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.

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**

http://tiny.ucsf.edu/AtulButte

Photo by Elisabeth Fall

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

By Lindsay Boeger

18,283

UCSF

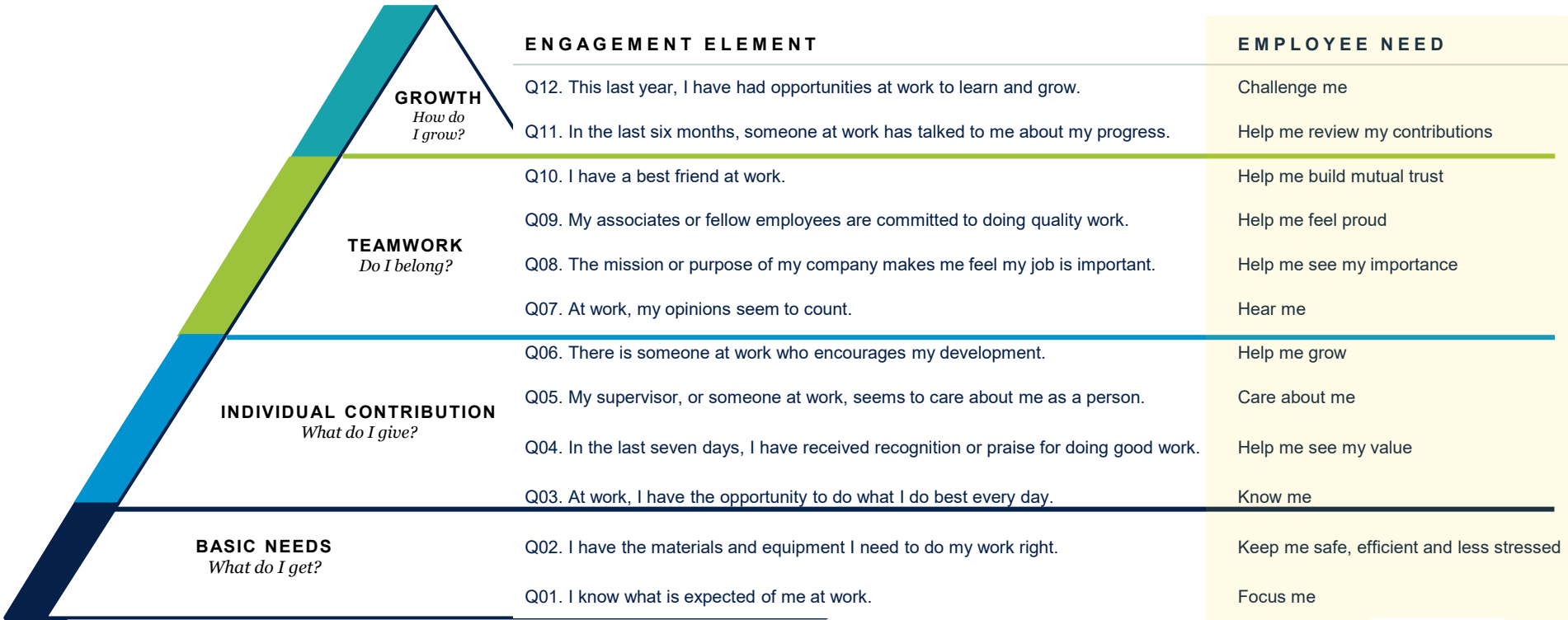# 2025 UCSF Engagement Ambassadors

AARON SALES
ABIGAIL DRAPER
ABRAHAM NELSON
ADRIANA NAJMABADI
ADRIANNA CREESE
AFSANEH EZZATYAR
AGATHA DO
AGGIE (AGATHA) OKOBI
AIMEE VILLAS
AINA MENDOZA

AINE SANDS
AL MAIGA
ALAN TANIGUCHI
ALANA ELOP

ALEXANDER MCCOY

ALEXIA CASTANEDA
ALEXIS GARCIA KELSEY
ALEXIS SULLIVAN
ALI CUNNINGHAM
ALI NOWAKOWSKI
ALICE SHVARTS
ALICK SHIU

ALISSA ALGAS
ALLI VERONELLO
ALLISON POLLOCK
ALYSSA PATTON
AMAL SMITH
AMANDA EGLOFF QUINTERO

AMANDA GRAHAM
AMANDA LARA
AMANDA NORONA-ZHOU

AMBER NOLAN
AMELIA ARELLANO
AMY ZHAO
ANA TYLER

ANDREA BORDALLO (BENAVENTE)
ANDREW (MAXWELL) STEPHENS

ANDREW SIANN
ANDREW SMITH

ANGELA ALVITES

ANGELA FONG
ANGELA GALVIS
ANGELICA MURILLO
ANIL VORA
ANN CHANG

ANNA CHEN
ANNABELLE BULL
ANNAMARIE PEREZ
ANNIE LU
ANNIE MAR
ANNIE WHITE
ANTHONY MUZIO

ANTOINNETTE DEWBERY
ANTONIA ALEGRIA
APRIL GIDDA
APRIL RIDLEY
ARA BUCAY
ARASH GHOLAMI
ARCHIMEDES DUQUE
ARIEL BOWSER
ARIEL LEASURE
ARMAE ARBOLEDA
ARYN DE SANTIS

ASAL BEHZADIZADEH
ASHLEE HARBORT
ASHLEY KELLEM
ASHLEY MOSS

ASHLEY ST CLAIR

ASHLEY WATTERS
ASUNCION JON
ATESEMHE BRAIMAH
ATHENA SCHLERETH
AUDRA FREEMAN
AURA DE MARE
AVA JORDAN

AVI TUTMAN
AYO BAKARE
BAKER BAKER
BARCLAY STONE
BAUTISTA MARK
BECCA QUIMBY

BEN DENTON
BEN KHAN
BEN WINERIP
BENJAMIN PEREZ

BERNIE CONLU
BETH IRWIN
BETH THEW
BHUPINDER NAHAL

BIANCA MARQUEZ
BING ESPIRITU

BINOY ABRAHAM
BONITA ODEN

BRANDON CANRIGHT

BRENDAN PUEYO
BRIAN ABASCAL
BRIAN CHING
BRIAN KAM
BRIANA WASHINGTON

BRIANNA CARDOZA
BRITTANY FITZWATER
BRITTANY HOWZE
BROOKE BOAN
BRYAN LUM
BRYCE BRIDGE
CAELA LUNDE

CAMILLE PEREDA
CARLOS VIDES
CARMEN MA
CAROLINA LOPEZ
CAROLINE PRIOLEAU
CAROLYN GEUBELLE
CARRIE BACH
CARRIE LENZ
CASSANDRA GALURA
CASSANDRA LAMZON
CASSEY CAVE

CATHERINE CHUI
CATHERINE LE
CATHERINE SI
CECELIA LOPEZ

CELINA SOLIS

CELINE POBLETE
CHANDRA BATES
CHARISSE TAMBOT
CHARLENE SMITH
CHARLOTTE ROSENFIELD
CHERINE KELLNER
CHEUNG YAT

CHRIS KIM
CHRIS ORANTES
CHRIS REID
CHRIS THACKER
CHRISTIAN ENANO
CHRISTINA LUU

CHRISTINA MABUTAS
CHRISTINE MARTIN
CHRISTINE PALADINO
CHRISTINE-JOY MANONGDO

CHRISTOPHER COLLINS
CIARA MURPHY
CINDY LI
CLAIRE FLATLEY

CLAUDINE CATLEDGE

CLAWSON KRISTIN

CONOR POWELL
COURTNEY ULERY

CRISBENRIC ROMERO

CRISTINA MORRISON
CRYSTAL MASON
CUQUITA O'SHEA
CYNDI GALVAN
CYNTHIA FITZPATRICK

CYNTHIA MILIONIS
DAN PUCILLO
DANIEL MALKIN
DANIELLA NORRIS
DANIELLA SILVA
DANIELLE BOSCHETTI
DANIELLE CALLAGHAN

DANIELLE FERNANDEZ
DANTE SKIDMORE
DAVID LIMAS
DAVID TSE
DAYA THOMAZ-OLIVIER
DEARAUJO JAMIE
DEBORAH REITER
DELANEY BOTELLO
DELIA DEVINE
DENIS IBARRA
DENISE BARCHAS

DERRICK YIP
DESIRAE DELEON
DESTINY SANCHEZ
DEXTER WIMER

DIANA NG

DINA FREIJ
DINORA ALVAREZ
DIONE JOHNSON
DOMONIQUE TROTTER
DON EDDY
DONNA JACKSON
ED KOO

ED PALOR
ED SHELTON,
EDUARDO MARTINEZ
EDWARD DAGONDON
EDWARD SAMAYOA
EDWARD YOO

EDWIN LAGER
EILEEN MACAPINLAC
ELENA JENSEN
ELIN HORWEDEL

ELINE OSHITA
ELIS BROWN
ELISA COONEY URRUTIA
ELIZABETH BOBROVNIKOV

ELIZABETH CHAMPLAIN

ELIZABETH KONG

ELLIOT YAU
EMEBET AKLILU

EMI YOKOMIZO

EMIL MACAPAGAL
EMILY CHOI
EMILY ROSE
EMMA JAMES
EMMANUEL ECHAVARRIA

EMMY PASTERNAK
ERIC RODAN
ERICA DEMARCO
ERICA TRINGALE
ERIN DEMICCO
ERIN HANDA

ERIN HARRISON
ERIN SIMON
ESTHER HERNANDEZ
ETHAN LISCHIN
EVAN COLE
EVANJELINA RANGEL
EVE RAVICHANDRAN
EVELINA AZARIAN
FALIAN PEAN
FATOU LY SISSOKO
FELICIA MANZUR

FELISHA PHILLIPS
FERNANDA ALBARRACIN
FLORAL BULE
FRANCHESCA CASCONE

FRANK GUERRA

FRANK GUERRA GUERRA
GABE TONG
GABI ELLES
GABRIEL CHOI
GABRIELA CARDONA
GABRIELLE DEMBSKI
GANA MYLENE

GAYLE KOJIMOTO
GENA SCHMIDT
GEORGE LOUIS
GERMAINE LACSINA
GIHAN PETTWAY
GIOVANNI GODINEZ

GISSOO DOROUDIAN
GONZALEZ MEGAN
GONZALEZ SARA
GRACE CARLSON

GRACE GAUDIANO
GRACE LIOUE
GREG BARBOSA
GRIFFIN LIN

GUIZMAN CHAN

HABON YSABELLE

HABTE YEAMLAK
HAERIM HAM

HANG LE

HANNAH CRANFORD
HANNAH GORDON
HANNAH MUI
HANNAH O'DONOVAN
HANNAH WASHINGTON

HARLI GRANT
HAZEL GARVERICK
HEATHER MCCORMICK
HEATHER ROFF
HEATHER TIRONA- BITO
HELENA KHIM
HERMAN HOM

HILARY BUNLERT
HONG (PAUL) MA
IAN BAISAS
IANTHE PRETORIUS
IGOR OGNEV
INGRID CARRILLO
INGRID MCGRAW
IRMA ROBINSON
ISABEL LIMA
ISABEL PEREZ
IVA COLON

IVY LEUNG
JACK PIERSON
JACKIE AYYOUB
JACKIE VUE

JACKLYN WITTMER

JACLYN WITTMER
JACQUELINE WREN
JAIME HERNANDEZ
JAMES EVERT
JAMIE FAISON
JAMIE KIMMEL
JAMIE WU

JAMISON MAEDA
JAN FLORDELIZA
JANA AVILA
JANELLE JOHNSON
JANET ALLEN-WILLIAMS
JANETT ZARATE

JANICE (SHE/HER)
JANICE RUIZ
JANNETTE CASTELO
JARAD BALDWIN

JASON NGHE
JAY SHAH
JAYANA LEWIS
JEFFREY GAILE

JEMIR REYES

JEN WILSON

JENAI WILMOTH
JENNA CALTON

JENNIFER ARJONA

JENNIFER CHAN
JENNIFER LIPINA
JENNIFER MUNOZ
JENNIFER MURRAY
JENNIFER SCHWARZ

JENNY VIGIL-PEREZ
JEREMY FUENTES
JERIMAH MARTINEZ
JEROME MAMBAJE
JESSA CULILAP
JESSICA DUARTE
JESSICA HUA

JESSICA TAYLORMAYS
JESSICA WILLIAMS
JESSIE MURPHY
JEVERY BROWN
JIBREL JAMAL
JIBREL JEMAL
JILL GLEASON
JIM HUANG
JOAN OMAHONY
JOCELYN JACOB

JOE FRANCHI
JOEY CONVENTO
JOEY LEJANO
JOEY NUNEZ

JOHANNA RODRIGUEZ

JOHANNES GALVE
JOHN DE RAMOS
JOHN DEJESUS
JOHN MCADAMS
JOHN PICKERSGILL
JOHN STACK
JONAS DE LEON

JONATHAN LY
JONATHON WILSON
JORDAN FARNSWORTH
JOSE GILBERTO
JOSE TERRONES
JOSEPH FONTANA

JOSH NEPACENA
JOSHUA HESTER
JOSHUA MARTIN
JOYCE THOMPSON

JUAN DURAN
JULIA DORONKINA
JULIA LIEBOWITZ
JULIA TRAN

JULIANNE VOSE

JULIE ADUMA

JULIE NGUYEN
JULIETTE VASQUEZ

JULIUS CERVANIA

JUSTIN VANG-MOORE
KADEEM HULL
KAI TONEY
KAILEY KELLEY
KAITLIN ZAZUETA

KALEY VITTORIA
KAMLA FRASER
KARALEE KO
KAREN ANN MANUEL
KAREN BAUTISTA
KAREN MANUEL
KAREN WANG

KARIN SNOWBERG
KARINA OCHOA-DAZA
KARLA FAULK
KAT CHAVEZ
KATE SHIMSHOCK
KATHERINE BROGAN
KATHERINE EHRENREICH
KATHLEEN TEAGUE
KATIE SMITH
KATY FELLING
KAZUKO OLSON

KEITH ENDERS
KELAINA YEE
KELLI ADAMS
KELLY PRATT

KHUE BUI

KIARA WILLIAMS
KIM AU
KIM EBYAM
KIM LAPEAN
KIMBERLY BROWN
KIMBERLY CANADA
KIRA COHEN

KRISSY KENEFICK
KRISTIE TAPPAN
KRISTINA GRIFFIN
KRISTINA LIN
KSENIA GERMAN
LACEE MUSGROVE

LAEL DASGUPTA
LANECIA STROM
LAURA AYALA
LAURA LONG

LAUREL CARR
LAUREN CHU
LAUREN FRAHM
LAUREN YAMAMOTO

LAURIE NATHAN

LAURINA MARCIC

LAWRENCE DELA CRUZ
LEA TEMPERIO

LEAH WESOLEK

LEAN LIAM
LEANDRA NEAL
LEANN MORRIS
LECHA PRICE
LEE BEVERLY

LEE MENKE
LEENA BAZAN
LEILA SHARIF
LEILANI OLMOS-STEICHEN
LENA LOO
LEUNG TAK
LHUNDUP THUPTEN

LILIANA ROSAS CRUZ
LILY BROUETTE
LILY BROUTTE
LINDA YANG
LINDSAY BOLT
LISA LIGOCKI
LISA LINGHAM
LISA MCNEY
LISA VUONG
LIU TIFFANY
LIZBETH SOLANO

LODOVICO PADUA PADUA
LOGAN CAROTHERS
LONG VO
LORENA CHAGOYA

LOUIE TORRES

LUCERO JUAREZ
LUCIENNE VINTAER
LUIS SILVA
LUISA (LEA) NAVARRO
LYNDA LY
LYNN LA
MACHELLE STEVENS

MADISON SUI
MAE MCKINNES
MAGALI VASQUEZ
MAGDALENA MURILLO
MAGIE FONG
MAHMOUD FARGHAL

MAIRA CARDENAS
MALIA MARTIN
MANUEL ARTEAGA
MARA BAILEY-OLSON

MARCIA ALEMAN
MARCOS MERINO
MARGARET MUNOZ
MARGARET RUBINO

MARIA HERRERALOPEZ

MARIA HUNT
MARIA LUMBI

MARIANNE MACHATE

MARIANNE OHLSON
MARIANNE TORRES
MARICELA HERNANDEZ
MARIE BRIONES
MARIE HOLLERO

MARIFLOR TRAJANO
MARIO BAINES
MARION ROAN
MARK RODRIGUEZ
MARLEY QUIRANTE
MARLON CASTRO
MARTY SCHROEDER

MARY DELAHUNTY
MARY GRACE GUARIN
MARY TRAN
MARYROSE MCMAHAN
MATTHEW MENDOZA
MATTHEW SERNA
MAURA OSIAS
MAURICIO ROMAM
MEAGHAN FEIERTAG
MEELAN BRAVO
MEGAN OAKES

MEGHAN FINN
MELANIE MILES
MELISA MUCA
MELISSA ALVAREZ-TRINIDAD

MELISSA BACINA

MELISSA REYNA
MELISSA RIOS
MELISSA TAG
MELISSA WHITLATCH
MELODY LADRIDO
MEREDITH LEW TAN
MERRITT TU

MIA BEASLEY
MICAH CALVO
MICAH VALERO
MICHAEL AGBENYI
MICHAEL CHAGOYA
MICHAEL KWONG

MICHAEL LANPHEAR
MICHAEL MELENDRES
MICHAEL TRESSEL
MICHELLE GOODLOW

MICHELLE HONG
MICHELLE WAGNER
MIKE LEVI
MIKELA BARULICH

MINH HUYNH

MINU RANI

MIRANDA OSTRANDER
MIRNA GORDON

MISTY REYES

MITCHELL LAU
MITZI PIERSON
MOLLY PETERSEN
MON SAEPHARN
MONA'E COLEMAN

MONICA STRIPLIN
NABIL GHANEM
NADIA DWEIK
NADINE MATTHIAS
NAE STEWART
NAGALAXMI NEMANI
NANCY LOUCEL

NATALIE DENNING
NATHAN SHELDON
NGOC NGO
NIAZ MOHAMMADI
NICHELE DUFFEY
NICK LEE
NICOL JONES
NICOLE BROWN
NICOLE LEINOV
NICOLE MERCHO
NICOLE PADILLA

NICOLE TEAGARDEN
NIKI DEKARISTOS
NIKKI LE
NOELLE LEE

NOHEMA DELGADO-ESCALANTE

NOVA WILSON
OANH TRAN
OLIVIA BAGAZZI
OLIVIA BIGAZZI
PABLO ORTEGA
PARIS ALSHAIF
PATRICIA MCGRATH

PATRICIA MOORE
PAUL VAUGHN
PAULA CHUNG
PAZ DELSID
PEREZ DANSKI
PETER PUN

PHA MOUAVANGSOU
PHILIP (PD) SANTOS
POLLY TRAN
PRISCILLA CHAN

PRISCILLA DINATALE
PRISCILLA LAM
PRIYA NAICKER
RACHEL LUPOLE

RACHEL PATEL

RACHEL WHITE

RAE MANLIULIT
RAIA ARTEAGA

RAMON RODRIGUEZ

RANDY NGUYEN
RAYMOND WAN
REBECCA BOSWORTH
REESE WHITHERS
REGAN MCDOWELL

REGINA AKHMADULLINA
RENE TANJUAKIO
RENEE SALVEMINI
RHIANNON CROCI
RICARDO MORAN
RICHARD DEANG
RICHARDSON EVAN

RINKU PARMAR
RIZA CANIEDO
ROBERT HUTSON
ROBIN SUTHERLAND
ROBYN NG
ROCHELLE KELLEY
ROHAN MAHARJAN
ROSA SAMAYOA
ROSA WEED
ROSALINDA GUTIERREZ
ROSEMARY BENSON WILLIAMS

ROSEMARY OROPEZA
ROSEMARY YAU
ROZIC ELICIA
RUBY BRAXTON

RUBY EJERCITO

RUSS HAUGLID
RUSSELL GUAJARDO
RYAN WELLS
RYAN WILSON
SABRINA MENDIOLA
SABRINA TRAN
SARI SALAMEY

SAHRU KEISER
SAJEEL HANIF
SAM COHEN
SAMANTHA HUA
SAMANTHA YEE
SANDRA RAMIREZ

SANDY WU
SARA DORMAN
SARA FEAMAN
SARAH CARTER

SARAH EMIGH
SARAH JOHNSON3
SARAH O'-BRIEN-STALLONE
SARAH PERKINS

SARAH STAMATOPLOS

SASHA MACFARLANE

SASHA MILLER
SAYURI FALCONER

SAYURI RODRIGUEZ DE CAIN

SCOTT HALLAHAN
SCOTT MILLEN
SEBASTIANI ROMAGNOLO
SEKEYIA FRANKLIN
SELENA ESTRADA

SELOME LEAKE
SEMHE ATESEMHE
SERGIO HUERTA,
SHAMAILA SAGHEER
SHARON LENO
SHARRON WASHINGTON
SHELLEY CRAVEN

SHERILYN HUTCHINSON
SHERRY CHANG
SHIGENARI HAYASHI
SHUWAN MAUNG
SICILY GUZMAN
SMITH DANIELLE
SOPHIA LABEKO
SREY PLYER
SRI HAARIKA VADDELLA
STELLA FONG-GOODHART
STEPHANIE CHING

STEPHANIE CHUC
STEPHANIE MACKLER
STEPHANIE SIA
STEPHEN HOWES

STEVEN EYTH

STEVEN HERNANDEZ
STEVEN WILKINS
STUART GAFFNEY
SURIA SADAT
SUSAN CHIM
SUSAN FERNANDEZ
SUSAN GARCIA SUSAN GARCIA

SUSAN RUBIN
SYLVIA YIP
TAJIMA WASHINGTON
TANEJA WILLIAMS
TANVIR DHINDSA
TANYA SVIHULA

TANYA YEE
TARYN SHAPPELL
TATIANA BELTRAN
TAYE GIRMA

TAYLOR BAILEY
TED HOPPER
TEJU BOSE
TENISHA THORNE

THEO GARRETT

THOMAS DUGAL

THOMAS GIANNINI
TIFFANY CHU

TIFFANY WANG

TIM HUI
TIM TOLEDO
TIMOTHY ADAMICH
TINA LY
TINA TAT

TINA VALVERDE
TOMMY LI
TONYA MILLS
TRACY CUMMINGS
TREVOR LEE
TSERING THONDEN
TYLER HANSEN

VAISHNAVI VAIDYA
VALERIA VALERIO MORA
VALERIE KEETON
VANESSA MILLER
VANESSA ROJAS
VANESSA YORK
VEENA OCTAVIANO
VEERENDRA SHARMA
VERNALIZA LARGAESPADA
VERONICA GOLDMAN
VERONICA NG

VICTOR GUILLERA
VICTORIA LEE
VIKTORIYA KOTLYAR
VINCE MARTINEZ

VINCENT CHAN

VISHNU STICKNEY
VIVIAN HUANG
WAIMEN CHEE
WALT WONG
WEDNESDAY YEE
WENDY MENDEZ
WHEELER ANNETTE

WILL HEM
WILL KELLOGG
WILLIAM IP
WON KIN
YAMAN AHMED
YESENIA OCAMPO

YEVGENIYA PLOTNIKOVA
YILI ZHAO
YING CAI
YOLANDA GONZALEZ

YONGNA XU
YU LAN HUANG
YUMA ONO
YURI NA

YURY MALYKIN

YVETTE COULTER

ZACHARY ZEISET
ZANETA DZIEDZIC DZIEDZIC

ZEKI YASAR

ZELICA BACORRO
ZELLE GRATUITO
ZENY SANCHEZ
ZHENG KATIE
ZOHRA SAIYED

Our Latest Survey Results and What's Happening Globally

Teresa Tschida

Gallup

UCSF

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

	ENGAGEMENT ELEMENT	EMPLOYEE NEED
GROWTH *How do I grow?*	Q12. This last year, I have had opportunities at work to learn and grow.	Challenge me
	Q11. In the last six months, someone at work has talked to me about my progress.	Help me review my contributions
TEAMWORK *Do I belong?*	Q10. I have a best friend at work.	Help me build mutual trust
	Q09. My associates or fellow employees are committed to doing quality work.	Help me feel proud
	Q08. The mission or purpose of my company makes me feel my job is important.	Help me see my importance
	Q07. At work, my opinions seem to count.	Hear me
INDIVIDUAL CONTRIBUTION *What do I give?*	Q06. There is someone at work who encourages my development.	Help me grow
	Q05. My supervisor, or someone at work, seems to care about me as a person.	Care about me
	Q04. In the last seven days, I have received recognition or praise for doing good work.	Help me see my value
	Q03. At work, I have the opportunity to do what I do best every day.	Know me
BASIC NEEDS *What do I get?*	Q02. I have the materials and equipment I need to do my work right.	Keep me safe, efficient and less stressed
	Q01. I know what is expected of me at work.	Focus me

Learning & Organization Development at UCSF

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 Q^{12} Client Database

50%	40%	10%

Learning & Organization Development at UCSF

UCSF

Engagement has Improved Over Time

ENGAGEMENT MEAN, 2011-2025

Year	UCSF Overall	BCH-Oakland
2011	3.60	
2013	3.72	
2014	3.81	
2015	3.86	
2017	3.93	3.66
2018	3.94	3.69
2019	3.96	3.75
2021	3.94	3.65
2022	3.92	3.65
2023	3.94	3.71
2024	3.95	3.70
2025	3.91	3.70

Saint Francis: 3.65

St. Mary's: 3.61

Legend:
- Engagement Mean (UCSF Overall)
- Engagement Mean (BCH-Oakland)
- Engagement Mean (Saint Francis)
- Engagement Mean (St. Mary's)
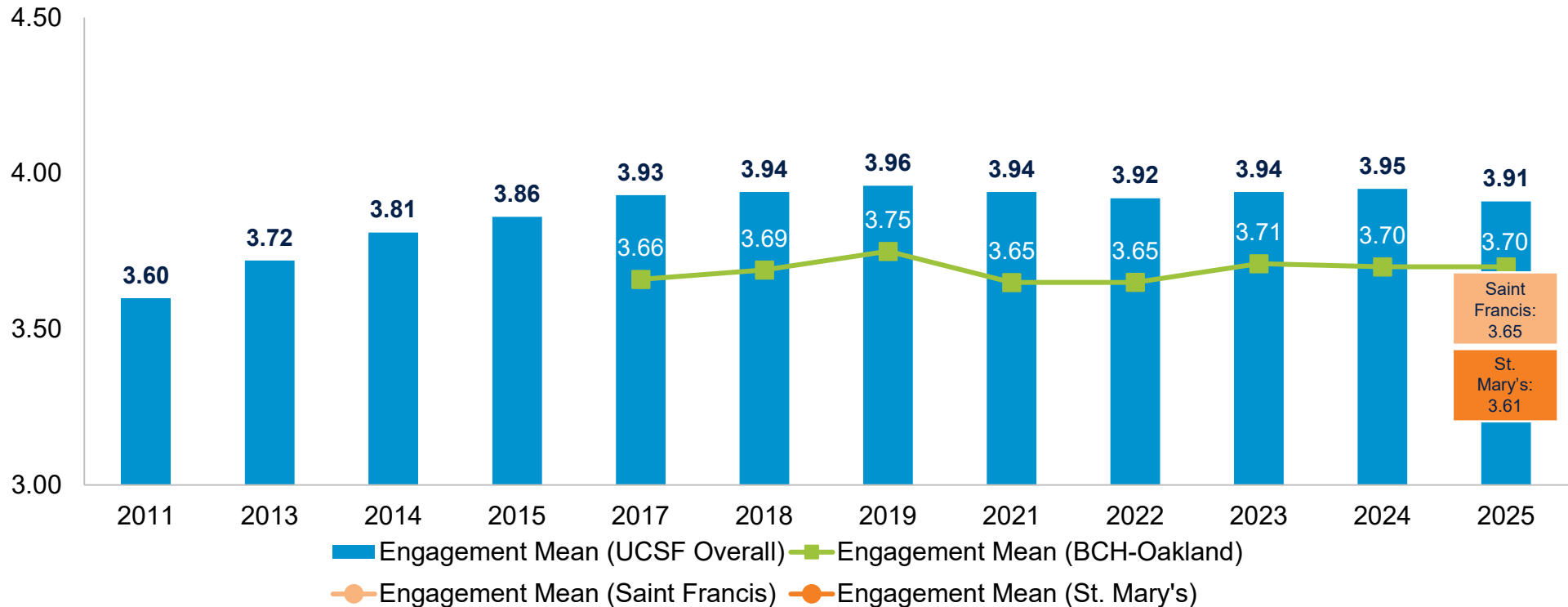
Note: BCH-Oakland is defined as variable Entity – BCHO. No 2020 Census Survey.

Learning & Organization Development at UCSF

UCSF

Engaged Employees Outnumber Actively Disengaged Employees 3.1 to 1

Legend: ■ % Engaged ■ % Not Engaged ■ % Actively Disengaged

Donut chart:
- 14 (% Actively Disengaged)
- 44 (% Engaged)
- 42 (% Not Engaged)

Engagement Ratio
3.1:1

Comparisons

Legend: ■ % Engaged ■ % Not Engaged ■ % Actively Disengaged

	Engagement Ratio
UCSF 2025	3.1:1
UCSF 2024	3.5:1
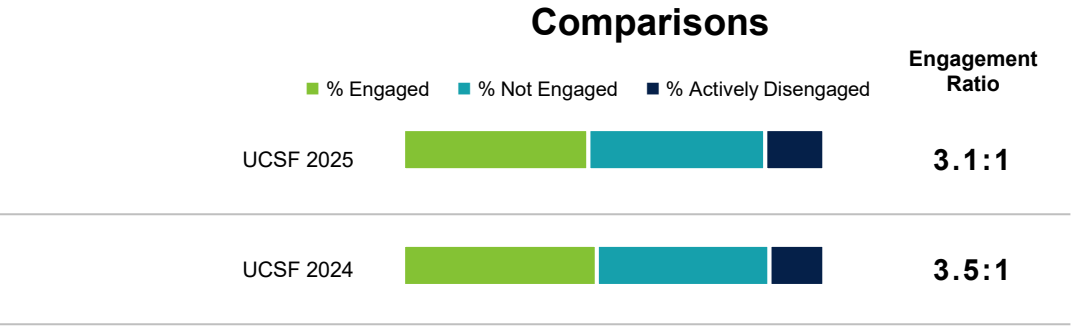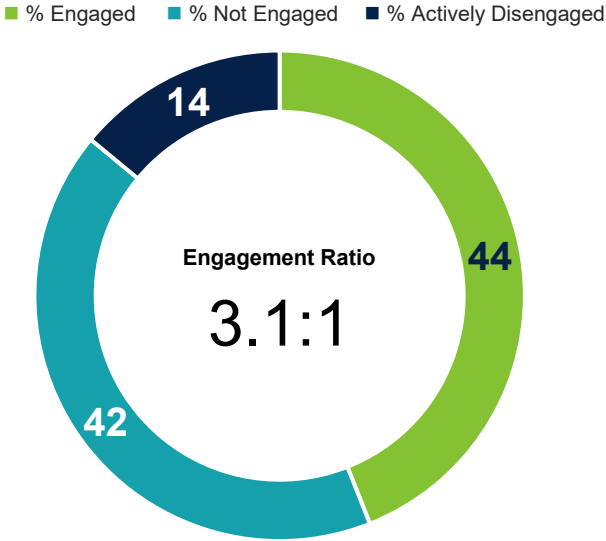
Note: Due to rounding, percentages may sum to 100% ±1; Numerical values shown when 5% or higher. Percent Engaged available when n size ≥30. All categories available when n size ≥100.

Learning & Organization Development at UCSF

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.

Learning & Organization Development at UCSF

UCSF

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.

Learning & Organization Development at UCSF

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

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

		Distribution	2025 MEAN	MEAN △	2024 MEAN
ENGAGEMENT MEAN			**3.91**	**-0.04**	**3.95**
	Q00 Overall Satisfaction	8 / 21 / 40 / 27	3.76	-0.11 ▼	3.87
GROWTH How do I grow?	**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.

Learning & Organization Development at UCSF

UCSF

UCSF Belonging Index

The **Belonging Index** includes four key questions from the Q[12] *(workgroup level)* as well as six questions that help define belonging across three additional parameters *(enterprise level)* — **direction, support and respect**.

Q¹² 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 – UNCONS. 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.
	(follow-up asked to managers only) **Meaningful Conversations with Team**	I feel prepared to have meaningful conversations about race and equity with my teams.

Learning & Organization Development at UCSF

UCSF

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

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

		2025 MEAN	MEAN Δ	2024 MEAN
UCSF BELONGING INDEX		**3.79**	**-0.04**	**3.83**
I know where to find the information and resources I need to help me do my job effectively.	6 · 17 · 40 · 35	3.98	-0.04	4.02
There is a clearly defined path to growth and development in my role.	13 · 13 · 25 · 28 · 22	3.32	-0.06	3.38
My manager or supervisor serves as a strong advocate for our unit/department.	8 · 7 · 14 · 24 · 46	3.92	-0.02	3.94
My manager or supervisor is consistently trying to help me progress in my role.	10 · 8 · 18 · 26 · 38	3.74	-0.02	3.76
At work, I am respected for who I am as a person.	5 · 14 · 31 · 46	4.10	-0.02	4.12
I have the same opportunities for advancement as other employees at my organization with similar experience and qualifications.	10 · 8 · 19 · 28 · 35	3.69	-0.05	3.74
In the last seven days, I have received recognition or praise for doing good work.	15 · 10 · 18 · 22 · 35	3.53	-0.01	3.54
My supervisor, or someone at work, seems to care about me as a person.	6 · 6 · 12 · 25 · 51	4.09	-0.02	4.11
At work, my opinions seem to count.	10 · 9 · 19 · 29 · 33	3.66	-0.05	3.71
This last year, I have had opportunities at work to learn and grow.	8 · 7 · 16 · 28 · 41	3.87	-0.05	3.92

Note: 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.

Learning & Organization Development at UCSF

UCSF

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%

Learning & Organization Development at UCSF

UCSF

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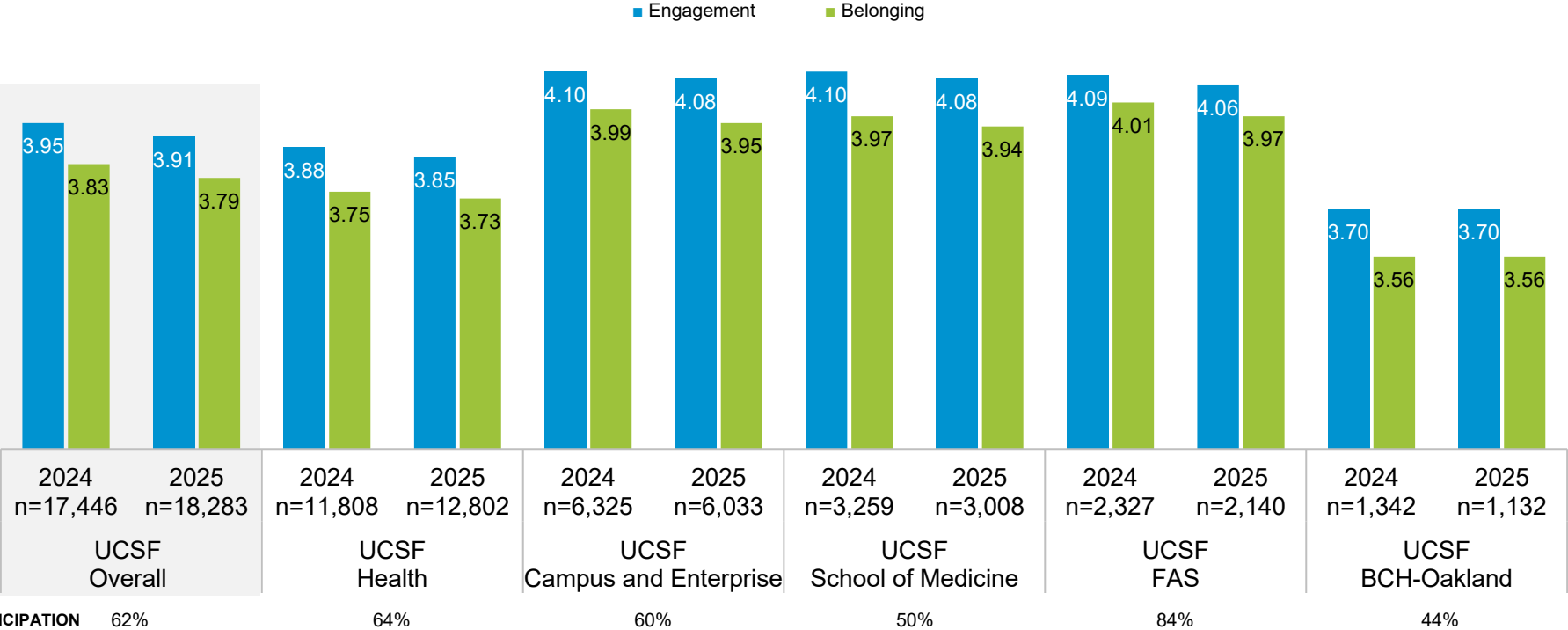
Legend: ■ Engagement ■ Belonging

	2024 n=17,446	2025 n=18,283	2024 n=11,808	2025 n=12,802	2024 n=6,325	2025 n=6,033	2024 n=3,259	2025 n=3,008	2024 n=2,327	2025 n=2,140	2024 n=1,342	2025 n=1,132
Engagement	3.95	3.91	3.88	3.85	4.10	4.08	4.10	4.08	4.09	4.06	3.70	3.70
Belonging	3.83	3.79	3.75	3.73	3.99	3.95	3.97	3.94	4.01	3.97	3.56	3.56
Entity	UCSF Overall		UCSF Health		UCSF Campus and Enterprise		UCSF School of Medicine		UCSF FAS		UCSF BCH-Oakland	
PARTICIPATION	62%		64%		60%		50%		84%		44%	

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

Learning & Organization Development at UCSF

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

■ Engagement ■ Belonging

	Executive Vice Chancellor		School of Dentistry		Development		School of Pharmacy		School of Nursing	
	2024 n=694	2025 n=627	2024 n=184	2025 n=189	2024 n=162	2025 n=148	2024 n=120	2025 n=114	2024 n=89	2025 n=81
Engagement	4.16	4.15	3.96	4.00	4.16	4.08	4.04	3.87	3.82	4.04
Belonging	4.06	4.04	3.89	3.87	3.96	3.87	3.90	3.72	3.66	3.84

% PARTICIPATION: 71% (Executive Vice Chancellor), 81% (School of Dentistry), 78% (Development), 56% (School of Pharmacy), 52% (School of Nursing)

Learning & Organization Development at UCSF

UCSF

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 meaningfully 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.

Learning & Organization Development at UCSF

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.

Learning & Organization Development at UCSF

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.

Learning & Organization Development at UCSF

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

Engaged (E)
58%
(n Size = 1,334)

Not Engaged (NE)
33%
(n Size = 755)

Actively Disengaged (AD)
9%
(n Size = 200)

	E	50%
	NE	40%
	AD	10%
	Ratio	5.0:1
	n Size	7,939

	E	40%
	NE	45%
	AD	15%
	Ratio	2.7:1
	n Size	4,674

	E	40%
	NE	42%
	AD	18%
	Ratio	2.2:1
	n Size	1,173
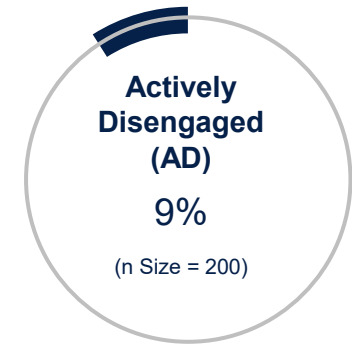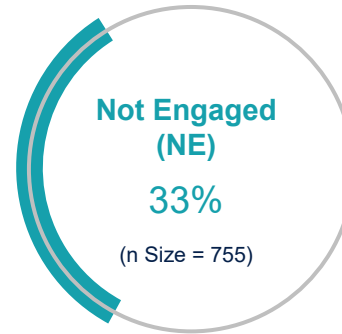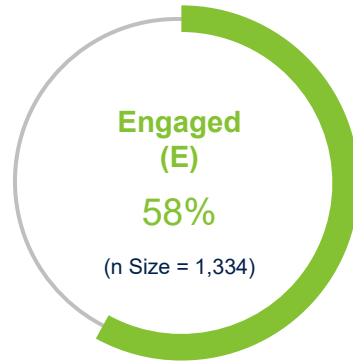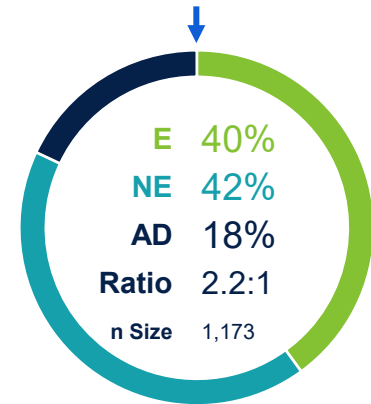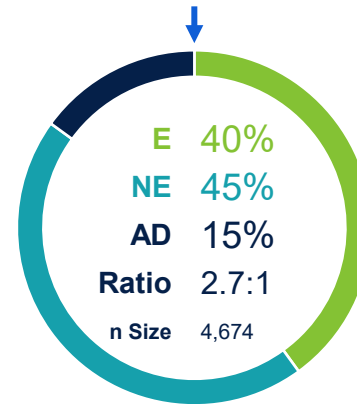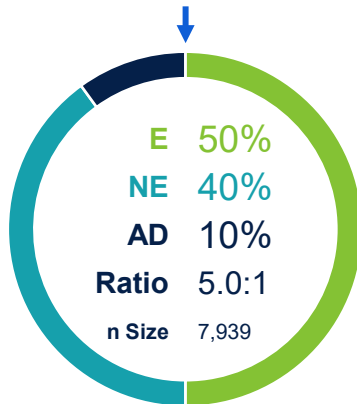
Note: Due to rounding, percentages may sum to 100% ±1; Analysis only includes managers with at least one team member with valid survey results.

Learning & Organization Development at UCSF

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 △**	**2024 MEAN**
My team has made progress on the goals set during our action planning sessions after the last Employee Engagement Survey.	12 9 21 26 32	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.

Engagement

	%1 (Strongly Disagree)	%2	%3	%4	%5 (Strongly Agree)
	2.61	3.13	3.60	4.11	4.65
n Size:	1,700	1,254	3,047	3,754	4,629

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

Learning & Organization Development at UCSF

UCSF
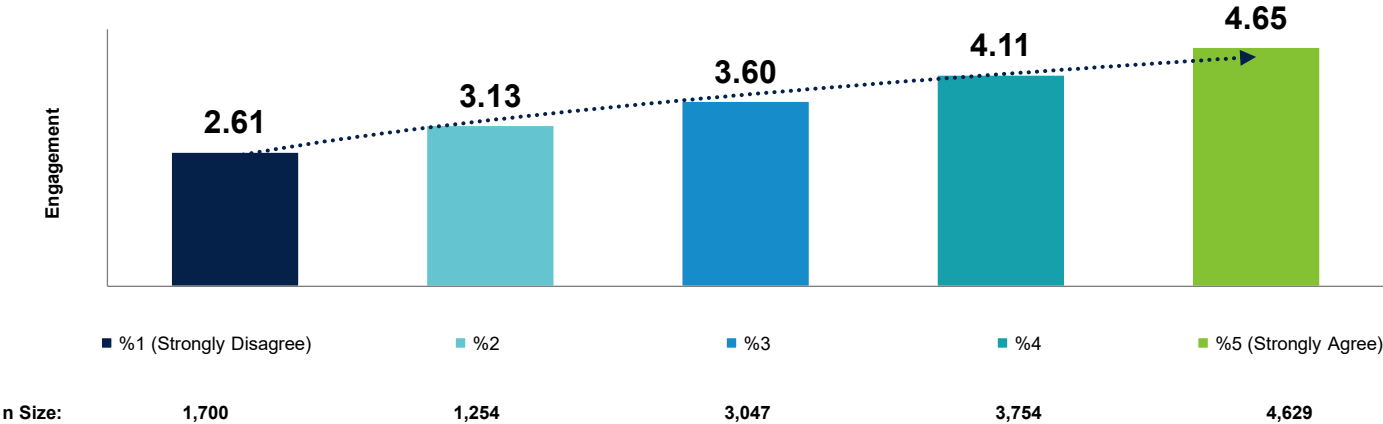
Progress on Goals Set During Action Planning Sessions by Entity

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.

Learning & Organization Development at UCSF

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

2023 Top Themes		
Staffing & Workload		27% (n=2,932)
Environment & Culture		24% (n=2,651)
Parking		13% (n=1,428)

2024 Top Themes		
Management Practices		32% (n=3,338)
Staffing & Workload		30% (n=3,100)
Total Rewards		23% (n=2,374)

2025 Top Themes		
Staffing & Workload		25% (n=2,833)
Environment & Culture		22% (n=2,430)
Management Practices		17% (n=1,961)
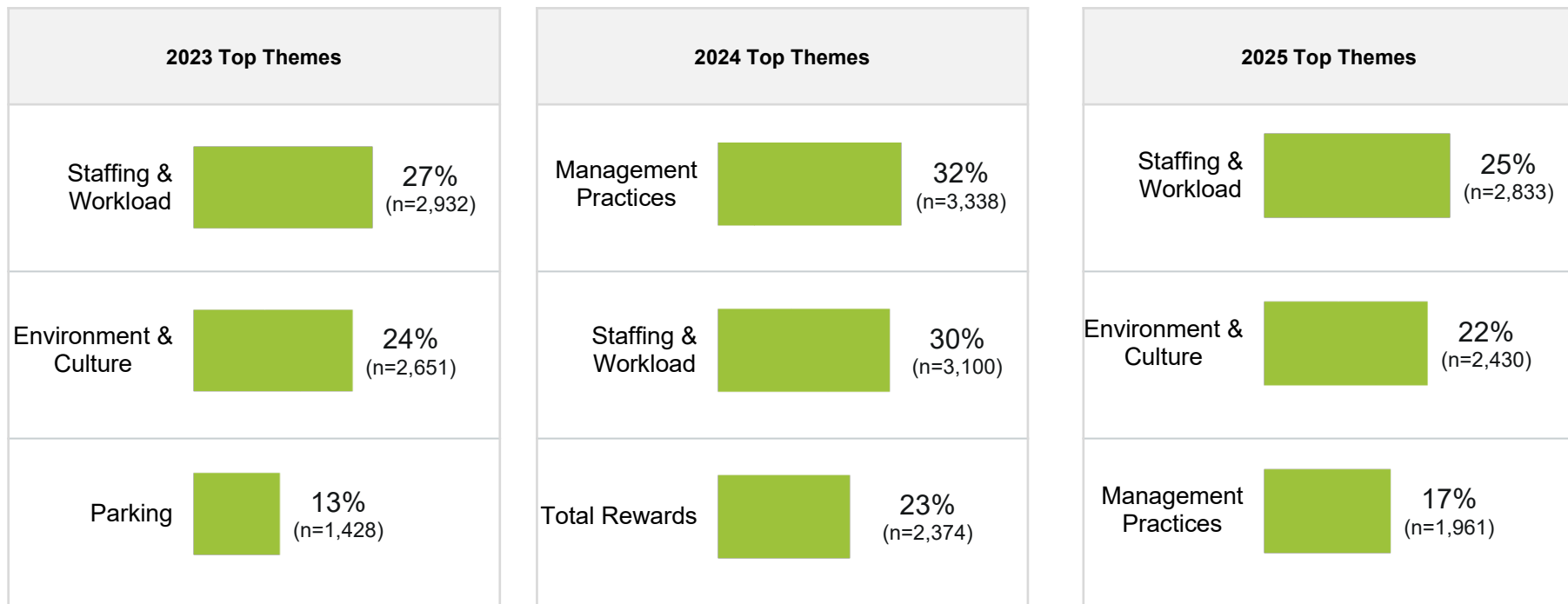
Note: What could UCSF do to make this an even better place to work? 2023 Verbatim n size = 10,951; 2024 Verbatim n size = 10,343; 2025 Verbatim n size = 11,301.

Learning & Organization Development at UCSF

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

2025 Top Themes		Clinical		Non-Clinical	
Staffing & Workload	25% (n=2,833)	Staffing & Workload	36% (n=1,930)	Management Practices	23% (n=1,338)
Environment & Culture	22% (n=2,430)	Environment & Culture	21% (n=1,120)	Environment & Culture	22% (n=1,301)
Management Practices	17% (n=1,961)	Parking	19% (n=1,010)	Total Rewards	16% (n=954)
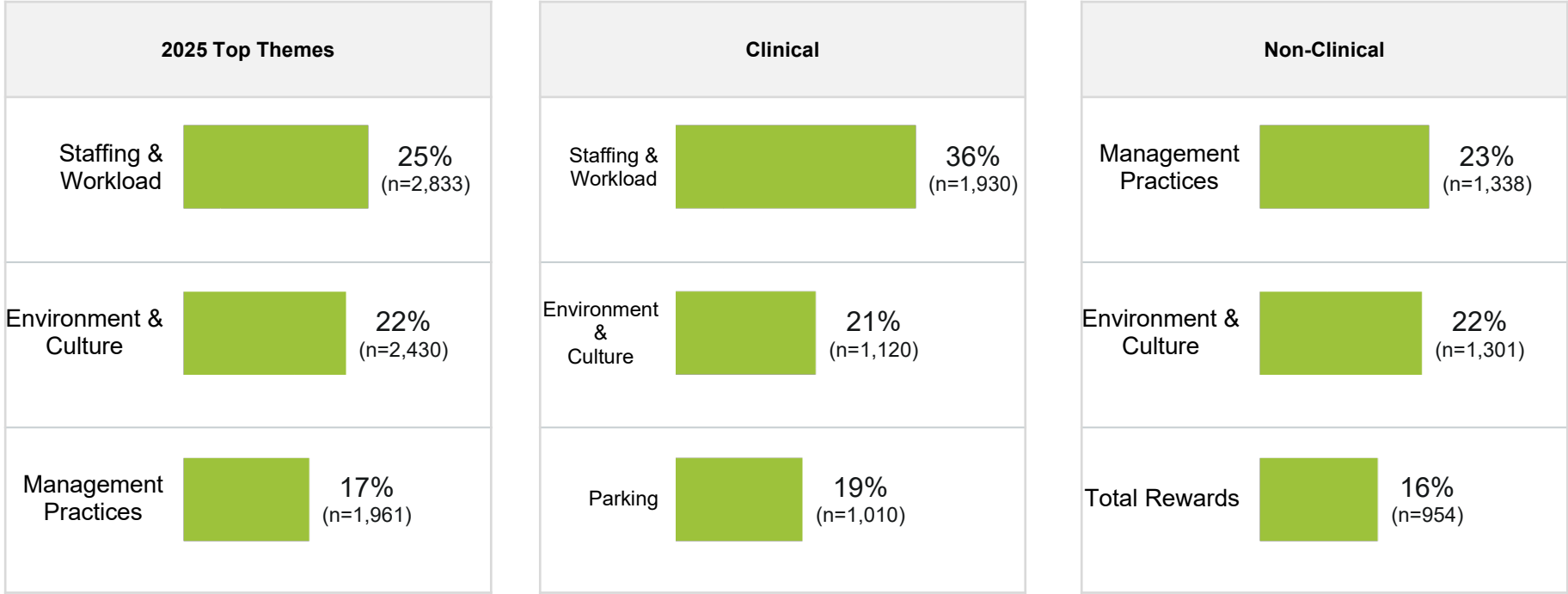
Note: What could UCSF do to make this an even better place to work? 2025 Verbatim n size = 11,301; Clinical Verbatim n size = 5,365; Non-Clinical Verbatim n size = 5,881
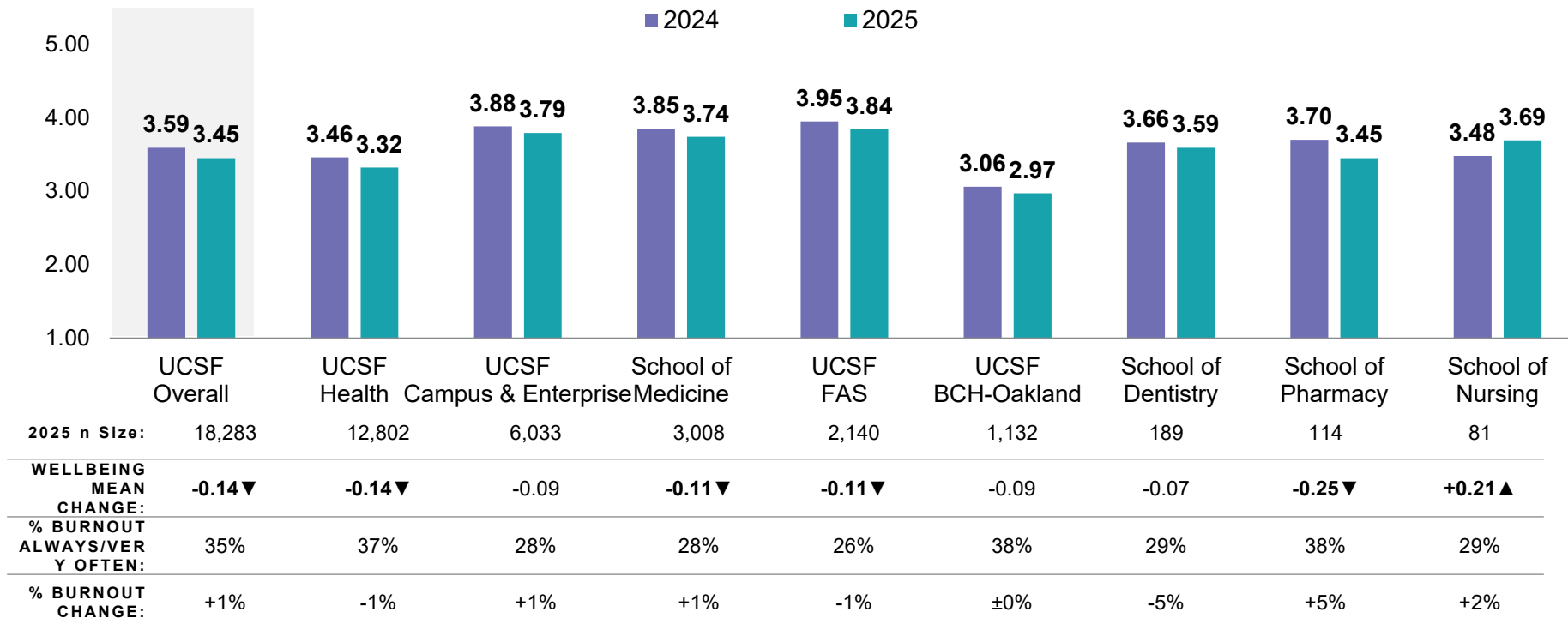
Learning & Organization Development at UCSF

UCSF

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

"My organization cares about my overall wellbeing."

Legend: ■ 2024 ■ 2025

Chart values:

	UCSF Overall	UCSF Health	UCSF Campus & Enterprise	School of Medicine	UCSF FAS	UCSF BCH-Oakland	School of Dentistry	School of Pharmacy	School of Nursing
2024	3.59	3.46	3.88	3.85	3.95	3.06	3.66	3.70	3.48
2025	3.45	3.32	3.79	3.74	3.84	2.97	3.59	3.45	3.69
2025 n Size:	18,283	12,802	6,033	3,008	2,140	1,132	189	114	81
WELLBEING MEAN CHANGE:	-0.14 ▼	-0.14 ▼	-0.09	-0.11 ▼	-0.11 ▼	-0.09	-0.07	-0.25 ▼	+0.21 ▲
% BURNOUT ALWAYS/VERY OFTEN:	35%	37%	28%	28%	26%	38%	29%	38%	29%
% BURNOUT CHANGE:	+1%	-1%	+1%	+1%	-1%	±0%	-5%	+5%	+2%

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.

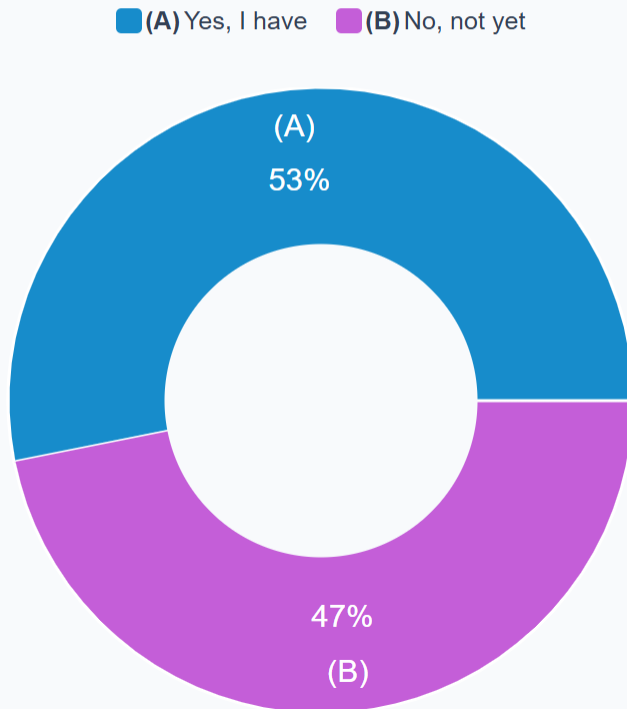Learning & Organization Development at UCSF

Next Steps

UCSF

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

367

■ **(A)** Yes, I have   ■ **(B)** No, not yet

(A)
53%

47%
(B)

Resources for Team 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	Q5. Cares	Q9. Committed to Quality
PDF | Module	PDF | Module	PDF | Module
Q2. Materials	Q6. Development	Q10. Best Friend
PDF | Module	PDF | Module	PDF | Module
Q3. Do Best	Q7. Opinions Count	Q11. Progress
PDF | Module	PDF | Module	PDF | Module
Q4. Recognition	Q8. Purpose	Q12. Learn/Grow
PDF | Module	PDF | Module	PDF | Module

- **Increasing & sustaining Belonging**
- *New!* **Safety Culture Resources**
- **Strengths-based approach to activate success**

UCSF

Learning.ucsf.edu/talent

Learning &
Organization
Development

at UCSF

LEARNING.UCSF.EDU

Creating a workplace that works for us all.

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.

Learning & Organization Development at UCSF

UCSF

Copyright Standards

This document contains proprietary research, copyrighted materials and literary property of Gallup, Inc. It is for the guidance of your organization only and is not to be copied, quoted, published or divulged to others outside your organization. All of Gallup, Inc.'s content is protected by copyright. Neither the client nor the participants shall copy, modify, resell, reuse or distribute the program materials beyond the scope of what is agreed upon in writing by Gallup, Inc. Any violation of this Agreement shall be considered a breach of contract and misuse of Gallup, Inc.'s intellectual property.

This document is of great value to Gallup, Inc. Accordingly, international and domestic laws and penalties guaranteeing patent, copyright, trademark and trade secret protection safeguard the ideas, concepts and recommendations related within this document.

No changes may be made to this document without the express written permission of Gallup, Inc.

The Gallup Q^{12} items are Gallup proprietary information and are protected by law. You may not administer a survey with the Q^{12} items or reproduce them without written consent from Gallup.

Gallup®, Q^{12}® and Accountability Index™ are trademarks of Gallup, Inc. All rights reserved. All other trademarks and copyrights are property of their respective owners.

Learning & Organization Development at UCSF

UCSF

Experts Behind the Scene

Gallup, Inc.

- **Kelly Bacon**
  Senior Partner

- **Jessica Chesebro**
  Senior Researcher

- **Teresa Tschida**
  Executive Consultant

HR Leadership

- **Jeff Chiu**
  Vice President, Associate Vice
  Chancellor, Talent Management

- **David D. Jones**
  Interim Chief Human Resources Officer
  Asst Vice Chancellor for HR

Learning & Organization Development

- **Paul Axelrod**
  Learning Development Consultant

- **CJ Frosch**
  Digital Engagement Strategist &
  Curator

- **Michael Jones**
  Program Director
  Workforce Pathways

- **Monica Shirley**
  Learning Development Consultant

Office of Communications

- **Eric Brooks**
  Host of the UCSF Town Hall and Senior
  Digital Editor, Office of Communications

- **Won Ha**
  Vice Chancellor, Communications

- **Jonathan Menendez**
  Digital Media Producer
  Brand Strategy

- **Marissa Ventura**
  Director, Internal Communications

Office of the Chancellor

- **Theresa O'Brien, PhD**
  Associate Chancellor

UCSF