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Chair of the Assembly of the Academic Senate
Faculty Representative to the Regents
University of California
1111 Franklin Street, 12th Floor
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November 20, 2018

JANET NAPOLITANO, PRESIDENT
UNIVERSITY OF CALIFORNIA

Re: Request for Study of Faculty Morale and Turnover in the UC Health System

Dear Janet,

At its October 26, 2018 meeting, the Academic Council unanimously endorsed the attached request from the University Committee on Faculty Welfare and its Health Care Task Force that the University undertake a comprehensive study of faculty morale and turnover in the UC Health System.

Council understands that faculty morale and retention problems are not unique to the health sciences, but we have heard numerous reports that our health systems are experiencing particularly acute problems. A comprehensive effort to gather data on factors contributing to low morale and attrition will help us move beyond anecdote to better understand faculty experience at the health systems, as well as identify variables affecting satisfaction with professional life.

Health sciences faculty now comprise approximately 40% of UC's total faculty, and account for a large and growing proportion of the University's revenue. UC's national rankings in many areas depend on our ability to provide excellent health sciences education, patient care services, and research discoveries that benefit millions of Californians. It is clear that UC needs to maintain quality in this fast-growing population.

I have asked a Council subcommittee to develop and recommend a more specific action plan for the study, on which we will follow-up with you by the end of the calendar year. In order to develop the plan, the subcommittee will require access to existing morale data, and will need additional surveys and input from faculty who have left the University. We believe it may be best if an independent third party leads the study, given that that UC-administered exit interviews may not fully uncover the reasons for a separation.

Please do not hesitate to contact me if you have additional questions.

Sincerely,

Rob C May

Robert C. May, Chair
Academic Council

Cc: Executive Vice President Stobo
Senate Director Baxter
Council Vice Chair Bhavnani



UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW)
Sean Malloy, Chair
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October 22, 2018

**ROBERT MAY, CHAIR
ACADEMIC COUNCIL**

RE: Faculty Turnover in the UC Health System

Dear Robert,

The University Committee on Faculty Welfare (UCFW) has agreed unanimously with a proposal from the Health Care Task Force to request a comprehensive study of faculty morale and turnover in the UC Health System. Given the large number of faculty, both Senate and non-Senate, and the rapid, continued growth of the health enterprise at UC, understanding better the behavior of this group will help UC strategically, financially, and educationally. We ask the Council to support this request, and forward it UC Health leadership for action.

Thank you for helping to advance our shared goals.

Sincerely,

Sean Malloy, UCFW Chair

Encl.

Copy: UCFW
Hilary Baxter, Executive Director, Academic Senate



UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW)
HEALTH CARE TASK FORCE
Lori Lubin, Chair
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October 10, 2018

**SEAN MALLOY, CHAIR
UNIVERSITY COMMITTEE ON FACULTY WELFARE**

RE: Turnover in the Health Sciences Faculty

Dear Sean,

The University Committee on Faculty Welfare's Health Care Task Force (HCTF) is typically focused on the delivery of care to and the efficacy of UC-sponsored health insurance programs for UC employees, but increasingly, we must address provider considerations, too. Access to pharmacies, mental health providers, and specialists is a growing concern. A similar concern is morale and turnover within UC's medical centers and the quality of faculty at the medical centers. We request UCFW and the Academic Council forward this call for a study of faculty turnover at the UC medical centers to UC Health. HCTF will support UC Health personnel to the best of our ability.

As a first step, we acknowledge that studies of health sciences faculty turnover are complicated by the large number of academic series, the divergent roles that faculty play and the sheer size of the faculty itself. Useful data need both meaningful numerators as well as denominators.

Let us accept as a denominator, all health science faculty – regardless of academic series – who are working fulltime. The numerator function is tricky because it combines so many different categories of individuals (which understandably cannot be disentangled readily): people leaving who were not quite right for UC; people leaving for money; people leaving because they achieved such visibility that they were offered an exceptionally promising job; and people leaving who were burned out, had conflicts with their managers, and/or had difficulties with work/life balance. Separation from the university or formal retirement before age 66 should be studied carefully, as this group may have chosen retirement out of frustration with their jobs (the "66" figure is arbitrary).

We need to analyze by gender, underrepresented minority status, faculty series, campus, and department. The latter will be highly sensitive to outliers because of the small sample size. However, such an analysis may turn out to be meaningful once we compare a given department across different campuses. We should pay close attention to those who separate prior to age 66.

It would be interesting to compare these data to similarly compiled studies concerning non-health science faculty. It would also be helpful to ascertain whether there are any national data, or information from other major academic institutions, that could offer points of comparison.

Thank you for your continuing cooperation,

Sincerely,

Lori Lubin, UCFW-HCTF Chair

Copy: UCFW-HCTF
Hilary Baxter, Executive Director, Academic Senate