate (54%) was similar to that from the 2018-19 period (55%), which was higher than in all prior reporting periods.

See Appendix A for faculty demographics from prior reporting periods (2018-19, 2017-18, 2016-17, 2015-16, 2014-15, and 2012-14).

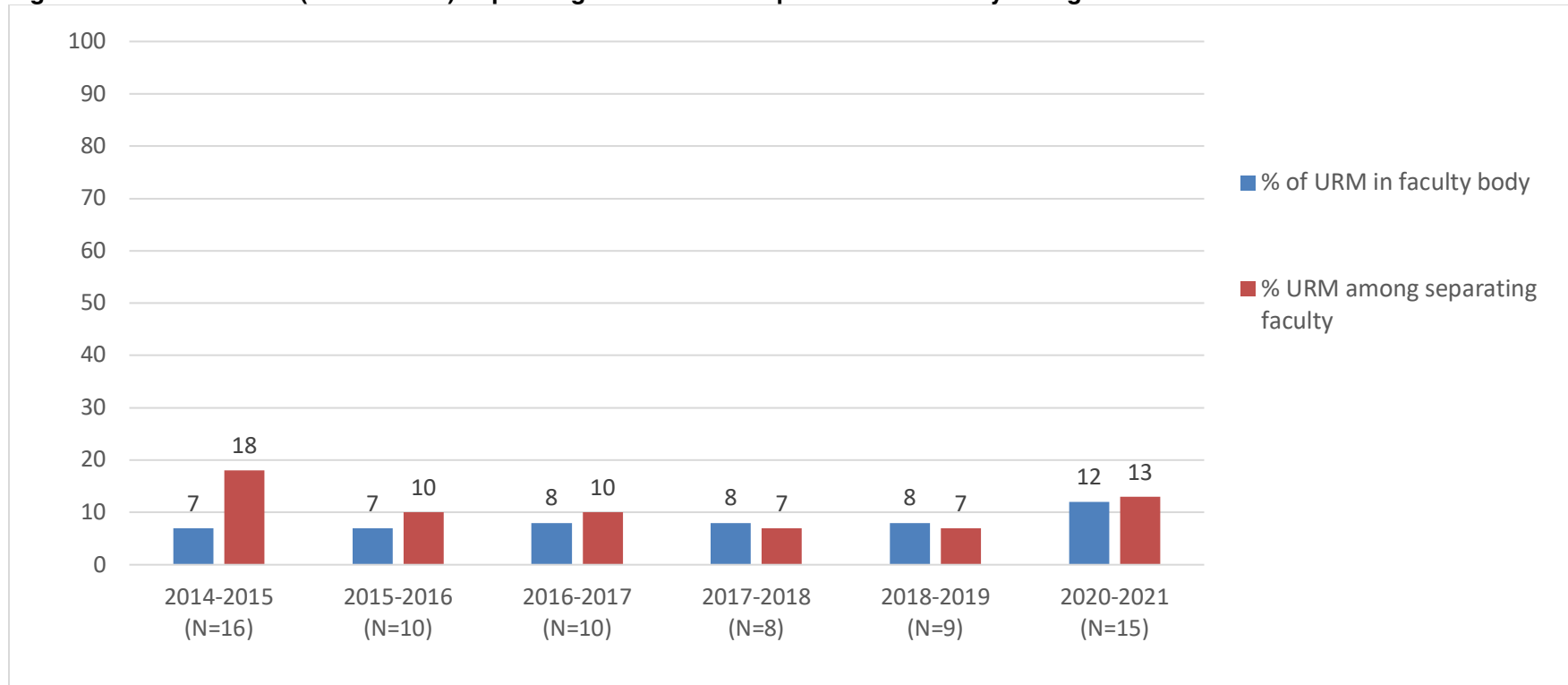
Demographic differences in separations:

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



In 2020-21, women left UCSF at a greater rate than their representation among the faculty at large and men left at a lower rate than their representation among the faculty at large. Figure 1 shows comparisons for all reporting periods.

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



As In 2020-21, URM faculty left at nearly the same rate as their representation among the faculty at large (13% and 12%, respectively). Figure 2 shows comparisons for all reporting periods. The N values are the number of URM faculty non-retirees who separated for each reporting period.

Part II. Faculty Rank and Series

Table 2. Rank and Series of UCSF Faculty, Exiting Faculty, and Survey Respondents 2020-21

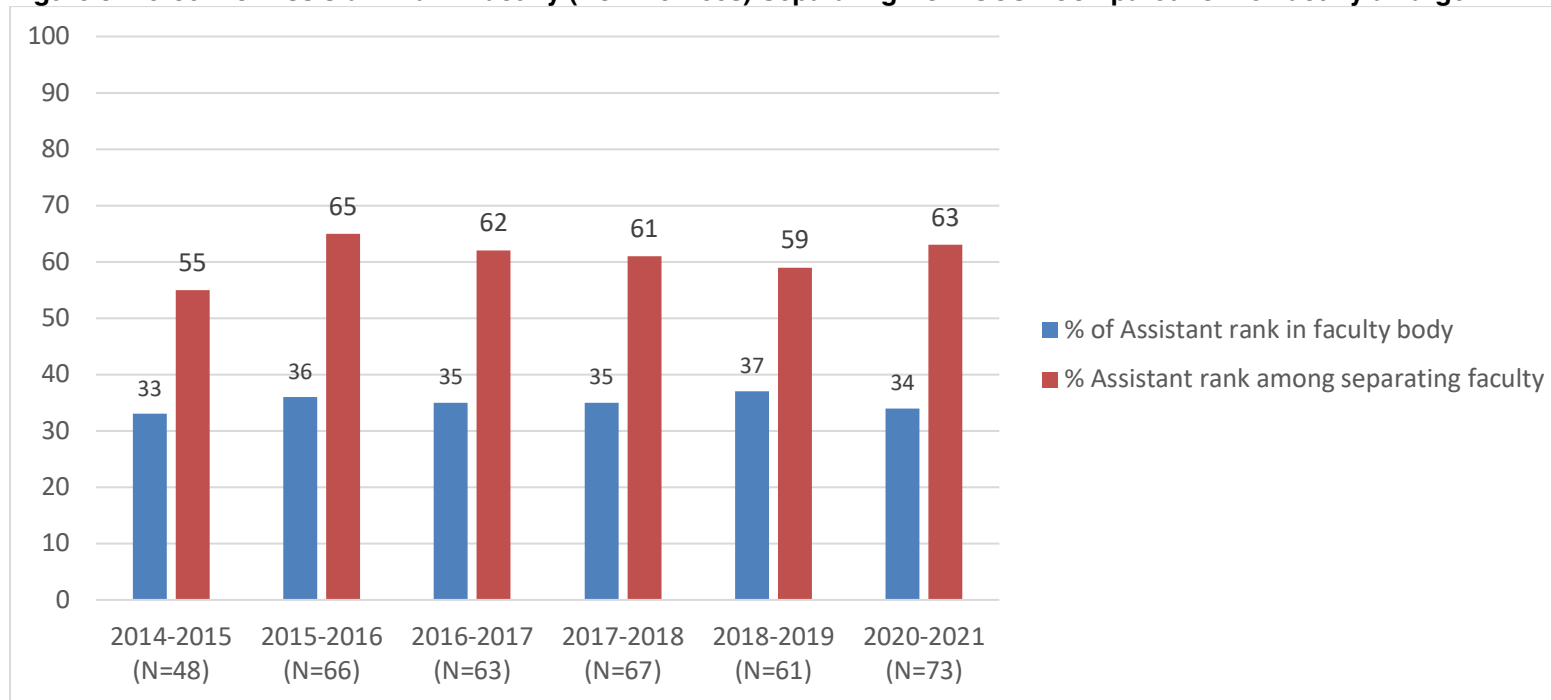
	Total N	Rank				Series					
		Assistant N (%)	Associate N (%)	Professor N (%)	Other N (%)	Ladder N (%)	In Residence N (%)	Clinical X N (%)	Adjunct N (%)	HS Clinical N (%)	Other N (%)
UCSF Faculty	3742	1,265 (34%)	952 (25%)	1,525 (41%)	-	345 (9%)	576 (15%)	703 (19%)	465 (12%)	1,653 (44%)	
All Separated Faculty	152	73 (48%)	28 (18%)	51 (34%)	-	5 (3%)	13 (9%)	22 (14%)	29 (9%)	83 (55%)	
Non -Retirees	116	73 (63%)	24 (21%)	19 (16%)	-	-	4 (3%)	18 (15%)	25 (22%)	69 (60%)	
Retirees	36	-	4 (11%)	32 (89%)	-	5 (14%)	9 (25%)	4 (11%)	4 (11%)	14 (39%)	
All Survey Respondents	83	33 (40%)	11 (13%)	28 (34%)	11 (13%)	3 (4%)	9 (11%)	21 (25%)	8 (10%)	30 (36%)	12 (14%)
Non -Retirees	61	32 (52%)	9 (15%)	10 (16%)	10 (16%)	1 (2%)	4 (6%)	17 (28%)	6 (10%)	23 (38%)	10 (16%)
Retirees	22	1 (5%)	2 (8%)	18 (82%)	1 (5%)	2 (9%)	5 (23%)	4 (18%)	2 (9%)	7 (32%)	2 (8%)

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

Rank

- As in all prior reporting periods, Assistant rank faculty left at a higher rate than their representation among the faculty at large (63% and 34%, respectively). This is a larger difference than in prior reporting periods (see Figure 3).
- Faculty at the full Professor rank left at a lower rate than their representation among the faculty at large (16% and 41%, respectively).
- Faculty at the Associate rank left at a slightly lower rate than their representation among the faculty at large (21% and 25%, respectively).

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



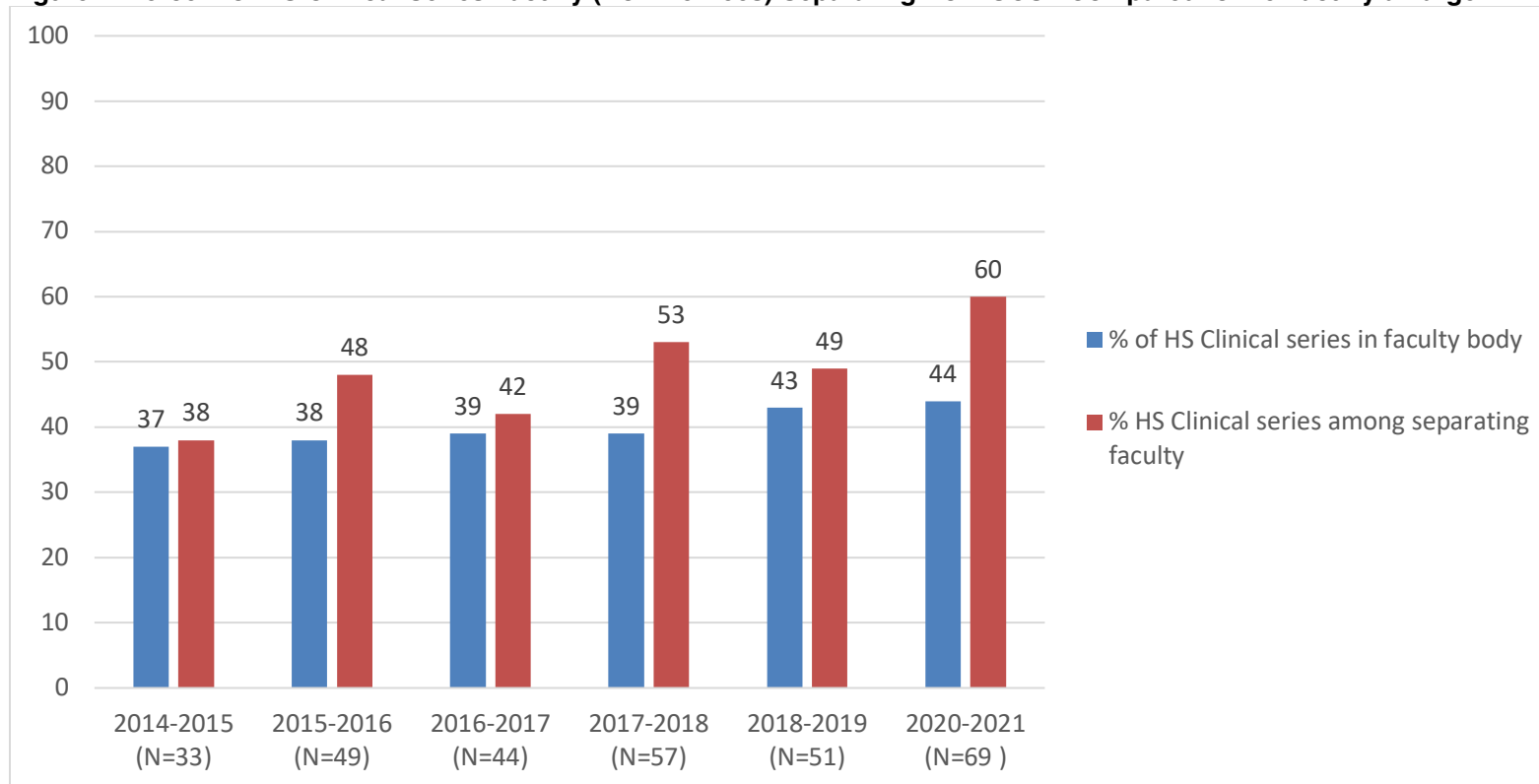
The N values are the number of Assistant rank faculty non-retirees who separated for each reporting period.

Series

- HS Clinical series faculty continue to leave at a higher rate than their representation among the faculty at large (60% and 44%, respectively). Figure 4 shows comparisons to prior reporting periods.
- Adjunct series faculty continue to leave at rates higher than their representation among the faculty at large (22% and 12%, respectively). This consistent with all reporting periods apart from 2017-2018 (16% and 13%).
- Assistant rank faculty in non-Senate faculty series (Adjunct and HS Clinical) continue to separate at rates higher than their representation in the faculty at large (in 2020-21, 57% and 27%, respectively). See Figure 5 for a comparison across reporting periods.

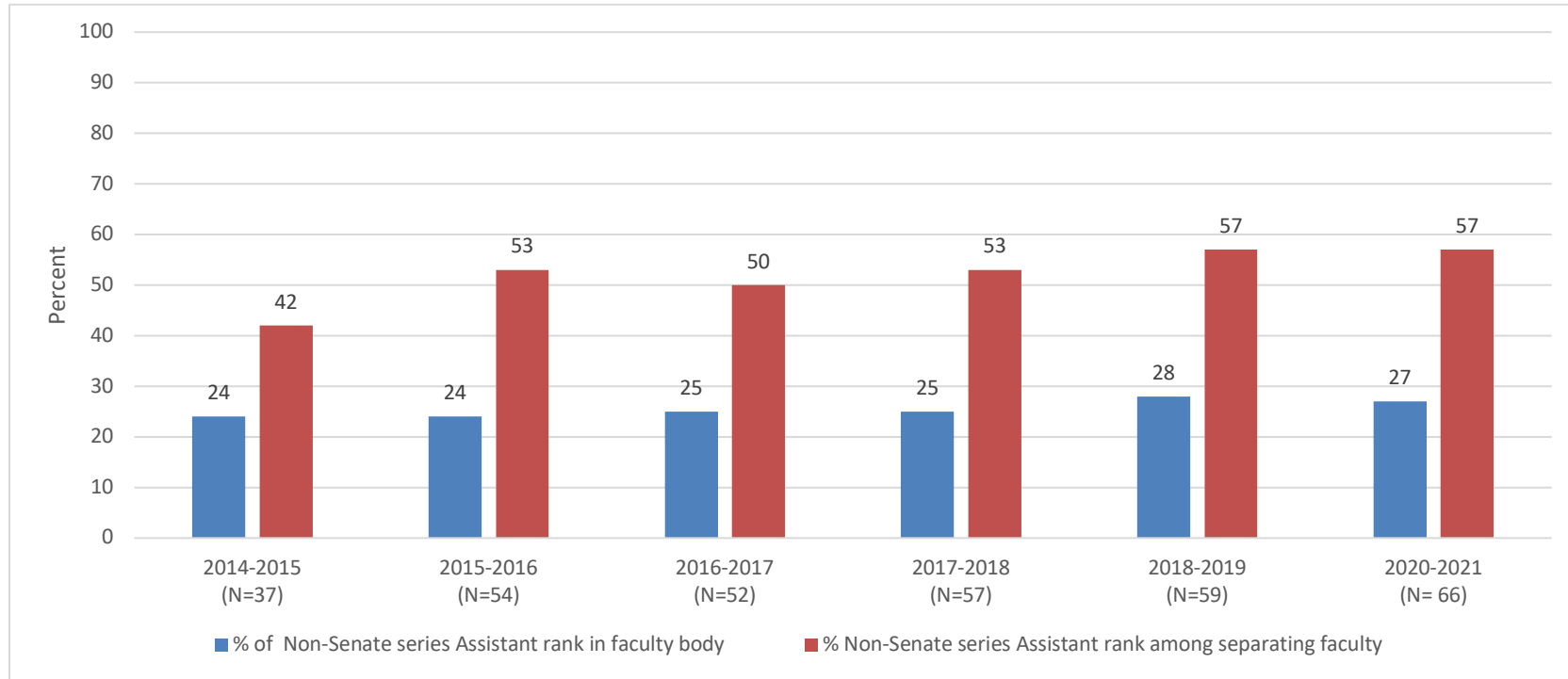
See Appendix B for faculty rank and series tables from prior reporting periods.

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



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

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



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

Part III: Separation Information

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

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

Position	2020-21 (N=61)	2018-19 (N=55)	2017-18 (N=57)	2016-17 (N=52)	2015-16 (N=54)	2014-15 (N=50)
Academic position at another institution	47% (29)	44% (24)	49% (28)	50% (26)	50% (27)	46% (23)
Went into private practice	25%(15)	18% (10)	21% (12)	10% (5)	13% (7)	20% (10)
Other	11%(7)	9% (5)	14% (8)	17% (9)	17%(9)	12% (6)
Position in industry/private sector	8% (5)	24% (13)	12% (7)	19% (10)	15% (8)	18% (9)
Additional education/training	6%(4)	-	2% (1)	-	-	2% (1)
Left work force temporarily	1%(1)	5% (3)	2% (1)	2%(1)	4% (2)	2% (1)
Made a career change	-	-	-	2%(1)	2%(1)	-

*Single response permitted

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

	2020-21	2018-19	2017-18	2016-17	2015-16	2014-15
Among those entering new position: How did you learn of new position?	N=53	N=48	N=51	N=47	N=42	N=42
Recruited by another institution	34%(18)	44% (21)	35% (18)	32% (15)	31% (13)	31% (13)
Looking for new job	36%(19)	35% (17)	45% (23)	47% (22)	33% (14)	43% (18)
Not looking, but colleague told me about it	13%(7)	15% (7)	18% (9)	17%(8)	7%(3)	14%(6)
Other	17% (9)	6% (3)	2%(1)	4%(2)	29%(12)	12%(5)
Did UCSF make a counter offer?	N=55	N=52	N=55	N=50	N=49	N=47
Said I would not accept a counter offer	22%(12)	29% (15)	16% (9)	20% (10)	16% (8)	15% (7)
Among those who would accept a counter offer:	N=43	N=37	N=46	N=40	N=41	N =40
Yes, counter offer made	16% (7)	19% (7)	13% (6)	25% (10)	32% (13)	15% (6)
No, counter offer not made	84% (36)	81% (30)	87% (40)	75% (30)	68% (28)	85% (34)
Were you given the opportunity to discuss reasons for leaving with department chair/ORU director, division chief/chair or dean prior to leaving?	N=39	N=42	N=51	N=48	N=54	N=47
Yes	79%(31)	79% (33)	82%(42)	75% (36)	83% (43)	81%(38)
No	21%(8)	21% (9)	18% (9)	25% (12)	17%(9)	19%(9)

Selected observations and comparison of 2020-21 with prior reporting periods (non-retirees):

- As in prior reporting periods, the majority of faculty departed UCSF in order to accept a position at another academic institution.
- The rate of faculty looking for new job prior to their exit (36%) was similar to 2018-19 but lower than in most prior reporting periods.

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

Top reasons for leaving UCSF and rates by survey period

Reason	2020-21 (N=47)	2018-19 (N=51)	2017-18 (N=55)	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)
Insufficient salary	#1 (47%)	#1 (47%)	#1 (51%)	#2 (37%)	#2 (29%)	#1 (51%)
High cost of living	#1 (47%)	#1 (47%)	#2 (49%)	#1 (47%)	#1 (40%)	#3 (26%)
Lack of administrative support	#2 (40%)	#3 (27%)	#3 (31%)	#4 (31%)	#4 (21%)	#5 (22%)
Personal or family issues	#3 (32%)	#2 (37%)	#5 (20%)	#6 (22%)	#3 (25%)	#2 (31%)
I felt like I did not belong	#4 (30%)	#4 (18%)	#4 (25%)	#5 (27%)	#6 (10%)	#4 (24%)
Excessive workload due to clinical teaching	#5 (19%)	#5 (12%)	#6 (18%)	#8 (12%)	#7 (6%)	#6 (18%)
Job at UCSF did meet expectations	#5 (30%)	#3 (27%)	#5 (20%)	#3 (35%)	#5 (15%)	#2 (31%)
I was treated unfairly due to my gender	#6 (17%)	#8 (4%)	#7 (13%)	#9 (8%)	#8 (6%)	#7 (10%)

Top reasons for accepting new positions and rates by survey period

Reason	2020-21 (N=47)	2018-19 (N=51)	2017-18 (N=55)	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)
Higher compensation at new job	#1 (57%)	#2 (53%)	#1 (65%)	#2 (61%)	#3 (37%)	#1 (65%)
Improved environment/admin support	#1 (57%)	#3 (51%)	#2 (64%)	#1 (63%)	#5 (33%)	#2 (61%)
Family reasons	#2 (49%)	#1 (55%)	#4 (40%)	#6 (31%)	#1 (45%)	#3 (46%)
More manageable workload	#3 (47%)	#5 (37%)	#3 (42%)	#7 (25%)	#8 (24%)	#3 (46%)
Livability/affordability of new location	#4 (45%)	#4 (45%)	#6 (35%)	#4 (37%)	#4 (35%)	#5 (37%)
Leadership Position	#5 (36%)	#6 (27%)	#5 (38%)	#3 (41%)	#2 (38%)	#7 (24%)
More specific to teaching/research interests/goals	#6 (28%)	#7 (25%)	#8 (27%)	#7 (25%)	#9 (15%)	#4 (39%)

*Multiple responses permitted

Selected observations regarding departure of non-retirees:

- The top six reasons for leaving in 2020-21 were nearly the same as in prior reporting periods with the exception of “I was treated unfairly due to my gender;” this is the first reporting period that this reason has been listed in the top six.
- Four of the top six reasons cited for accepting a new position in 2020-21 were also cited among the top six reasons for leaving UCSF in the current and prior reporting periods.
- While long commutes to work were not as frequently cited in 2020-2021 (perhaps due to Covid-19 work from home policies) the cost of living in the San Francisco Bay Area continued to be mentioned in, multiple comments, as it has been in most recent reporting periods:
 - *“Ultimately the cost of living was just too high. Affording a suitable home for our family meant a large mortgage payment and a long commute and I didn't want to feel like I had to work more to make ends meet”*
 - *“In the end the cost of living was a major factor in leaving and I think UCSF physicians in general need to be paid about 1.5-2x what they are currently making to have a reasonable quality of life in SF”*

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

- *I was not given an opportunity to take a leadership position in the department when numerous other colleagues with less expertise were offered the opportunity.*

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

Approximately 3% (non-retirees) of the 3,742 UCSF faculty departed last year. Leadership opportunities appear to be a notable factor in decisions to accept positions elsewhere as evidenced by 36% of respondents indicating that they left UCSF for a leadership position; an increase from 27% in 2018-19¹. The comments suggest that this was particularly important for those departing UCSF for a position elsewhere in academia. The comments also suggest that for some, reliance on soft money contributed to their decision to leave. Comments continue to suggest that UCSF's physically distributed locations present logistical challenges for both researchers/basic scientists and clinicians. There was a decrease in the percentage of faculty (20%) who agreed with the statement "The multiple sites enhanced my experience working at UCSF."

In response to the question "What did you like least about working at UCSF?" 16% of the comments (N=45) reference salary or salary related matters and 7% mentioned funding related matters. When asked, "What could UCSF have done to retain you on the faculty?" 23% of the responses (N=40) referenced salary or salary related matters and 10% mentioned funding.

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

- Interdisciplinary care and having access to esteemed professionals and specialists in various fields of medicine and research
- The rewards of one to one teaching and the friendships I made with my colleagues.
- Such a great environment for teaching and clinical work. Everyone is smart, motivated and caring. I was an honor to serve the patients here
- The academic environment stimulated my intellectual curiosity.

¹ "Leadership position" elsewhere was the 6th top reason faculty accepted positions elsewhere in 2018-19.
UCSF Faculty Exit Survey 2020-2021

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

Reason for Leaving UCSF (Non-Retiree)	Women						Men					
	2020-21 (N=35)	2018-19 (N=19)	2017-18 (N=33)	2016-17 (N=25)	2015-16 (N=22)	2014-15 (N=32)	2020-21 (N=15)	2018-19 (N=27)	2017-18 (N=22)	2016-17 (N=26)	2015-16 (N=30)	2014-15 (N=17)
High cost of living	#1 (46#)	#1 (42%)	#2** (36%)	#1 (56%)	#1 (41%)	#3 (28%)	#3 (27%)	#2 (48%)	#1 (68%)	#1 (38%)	#1 (40%)	#3 (29%)
Insufficient salary	#2 ** (40%)	#2 (37%)	#1 (52%)	#3 (36%)	#3 (36%)	#1 (59%)	#1 (33%)	#1 (56%)	#2 (50%)	#1 (38%)	#2 (23%)	#2 (35%)
Lack of administrative support	#3 (31#)	#3 (26%)	#2 (36%)	#5 (28%)	#4 (27%)	#4 (25%)	#3 (27%)	#4 (26%)	#4 (23%)	#3 (35%)	#5 (10%)	#1 (41%)
Personal or family Issues	#4 (26%)	#2 (37%)	#5 (18%)	#6 (24%)	#1 (41%)	#2 (34%)	#1 (33%)	#3*** (33%)	#4 (23%)	#6 (19%)	#4 (13%)	-
I felt like I did not belong	#5 (23%)	#5 (16%)	#3 (27%)	#4 (32%)	-	-	#5 (20%)	#5 (19%)	#4 (23%)	#5 (23%)	-	-

*Multiple responses permitted

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

*** For men, the top reason given for leaving, "other", is not reflected in this table.

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

Factor for Accepting a New Position	Women						Men					
	2020-21 (N=35)	2018-19 (N=19)	2017-18 (N=33)	2016-17 (N=25)	2015-16 (N=21)	2014-15 (N=29)	2020-21 (N=15)	2018-19 (N=27)	2017-18 (N=22)	2016-17 (N=26)	2015-16 (N=30)	2014-15 (N=17)
Higher compensation at new job	#1 (51%)	#2 (42%)	#2 ² (64%)	#2 (52%)	#2 (43%)	#1 (66%)	#2 (40%)	#1 (59%)	#1 (68%)	#1 (69%)	#3 (33%)	#1 (65%)
Improved environment/ admin. support	#2 (43%)	#2 (42%)	#1 (67%)	#1 (64%)	#4 (33%)	#2 (62%)	#1 (57%)	#1 (59%)	#2 (59%)	#2 (61%)	#3 (33%)	#2 (59%)
Livability/affordability of new location	#2 (43%)	#3 (37%)	#6 (24%)	#4 (40%)	#3 (38%)	#1 (34%)	#3 (20%)	#2 (48%)	#3 (50%)	#3 (35#)	#3 (33%)	#3 (31%)
Family reasons	#3 (40%)	#1 (68%)	#4 (39%)	#6 (36%)	#1 (57%)	#4 (52%)	#2 (10%)	#3 (44%)	#4 (41%)	-	#2 (37%)	-
More manageable workload	#4 (34%)	#2 (42%)	#3 (52%)	#7 (25%)	#4 (33%)	#3 (57%)	#2 (40%)	#4 (33%)	#6 (27%)	-	-	-
Leadership position	#5 (23%)	#4 (32%)	#5 (30%)	#3 (48%)	#4 (33%)	-	#2 (40%)	#5 (26%)	#3 (50%)	#3 (35%)	#1 (43%)	#4 (35%)
New Position More Specific Toward Teaching/Research...	#5 (23%)	#5 (26%)	-	-	-	-	#3 (20%)	#5 (26%)	-	-	-	-

*Multiple responses permitted

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

	Women						Men					
	2020-21 (N=32)	2018-19 (N=20)	2017-18 (N=33)	2016-17 (N= 24)	2015-16 (N=21)	2014-15 (N=30)	2020-21 (N=14)	2018-19 (N=27)	2017-18 N=22	2016-17 (N=26)	2015-16 (N=28)	2014-15 (N=17)
Said I would not accept a counter offer	12% (4)	15% (3)	15% (5)	17% (4)	24% (5)	7% (2)	28% (7)	41% (11)	18% (4)	23% (6)	11% (3)	29% (5)
Among those who would accept a counter offer:	N=28	N=17	N=28	N=20	N=16	N=28	N=10	N=16	N=18	N=20	N=25	N=12
Yes, counter offer made	14% (4)	24% (4)	14% (4)	25% (5)	19% (3)	14% (4)	30% (3)	19% (3)	10% (2)	25% (5)	40% (10)	17% (2)
No, counter offer not made	86% (24)	76% (13)	86% (24)	75% (15)	81% (13)	86% (24)	70% (7)	81% (13)	90% (16)	75% (15)	60% (15)	83% (10)

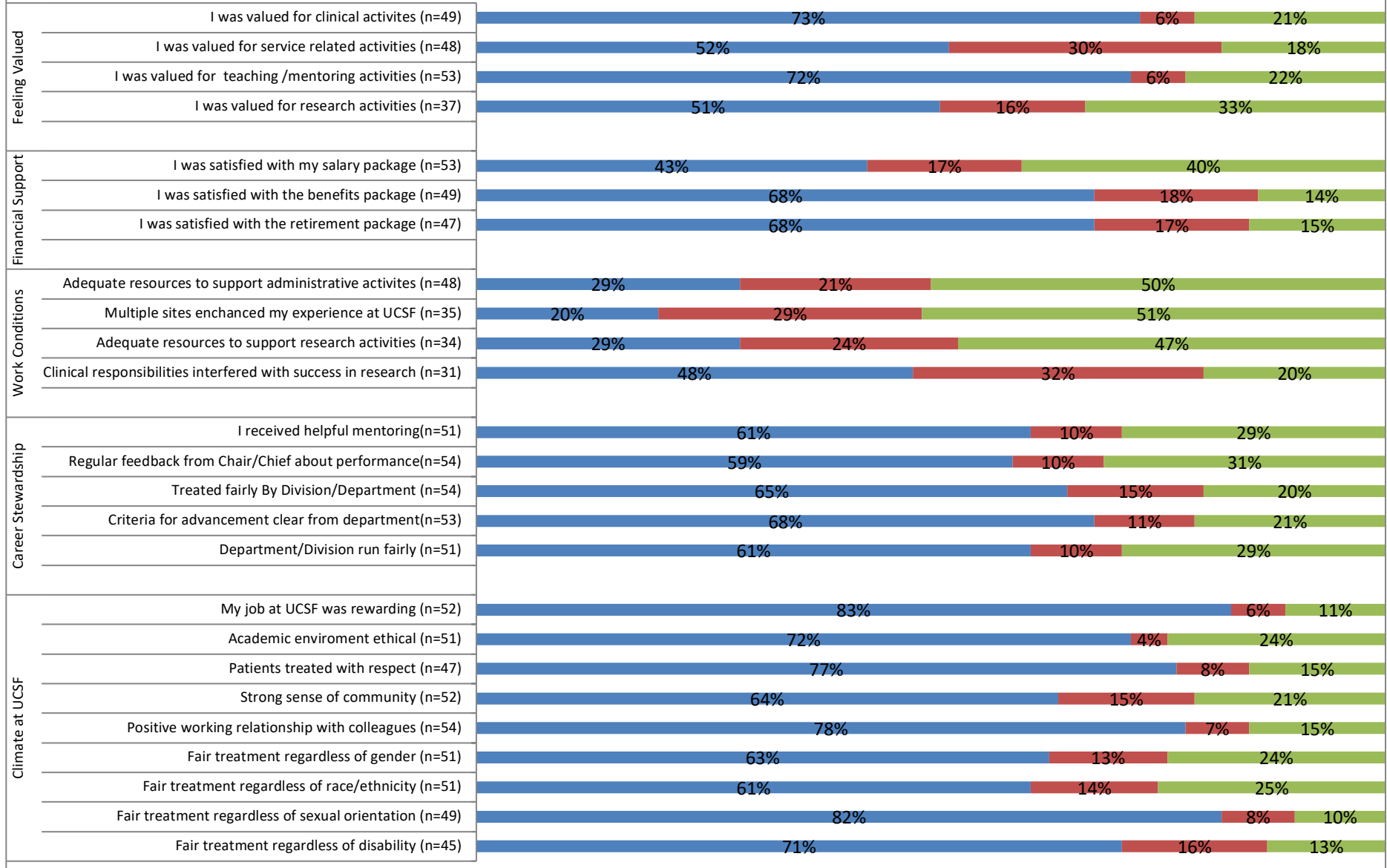
Selected observations regarding counter offers:

- The number of faculty receiving counter offers continues to be small across all reporting periods (7 in 2020-2021, 7 in 2018-19; 6 in 2017-18; 10 in 2016-17; 13 in 2015-16; 6 in 2014-15.
- In contrast to prior to reporting period, women were less likely than men to receive a counter offer. The percent of women receiving counter offers increased from 14% in 2017-18 to 24% in 2018-19 but fell to 14% and the percentage of men receiving counter offers increased from 19% to 30%
- In 2020-21, 8 faculty indicated that they would not accept a counter offer; evenly split between male and female faculty members (11)

Part IV. Perceptions of Life at UCSF

Responses to exit survey from UCSF Non-Retirees

■ Strongly agree/agree ■ Neutral ■ Disagree/Strongly disagree



Selected observation regarding perceptions of UCSF among non-retirees:

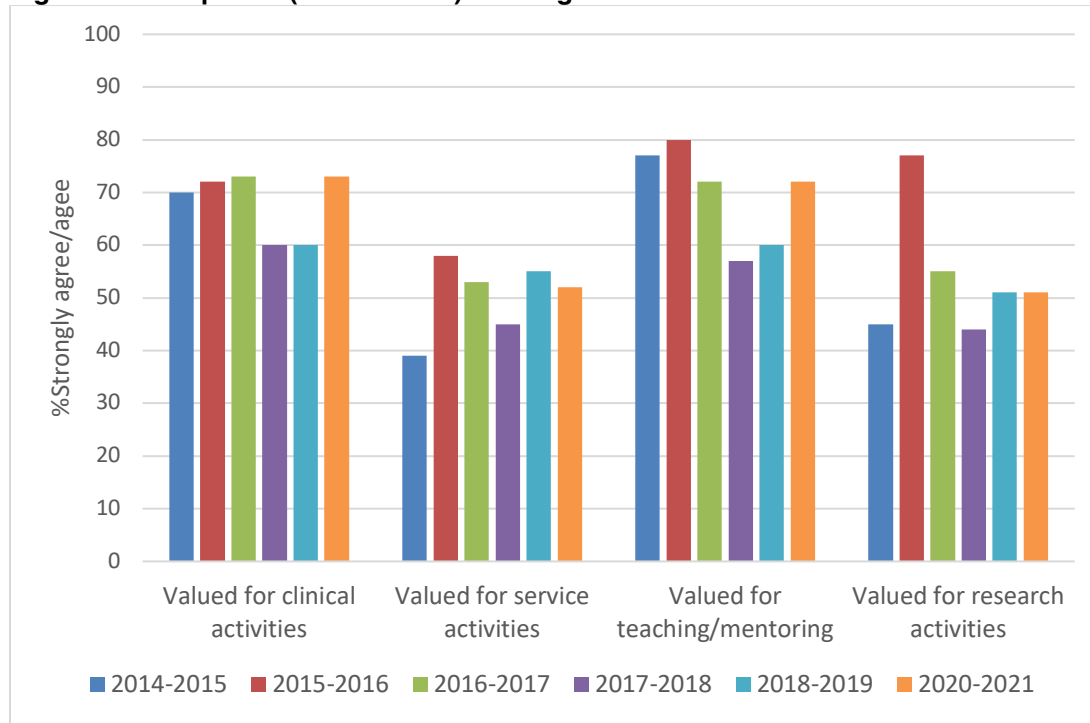
- As shown in Figures 6-9 below, compared to 2018-19 where responses indicated improvements across all domains, most notably in work conditions and career stewardship responses, in 2020-21 there were some areas of improvement and some areas of decline. Notable improvements were seen in faculty feeling valued for their clinical and mentoring activities, and in indicating that their jobs were rewarding and their departments were run fairly.

Selected comments from 2020-21 non-retirees regarding overall perceptions of UCSF:

- *I loved my job. I think UCSF is wonderful. I would have never moved if it were not for the high cost of living in SF and also the challenging public school lottery.*
- *I do want to applaud the work UCSF has done to improve parental leave. Also, I felt completely safe during COVID. I was proud to be a part of an institution that did an incredible job informing its employees of steps taken to prepare and address a possible surge. We really stood out in that regard. I'm also grateful of the awareness the med center has to address issues of DEI but I hope we can be more concrete in moving the needle. Please continue working on how to retain talent.*
- *More sustainable clinical workload, with less focus on productivity, and more focus on physician wellbeing and support.*

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

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

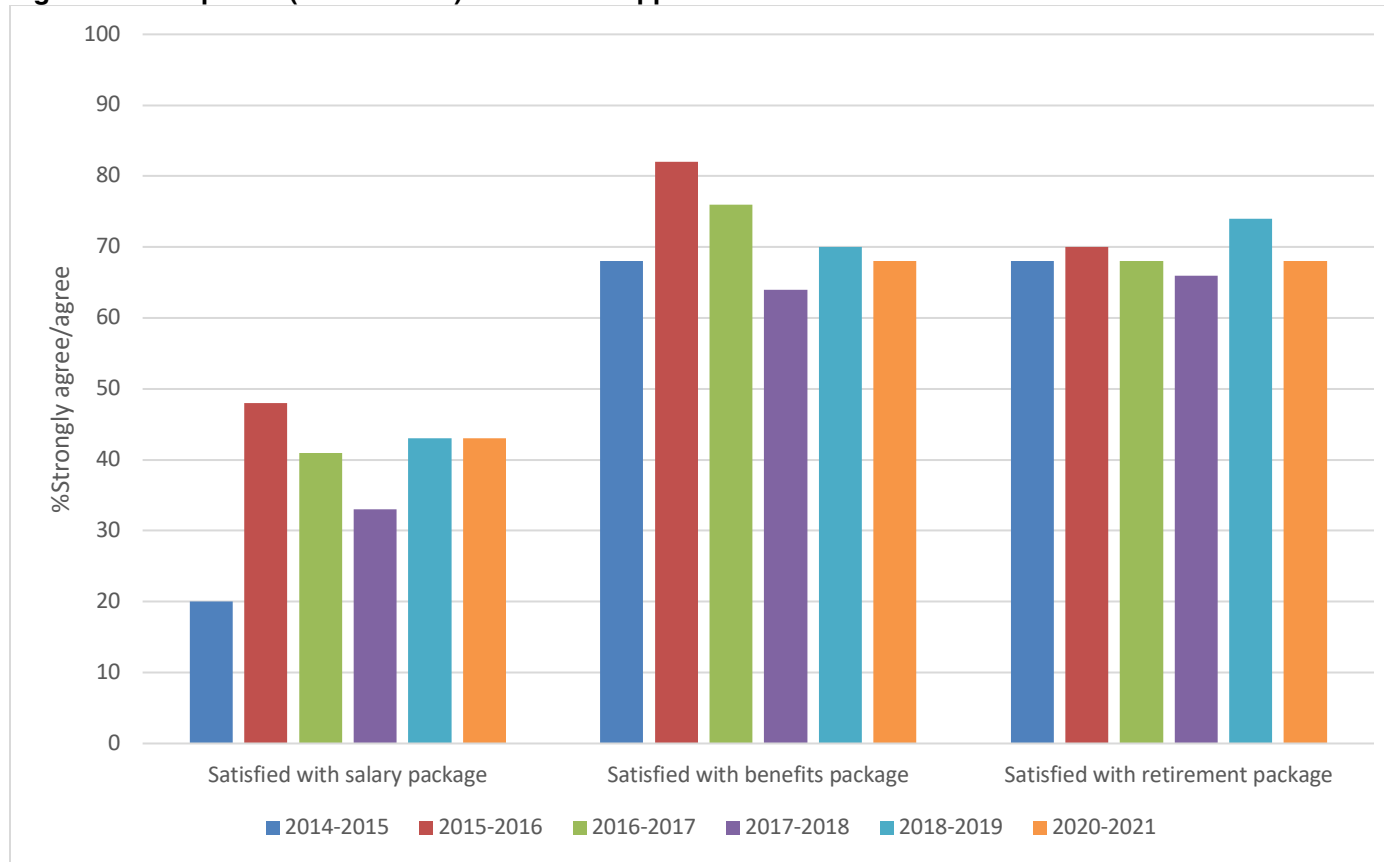


Survey comments regarding feeling valued:

There were 12 comments about feeling valued, all were mixed or negative.

- o *I don't doubt that I was valued, there were individual leaders that helped me feel valued but in other ways, it didn't feel valued because of how difficult it was to get administrative concerns addressed.*
- o *There seems to be little understanding from school leadership as to how much time faculty work takes and how little work-life balance we all have. "Value" in the school seems to just translate into being asked to do more without additional compensation or time.*

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

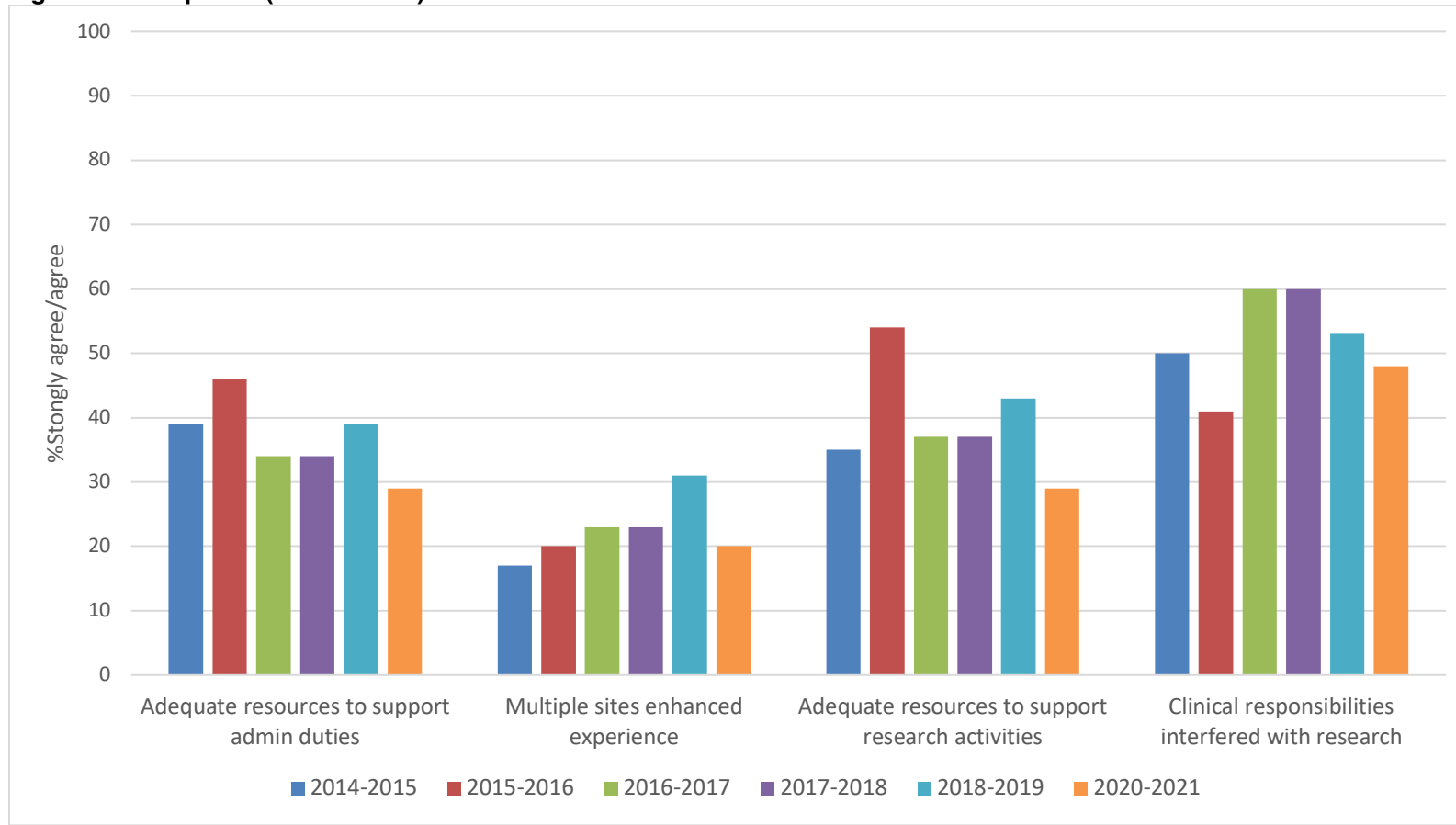


Survey comments about financial support:

There were 7 comments about financial support, none of which were positive.

- *The salary is not competitive with local health systems.*
- *The cost of living is so expensive in the Bay that my generous salary seemed so insignificant compared to my friends working in tech.*
- *The salary package is not competitive with the cost of living in San Francisco.*

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

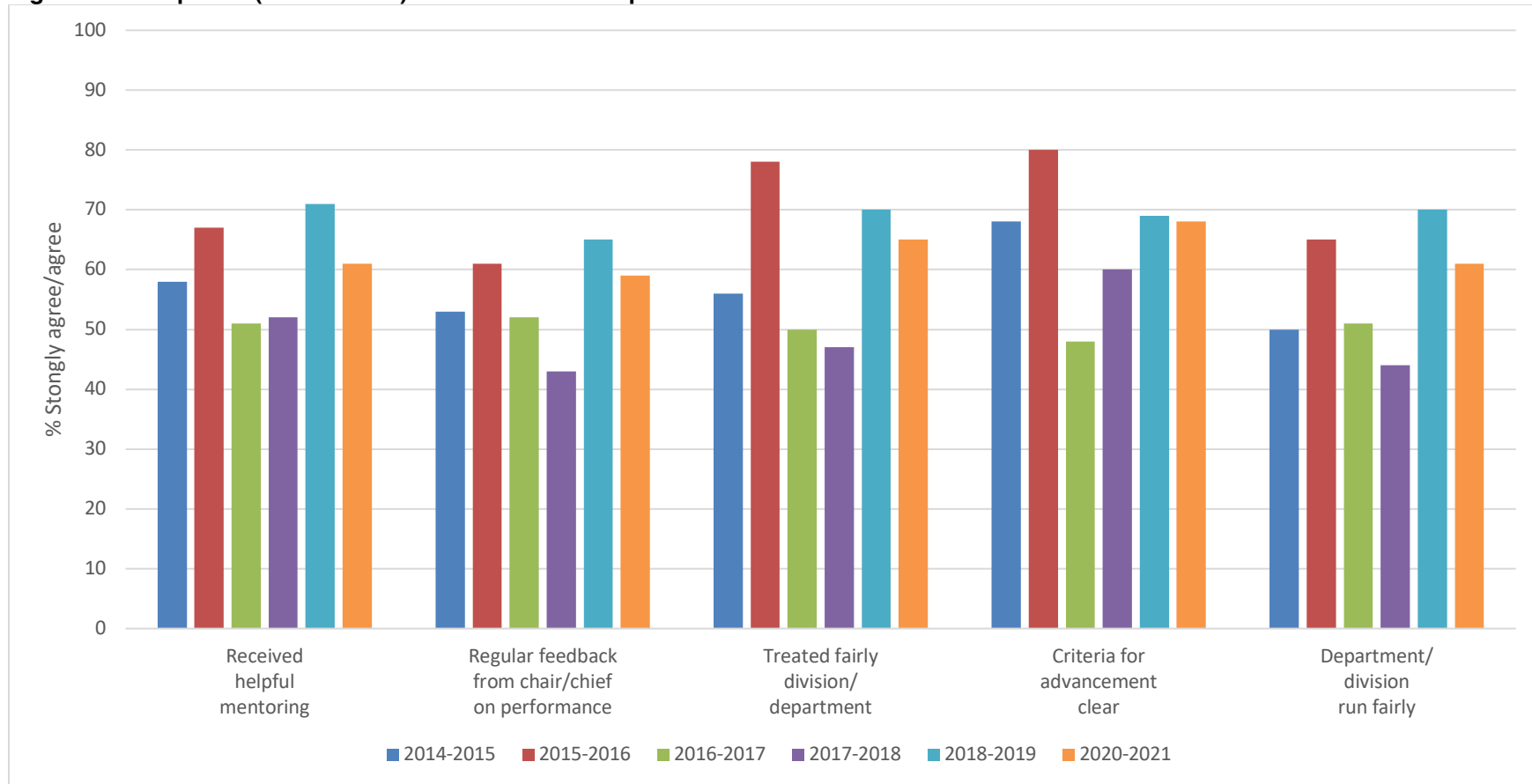


Survey comments regarding work conditions:

There were 10 comments about work conditions, all of which identified concerns.

- *It is hard to do research when there isn't protected time, but I was lucky enough to have a grant to do 0.1 FTE research.*
- *The startup package at UCSF was half of that of other institutions.*
- *Very challenging to have our lab at Parnassus and clinical site for Pediatrics at MB.*
- *Multiple sites really detract from being a clinician educator. Even before COVID, our residents are spread out and rarely in person for lectures/conferences. Having to travel to multiple sites is also inconvenient and inefficient.*
- *I had my cubicle taken from me, there was not even a space to sit and do administrative work*
- *Multiple sites are a hurdle to develop strong collaborations. The department has a lot of support opportunities, but unless you have funds you cannot really use it. So only those who already have funds benefit from all of the support. It is a vicious cycle.*

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

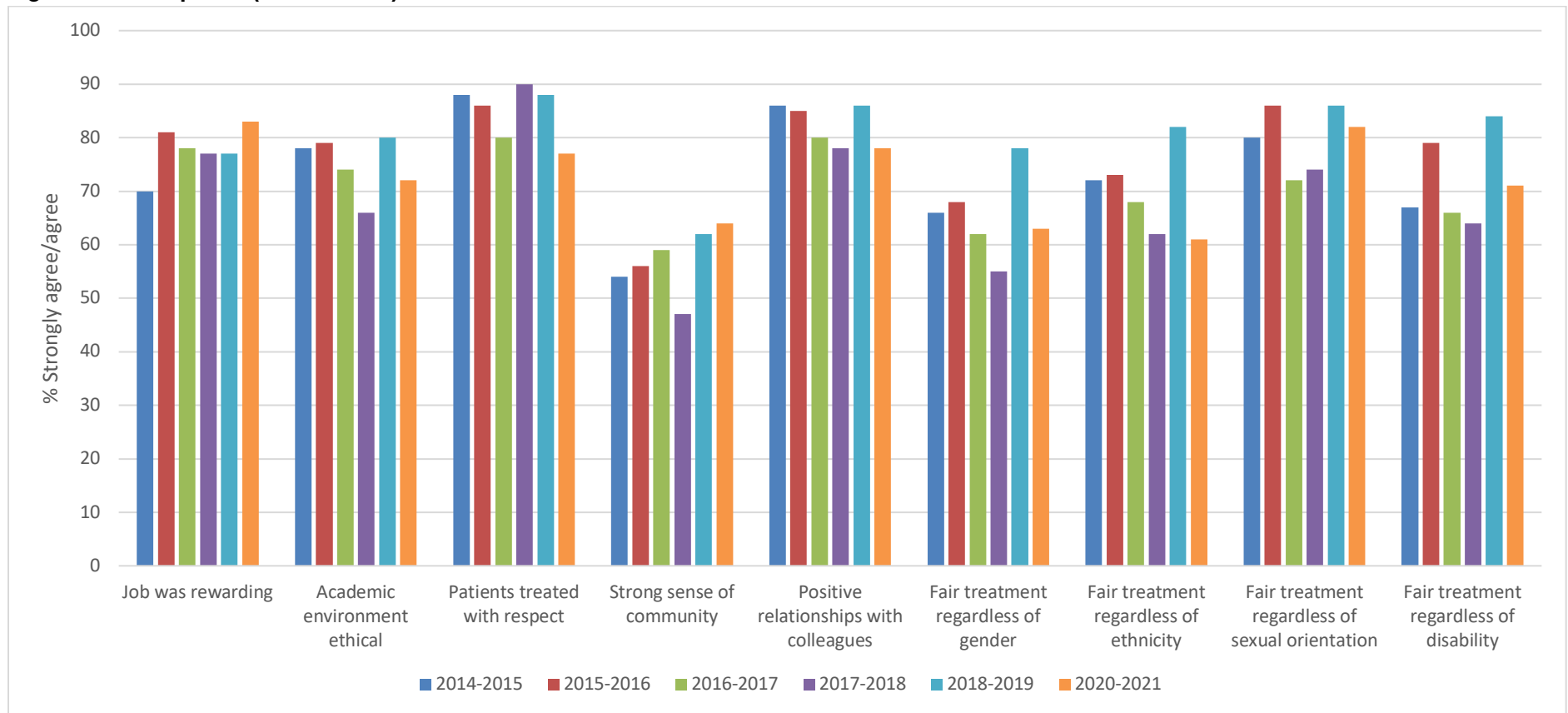


Survey comments about career stewardship:

There were 7 comments about career stewardship, mentoring, advancement, leadership, or work relationships: all were mixed or negative.

- *I asked for a leadership position in departmental mentoring, but Chair stated he did not believe mentoring was worth the investment.*
- *I was able to receive helpful mentorship because I composed a team of people from outside the department and university--but I've had to be creative. The department itself had very limited mentorship, especially for women interested in research. Some key leaders in the department are not invested in mentoring junior faculty or trainees, and at times make decisions or create policies that hurt our academic development.*
- *I had a great working relationship with my colleagues; I found the criteria for advancement to be really difficult and unclear and I missed out on my opportunity for my advancement and salary increase by just a few months. A colleague who advanced at the same time was able to make the deadline bc he/she/they had a mentor who informed them of the process. I was disappointed in the lack of evaluation or feedback on performance.*

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



There were 17 comments addressing fairness, ethics, respect or community, and UCSF’s treatment of everyone, most of which were mixed or negative. However there continue to be a number positive comments about relationships with colleagues.

- *Brilliant colleagues and a standard of excellence plus commitment to serving the underserved*
- *I praise the efforts UCSF and our department have made in the last few years to increase equity and diversity. But I sometimes wonder if part of the goal was to reach numbers and look good. I have seen cases in which choices were made solely based on gender, race, and/or sexual orientation. Things akin to “Both are similar in skills, so choose A because of gender.”*
- *Being female and Latina I had much more challenges navigating the system and being recognized as an expert in my field*
- *There used to be a sense of community and loyalty towards the university...the last few year and with the changes in leadership in all different levels the message that was received was that everyone needs to fend for themselves...*

The Vice Provost Academic Affairs administered the UCSF Faculty Climate Survey in Spring 2017 to better understand the experiences of current faculty; particularly those of women and members of under-represented groups. Results of the climate survey support many of the findings of recent faculty exit surveys. These data were considered by the Faculty Climate Task Force with broad representation to: (a) identify efforts that may already be underway to address issues of concern; and (b) identify and prioritize specific actions to improve the successful recruitment and retention of faculty. The Task Force issued its report in September 2019. In October 2021, a campus-wide climate survey was conducted and the results are expected soon. The Vice Provost Academic Affairs is committed to reviewing and developing action plans to address areas of concern and improve the climate for our faculty.

Web site: [Faculty Climate Survey](#)

APPENDIX A: Tables of Faculty Demographics for 2018-19, 2017-18, 2016-17, 2015-16, 2014-15, and 2012-14

Table 1. Demographic Descriptions: 2018-19

	Totals	Gender			URM Status		
	Total N	Female N (%)	Male N (%)	Unknown N (%)	URM N (%)	Non-URM N (%)	Unknown N (%)
All UCSF Faculty	3,516	1,768 (50.3%)	1,748 (49.7%)	-	293 (8%)	3,053 (87%)	170 (5%)
All Separated Faculty	134	71 (53%)	63 (47%)	-	9 (7%)	120 (89%)	5 (4%)
Non-Retirees	104	55 (53%)	49 (47%)	-	7 (7%)	92 (88%)	5 (4%)
Retirees	30	16 (53%)	14 (47%)	-	2 (6%)	28 (94%)	-
All Survey Respondents	74	31 (42%)	33 (45%)	10 (13%)	3 (4%)	60 (81%)	11 (15%)
Non-Retirees	55	20 (36%)	27 (49%)	8 (15%)	2 (4%)	43 (78%)	10 (18%)
Retirees	19	11 (58%)	6 (32%)	2 (10%)	1 (5%)	17 (90%)	1 (5%)

Table 1. Demographic Descriptions: 2017-18

	Totals	Gender			URM Status		
	Total N	Female N (%)	Male N (%)	Unknown N (%)	URM N (%)	Non-URM N (%)	Unknown N (%)
All UCSF Faculty	3,193	1,635 (51.2%)	1,558 (48.8%)	-	257 (88%)	2,806 (88%)	130 (4%)
All Separated Faculty	159	84 (53%)	75 (47%)	-	10 (6%)	149 (94%)	9 (5%)
Non-Retirees	108	62 (57%)	46 (43%)	-	8 (7%)	100 (93%)	-
Retirees	51	22 (43%)	29 (57%)	-	2 (4%)	49 (96%)	-
All Survey Respondents	71¹	31 (44%)	39 (56%)	-	8 (11%)	63 (88%)	1 ² (1%)
Non-Retirees	57	35 (61%)	22 (39%)	-	8 (14%)	49 (84%)	1 (2%)
Retirees	14	4 (29%)	9 (64%)	1 (7%)	-	14 (100%)	-

¹ 71 departing faculty responded to the survey; however only 70 faculty responded to the question asking about their gender identity

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

Table 2. Demographic Descriptions: 2016-17

	Totals	Gender			URM Status		
	Total N	Female N (%)	Male N (%)	Unknown N (%)	URM N (%)	Non-URM N (%)	Unknown N (%)
All UCSF Faculty	3,099	1,533 (50.5%)	1,566 (49.5)	-	239 (8%)	2,748 (88%)	112 (4%)
All Separated Faculty	149	79 (53%)	70 (47%)	-	11 (8%)	138 (92%)	-
Non-Retirees	104	51 (49%)	53 (51%)	-	10 (10%)	94 (90%)	-
Retirees	45	28 (62%)	17 (28%)	-	1 (2%)	44 (98%)	-
All Survey Respondents	68	36 (53%)	32 (47%)	-	5 (7%)	61 (90%)	2 (3%)
Non-Retirees	52	25 (48%)	27 (52%)	-	5 (10%)	45 (87%)	2 (3%)
Retirees	16	11 (69%)	5 (31%)	-	-	16 (100%)	-

Table 3. Demographic Descriptions: 2015-16

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

Table 4. Demographic Descriptions 2014-15

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

Table 5. Demographic Descriptions 2012-14

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

Appendix B. Faculty Rank and Series Tables for 2018-19, 2017-18, 2016-17, 2015-16, 2014-15, and 2012-14.

Table 1. Rank and Series of UCSF Faculty, Exiting Faculty, and Survey Respondents 2018-19

	Total N	Rank				Series					
		Assistant N (%)	Associate N (%)	Professor N (%)	Other N (%)	Ladder N (%)	In Residence N (%)	Clinical X N (%)	Adjunct N (%)	HS Clinical N (%)	Other N (%)
UCSF Faculty	3,516	1,287 (37%)	831 (23%)	1,398 (40%)	-	349 (10%)	547 (16%)	654 (19%)	437 (12%)	1,529 (43%)	-
All Separated Faculty	134	62 (46%)	23 (17%)	49 (37%)	-	8 (6%)	11 (8%)	26 (20%)	30 (22%)	59 (44%)	-
Non -Retirees	104	61 (59%)	21 (20%)	22 (21%)	-	3 (3%)	6 (6%)	19 (18%)	25 (24%)	51 (49%)	-
Retirees	30	1 (3%)	2 (7%)	27 (90%)	-	5 (17%)	5 (17%)	7 (23%)	5 (17%)	8 (26%)	-
All Survey Respondents	74	34 (46%)	12 (16%)	23 (31%)	5 (7%)	7 (10%)	6 (8%)	13 (18%)	18 (24%)	24 (32%)	6 (8%)
Non -Retirees	55	33 (60%)	11 (20%)	6 (11%)	5 (9%)	1 (2%)	3 (5%)	9 (16%)	16 (29%)	20 (37%)	6 (11%)
Retirees	19	1 (5%)	1 (5%)	17 (90%)	-	6 (32%)	3 (16%)	4 (21%)	2 (10%)	4 (21%)	-

Table 1. Rank and Series of UCSF Faculty, Exiting Faculty, and Survey Respondents 2017-18

	Total N	Rank				Series					
		Assistant N (%)	Associate N (%)	Professor N (%)	Other N (%)	Ladder N (%)	In Residence N (%)	Clinical X N (%)	Adjunct N (%)	HS Clinical N (%)	Other N (%)
UCSF Faculty	3,195³	1,105 (35%)	682 (21%)	1,243 (39%)	165 (5%)	340 (11%)	541 (17%)	624 (20%)	429 (13%)	1,261 (39%)	-
All Separated Faculty	159	68 (43%)	22 (14%)	69 (43%)	-	16 (10%)	23 (15%)	26 (16%)	29 (18%)	65 (41%)	-
Non -Retirees	108	67 (62%)	20 (19%)	21 (19%)	-	3 (2%)	13 (12%)	18 (17%)	17 (16%)	57 (53%)	-
Retirees	51	1 (2%)	2 (4%)	48 (94%)	-	13 (25%)	10 (20%)	8 (16%)	12 (23%)	8 (16%)	-
All Survey Respondents	71	36 (51%)	9 (13%)	26 (36%)	-	5 (7%)	7 (10%)	22 (31%)	14 (20%)	22 (31%)	1⁴ (1%)
Non -Retirees	57	36 (63%)	9 (16%)	12 (21%)	-	1 (1.5%)	4 (7%)	18 (32%)	13 (23%)	20 (35%)	1 (1.5%)
Retirees	14	-	-	14 (100%)	-	4 (29%)	3 (21%)	4 (29%)	1 (7%)	2 (14%)	-

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

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

Table 2. Rank and Series of UCSF Faculty, Exiting Faculty, and Survey Respondents 2016-17

	Total N	Rank				Series					
		Assistant N (%)	Associate N (%)	Professor N (%)	Other N (%)	Ladder N (%)	In Residence N (%)	Clinical X N (%)	Adjunct N (%)	HS Clinical N (%)	Other N (%)
All UCSF Faculty	3,099	1,079 (35%)	642 (21%)	1,192 (38%)	186 (6%)	341 (11%)	547 (18%)	572 (18%)	427 (14%)	1,212 (39%)	-
All Separated Faculty	149	63 (42%)	17 (11%)	69 (46%)	-	17 (11%)	22 (15%)	26 (17%)	30 (20%)	54 (36%)	-
Non -Retirees	104	63 (61%)	17 (16%)	24 (23%)	-	6 (6%)	11 (11%)	18 (17%)	25 (24%)	44 (42%)	-
Retirees	45	-	-	45 (100%)	-	11 (24%)	11 (24%)	8 (18%)	5 (11%)	10 (22%)	-
All Survey Respondents	68	29 (43%)	11 (16%)	27 (40%)	1 (1%)	7 (10%)	8 (12%)	17 (25%)	18 (26%)	14 (21%)	4 (6%)
Non -Retirees	52	29 (56%)	11 (21%)	11 (21%)	1 (2%)	5 (10%)	4 (8%)	15 (29%)	15 (29%)	11 (21%)	2 (3%)
Retirees	16	-	-	16 (94%)	-	2 (12%)	4 (25%)	2 (12%)	3 (19%)	3 (19%)	2 (12%)

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

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

Table 4. Rank and Series of UCSF Faculty, Exiting Faculty and Survey Respondents 2014-2015

	Totals	Rank				Series					
	Total N	Assistant N (%)	Associate N (%)	Professor N (%)	Other* N (%)	Ladder N (%)	In Residence N (%)	Clinical X N (%)	Adjunct N (%)	HS Clinical N (%)	Other* Unknown N (%)
All Faculty	2,788	933 (33%)	576 (21%)	1,093 (39%)	186 (7%)	344 (12%)	510 (18%)	493 (18%)	421 (15%)	1,020 (37%)	-
All Separated Faculty	120	51 (42%)	19 (16%)	45 (38%)	5 (4%)	27 (23%)	9 (8%)	16 (13%)	28 (23%)	39 (33%)	1 (1%)
Non-Retirees	88	48 (55%)	18 (20%)	17 (19%)	5 (6%)	10 (11%)	5 (6%)	13 (15%)	26 (30%)	33 (38%)	1 (1%)
Retirees	32	3 (9%)	1 (3%)	28 (88%)	-	17 (53%)	4 (13%)	3 (9%)	2 (6%)	6 (19%)	-
All Survey Respondents	60	30 (40%)	8 (10%)	19 (34%)	3 (16%)	6 (10%)	7 (12%)	10 (17%)	17 (28%)	15 (25%)	5 (8%)
Non-Retirees	50	29 (58%)	8 (16%)	10 (20%)	3 (6%)	4 (8%)	5 (10%)	8 (16%)	16 (32%)	12 (24%)	5 (10%)
Retirees	10	1 (10%)	-	9 (90%)	-	2 (20%)	2 (20%)	2 (20%)	1 (10%)	3 (30%)	-

Table 5. Rank and Series of UCSF Faculty, Exiting Faculty and Survey Respondents 2012-14

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

Appendix C. Reasons for Leaving UCSF and Factors Contributing to Accepting New Position for All Reporting Periods among Non-Retirees*

Top reasons for leaving UCSF and rates by survey period

Reason	2020-21 (N=47)	2018-19 (N=51)	2017-18 (N=55)	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)
Insufficient salary	#1 (47%)	#1 (47%)	#1 (51%)	#2 (37%)	#2 (29%)	#1 (51%)
High cost of living	#1 (47%)	#1 (47%)	#2 (49%)	#1 (47%)	#1 (40%)	#3 (29%)
Lack of administrative support	#2 (40%)	#3 (27%)	#3 (31%)	#4 (31%)	#4 (21%)	#5 (22%)
Personal or family issues	#3 (32%)	#2 (37%)	#5 (20%)	#6 (22%)	#3 (25%)	#2 (31%)
I felt like I did not belong	#4 (30%)	#4 (18%)	#4 (25%)	#5 (27%)	#6 (10%)	#4 (24%)
Job at UCSF did meet expectations	#5 (30%)	#3 (27%)	#5 (20%)	#3 (35%)	#5 (15%)	#2 (31%)
Excessive workload due to clinical teaching	#5 (19%)	#5 (12%)	#6 (18%)	#7 (12%)	#8 (6%)	#6 (18%)
I felt treated unfairly due to my gender	#6 (17%)	#8 (4%)	#7 (13%)	#9 (8%)	#8 (6%)	#7 (10%)
Lack of access quality public K-12 education	#7 (8%)	#8 (4%)	#9 (5%)	#10 (6%)	#7 (8%)	#9 (6%)
Excessive workload due to research	#7 (8%)	#6 (10%)	#9 (5%)	#12 (2%)	#7 (8%)	#7 (10%)

Top reasons for accepting new positions and rates by survey period

Reason	2020-21 (N=47)	2018-19 (N=51)	2017-18 (N=55)	2016-17 (N=51)	2015-16 (N=52)	2014-15 (N=49)
Higher compensation at new job	#1 (57%)	#2 (53%)	#1 (65%)	#2 (61%)	#3 (37%)	#1 (65%)
Improved environment/admin support	#1 (57%)	#3 (51%)	#2 (64%)	#1 (63%)	#5 (33%)	#2 (61%)
Family reasons	#2 (49%)	#1 (55%)	#4 (40%)	#6 (12%)	#1 (44%)	#3 (46%)
More manageable workload	#3 (47%)	#5 (37%)	#3 (42%)	#7 (25%)	#8 (24%)	#3 (46%)
Livability/affordability of new location	#4 (45%)	#4 (45%)	#6 (35%)	#4 (37%)	#4 (35%)	#5 (37%)
Leadership position	#5 (36%)	#6 (27%)	#5 (38%)	#3 (41%)	#2 (38%)	#7 (24%)
More specific to teaching/interests/goals	#6 (28%)	#7 (25%)	#8 (27%)	#7 (25%)	#9 (15%)	#4 (39%)
Better benefits package	#7 (14%)	#8 (24%)	#7 (29%)	#8 (24%)	#7 (25%)	#6 (28%)
Career opportunity for spouse/partner	#8 (13%)	#9 (22%)	#11 (16%)	#12 (12%)	#10 (12%)	#7 (24%)
Tuition assistance For children	#9 (11%)	#11 (4%)	#12 (13%)	#9 (20%)	#10 (12%)	#10 (4%)

Loss of funding	#7 (8%)	#6 (10%)	#8 (9%)	#7 (12%)	#8 (6%)	#10 (4%)
I felt treated unfairly due to my race/ethnicity	#7 (8%)	#9 (2%)	#9 (5%)	#12 (2%)	#9 (2%)	#10 (4%)
Problems with promotion process	#8 (4%)	#7 (8%)	#10 (3%)	#8 (10%)	#9 (2%)	#10 (4%)
Health issues	#8 (4%)	#9 (2%)	#11 (2%)	-	#9 (2%)	#11 (2%)
I felt treated unfairly due to my disability	#9 (2%)	#9 (2%)	-	#12 (2%)	-	-
Inadequate retirement/ benefits package	#9 (2%)	-	#9 (5%)	#12 (2%)	#8 (6%)	#11 (2%)
Lack of access to graduate students	#9 (2%)	#9 (2%)	#10 (3%)	#12 (2%)	#8 (6%)	#8 (8%)
Anticipated denial of promotion	-	-	#11 (2%)	#11 (4%)	#9 (2%)	#10 (4%)
Asked to leave	-	-	-	#12 (2%)	-	#11 (2%)
I felt treated unfairly due to my religion	-	-	-	#12 (2%)	-	-
I felt treated unfairly due to my sexual orientation	-	-	-	-	-	-

Guaranteed salary	#9 (11%)	#6 (25%)	#10 (18%)	#10 (16%)	#6 (27%)	#8 (24%)
More academic freedom	#10 (6%)	#10 (8%)	#9 (20%)	#10 (16%)	#13 (6%)	#8 (22%)
Opportunity to collaborate w/ other faculty	#11 (4%)	#10 (8%)	#12 (13%)	#11 (14%)	#11 (10%)	#9 (17%)
Promotion	#11 (4%)	#11 (4%)	#10 (18%)	#8 (24%)	#12 (8%)	#9 (17%)
Offered tenured Position	#12 (2%)	#11 (4%)	#11 (16%)	#5 (35%)	#6 (27%)	#7 (24%)

*Multiple responses permitted

Appendix D. Non-Retirees Perceptions of Life at UCSF for 2018-19, 2017-18, 2016-17, 2015-16, 2014-15, and 2012-2014

Figure 1. Perceptions of UCSF among Non-Retirees (2018-19)

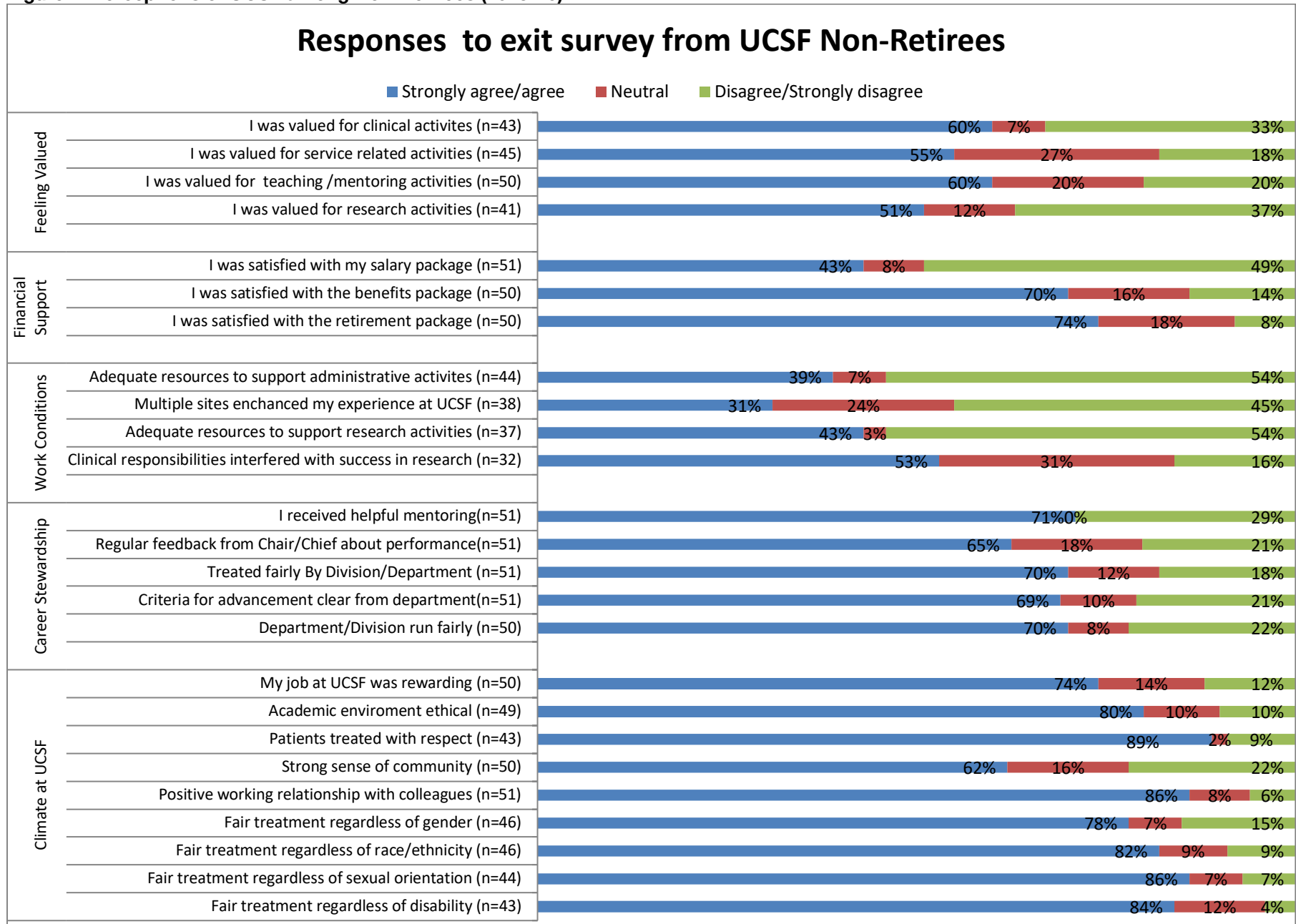


Figure 2. Perceptions of UCSF among Non-Retirees (2017-18)

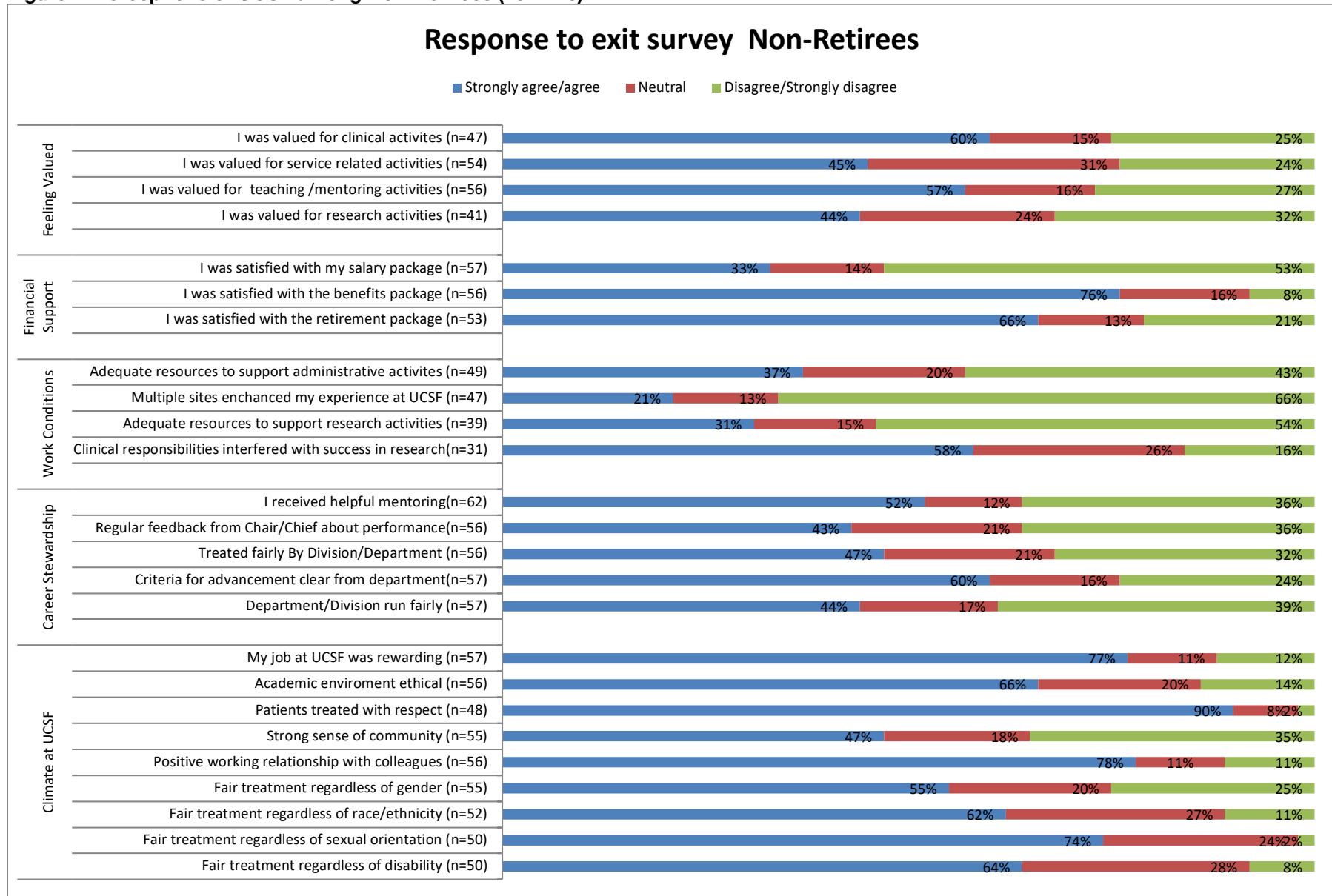


Figure 3. Perceptions of UCSF among Non-Retirees (2016-17)

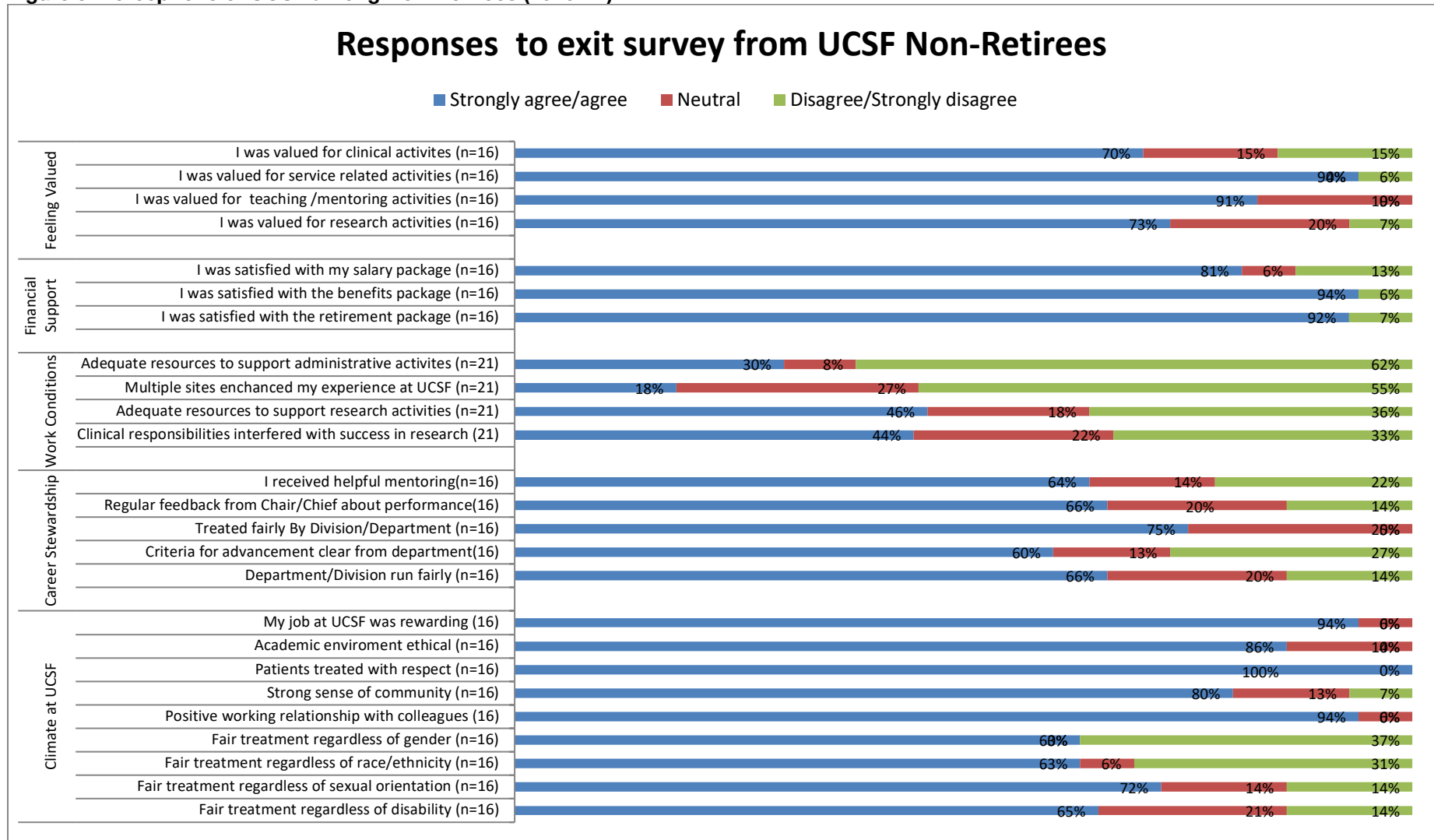


Figure 4. Perceptions of UCSF among Non-Retirees (2015-16)

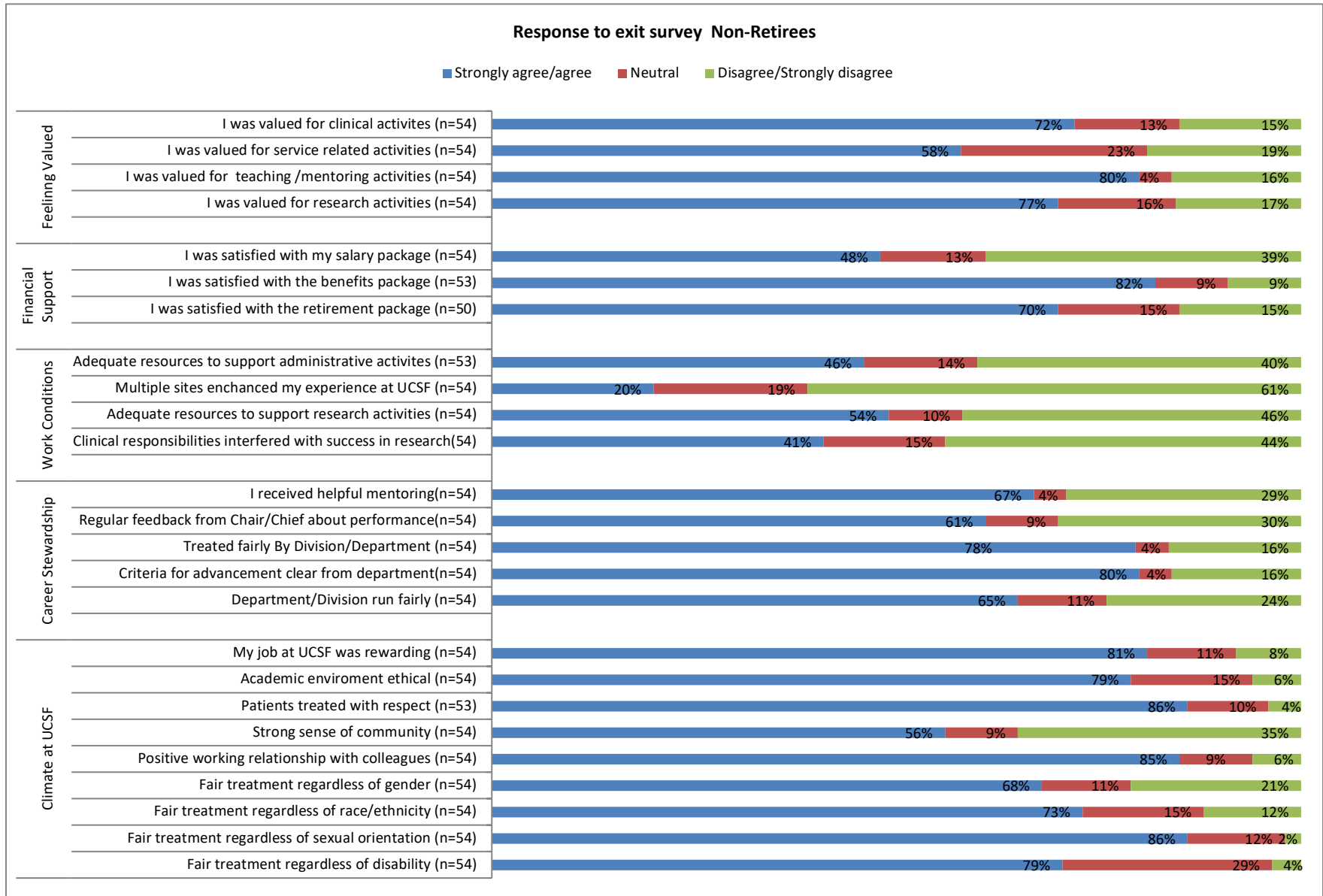


Figure 5. Perceptions of UCSF among Non-Retirees (2014-15)

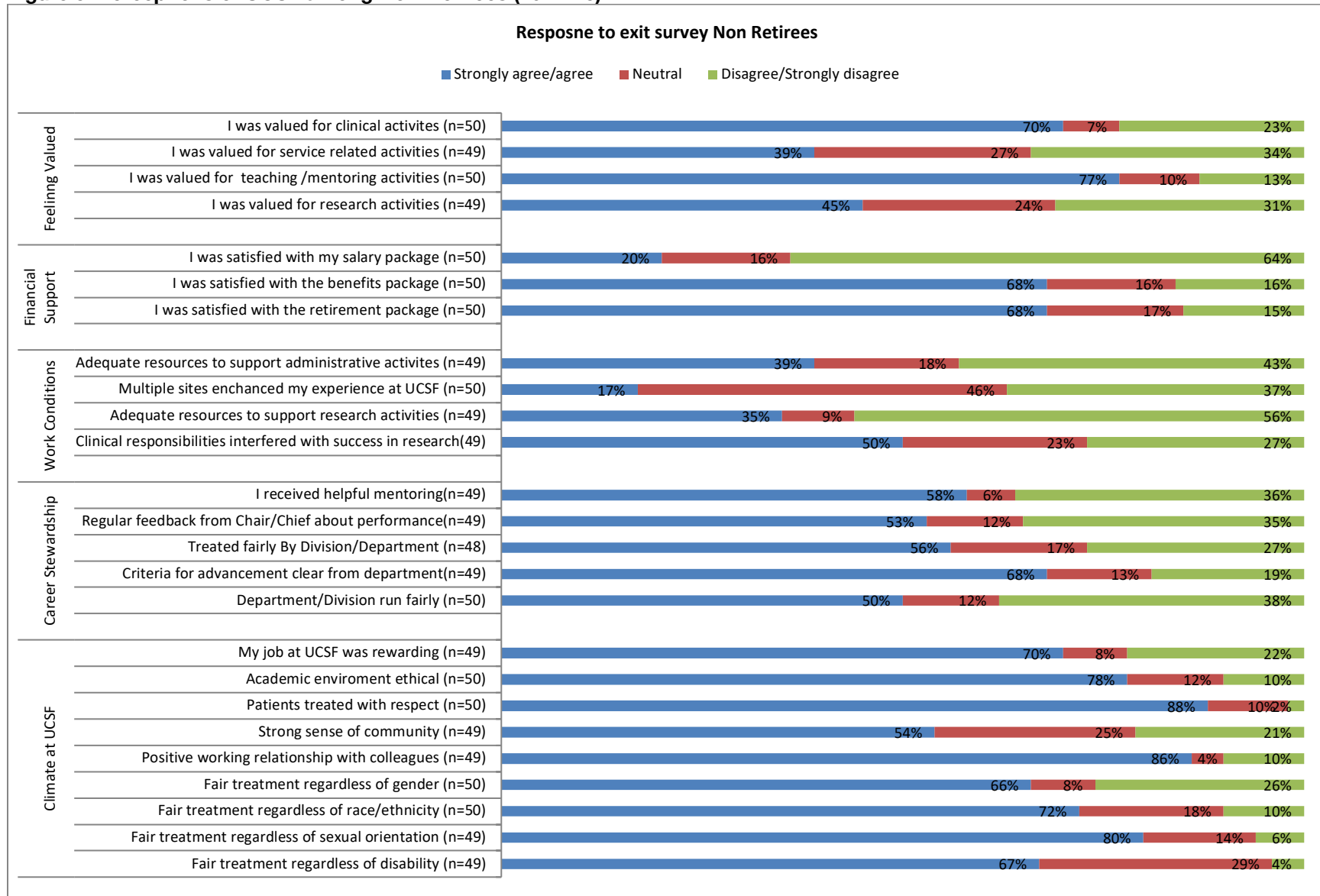
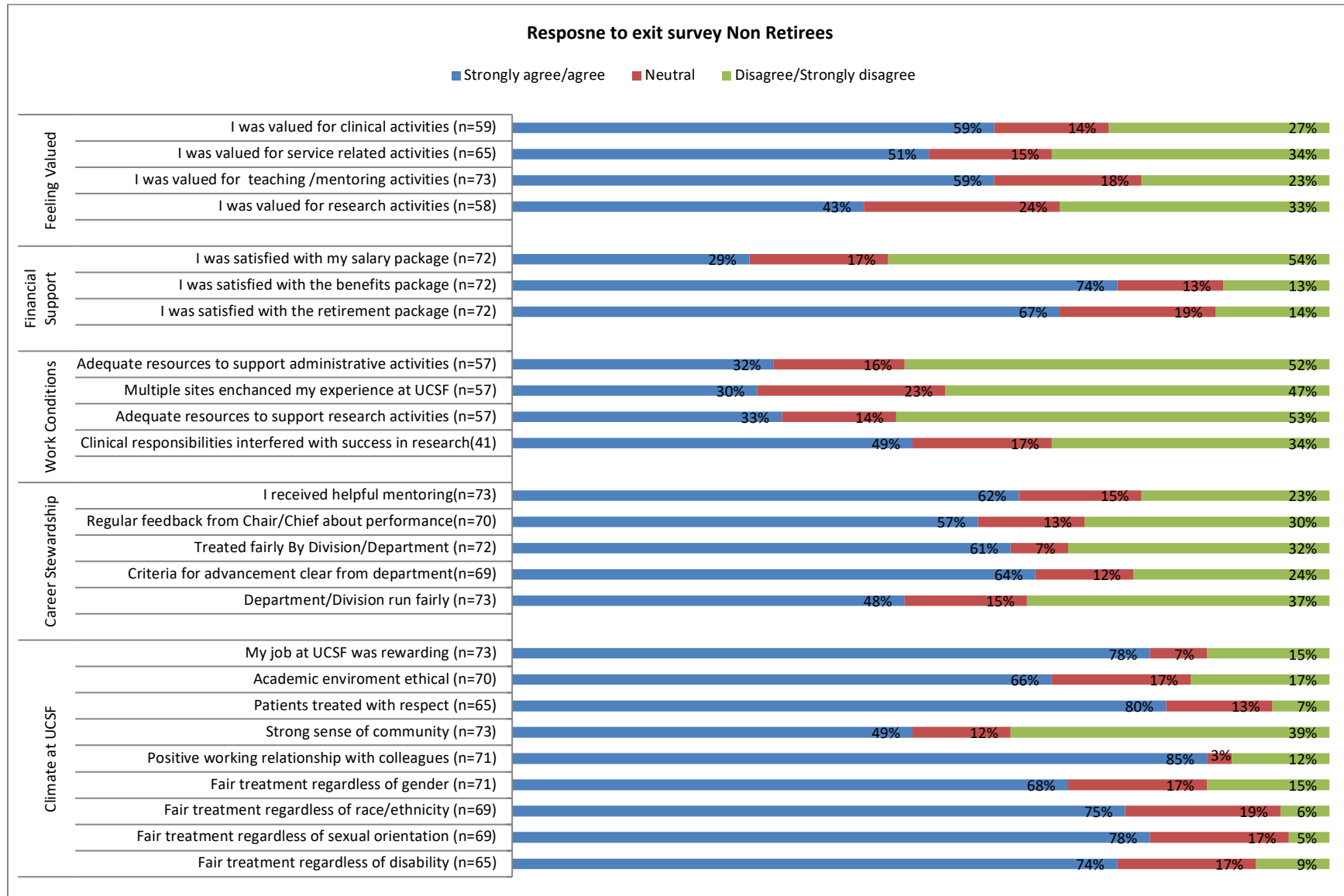


Figure 6. Perceptions of UCSF among Non-Retirees (2012-14)



Appendix E. Selected 2020-21 Survey Results for Retirees

Table 1. Reasons Contributing to Leaving Among Retirees*

Reasons Contributing to Leaving	2020-21 (N=22)	2018-19 (N=6)**	2017-18 (N=14)	2016-17 (N=16)	2015-16 (N=21)	2014-15 (N=10)
Lack of administrative support	27% (1)	33% (1)	14% (2)	6% (1)	10% (2)	30% (3)
Excessive workload due to research	23% (2)	-	-	-	-	20% (2)
Personal or family reasons	18% (3)	-	-	12% (2)	19% (4)	-
Health Issues	14% (4)	-	7% (1)	6% (1)	-	30% (3)
Job at UCSF did not meet my expectations	10% (5)	-	-	-	10% (2)	-
I felt I was treated unfairly due to race/ethnicity	5%	-	7% (1)	-	-	-
I felt I was treated unfairly due to my gender	5%	-	-	-	10% (2)	-
I felt I was unfairly treated due to my disability	5%	-	-	-	-	-
Excessive workload due to clinical teaching	5%	-	-	-	10% (2)	-
High cost of living		-	7% (1)	-	-	-
Loss of funding		33% (1)	7% (1)	12% (2)	-	20% (2)
Insufficient salary		-	7% (1)	6% (1)	-	-
I felt I was treated unfairly due to religion		-	7% (1)	-	-	-
I felt like I did not belong		33% (1)	7% (1)	-	14% (3)	-

* Multiple responses permitted.

** Incomplete data set due to a mid-reporting period change in the survey administration.

Table 1. 2020-21 Perceptions, Retirees

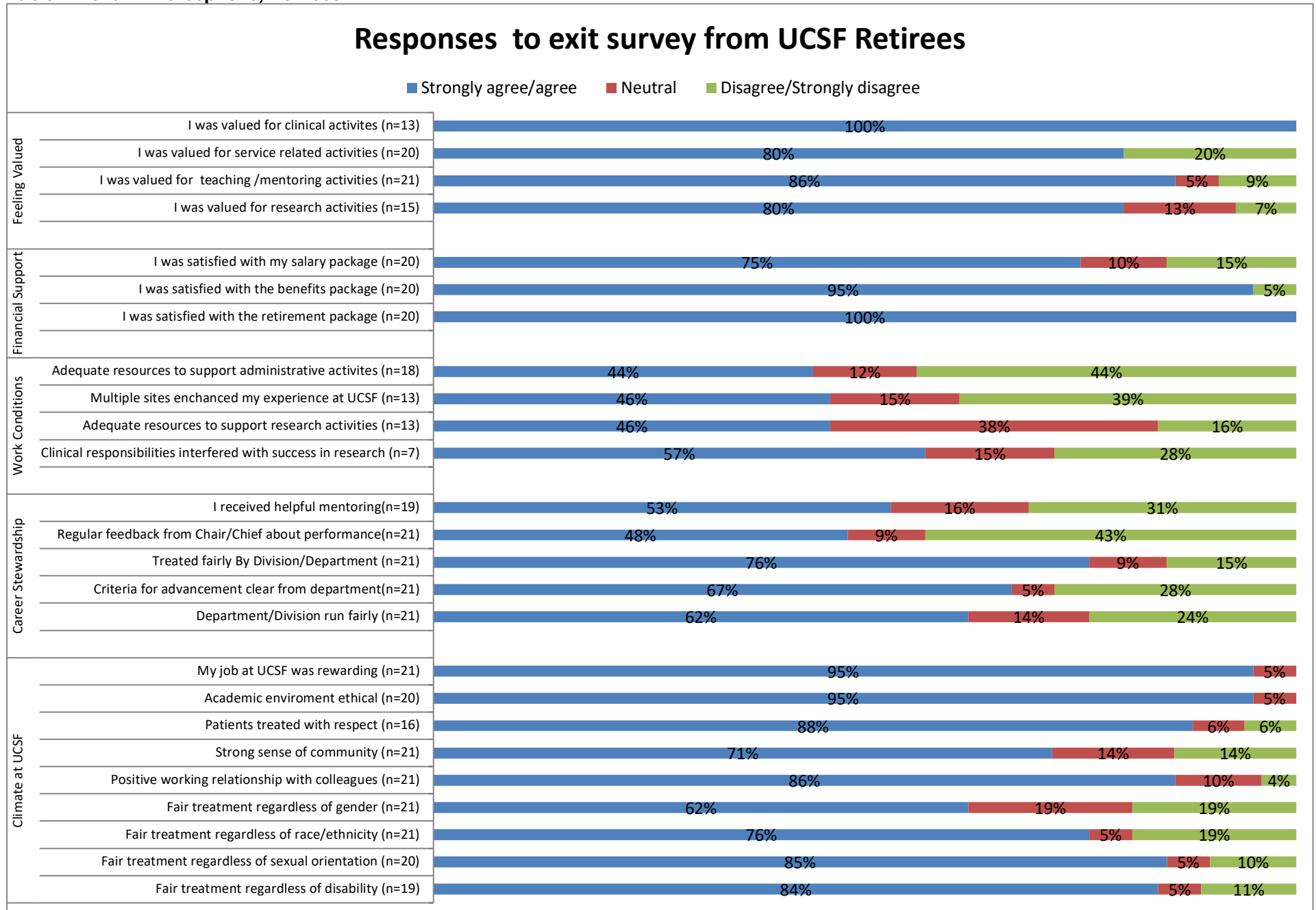


Table 2. 2018-19 Perceptions, Retirees

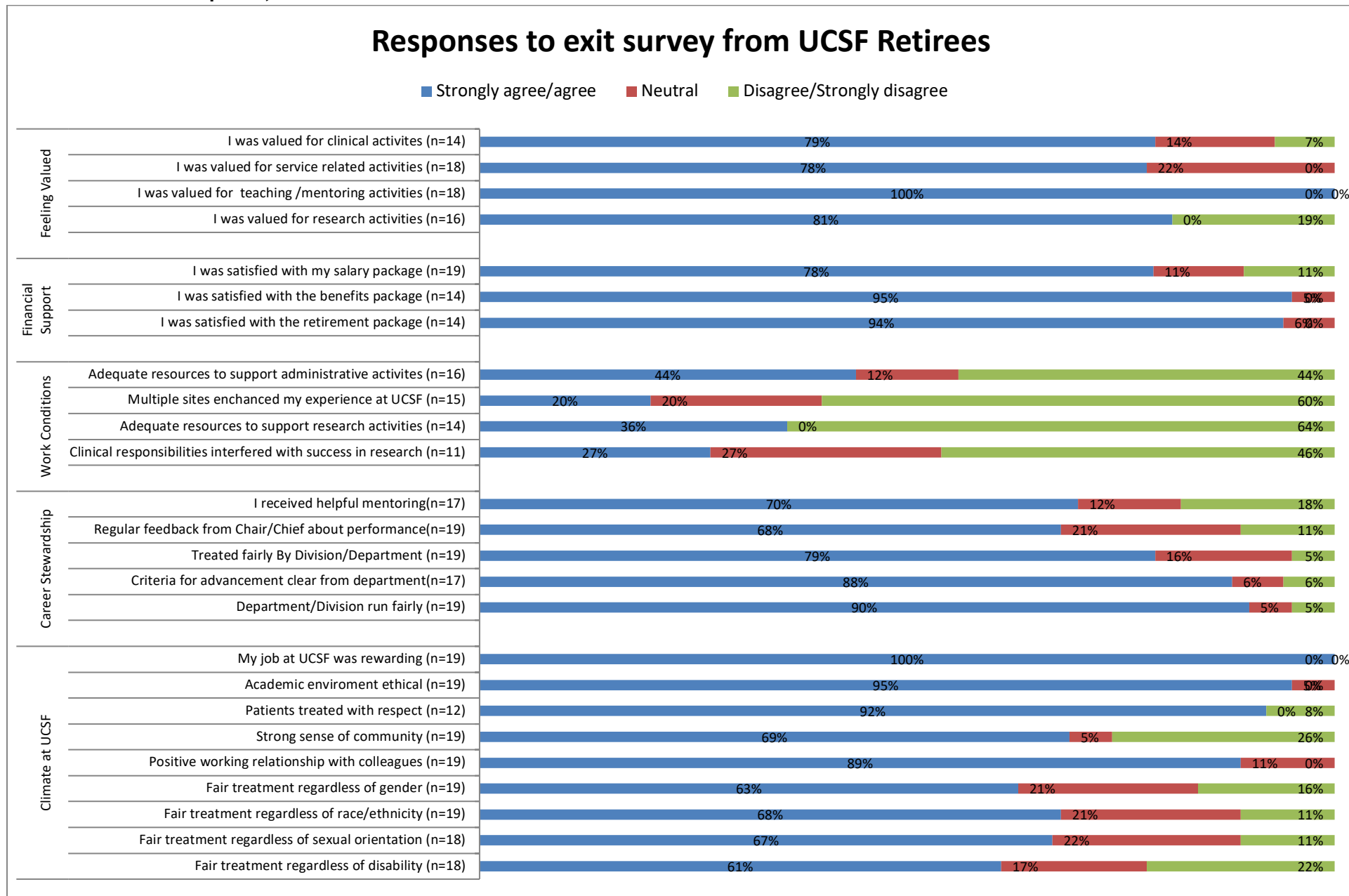


Table 3. 2017-18 Perceptions, Retirees

Responses to exit survey from UCSF Retirees

■ Strongly agree/agree ■ Neutral ■ Disagree/Strongly disagree

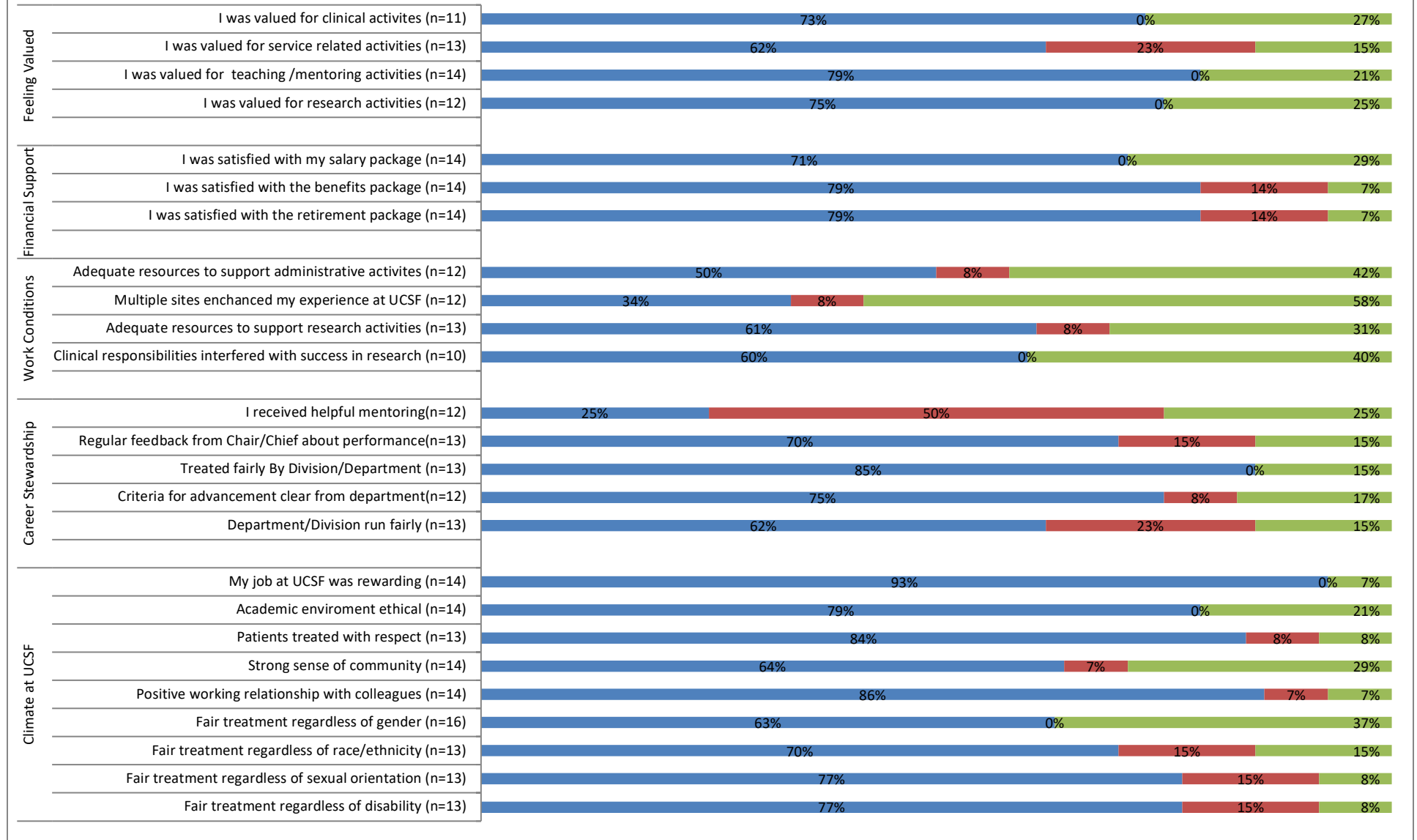


Table 4. 2016-17 Perceptions, Retirees

Responses to exit survey from UCSF Retirees

■ Strongly agree/agree ■ Neutral ■ Disagree/Strongly disagree

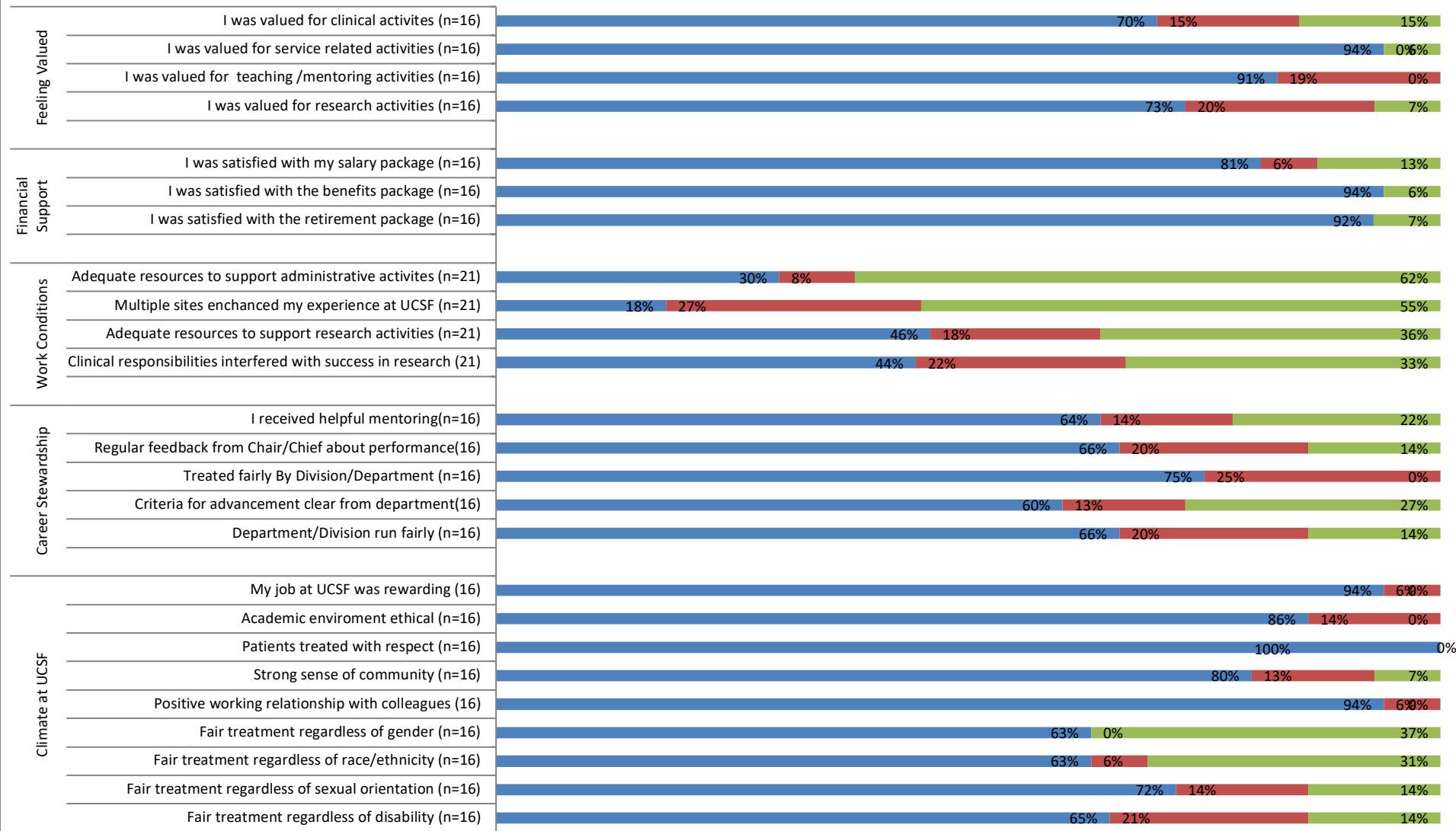


Table 5. 2015-16 Perceptions, Retirees

Responses to exit survey from UCSF Retirees

■ Strongly agree/agree
 ■ Neutral
 ■ Disagree/Strongly disagree

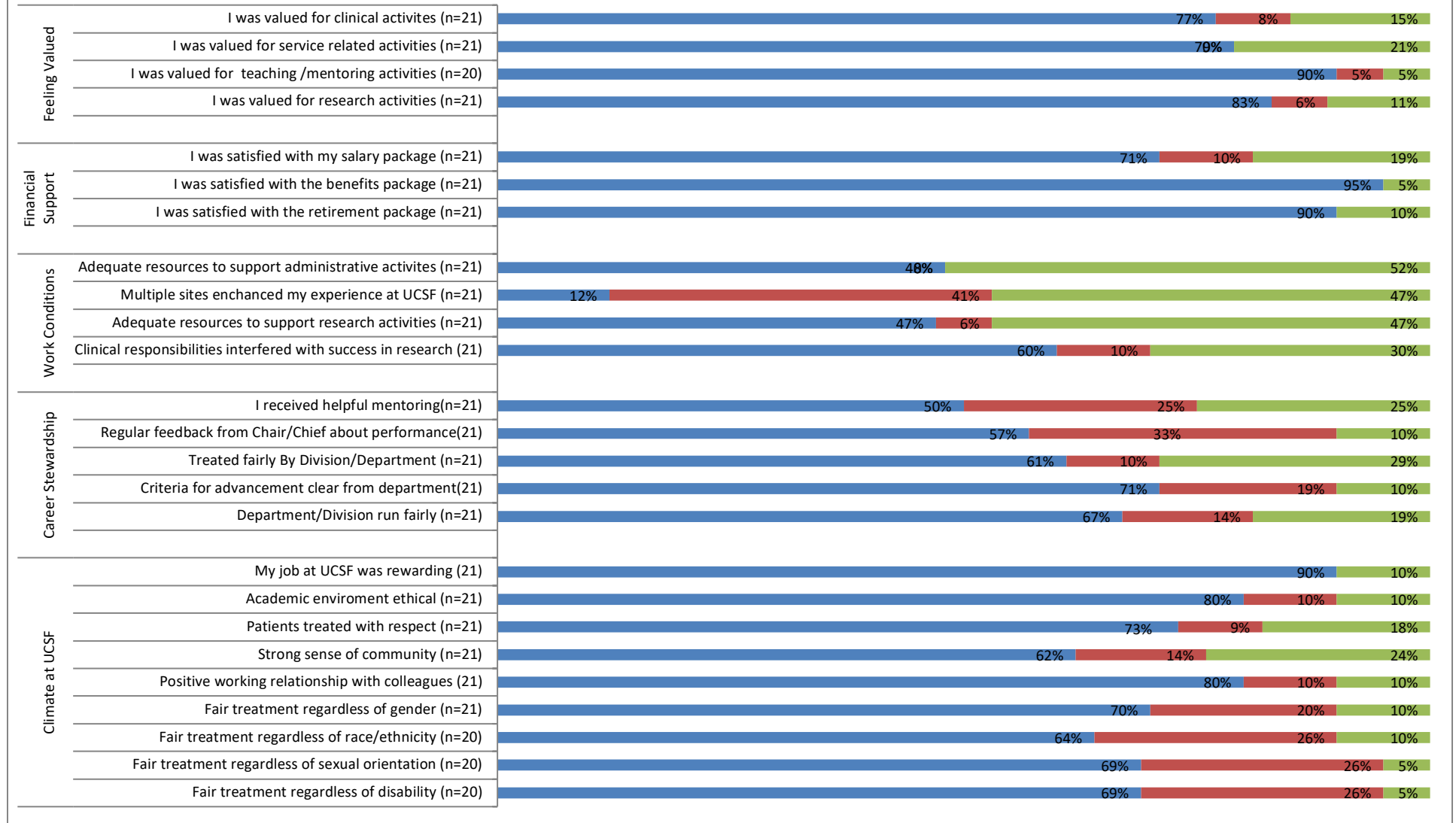


Table 6. 2014-15 Perceptions, Retirees

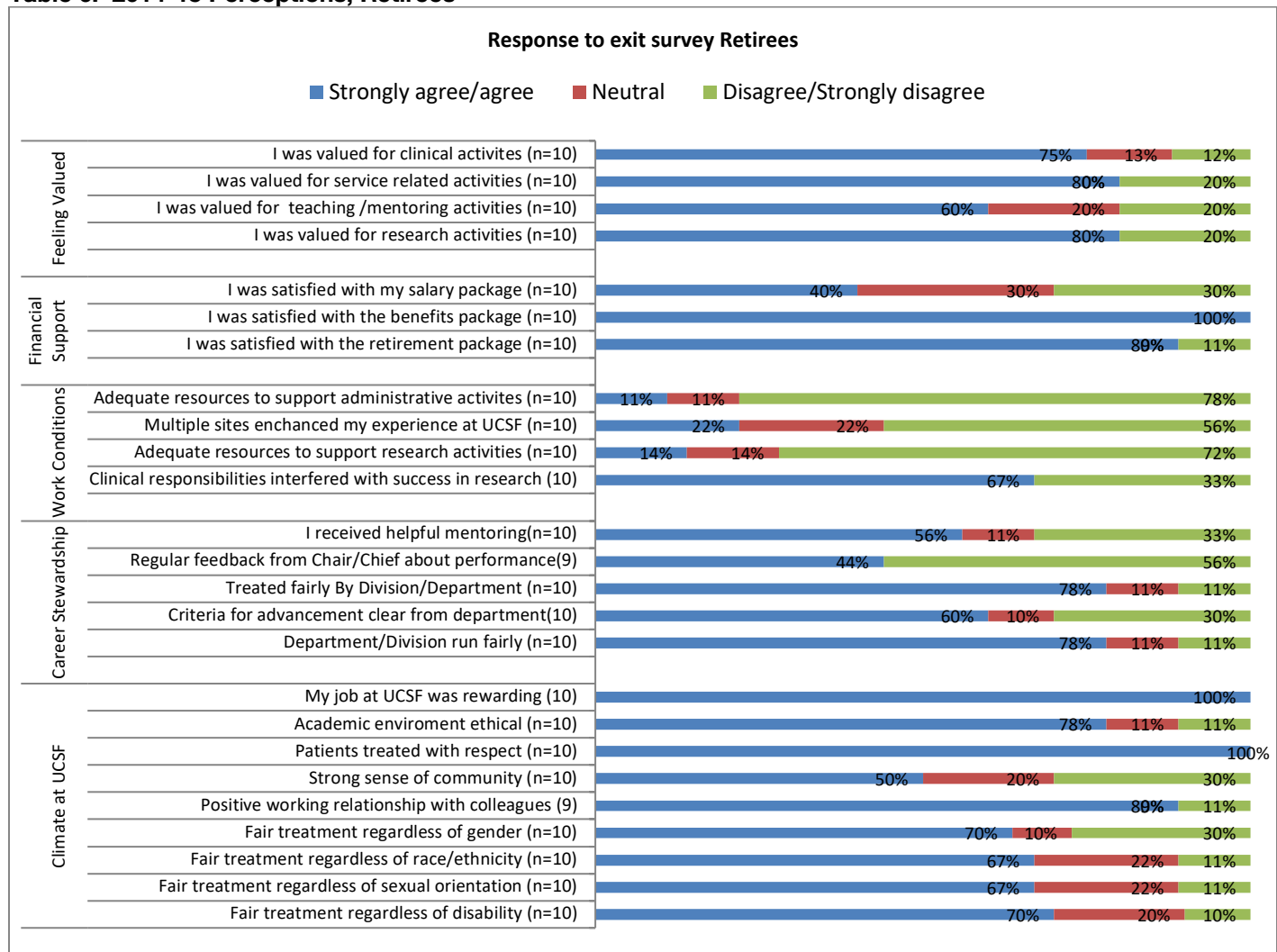


Table 7. 2012-14 Perceptions, Retirees

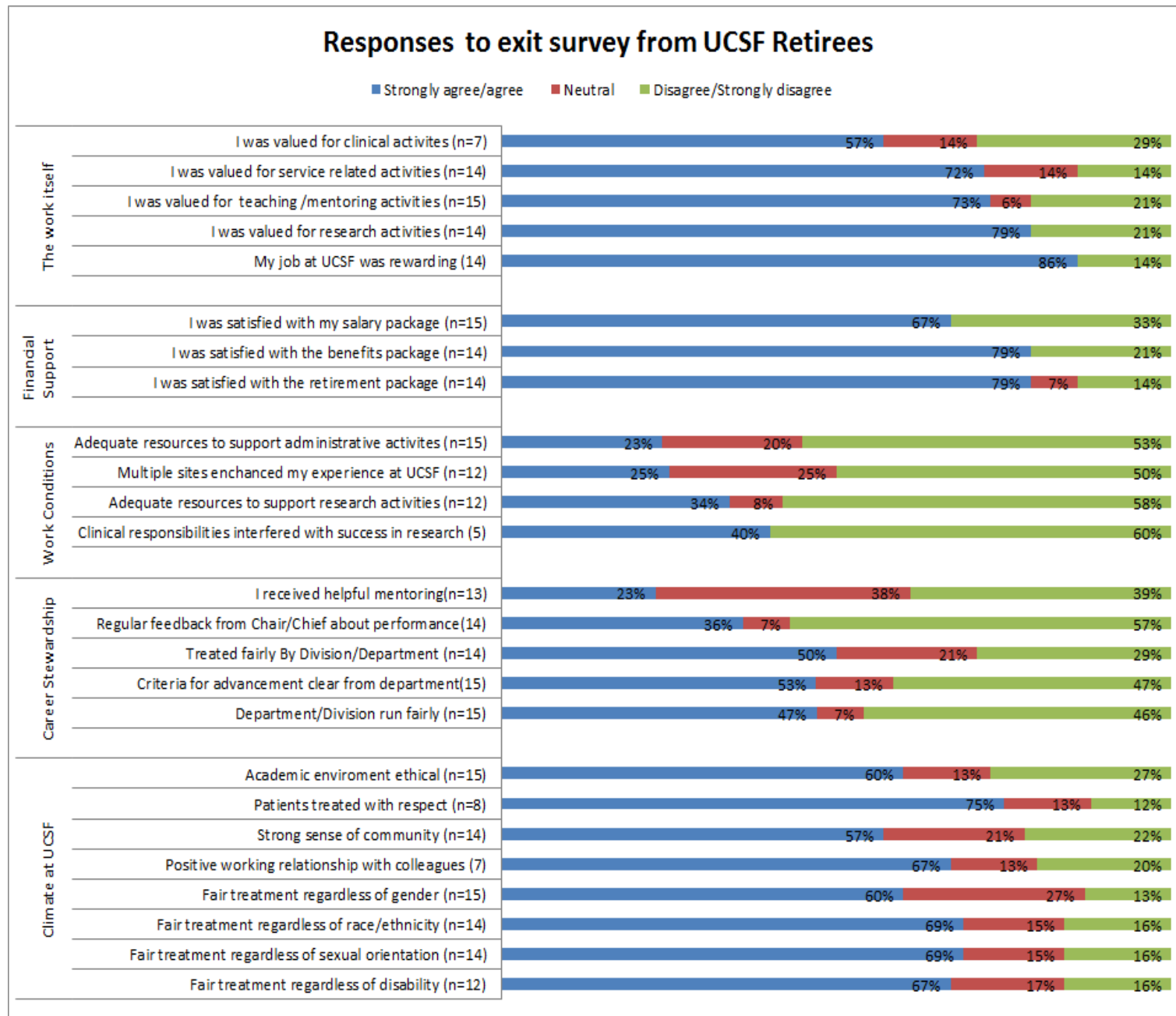


Figure 1. Perceptions, Retirees: Feeling Valued

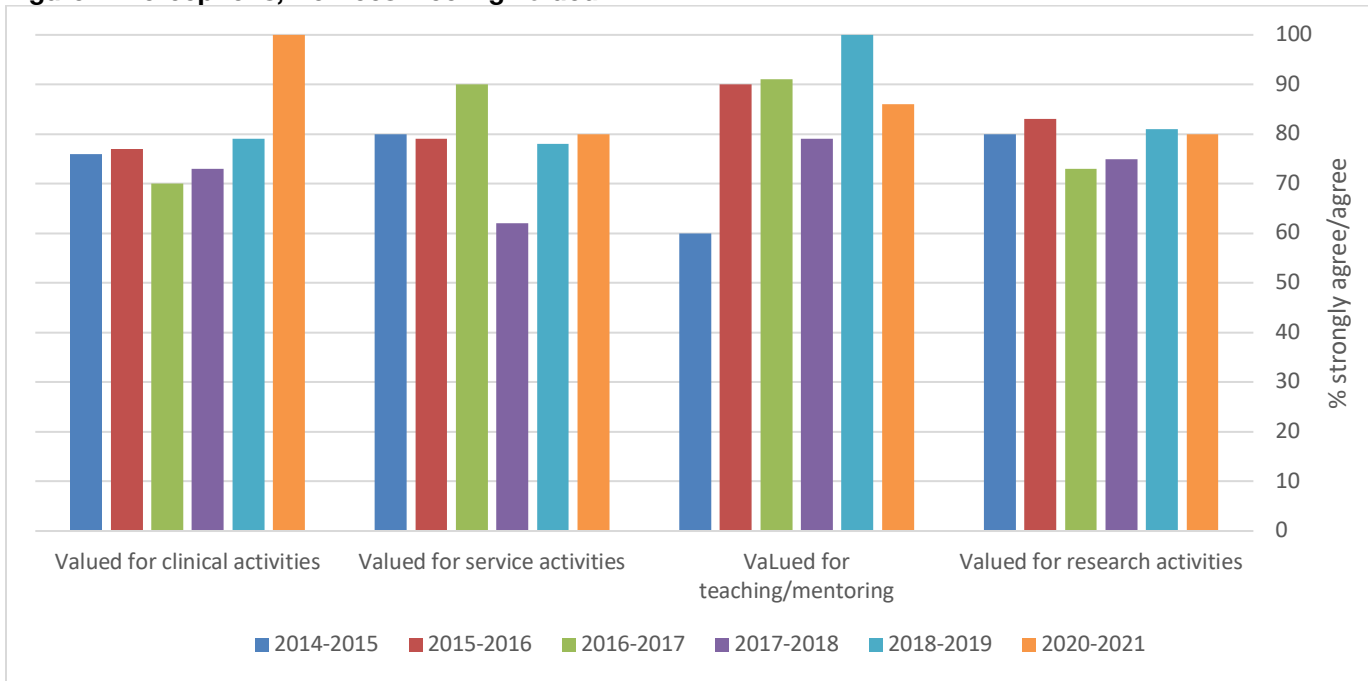


Figure 2. Perceptions, Retirees: Financial Support

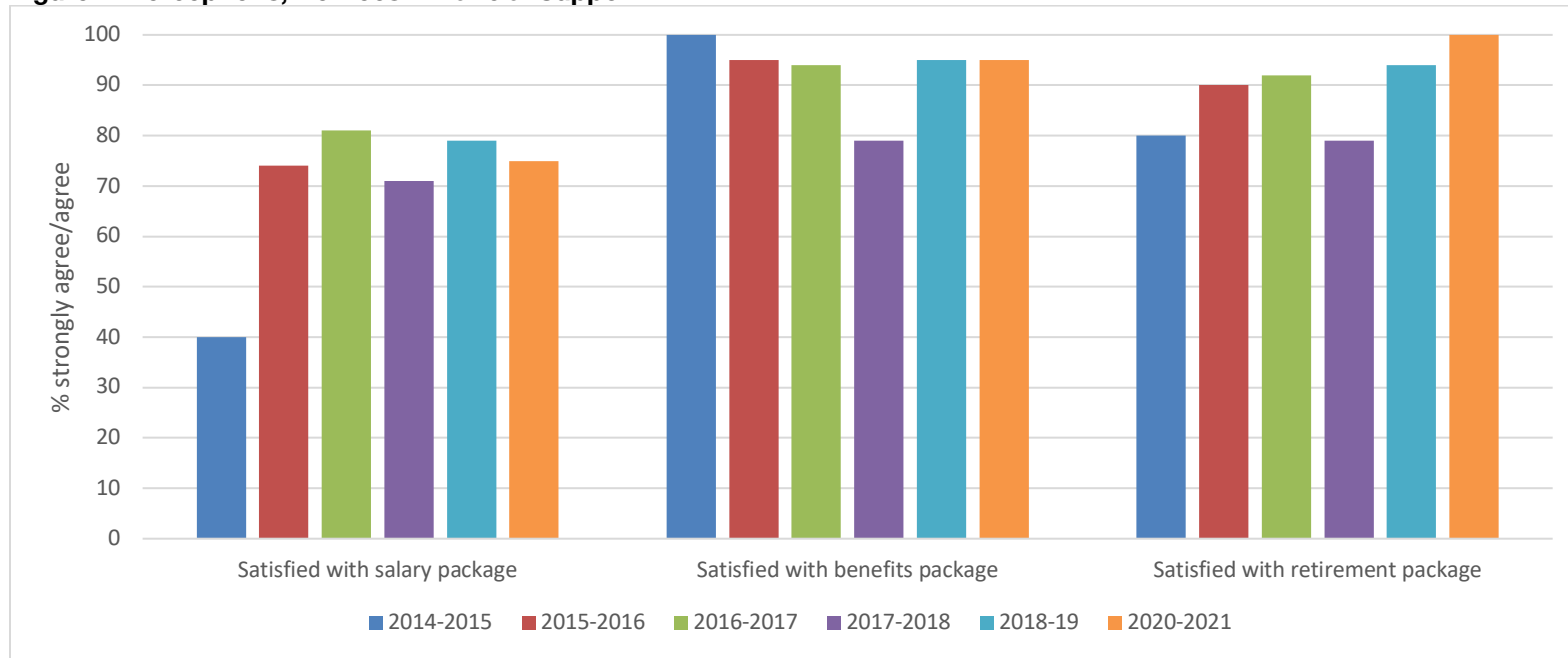


Figure 3. Perceptions, Retirees: Work Conditions

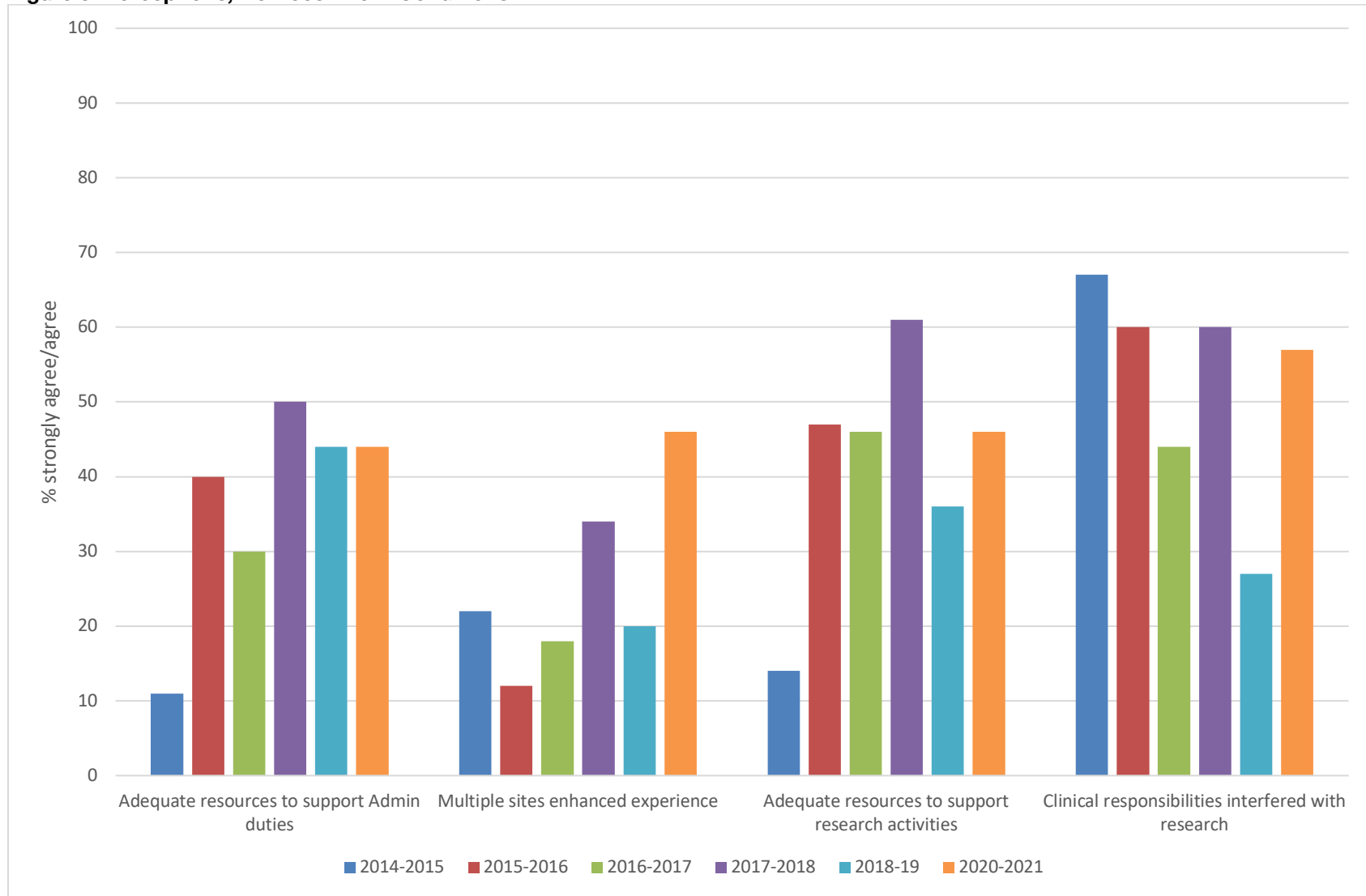


Figure 4. Retirees: Career Stewardship

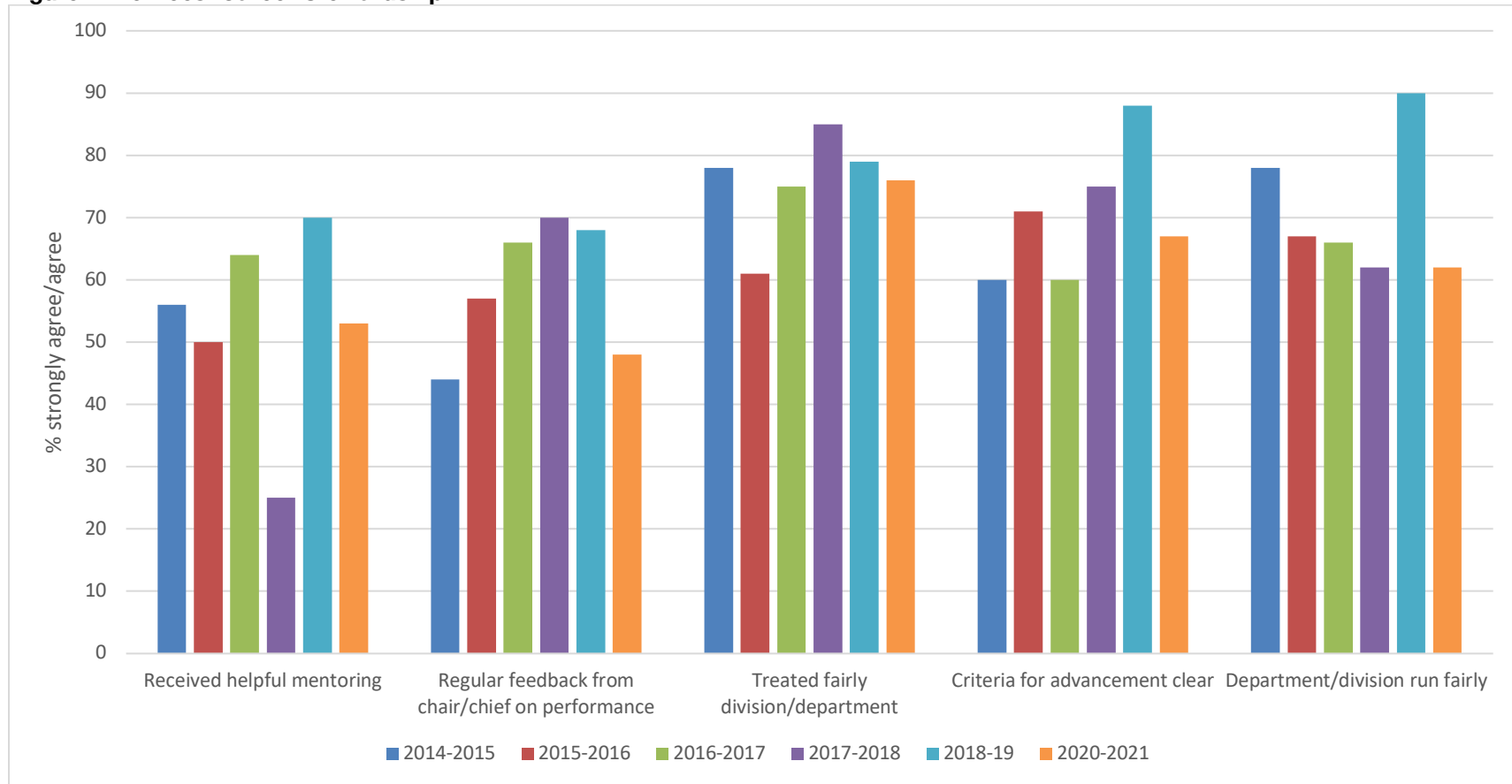


Figure 5. Perceptions, Retirees: Climate at UCSF

