

Essay 3 – Diversity

What are the optimal strategies to enhance campuswide diversity of faculty, students, trainees, and staff and to promote inclusiveness of all backgrounds and perspectives? (Guiding Question, Institutional Proposal; CFR 1.5)

The Institutional Proposal submitted in May 2007 states that “UCSF is committed to being a leader in (the effort by the University of California to) enhance diversity across all its campuses.” UCSF’s efforts are rooted in a historical commitment to diversity. The efforts of the UCSF Black Caucus almost 40 years ago inspired the institution to build a more diverse faculty (Data Exhibit 4.1), staff (Data Exhibit 4.3), and student body. Since then, UCSF’s professional schools have worked to keep pace with, and in some cases, have surpassed peer institutions in enrolling a higher proportion of underrepresented students (Data Exhibits 2.3 and 2.4). Although the State of California’s Proposition 209 and the UC Board of Regents’ 1995 decision to discontinue affirmative action have resulted in a lower proportion of underrepresented students, UCSF continues to actively engage in a wide array of efforts to promote diversity (CFRs 1.5, 1.6).

In June 2007, UCSF completed a campuswide Strategic Plan. The vision statement specifically provides that “in advancing health worldwide, UCSF will.... build upon its commitment to diversity,” singling out Nurturing Diversity as one of the 7 strategic directions to be undertaken over the next 5 years (CFR 1.5). The plan’s diversity strategies include “creating a more diverse campus community, ensuring that UCSF continues to attract the best and most diverse candidates for all educational programs, and improving diversity among senior leadership.” In addition, other strategic directions in the plan include an emphasis on diversity. In Promoting a Supportive Work Environment, the strategic plan provides that to “groom and promote the next generation of UCSF leadership...special attention must be paid to ensuring diversity among these potential leaders.” This emphasizes the use of role models in enhancing diversity in the UCSF community. Toward Educating Future Leaders, the strategic plan states that to “prepare for growth in professional school enrollment.... (we will) ensure that innovative educational programs that focus on diverse and underserved populations are accessible to more future health care professionals.”

With this commitment to enhancing diversity campuswide, and initiatives in place both within each of the professional schools and through the Chancellor’s office, the Institutional Proposal offered the following actions to improve diversity at all levels of the UCSF community:

1. Identify and evaluate current initiatives to maximize diversity.
2. Examine diversity initiatives that lend themselves to campuswide coordination and establish mechanisms for their implementation.
3. Establish a comprehensive communications program to promote diversity and cultural sensitivity.
4. Monitor campus-wide diversity activities to measure their effectiveness.

5. Establish a more rigorous system of incentives and accountability for diversity initiatives at UCSF.

One major strategy to enhance campuswide diversity of faculty, students, and trainees was the creation of the Chancellor's Advisory Committee on Academic Diversity (CACAD; CFRs 1.1, 1.2, 1.5). Through this new committee, the campus set forth on an ambitious set of goals that resulted from the development of the campus Strategic Plan (<http://strategy.ucsf.edu/contents/ucsf-strategic-plan/>) and the 10-point Diversity Initiative (http://pub.ucsf.edu/today/news.php?news_id=200702281) adopted in 2007. Progress from CACAD related to the goals in the Institutional Proposal is summarized in the following (CFRs 1.5, 3.1, 3.2).

- Examine diversity initiatives that lend themselves to campuswide coordination and establish mechanisms for their implementation.
- This was addressed by a subcommittee, the Academic Outreach Committee, chaired by Dr. Joseph Castro, Vice Provost of Student Academic Affairs. The charge of the subcommittee was to:
 - 1) Assemble an inventory of existing campus programs designed to increase the pool of students, postdoctoral scholars, and faculty from diverse backgrounds;
 - 2) Conduct a succinct review of best practices for fostering effective outreach programs in academic institutions, particularly for the health sciences; and
 - 3) Make recommendations for improving the success and impact of UCSF's outreach endeavor.

In spring 2008, the committee made specific recommendations to strengthen outreach programs at UCSF. The report's recommendations have been endorsed by the Chancellor's Academic Diversity Committee and are under active consideration by the Chancellor and Executive Committee as long term strategies to improve UCSF's outreach efforts. The report can be found in Appendix 15. Specific plans to address the recommendations are underway and include (CFR 1.5, 3.1, 3.2):

- Increasing the coordination of outreach activities by the Director of Academic Diversity;
- Expanding, enhancing, and financially supporting existing postbaccalaureate programs for disadvantaged students interested in health science careers at all four schools; and
- Supporting the establishment of new programs.

One example of a campuswide outreach activity that can identify disadvantaged students for all our professional schools and graduate programs is the Inside UCSF Program. This program, which recruits talented and diverse students from community colleges and four-year institutions, was successfully conducted on October 10, 2008; a second program is planned for the spring of 2009. Also underway are plans for programs in 2008-2010 designed to increase the diversity of the professional and graduate students. Concurrently, we will be comparing graduation rates for underrepresented students to average graduation rates for all students, and addressing

any differences that emerge. A similar plan will evaluate factors contributing to differences in matching residency programs for underrepresented students in medicine (UIM) as compared to other students (2008 data indicate a 24% match rate for UIM compared to 34% for majority students).

Campuswide programs aimed at recruiting postdoctoral fellows and faculty who enhance our diversity include the Travelling Ambassador Program. The UCSF CTSI provides funding for a prior program in which Travelling Ambassadors representing UCSF attend national professional meetings, advertise open faculty positions at UCSF, and focus on making contact with potential applicants who would enhance the diversity of the campus. Travelling Ambassadors receive partial funding from CTSI for travel expenses for the meeting. The ambassador is expected to provide information about specific UCSF faculty openings and obtain contact information from those individuals with whom they interact. The Director of Academic Diversity, Dr. Renee Navarro, will coordinate potential candidates identified, forward announcements of new searches, and assist in identifying and training new ambassadors.

A program for postdoctoral fellows is the University of California President's Postdoctoral Fellowship Program. It was established in 1984 to encourage outstanding women and minority PhD recipients to pursue academic careers at the University of California. The current program offers postdoctoral research fellowships in all fields, along with faculty mentoring and eligibility for a hiring incentive to qualified scholars whose research, teaching, and service will contribute to diversity and equal opportunity at the University of California. We will look for opportunities to recruit fellows from this program as faculty members at UCSF.

The third action in the Institutional Proposal was to establish a comprehensive communications program to promote diversity and cultural sensitivity. Such a program has been established and will continue for the foreseeable future. The UCSF Communications Program was established to ensure we are fully communicating the overall picture of UCSF's diversity efforts, which includes our commitment to diversity, programs underway to support our efforts, and areas where we can improve. In keeping with these goals, the Public Affairs Office, in collaboration with the CACAD, has made a strong effort to ensure that campuswide diversity events are covered and appropriately featured. A list of diversity communications for 2007-2008 can be found in Appendix 16. Other efforts to improve communications on diversity are described briefly below (CFRs 1.1, 1.2, 1.5).

- **Diversity Website.** The Diversity at UCSF web site (diversity.ucsf.edu) was launched in August 2008. The site features the Chancellor's welcome message, stories about diversity news and events, related sites and resources, and a section to recognize Diversity Champions. The site will provide demographic information about the university. Another feature of the site is VOICES, a new video series profiling diverse members of the campus community. This section will be expanded to reflect the full breadth of campus diversity.

- **Diversity Brochure.** A brochure focusing on UCSF's commitment to diversity has been developed and distributed. The brochure was designed to reflect the look and style of the diversity website and to be used for recruiting faculty, staff, students, and trainees. It includes a statement from the Chancellor about diversity as well as links to important websites for all of the groups.
- **Future Plans.** Beginning in 2008 through 2010, we will develop a calendar of key annual events that UCSF representatives can attend to provide a booth and/or advertisements.

Other methods to maximize diversity of our faculty include the development of the Academic Demographic System, generic advertising, improvements to the search committee tools and the Academic Affairs website, and exit surveys for faculty who leave UCSF (CFRs 1.5, 3.2). More details on these activities are included below.

- **Academic Demographic System.** The Academic Demographic System was developed to track faculty searches, applicant demographics, national availability data, and current and trend information of existing faculty. It will facilitate best practices for academic searches and improve transparency by providing timely demographic information about the current faculty. Training will continue, and the Director of Academic Diversity will review pool information earlier in the search process.
- **Advertising.** A generic ad to publicize UCSF's commitment to diversity was developed and placed on 20 online sites and in journals of organizations likely to reach a diverse pool of applicants. The ad directs potential applicants to the Academic Affairs website where there are links to job opportunities. A link to the academic diversity e-mail address was incorporated into the ad for those interested in making direct contact about a particular position. Although the response rate was low, several of the online ads received substantial traffic. This was an important step taken to enhance UCSF's visibility to organizations most likely to attract diverse applicants.
- **UCSF Search Committee Checklist and Tool Kit.** A checklist for conducting faculty searches has been developed and included in the new Academic Search Chair Orientation Tool Kit and on the Academic Affairs website. It provides a step-by-step guide for establishing a new search and includes best practices to follow to ensure a diverse and qualified applicant pool. In the next two years, the Director of Academic Diversity will strive to meet with search chairs for orientation on best practices and disseminate the Best Practices in Faculty Searches Tool Kit.
- **Academic Affairs Website.** The Academic Affairs website page (acpers.ucsf.edu/diversity/) has been updated to feature a Recruitment and Diversity header. The recruitment section has forms, policies, and best practices for conducting academic searches and is easily accessible to search committees

and their staff. The diversity section includes important documents and resources related to diversity and a link to the UCSF diversity website.

- **Exit Surveys.** An exit survey developed by the Academic Senate Clinical Affairs Committee will be expanded and sent to all faculty to determine reasons for leaving UCSF. Any differences among demographic groups will be identified and addressed.

Efforts to improve the diversity of trainees and postdoctoral fellows follow similar paths as those described for faculty. Some of those activities are described below (CFRs 1.5, 1.7).

- **Collection of Trainee Demographics.** The Director of Academic Diversity, Dr. Renee Navarro, is working with the Office of Institutional Research to collect trainee demographics from each of the schools to understand systems needed to best capture these data. The Graduate Medical Education Program is implementing a new system that will capture demographic data more efficiently. A tool kit for Best Practices in the Trainee Search Process will be developed in the near future.
- **Diversify Postdoctoral Candidate Pool.** The Dean of the Graduate Division, Patricia Calarco, and Assistant Dean of the Graduate Division, Christine Des Jarlais, are working on principles for indentifying a diverse pool of postdoctoral candidates. They have a subgroup developing guidelines to expand searches to increase the hiring of underrepresented individuals. The Director of Academic Diversity will work with the Graduate Division on this effort.

Action number 5 in the Institutional Proposal concerns accountability and incentives. Progress to date and plans are described below (CFRs 1.1, 1.2, 1.3, 1.5).

- **Dissemination of Implementation Guidelines for APM 210.** The University of California Academic Personnel Manual policy governing faculty appointment and advancement (APM 210) was amended effective July 2005 so that faculty contributions to diversity would receive recognition and reward in the academic personnel process. The guidelines for evaluating contributions to diversity have been added to the Annual Call and the Academic Affairs website, distributed to department chairs, and discussed in the retreat with the Committee on Academic Personnel.
- **Evaluation of the Stewardship Review Process.** Diversity is one component in the evaluation of the stewardship of a department or school. The Director of Academic Diversity is now able to provide departmental demographic data (including trend data) for the review.

- **Inclusion of all segments of the faculty in the Chancellor's Council on Faculty Life Activities.** Broad participation is encouraged for all CCFL activities, including leadership training, faculty development, faculty mentoring, and stress management programs. Diversity of participants is monitored, and intervention has not been necessary.
- **UCSF's Leadership Panel on Diversity.** (http://pub.ucsf.edu/today/news.php?news_id=200712202) A program highlighting Challenges and Plans for the Future was held on November 20, 2007. Chancellor J. Michael Bishop and the executive leadership team invited the UCSF community to share in a public discussion of UCSF's diversity plans and initiatives including 1) the role of the Director, Academic Diversity from Associate Dean and Director Renee Navarro; 2) the 10-point plan to promote diversity from Executive Vice Chancellor and Provost A. Eugene Washington; 3) academic diversity case studies from Deans Kathleen Dracup and David Kessler; and 4) initiatives for staff diversity from Senior Vice Chancellor Steve Barclay and Medical Center CEO Mark Laret. The audience included students, faculty, staff, alumni, and postdocs. This event was requested by the Chancellor's Committee on Diversity and will be held each academic year.
- **Dean's Annual Reporting to the Chancellor and Executive Committee.** A template has been developed for the annual reporting process to standardize presentation of information and facilitate tracking over time to assess progress.
- **Annual Forum on Health Disparities Research.** This event was held in October 2007 and 2008 and will be continued. The 2008 symposium expanded the opportunities for faculty, trainees, and students to participate in poster or oral presentations of their research and was very well attended.

Staff Diversity

UCSF has a long-standing commitment to hiring and retaining a diverse staff (Data Exhibit 4.3). As part of that commitment, the Office of Affirmative Action, Equal Opportunity and Diversity (AAEOD) produces an annual Affirmative Action Plan. The Affirmative Action Plan establishes goals and good faith efforts for addressing underutilization of women and minorities in staff and academic job groups. The plan is in compliance with federal affirmative action regulations. The 2007 Affirmative Action Plan is in Appendix 17.

As part of the campus Strategic Plan, UCSF launched a new initiative in 2007-08 to nurture and increase staff diversity. An announcement of this initiative can be found on the Strategic Plan website at <http://strategy.ucsf.edu/stories/ucsf-leaders-approve-initiatives-to-improve-staff-diversity/>.

The staff diversity initiative has three goals. They are: (1) Nurturing diversity; (2) Improving Institutional Climate and (3) Promoting Professional Development. Each goal

has strategies that the campus is implementing over the next two years. The individual goals and strategies follow:

Nurturing Diversity (CFRs 1.5, 3.1)

- Require training for supervisors, managers and department Human Resources managers on diversity awareness, best practices in outreach, recruitment and retention.
- Create and budget financial and other incentives for departments/units engaging in good faith efforts. Augment Chancellor's best practices awards; implement reporting system for accountability.
- The Office of Human Resources has formed a partnership with five prominent community agencies -- Arriba Juntos, Jewish Vocational Services, The Family School, Chinese for Affirmative Action, and Mission Hiring Hall-South of Market -- to identify and recruit new staff from diverse backgrounds.
- Through the Community Partnerships Program (CPP), the Office of Human Resources will increase the number of its community partnerships that assist in the employment of members of various San Francisco community-based organizations. The program's web site is at: <https://www.sf.ucsf.edu/>.
- The Office of Human Resources has developed partnerships with the Veteran's Administration (VA) and Employment Development Department (EDD) to identify and recruit veterans for positions at UCSF.

Improving Institutional Climate (CFRs 1.5, 3.4)

- Conduct interviews of new hires and those who have resigned, retroactive to July 2007, through a neutral, impartial and confidential process as a way to measure satisfaction or dissatisfaction. The program has begun in the School of Medicine and the Medical Center and will be extended to the rest of the campus beginning in 2008-09.
- The Office of Affirmative Action, Equal Opportunity and Diversity (AAEOD) conducts diversity training workshops for employees and supervisors. Over 1,500 staff and other members of the campus community participate annually in these workshops. Topics include cultural awareness/humility, managing diverse teams, and conflict prevention and resolution.
- UCSF has recognized 800 staff and other members of the campus community who contribute to the positive climate for diversity through the Champions of Diversity and awards, and the Chancellor's awards, including the Martin Luther King Jr., Status of Women, LGBT Leadership, Public Service, Exceptional University Management and UCSF Medal Support Awards. A list of current Champions of Diversity can be found at: <http://diversity.ucsf.edu/champions/>. [Additional](#) information about the Chancellors' Awards are in Appendix 18.
- UCSF has conducted climate surveys of the campus environment to track staff satisfaction with their employment. Survey results are reviewed by campus leadership to determine what new strategies might be needed to address staff concerns.

Promoting Professional Development (CFRs 1.5, 3.3, 3.4)

The Human Resources Department will lead the implementation of the following strategies:

- Implement a leadership development program for two tiers of managers (as defined by job classification). 113 managers are participating in the program in 2008-09.
- Expand development opportunities for staff by piloting the creation of career paths for finance, human resources and research administration; then continue to develop for all jobs.
- Use programs from other campuses, and identify and purchase existing staff development programs.
- Update and revitalize the supervisory development program, including validating a basic level of competence.
- Develop an overarching training architecture to coordinate advertisement, enrollment and tracking through a learning management system and delivery of training opportunities.

The AAEOD and Human Resources Department are developing instruments to assess the effectiveness of these initiatives. The instruments and available data on the effectiveness of these efforts will be provided in the Educational Effectiveness Review report.

Diversity and inclusiveness have always been core values of the University of California. The faculty who founded UC's professional schools more than a century ago made that clear when they decided to accept applications from women and people of color, a bold decision for the times. UCSF's Black Caucus later provided an impetus for the campus to improve its efforts to diversify its faculty, students, and staff at all levels to keep pace with an ever more diverse population in California and the nation. External political and cultural events have at times hampered our efforts. Nevertheless, the recent report and recommendations from the Chancellor's Advisory Committee on Academic Diversity and the new staff diversity initiative provide the campus with an action plan. The strategies, goals, and actions outlined in the report have already led to considerable progress, and we have both the knowledge and the will to continue to succeed.