



July 2025 | UCSF Town Hall Agenda

1 Opening Remarks

Sam Hawgood, Chancellor, and **Suresh Gunasekaran**, President and Chief Executive Officer, UCSF Health

2 Gallup Results

Teresa Tschida, Executive Consultant, Gallup, Inc.

3 Next Steps

Nancy Duranteau, Director and Chief Learning Officer, Learning and Organization Development

4 Best Practice Panel

Eric Brooks, Senior Digital Editor, Internal Communications, Office of Communications

- **Carol Dawson-Rose**, Dean, School of Nursing, Associate Vice Chancellor, Nursing Affairs
- **Michael Reddy**, Dean, School of Dentistry, Associate Vice Chancellor, Oral Health Affairs
- **Laurel Bray-Hanin**, Vice President and Chief Operating Officer, Cancer Services, UCSF Health
- **Teresa Tschida**, Executive Consultant, Gallup, Inc.

■ Campus News • June 24, 2025

UCSF Bioinformatics Pioneer Atul Butte Dies at 55

A transformational figure, he bridged the worlds of science and technology, helping to usher in the era of precision medicine.

By Laura Kurtzman



Photo by Elisabeth Fall

■ Campus News · July 15, 2025

UCSF Community Mourns the Loss of William J. Rutter (1928 – 2025)

By Lindsay Boeger



<http://tiny.ucsf.edu/WilliamRutter>

18,283

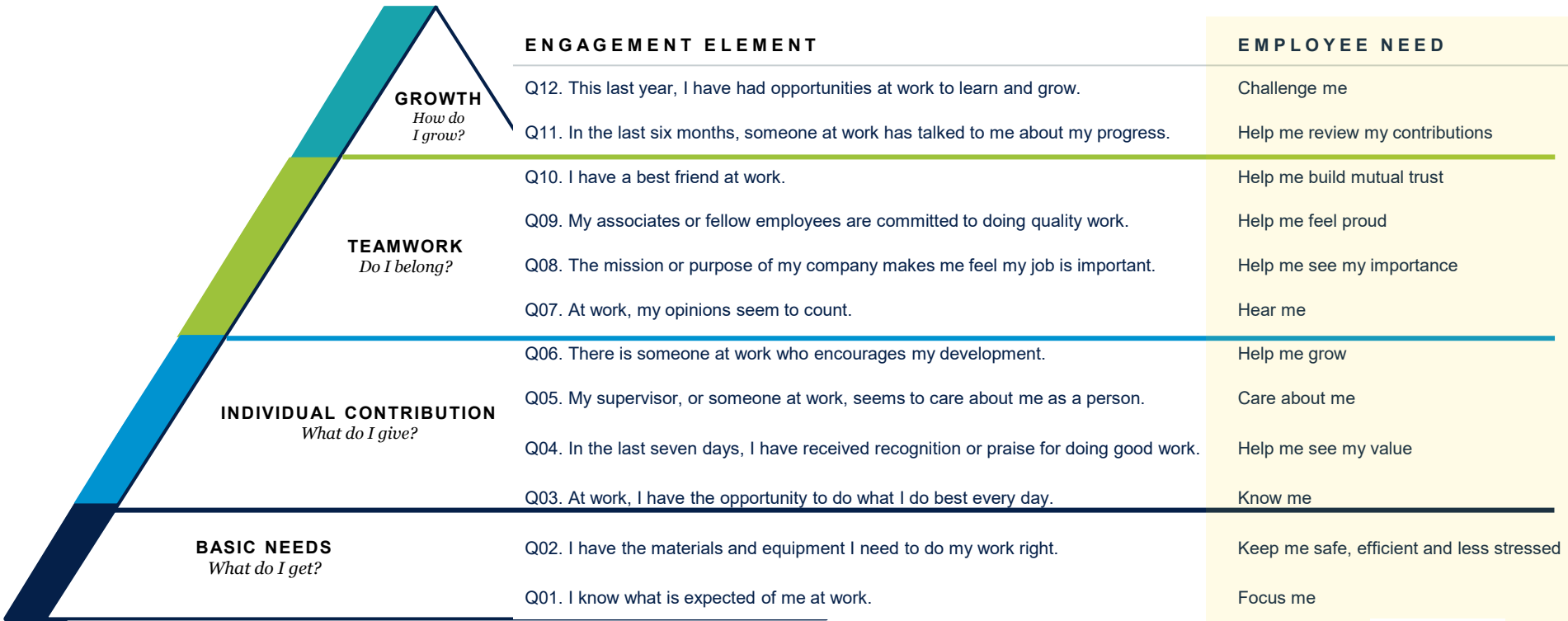
2025 UCSF Engagement Ambassadors

AARON SALES ARCON TABACCO ANIGAL DRAFER ABRIHAM NELSON ADRIANA NAJMAADI ADRIANNA CREESE AGNEMIDES DUQUE AGATHA AGGIE (AGATHA) KOBI AME VILLAS ANA MENDOZA	ANTONINETTE DEWBERRY ANTONIA ALEGRIA APRIL GIGDA ABRIHAM NELSON ADRIANA NAJMAADI ADRIANNA CREESE AGNEMIDES DUQUE AGATHA AGGIE (AGATHA) KOBI AME VILLAS ANA MENDOZA	CAMILLE PEREDA CARLOS VIDES CARMEN MA CAROLINA LOPEZ CAROLINE PROBLEAU CAROLYN GIBELLE CARRIE BACH CARRIE LINZ CASSANDRA GALLIA CASSANDRA LAMZON CASSIE CAVEY	DANIELLE FERNANDEZ DANTE SKOMORE DAVID MANS DAVID TSE DAYA THOMAS-OLIVER DEARLUO JAME DEBORAH REITER DELAINEY BOTTELLO DELA DEVINE DENIS BARRA DENISE BARCHAS	ERIN HARRISON ERIN SIMON ESTHER HERNANDEZ ETHAN LUSCHIN EVAN COLE EVANUELINA RANGEL EVERETT MCGRAW EVELYN AZARWAN FAUIM PEAN FATU'UJI SISSOKO FELICIA MANZUR	HILARY BUNKERT HONG (PAUL) MA IAN BASBAS IANTHE PRETORIUS IGOR OGNEV INGRID CARILLO JILL GLEASON JIM HUANG ISABEL LIMA ISABEL PEREZ IVA COLON	JESSICA TAYLOR-MAIS JESSICA WHEAT JESSIE MURPHY JEVRY BROWN JIBREL JAMAL JIBREL JEMAL JOHN MCGRAW JOHN ROBINSON JOHN OMAYONY JOHNNIE MAC JOCELYN JACOB	KARIN SNOWBERG KARINA OCHOA-DAZA KARLA FAULK KATHY CHAVEZ KATE SHIMSHOCK KATHERINE BROGAN KATHERINE BRENNER-RECH KATHLEEN TEAGUE KATE SMITH KATY FELLING KAZUKO OLSON	LUANA ROSAS CRUZ LILY BROQUETTE LILY BROQUETTE LINDA YANG LINDSAY BOLT LISA UGOCCHI MALURA OSAS MAURICIO ROMAN MELISSA MCKEY LISA YUONG LUI TIFFANY LUZBETH SOLANO	MARY DELAHUNTY MARY GRACE GUARIN MARY TRAN MARYROSE MCMAHAN MATTHEW MENDOZA MATTHEW SERNA MAURA OSAS MAURICIO ROMAN MEAGHAN FREERTAG MEELAN BRAVO MEGAN OKES	NATHAN SHELTON NAGOC NGO NADIM MOHAMMADI NICOLE DUFFEY NICK LEE NICOL JONES NICOLE BROWN NICOLE LENOCH NICOLE MERCHO NICOLE PADILLA	NATALIE DENNING NATHAN SHELTON NAGOC NGO NADIM MOHAMMADI NICOLE DUFFEY NICK LEE NICOL JONES NICOLE BROWN NICOLE LENOCH NICOLE MERCHO NICOLE PADILLA	RIZKA CANEDO ROBERT HUTSON ROBIN SUTHERLAND ROBYN NG ROCHELLE KELLEY ROHAN MAHARJAN ROSA SAMAYRA ROSA WEED ROSALINDA GUTIERREZ ROSEMARY BENSON WILLIAMS	RINKU PARMAR RIZKA CANEDO ROBERT HUTSON ROBIN SUTHERLAND ROBYN NG ROCHELLE KELLEY ROHAN MAHARJAN ROSA SAMAYRA ROSA WEED ROSALINDA GUTIERREZ ROSEMARY BENSON WILLIAMS	SHERILYN HUTCHINSON SHERRY CHANG SHIGENARI HAYASHI SHIRHAN MAUNG SICILY GUZMAN SMITH DANIELLE SOPHIA LABEDO SPRY FLYER SRI HARIRA VAOELLIA STELLA FONG-GOODHART STEPHANIE HUNG	VAISHNA VADIVA VALERIA VALERO MORA VALERIE KEETON VANESSA KILLIAN VANESSA ROKAS VEENA OCTAMANO VERONICA SHARMA VERNALZA LARGAS-PAOLA VERONICA GOLDMAN VERONICANG
ANNE SANDS AL MARCA ALAN TANGHUI ALANA ELOP	ASAL BEHZADZADEH ASHLEY HARBERT ASHLEY KELLUM ASHLEY MOSS	CATHERINE CHUI CATHLEEN HUI CATHERINE SI CECELIA LOPEZ	DERRICK YIP DESIREE WELDON DESTINY SANCHEZ DOKTER WIMMER	FELISHA PHILLIPS FERNANDA ALBARRACIN FLORAL BULE FRANCISCA CASCONO	IVY LEUNG JACK PERSON JACKIE AYOUB JACKIE VUE	JOE FRANCHI JOEY CONSENTINO JOEY LEANO JOEY NUNEZ	KEITH ENDERS KEVIN CARPENTERS KELLY ADAMS KELLY PRATT	LOOOWICQ PADUA PADUA LOHAN CARPENTERS LONG VO LORING CHAGOVYA	MEGHAN RINN MEILANIE MILES MELISSA MUICA MELISSA ALVAROZ-TRINIDAD	NOVA WILSON RUSS HAUGLID RUSSELL GUJARDO RYAN WELLS RYAN WILSON SABRINA MENDOLIA SABRINA TRAN SAR SALAMER	ROSAMARY GOREPEZ ROSAMARY YAU RODOLFO RUBY BRAXTON	STEPHANIE CHUC STEPHANIE MACKELEY STEPHANIE SIA STEPHIN HOWES	VICTOR GULLERA VICTORIA LEE VICTORIA SIA VINCE MARTINEZ		
ALEXANDER MCCOY	ASHLEY ST CLAIR	CELINA SOLIS	DIANA NG	FRANK GUERRA	JACKLYN WITTMER	JOHANNA RODRIGUEZ	KHUE BUI	LOUIE TORRES	MELISSA BACINA	NOVEMIA DELGADO-ESCALANTE	RUBY EJERCITO	STEVEN EYTH	VINCENT CHAN		
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AMANDA GRAHAM AMANDA LARA AMANDA MODO AMANDA NORONA-ZHOU	BEN DENTON BIN KHAN BIN WINTERP BENJAMIN PEREZ	CHRISTINA MABUTAS CHRISTINE MARTIN CHRISTINE PALADINO CHRISTINE-JOYMANONGDO	EDWIN LAGER ELEEN MACAPINLAG ELINA JENSEN ELIN HORNEDELL	GISSODO DOROLDUAN GONZALEZ MEGAN GONZALEZ SARA GRACE CARLSON	GAYLE KUJIMOTO GENA SCHMIDT GEORGE LOUIS GERMANIE LACASNA GHAN PETHWAY GIOVANNI GOONINEZ	JAMISON MAEDA JAN FLOREZCLA JANA AVILA JANELLE JOHNSON JOSE TERRONES JOSEPH FONTANA	JONATHAN LY JONATHAN WILSON JORDAN FARNSWORTH JOSE GILBERTO JOSE TERRONES JOSEPH FONTANA	KRISTY KENERFICK KRISTIE TAPPAN KRISTINA GRIFFIN KRISTINA LIN KSIENIA GERMAN LACZE MUSGROVE	MAISON SUI MICAH CALVO MAGALI VALERO MICHAEL ALEMAN MICHAEL MENDREZ MICHEL TRESSEL MICHELLE GOODLOVE	PHAM MOUANGVASSOU PHILIP POJ SANTOS POLLY TRAN PRISCILLA CHAN	SANDY WU SARA DORMAN SARA FEAMAN SARAH CARTER	TANVIA YEE TATYAN SHAPPELL TATYAN BELTRAN TAYE GARMY			
AMBER NOLAN AMELIA ARELANO AMY ZHAO ANA TYLER	BERNE COLLINS BETH IRWIN AMY BETH HILFINDER NAHAL	CHRISTOPHER COLLINS CIARA MURPHY BETH IRWIN CLAIRE FLATLEY	EDWIN LAGER ELEEN MACAPINLAG ELINA JENSEN ELIN HORNEDELL	GRACE GALDANO GRACE LUCIOE GREG BARBOSA GRIFFIN LU	JASON NGHE DAVID GSHITA JAY SHAH JAYANA LEWIS JEFFREY GALLE	JON DURAN JULIA DORONKINA JULIA LEBOWITZ JULIA TRAN	JOYCE THOMPSON LAUREL CARR LAUREN CHU LAUREN FRAHM LAUREN YAMAMOTO	MAISON SUI MICAH CALVO MAGALI VALERO MICHAEL ALEMAN MICHAEL MENDREZ MICHEL TRESSEL MICHELLE GOODLOVE	PHAM MOUANGVASSOU PHILIP POJ SANTOS POLLY TRAN PRISCILLA CHAN	SANDY WU SARA DORMAN SARA FEAMAN SARAH CARTER	TANVIA YEE TATYAN SHAPPELL TATYAN BELTRAN TAYE GARMY				
ANDREA BORDALLO (BENVENTE) ANDREW (MAXWELL) STEPHENS	BRANDY MARQUEZ BING ESPRITU	CLAUDINE CATLEDGE CLAWSON KRISTIN	EDWIN LAGER ELEEN MACAPINLAG ELINA JENSEN ELIN HORNEDELL	GRACE GALDANO GRACE LUCIOE GREG BARBOSA GRIFFIN LU	JASON NGHE DAVID GSHITA JAY SHAH JAYANA LEWIS JEFFREY GALLE	JON DURAN JULIA DORONKINA JULIA LEBOWITZ JULIA TRAN	JOYCE THOMPSON LAUREL CARR LAUREN CHU LAUREN FRAHM LAUREN YAMAMOTO	MAISON SUI MICAH CALVO MAGALI VALERO MICHAEL ALEMAN MICHAEL MENDREZ MICHEL TRESSEL MICHELLE GOODLOVE	PHAM MOUANGVASSOU PHILIP POJ SANTOS POLLY TRAN PRISCILLA CHAN	SANDY WU SARA DORMAN SARA FEAMAN SARAH CARTER	TANVIA YEE TATYAN SHAPPELL TATYAN BELTRAN TAYE GARMY				
ANGELA ALVITES ANGELA FONG ANGELA GALVIS ANGELICA MURILLO ANIL VORA ANIN CHANG	BRANDY MARQUEZ BING ESPRITU	CLAUDINE CATLEDGE CLAWSON KRISTIN	EDWIN LAGER ELEEN MACAPINLAG ELINA JENSEN ELIN HORNEDELL	GRACE GALDANO GRACE LUCIOE GREG BARBOSA GRIFFIN LU	JASON NGHE DAVID GSHITA JAY SHAH JAYANA LEWIS JEFFREY GALLE	JON DURAN JULIA DORONKINA JULIA LEBOWITZ JULIA TRAN	JOYCE THOMPSON LAUREL CARR LAUREN CHU LAUREN FRAHM LAUREN YAMAMOTO	MAISON SUI MICAH CALVO MAGALI VALERO MICHAEL ALEMAN MICHAEL MENDREZ MICHEL TRESSEL MICHELLE GOODLOVE	PHAM MOUANGVASSOU PHILIP POJ SANTOS POLLY TRAN PRISCILLA CHAN	SANDY WU SARA DORMAN SARA FEAMAN SARAH CARTER	TANVIA YEE TATYAN SHAPPELL TATYAN BELTRAN TAYE GARMY				
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Our Latest Survey Results and What's Happening Globally

Teresa Tschida
Gallup

Each engagement item addresses employees' emotional needs.
Meeting these needs helps them have more of their best days at work.



Engaged Employees Drive Innovation and Move the Organization Forward



Engaged



Not Engaged



Actively Disengaged

% in Gallup U.S. Working Population

30%

53%

17%

% in Gallup Q¹² Client Database

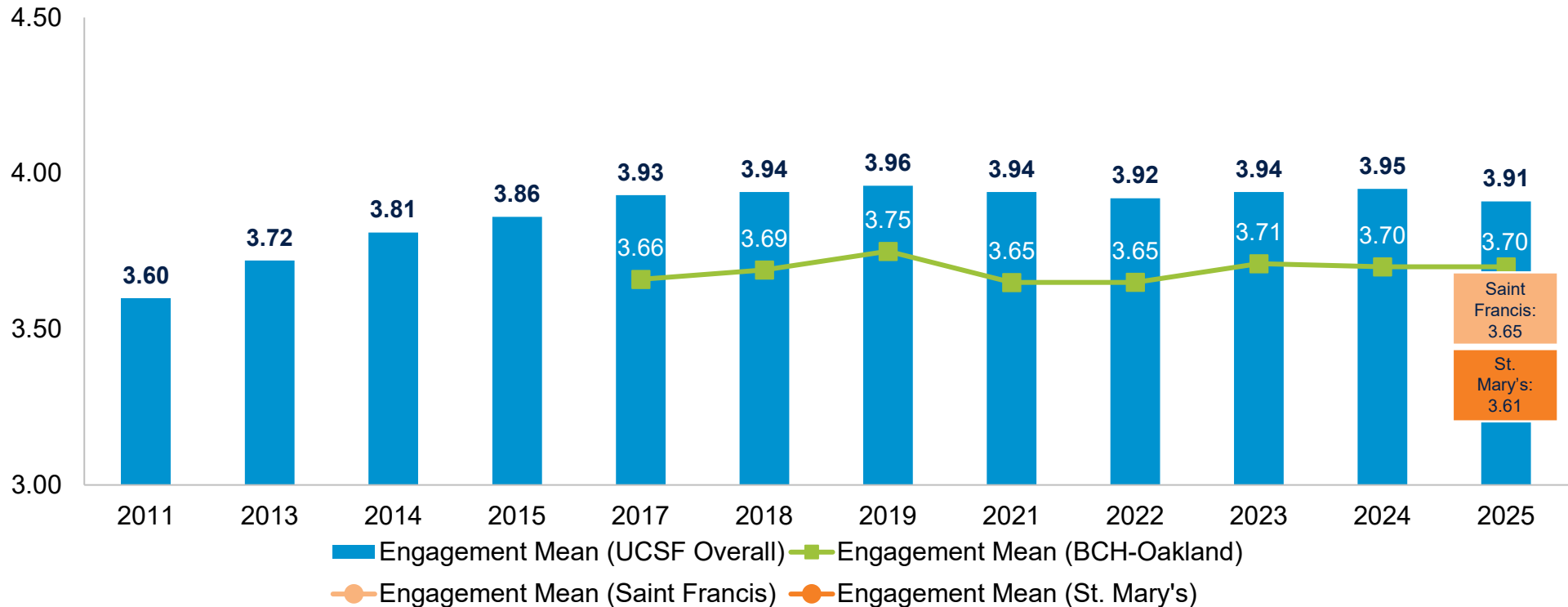
50%

40%

10%

Engagement has Improved Over Time

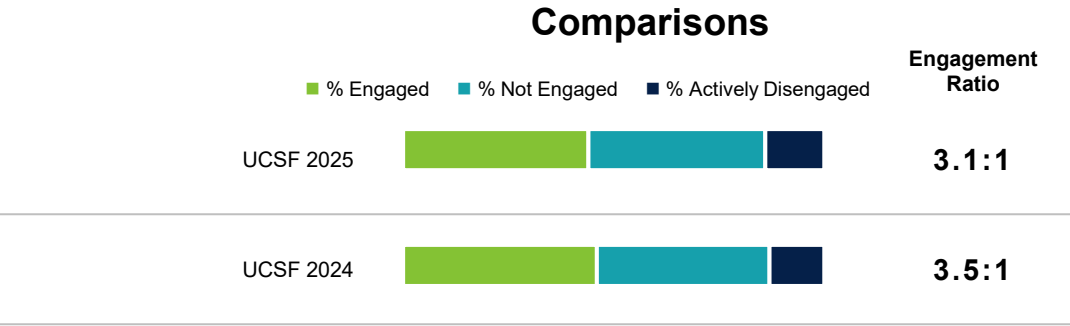
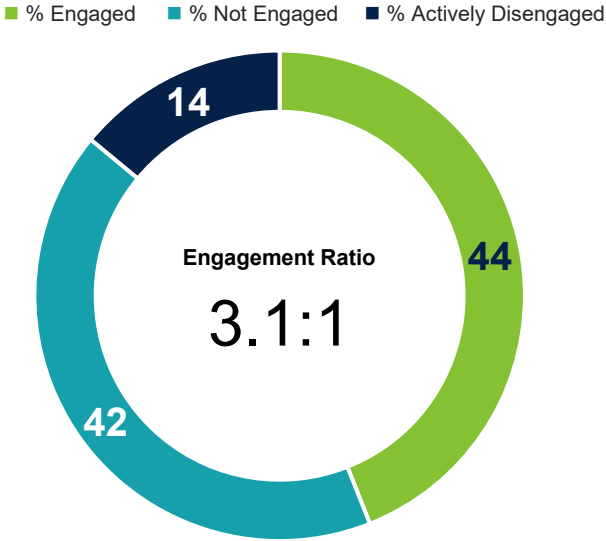
ENGAGEMENT MEAN, 2011-2025



Note: BCH-Oakland is defined as variable Entity – BCHO. No 2020 Census Survey.



Engaged Employees Outnumber Actively Disengaged Employees 3.1 to 1



Note: Due to rounding, percentages may sum to 100% ±1; Numerical values shown when 5% or higher. Percent Engaged available when n size ≥30. All categories available when n size ≥100.



2025 UCSF Overall Participation Decreased by -5%

ENTITY	2025 Invited	2025 Response	2025 Response Rate	Δ '24-'25
Median Gallup Overall Company Level Database			84%	
UCSF Total Population	29,593	18,283	62%	-5%
Health	20,111	12,802	64%	-6%
BCH	4,309	2,281	53%	-1%
Campus and Enterprise	10,056	6,033	60%	-4%
School of Medicine	5,993	3,008	50%	-5%
School of Dentistry	233	189	81%	±0%
School of Pharmacy	203	114	56%	-5%
School of Nursing	157	81	52%	-5%
FAS	2,556	2,140	84%	-3%

Note: Health is Suresh Gunasekaran's Rollup; FAS is variable FAS Combined-Yes; BCH is variable BCH = Yes; Response rates shown are for reporting groups provided by UCSF HRIS; unable to show response rate data for groups including Disability Status, Gender Identity, Racial Category, Sexual Orientation and Primary Work Setting because these are self-report categories.

2025 UCSF Overall Participation by Segments

ETHNICITY	2025 Invited	2025 Response	2025 Response Rate	Δ '24-'25
Asian	11,427	7,229	63%	-7%
White	8,649	5,630	65%	-6%
Hispanic/Latino	4,818	2,851	59%	-7%
Black/African American	2,643	1,393	53%	-10%
Two or more races	894	521	58%	-6%
Native Hawaiian/Oth Pac Island	155	103	66%	-6%
American Indian/Alaska Native	90	55	61%	-11%
GENDER	2025 Invited	2025 Response	2025 Response Rate	Δ '24-'25
Female	19,780	12,334	62%	-6%
Male	8,289	5,049	61%	-6%
Non-Binary	*	*	*	*
Unknown	806	1,408	57%	-1%
UNION	2025 Invited	2025 Response	2025 Response Rate	Δ '24-'25
Union	20,186	11,414	57%	-6%
Non-Union	9,298	6,779	73%	-3%

CLINICAL	2025 Invited	2025 Response	2025 Response Rate	Δ '24-'25
Clinical	13,034	7,565	58%	-7%
Non-clinical	16,451	10,628	65%	-4%
MANAGER	2025 Invited	2025 Response	2025 Response Rate	Δ '24-'25
Manager	3,011	2,433	81%	-5%
Non-Manager	26,582	15,850	60%	-5%
TENURE	2025 Invited	2025 Response	2025 Response Rate	Δ '24-'25
<1 Year	4,714	2,469	52%	-5%
1-<3 Years	5,572	3,237	58%	-7%
3-<5 Years	3,706	2,357	64%	-4%
5-<10 Years	6,892	4,481	65%	-4%
10-<15 Years	3,130	2,097	67%	-5%
15+ Years	5,471	3,552	65%	-5%

Note: Response rates shown are for reporting groups provided by UCSF HRIS; unable to show response rate data for groups including Disability Status, Gender Identity, Racial Category, Sexual Orientation and Primary Work Setting because these are self-reported categories.

Overall Satisfaction With UCSF As A Place To Work Is The Only Item With A Meaningful Decline (-0.11).

		■ %1 (Strongly Disagree) ■ %2 ■ %3 ■ %4 ■ %5 (Strongly Agree)					2025 MEAN	MEAN Δ	2024 MEAN
ENGAGEMENT		MEAN					3.91	-0.04	3.95
GROWTH How do I grow?	Q00 Overall Satisfaction	8	21	40	27		3.76	-0.11 ▼	3.87
	Q12 Learn & Grow	8	7	16	28	41	3.87	-0.05	3.92
	Q11 Progress	10	8	15	25	42	3.81	-0.05	3.86
TEAMWORK Do I belong?	Q10 Best Friend	12	9	19	24	36	3.63	-0.01	3.64
	Q09 Quality	5	14	31	47		4.13	-0.02	4.15
	Q08 Mission	5	6	16	29	44	4.01	-0.06	4.07
	Q07 Opinions	10	9	19	29	33	3.66	-0.05	3.71
INDIVIDUAL What do I give?	Q06 Development	8	8	17	27	41	3.85	-0.05	3.90
	Q05 Cares	6	6	12	25	51	4.09	-0.02	4.11
	Q04 Recognition	15	10	18	22	35	3.53	-0.01	3.54
	Q03 Do Best	6	16	34	40		4.01	-0.01	4.02
BASICS What do I get?	Q02 Materials	7	16	33	41		4.01	-0.04	4.05
	Q01 Expectations	9	31	56			4.36	-0.02	4.38

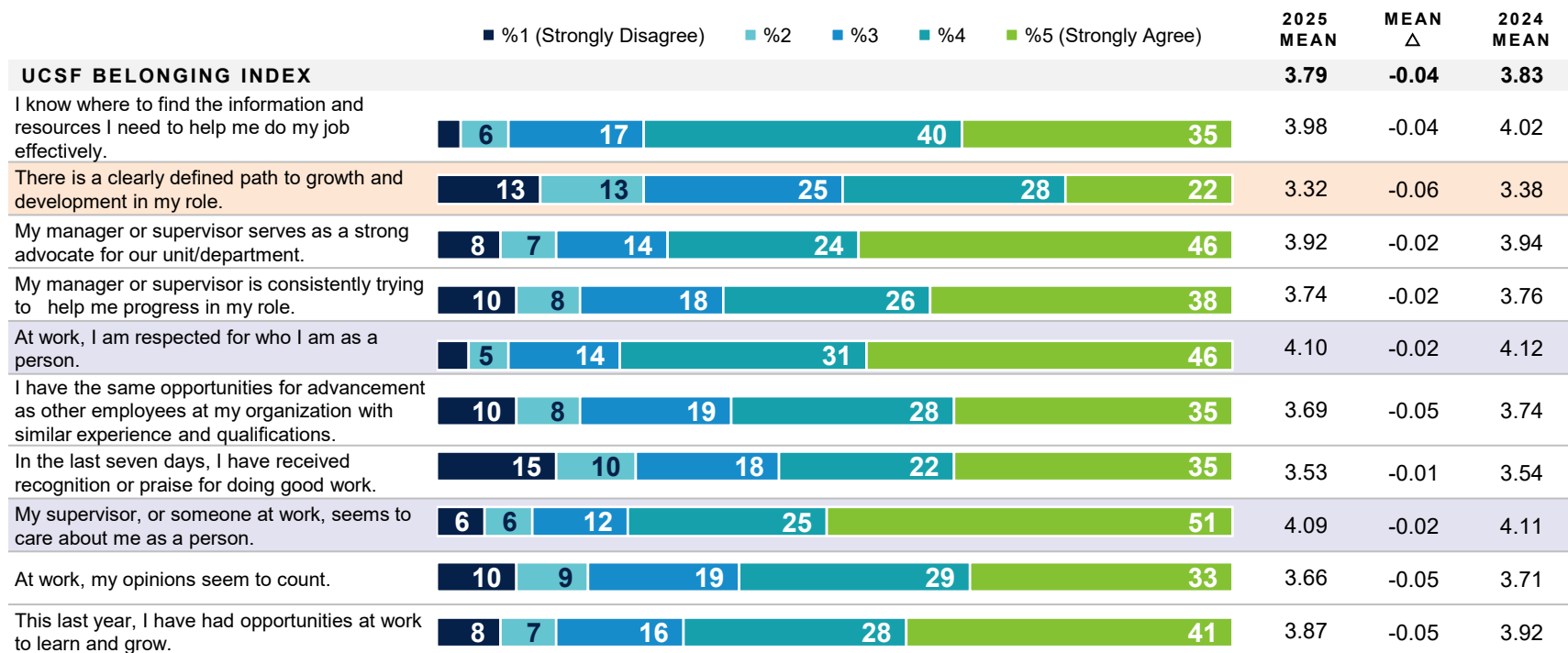
Note: Due to rounding, percentages may sum to 100% +/-1%; Numerical values shown when 5% or higher Due to rounding, percentages may sum to 100% ±1; Numerical values shown when 5% or higher; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000.

UCSF Belonging Index

The **Belonging Index** includes four key questions from the Q¹² *(workgroup level)* as well as six questions that help define belonging across three additional parameters *(enterprise level)* — **direction, support and respect.**

Q ¹² INCLUSION	Recognition	In the last seven days, I have received praise or recognition for doing good work.
	Cares	My supervisor, or someone at work, seems to care about me as a person.
	Opinions	At work, my opinions seem to count.
	Learn & Grow	This last year, I have had opportunities at work to learn and grow.
DIRECTION – ROAD MAP	Can employees find information & resources to do their work?	I know where to find the information and resources I need to help me do my job effectively.
	Is there a clearly defined path?	There is a clearly defined path to growth and development in my role.
SUPPORT – ADVOCACY	Are managers strong advocates of employees?	My manager or supervisor serves as a strong advocate for our unit/department.
	Do managers help employees progress?	My manager or supervisor is consistently trying to help me progress in my role.
RESPECT – UNCONSCIOUS BIAS	Is there respect at work?	At work, I am respected for who I am as a person.
	Are there equitable opportunities for advancement?	I have the same opportunities for advancement as other employees at my organization with similar experience and qualifications.
<i>(follow-up asked to managers only)</i> Meaningful Conversations with Team		I feel prepared to have meaningful conversations about race and equity with my teams.

Relative Strengths in the Belonging Index are Respect and Cares; Clearly Defined Path Continues to be the Lowest Rated Item in the Set

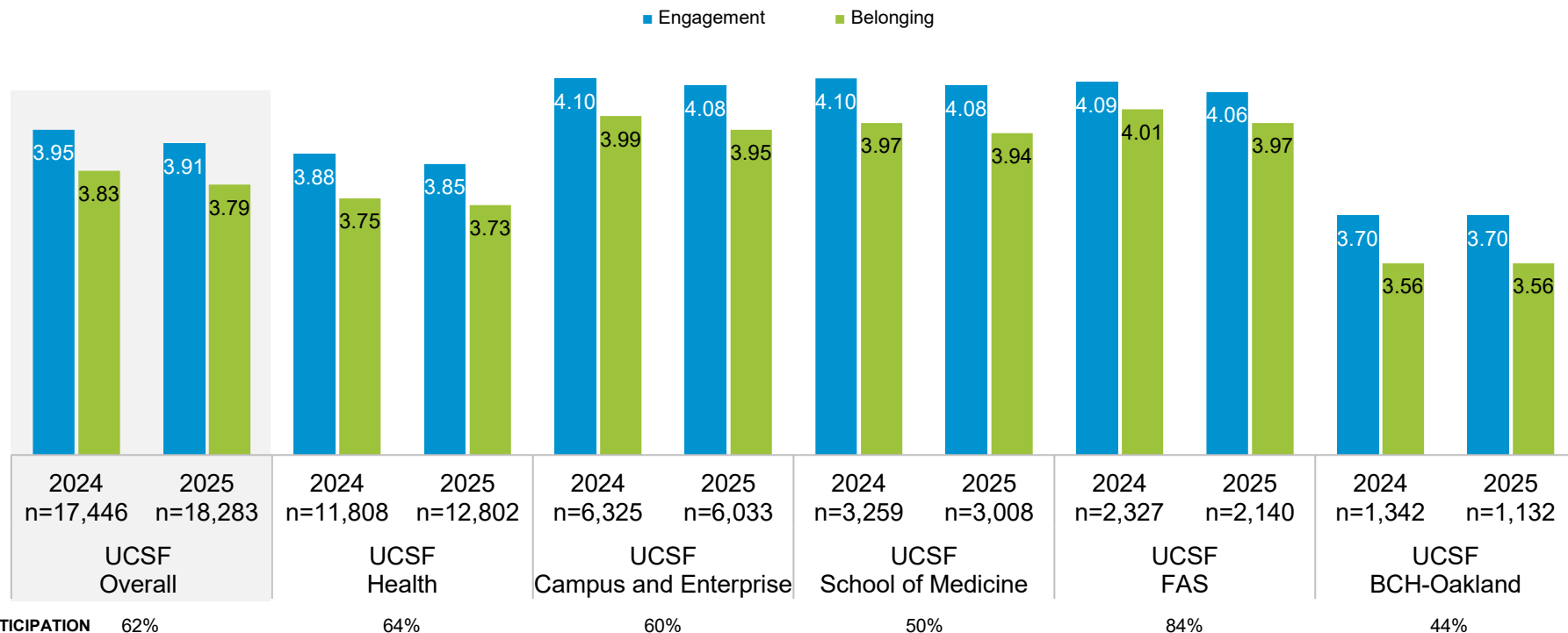


Note: Due to rounding, percentages may sum to 100% $\pm$ 1; Numerical values shown when 5% or higher; ▲/▼ indicates meaningful change bolded and defined as $\pm$ 0.10 or greater for n size $\geq$ 1,000 and $\pm$ 0.20 or greater for n size $<$ 1,000.

My Manager or Supervisor Consistently Helping Me Progress in My Roll is the top Driver of Engagement

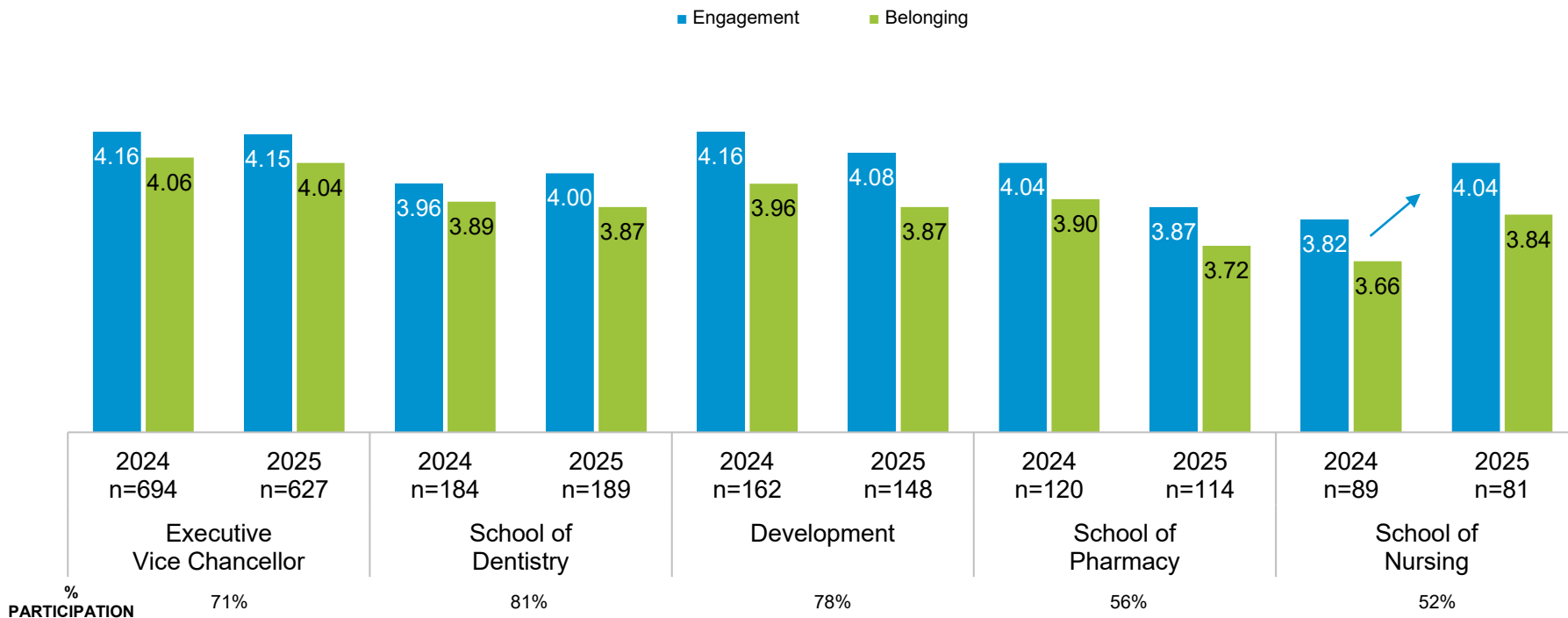
Survey Item	Driver Importance	% Strongly Agree
My manager or supervisor is consistently trying to help me progress in my role.	10%	38%
At work, I am respected for who I am as a person.	10%	46%
My manager or supervisor serves as a strong advocate for our unit/department.	9%	46%
My organization cares about my overall wellbeing.	8%	32%
I have the same opportunities for advancement as other employees at my organization with similar experience and qualifications.	8%	35%
On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	8%	27%

2025 Most Entities Show No Meaningful Change in Engagement or Belonging (1 of 2)



Note: Health is Suresh Gunasekaran's Rollup; FAS is variable FAS Combined-Yes; BCH-Oakland is defined as variable Entity – BCHO.

The School of Nursing Shows a Meaningful Increase in Engagement (2 of 2)



Few Meaningful Changes for Intersectional Segments of Race/Ethnicity and Gender

Engagement and Belonging by Intersectional Segments	Asian Team Members			Black or African American Team Members			Hispanic/Latino Team Members			White/Caucasian Team Members			Team Members of Two or More Races		
	Woman	Man	Non-Binary	Woman	Man	Non-Binary	Woman	Man	Non-Binary	Woman	Man	Non-Binary	Woman	Man	Non-Binary
n Size:	4,582	2,045	31	895	392	8	1,885	723	21	3,723	1,398	71	340	132	9
Engagement	3.95	3.99	3.67	3.87	3.85	3.47	3.93	3.95	3.76	3.99	4.07	3.96	3.97	4.07	3.74
Engagement Change	-0.05	-0.01	+0.06	-0.06	-0.11	N/A	-0.06	-0.03	-0.22 ▼	-0.04	-0.05	+0.01	-0.06	-0.07	-0.16
Belonging Index Mean	3.82	3.93	3.48	3.73	3.81	3.18	3.82	3.89	3.44	3.83	3.97	3.77	3.79	3.93	3.35
Belonging Index Change	-0.06	+0.02	+0.01	-0.03	-0.08	N/A	-0.05	-0.01	-0.46 ▼	-0.07	-0.09	-0.07	-0.11	-0.15	-0.30 ▼

Note: General Linear Model (GLM) performed to validate the difference between racial categories x gender; while the GLM determined the only meaningful difference between racial categories is for the Black/African American segment, when gender is also examined, there are no meaningful differences between the overall and any racial category/gender segment; the differences are explained by other factors such as job family, manager status or tenure; raw (uncontrolled) data is shown on the chart; Changes shown are based on overall scores from 2024 and 2025 surveys; ▲/▼ indicates meaningful change bolded and defined as +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents. Gender Identity groupings based on self-reported categories. Non-Binary grouping includes respondents who self-report as Agender or Genderless, Another Gender Identity, Black or African American Nonbinary, Genderqueer, Nonbinary, Transgender Man and Transgender Woman. American Indian/Alaska Native and Native Hawaiian/Other Pacific Islander excluded from analysis due to insufficient n Sizes for year-over-year comparison.

Non-Binary Employee Segment Has Lower Engagement and Belonging, Higher Burnout; Though the Lowest Scores Are Provided by Those Who Prefer Not to Comment on Their Gender Identity

Gender Identity (self-reported)	Woman	Man	Non-Binary	Prefer Not to Comment
n Size:	11,721	4,900	148	1,514
Engagement	3.95	3.99	3.78	3.39
Engagement Change	-0.03	-0.03	-0.03	-0.06
Belonging	3.81	3.92	3.60	3.21
Belonging Change	-0.03	-0.03	-0.08	-0.06
Burnout (% Always/Very Often)	34%	29%	43%	49%
Burnout Change	-1%	+1%	+1%	+1%

Note: General Linear Model (GLM) performed to validate the difference between gender categories; with controls, the GLM shows no meaningful differences between gender segments and overall; raw (uncontrolled) data is shown on the chart; Changes shown are based on overall scores from 2024 and 2025 surveys; ▲/▼ indicates meaningful change bolded and defined as +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents. Gender Identity groupings based on self-reported categories. Non-Binary grouping includes respondents who self-report as Agender or Genderless, Another Gender Identity, Black or African American Nonbinary, Genderqueer, Nonbinary, Transgender Man and Transgender Woman. American Indian/Alaska Native and Native Hawaiian/Other Pacific Islander excluded from analysis due to insufficient n Sizes for year-over-year comparison.

Those Who Identify That They have A Disability Are Less Engaged and Have Higher Burnout, Like Those Who Prefer Not to Comment

	Yes, Disability	No, Disability	Prefer Not to Comment
n Size:	1,319	15,524	1,440
Engagement	3.75	3.96	3.58
Engagement Change	-0.07	-0.02	-0.04
Belonging	3.58	3.84	3.40
Belonging Change	-0.07	-0.03	-0.04
Burnout	43%	32%	45%
Burnout Change	±0%	-1%	-2%

Note: Belonging Index is defined as the mean of the 10-item construct; Change shown is based on overall scores from 2024 and 2025 surveys.

A blurred background image showing a group of people sitting in a circle, engaged in a discussion. The focus is on the hands and arms of the participants, suggesting an active meeting or workshop.

ONE OF GALLUP'S
BIGGEST DISCOVERIES:

The manager or team leader plays
the most significant role in driving
employee engagement.

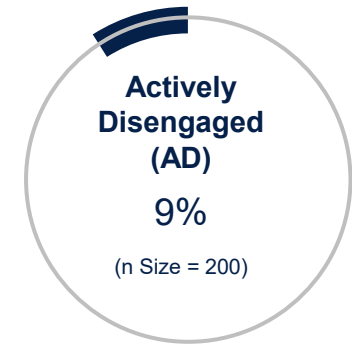
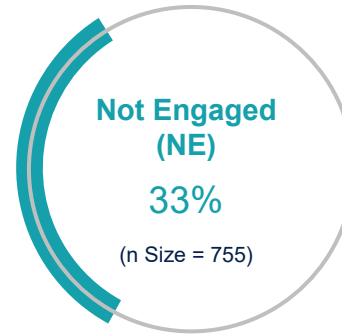
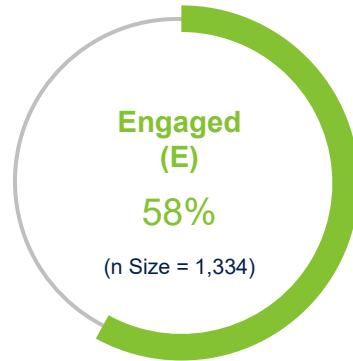
The manager accounts for

70%

of the variance in
team engagement.

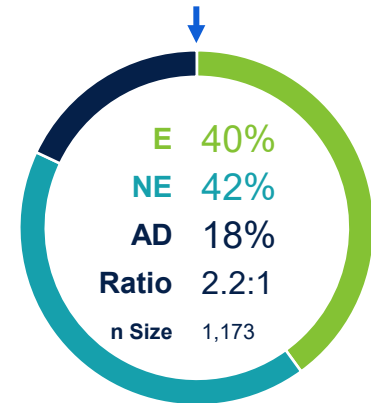
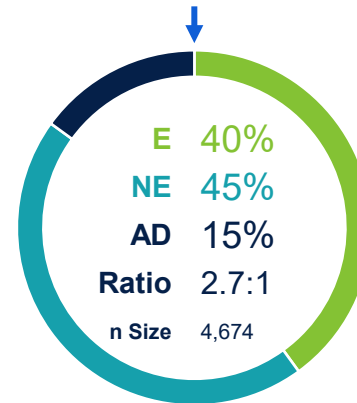
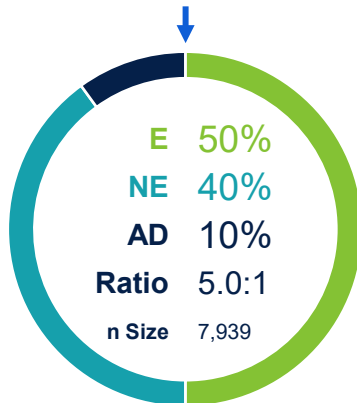
Employees are Better Off Working for Engaged Managers, with an Engagement Ratio of 5:1

WHEN MANAGERS ARE:



THEIR TEAM'S ENGAGEMENT

INDEX IS:



Note: Due to rounding, percentages may sum to 100% ±1; Analysis only includes managers with at least one team member with valid survey results.

Employees Who Strongly Agree Their Teams are Making Progress on Goals Score +0.74 Above UCSF Overall on Engagement Mean

This is a Call to Action to Support the Empowerment of Local Teams

n Size = 14,384

■ %1 (Strongly Disagree) ■ %2 ■ %3 ■ %4 ■ %5 (Strongly Agree)

2025
MEAN

MEAN
Δ

2024
MEAN

My team has made progress on the goals set during our action planning sessions after the last Employee Engagement Survey.

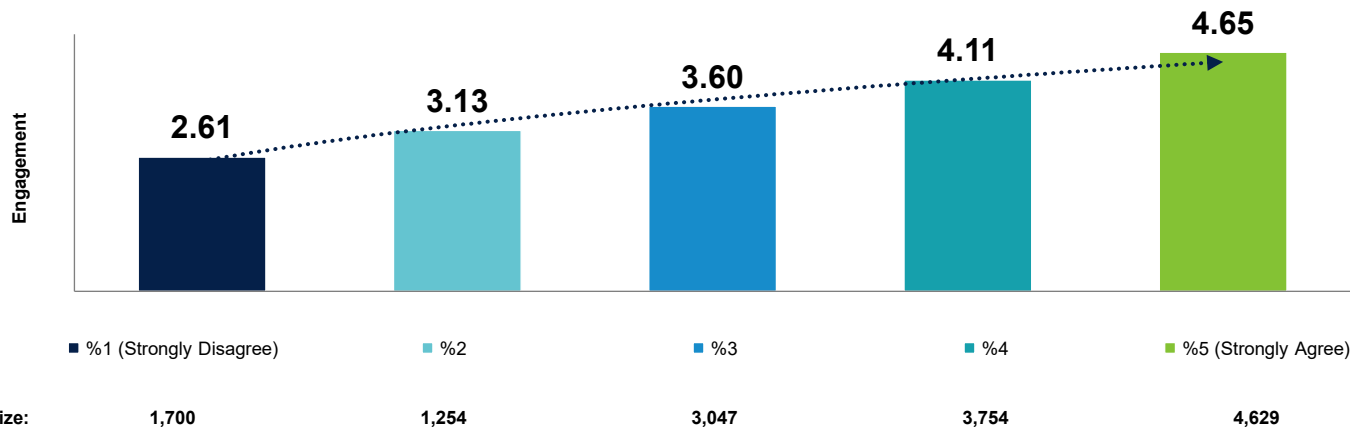


3.58

-0.05

3.63

My team has made progress on the goals set during our action planning sessions after the last Employee Engagement Survey.



Note: Due to rounding, percentages may sum to 100% +/-1%; Numerical values shown when 5% or higher.

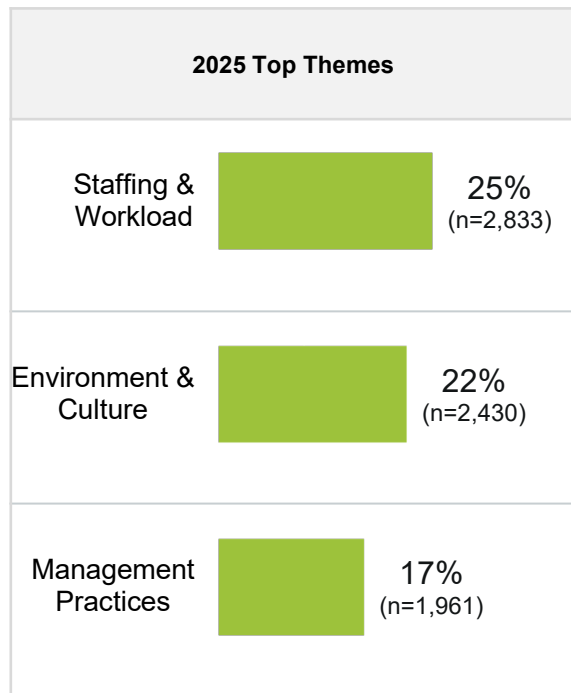
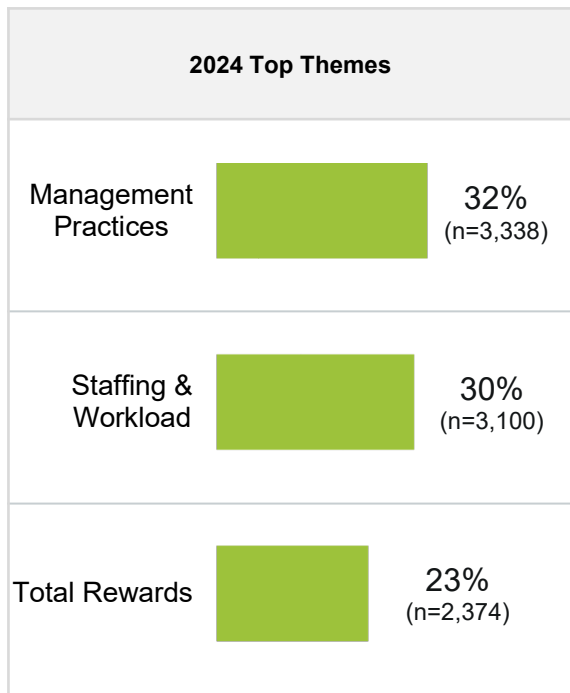
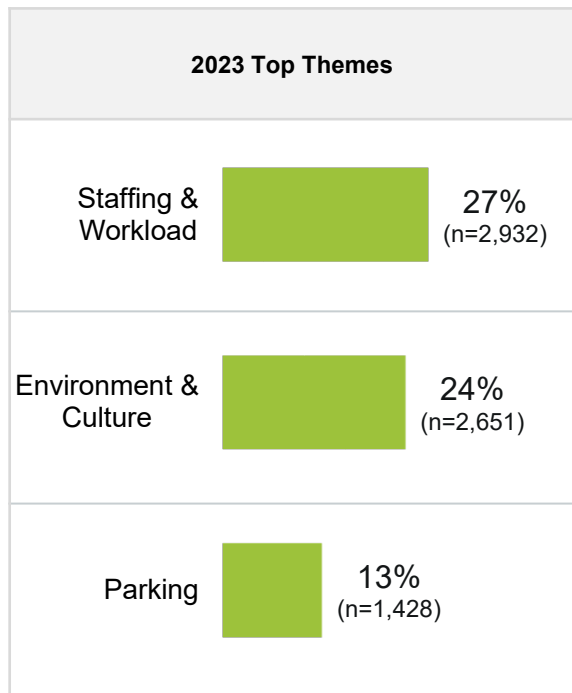
Progress on Goals Set During Action Planning Sessions by Entity

My team has made progress on the goals set during our action planning sessions after the last Employee Engagement Survey.

Entity	n size	Progress Mean	Change
UCSF Overall	18,283	3.58	-0.05
Health	12,802	3.57	-0.04
BCH-Oakland	1,132	3.14	+0.01
Campus and Enterprise	6,033	3.71	-0.01
UCSF School of Medicine	3,008	3.55	-0.02
School of Pharmacy	114	3.42	-0.30▼
School of Nursing	81	3.36	+0.34▲
School of Dentistry	189	3.74	+0.03
FAS	2,140	3.95	-0.04
Executive Vice Chancellor	627	3.78	+0.02
Development	148	3.79	-0.09

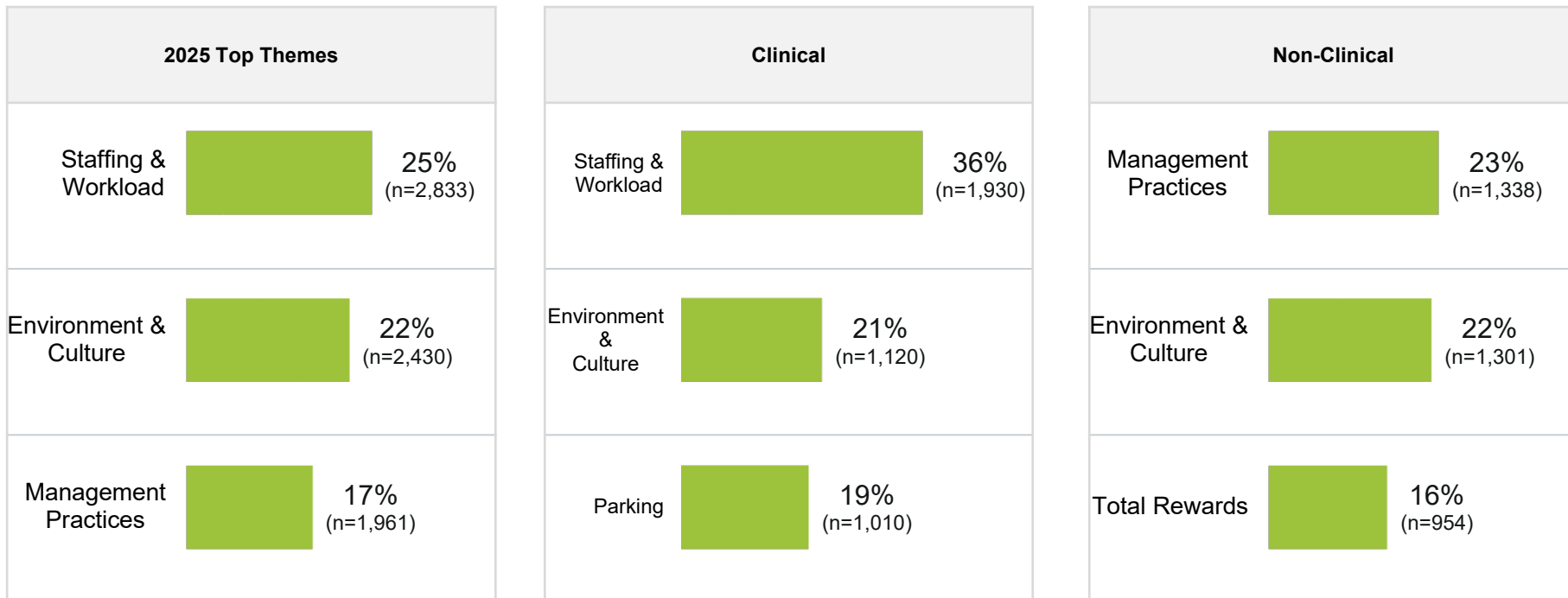
Note: UCSF Health is defined as Suresh Gunasekaran Rollup; FAS is variable FAS Combined-Yes; BCH-Oakland is defined as variable Entity – BCHO; Due to rounding, percentages may sum to 100% +/-1; Numerical values shown when 5% or higher; ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or greater for n size ≥ 1,000 and +/-0.20 or greater for n size <1,000.

Open Text Responses 2023 to 2025 Show Staffing & Workload As One of Top Themes Each Year



Note: What could UCSF do to make this an even better place to work? 2023 Verbatim n size = 10,951; 2024 Verbatim n size = 10,343; 2025 Verbatim n size = 11,301.

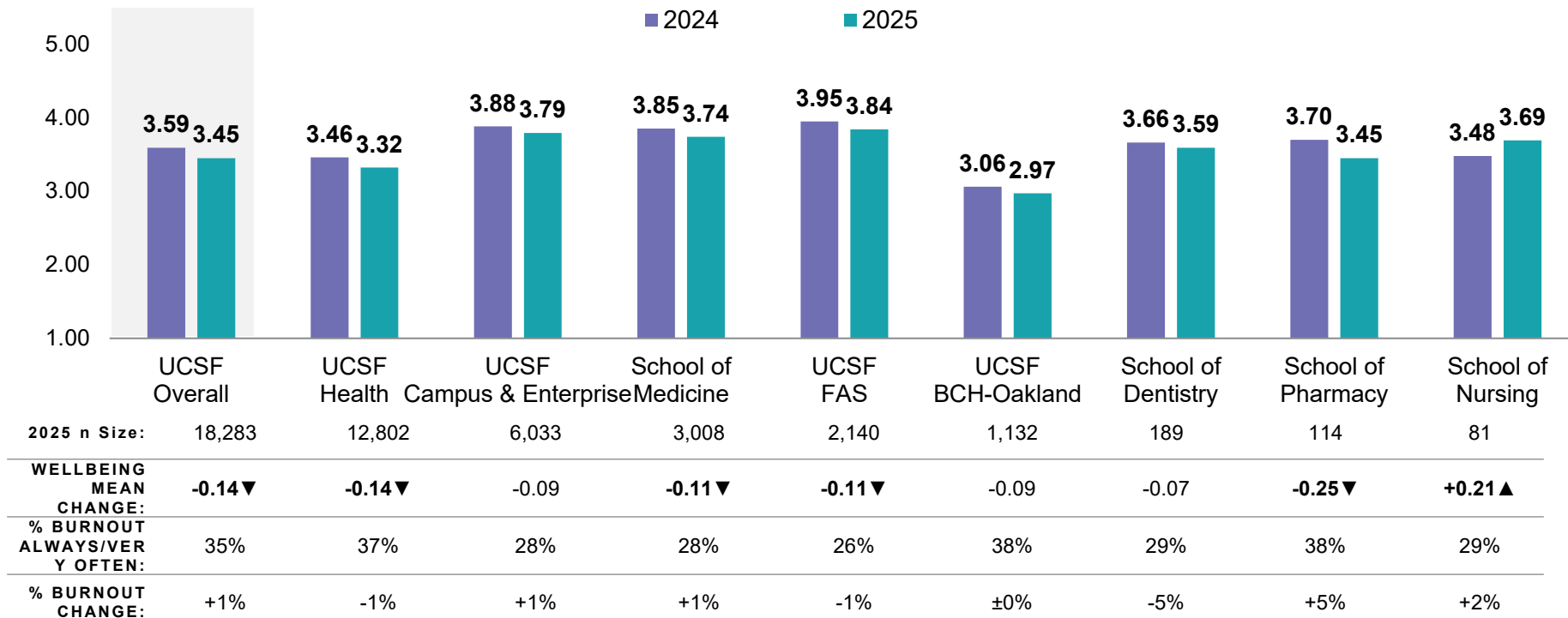
Clinical Employees Cite Staffing and Workload as the Most Popular Theme, While Non-Clinical Employees Say Management Practices, Closely Followed by Environment and Culture



Note: What could UCSF do to make this an even better place to work? 2025 Verbatim n size = 11,301; Clinical Verbatim n size = 5,365; Non-Clinical Verbatim n size = 5,881

Care for Overall Wellbeing has Declined, Corresponding with High Burnout Rates

"My organization cares about my overall wellbeing."



Note: Health is Suresh Gunasekaran's Rollup; FAS is variable FAS Combined-Yes; BCH-Oakland is defined as variable Entity – BCHO; ▲/▼ indicates meaningful change bolded and defined as +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

Next Steps

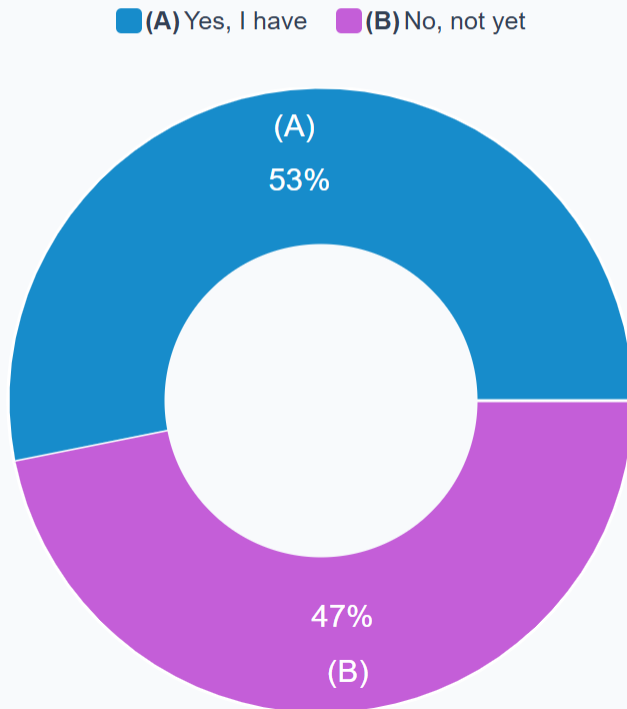


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Have you seen your team's engagement survey results yet?

367



Resources for Team Action Planning

[Learning.ucsf.edu/Action-Planning](https://learning.ucsf.edu/Action-Planning)



Creating Action Plans

- [Team Engagement Action Planning Guide](#)

Start here! Includes meeting templates for sharing survey results and leading an action planning session

- [Manager Engagement Action Labs](#)

90-minute virtual labs equip managers to share survey results and explore challenges/opportunities to co-create meaningful action plans with your team.

- We recommend managers work in partnership with [Engagement Ambassadors](#)



Connecting your survey results to your action plans

[LOG INTO GALLUP ACCESS](#)

- [Make the 12 Elements of Engagement Part of How Your Team Works](#)

Q1. Expectations

[PDF](#) | [Module](#)

Q5. Cares

[PDF](#) | [Module](#)

Q9. Committed to Quality

[PDF](#) | [Module](#)

Q2. Materials

[PDF](#) | [Module](#)

Q6. Development

[PDF](#) | [Module](#)

Q10. Best Friend

[PDF](#) | [Module](#)

Q3. Do Best

[PDF](#) | [Module](#)

Q7. Opinions Count

[PDF](#) | [Module](#)

Q11. Progress

[PDF](#) | [Module](#)

Q4. Recognition

[PDF](#) | [Module](#)

Q8. Purpose

[PDF](#) | [Module](#)

Q12. Learn/Grow

[PDF](#) | [Module](#)

- [Increasing & sustaining Belonging](#)
- [New! Safety Culture Resources](#)
- [Strengths-based approach to activate success](#)

Recommended for your role

Excel: Productivity Tips
Duration: an hour
Top skills: Microsoft Excel

See details

Project Management Skills for Leaders
Duration: 36 minutes
Top skills: Project Leadership | +1

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Communicating with Emotional Intelligence
Duration: 43 minutes
Top skills: Emotional Intelligence | +1

See details

INSTRUCTIONAL DESIGNER 5

Job family: Educational Services | Grade level: 25 | Rule details

EDUCATOR MGR 3

TRAINER 5

INSTRUCTIONAL DESIG...

- Internal
- Grade level: 25
- Educational Services

You have 19 out of 15 skills for this...

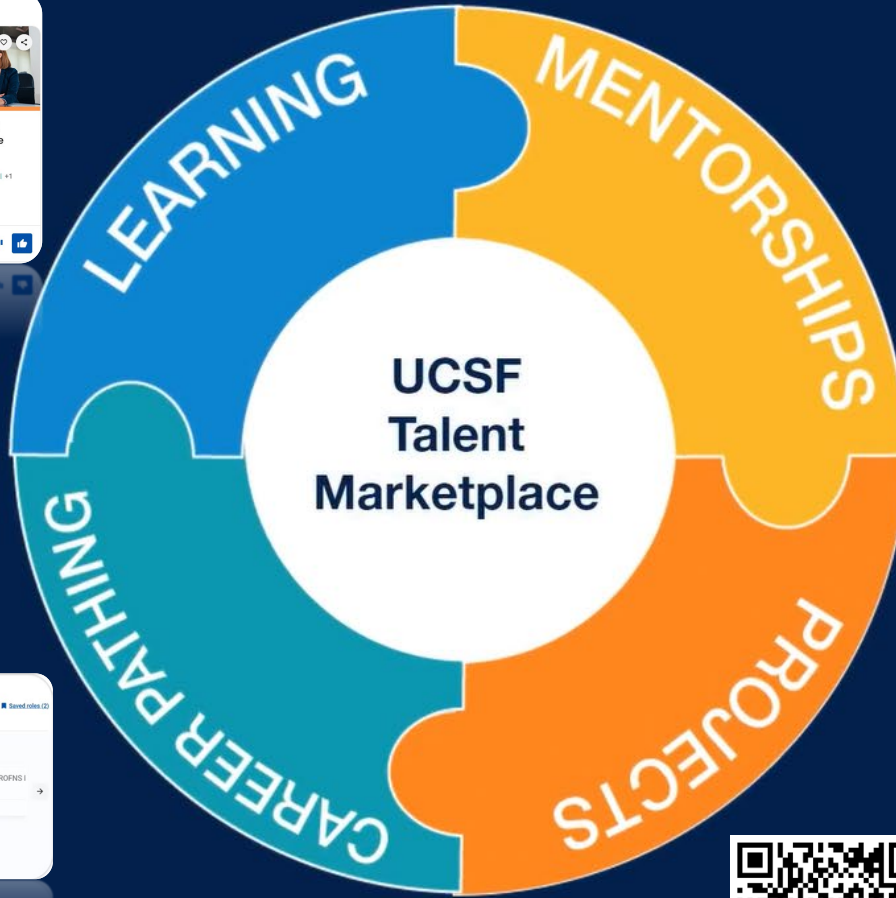
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QLTY AND PERF METRIC...

Lateral

HEALTH PROFNSI

Lateral



Mentor

Toby Williams
ORGANIZATIONAL CNSLT 4 | uc hall

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Mentee

Mike Jones
PROJECT POLICY ANL MGR 2

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Match

Events Coordinator
First Generation Celebrat... | 3h per we...

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Website designer
Redesign a website | 2h per week

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Appendix

2025 UCSF Overall Item Results by Race and Ethnicity

	UCSF Overall		American Indian/Alaska Native		Asian		Black/ African American		Hispanic/ Latino		Native Hawaiian/ Oth Pac Island		White		Two or More Races		Unknown	
n Size	18,283		55		7,229		1,393		2,851		103		5,630		521		409	
ENGAGEMENT MEAN	3.91	-0.04	3.76	-0.13	3.92	-0.03	3.83	-0.08	3.89	-0.05	3.98	-0.27 ▼	3.97	-0.06	3.97	-0.05	3.61	-0.08
Q00 Overall Satisfaction	3.76	-0.11 ▼	3.56	-0.38 ▼	3.78	-0.10 ▼	3.75	-0.13 ▼	3.79	-0.14 ▼	4.03	-0.20 ▼	3.75	-0.18 ▼	3.77	-0.11	3.44	-0.10
Q12 Learn & Grow	3.87	-0.05	3.54	-0.32 ▼	3.87	-0.03	3.71	-0.15 ▼	3.78	-0.07	3.82	-0.33 ▼	3.98	-0.09	3.91	-0.16	3.50	-0.16
Q11 Progress	3.81	-0.05	3.78	+0.06	3.80	-0.06	3.71	-0.16 ▼	3.78	-0.09	3.73	-0.56 ▼	3.87	-0.08	3.95	-0.12	3.48	0.02
Q10 Best Friend	3.63	-0.01	3.58	+0.09	3.74	-0.02	3.24	-0.05	3.53	0.01	3.55	-0.43 ▼	3.68	-0.01	3.58	±0.00	3.24	-0.21 ▼
Q09 Quality	4.13	-0.02	4.25	-0.02	4.04	-0.02	4.11	-0.07	4.08	-0.07	4.02	-0.24 ▼	4.29	-0.03	4.16	-0.02	4.02	0.04
Q08 Mission	4.01	-0.06	3.89	-0.32 ▼	3.97	-0.09	3.98	-0.05	4.00	-0.11 ▼	4.13	-0.14	4.08	-0.10 ▼	4.08	-0.02	3.69	-0.10
Q07 Opinions	3.66	-0.05	3.50	-0.20 ▼	3.67	-0.06	3.53	-0.10 ▼	3.59	-0.10 ▼	3.69	-0.38 ▼	3.73	-0.11 ▼	3.76	-0.04	3.29	-0.07
Q06 Development	3.85	-0.05	3.63	-0.07	3.86	-0.04	3.76	-0.14 ▼	3.82	-0.06	4.01	-0.24 ▼	3.90	-0.08	3.97	-0.05	3.49	-0.16
Q05 Cares	4.09	-0.02	3.94	-0.12	4.05	-0.02	3.98	-0.10 ▼	4.03	-0.05	4.17	-0.19	4.23	-0.02	4.22	-0.06	3.78	-0.10
Q04 Recognition	3.53	-0.01	3.21	-0.10	3.56	-0.03	3.46	-0.05	3.44	-0.05	3.63	-0.21 ▼	3.60	-0.02	3.62	-0.06	3.06	-0.14
Q03 Do Best	4.01	-0.01	3.85	-0.07	4.06	-0.01	4.02	-0.05	4.09	-0.01	4.23	-0.23 ▼	3.93	-0.04	3.97	-0.03	3.71	-0.15
Q02 Materials	4.01	-0.04	3.80	-0.28 ▼	4.01	-0.06	4.08	-0.04	4.09	-0.02	4.23	-0.21 ▼	3.97	-0.11 ▼	4.03	-0.08	3.81	0.09
Q01 Expectations	4.36	-0.02	4.19	-0.18	4.36	-0.02	4.40	-0.02	4.43	+0.01	4.56	-0.10	4.33	-0.05	4.37	+0.04	4.18	-0.16

General Linear Model (GLM) performed to validate the difference between racial categories; the GLM determined the only meaningful difference between racial categories is for the Black/African American segment, which is meaningfully lower than the overall; all other differences between racial categories to the overall are explained by factors such as job family, manager status or tenure; raw (uncontrolled) data is shown on the chart; ▲/▼ indicates meaningful change bolded and defined as +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.

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