

March 3, 2021

Dr. Sam Hawgood
Chancellor
University of California San Francisco
500 Parnassus Ave
MU200W Box 0244
San Francisco, CA 94143

Dear Chancellor Hawgood:

This letter serves as formal notification and official record of action taken concerning the University of California San Francisco (UCSF) by the WASC Senior College and University Commission (WSCUC) at its meeting February 19, 2021. This action was taken after consideration of the report of the review team that conducted the Thematic Pathway for Reaffirmation (TPR) of Accreditation Visit to University of California San Francisco October 28-30, 2020. The Commission also reviewed the institutional report and exhibits submitted by the University of California San Francisco prior to the Accreditation Visit, and the institution's January 22, 2021 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues: Dan Lowenstein, Executive Vice Chancellor and Provost; Doug Carlson, Assistant Vice Chancellor and ALO; and Renee Navarro, Vice Chancellor for Diversity and Outreach. Your comments were very helpful in informing the Commission's deliberations. The date of this action constitutes the effective date of the institution's new status with WSCUC.

Actions

1. Receive the Accreditation Visit team report
2. Reaffirm accreditation for a period of ten years
3. Schedule the next reaffirmation review with the Offsite Review in spring 2030 and the Accreditation Visit in fall 2030
4. Schedule an Interim Report to be submitted by March 1, 2024 to address all requirements in this letter.

The Commission commends the University of California San Francisco in particular for the following:

1. A comprehensive fundraising campaign that exceeded its initial goal, raised funds to support a new highly diverse class of medical students, , continued success garnering research grants, and rapid reactivation of non-COVID-19 clinical care.
2. An impressive degree of collaboration and broad buy-in on the institution's Thematic Pathway project and a shared sense of how the project can inform

- improvements. The thematic project is also credited with providing a productive space for interprofessional collaboration, another shared institutional interest.
3. Demonstrating a unified commitment to being data-informed and to undertaking continuous quality improvement. Schools and administrative units are keen to use data about their graduates' experiences and outcomes to shape program offerings and to influence mentoring, curriculum, and services.
 4. Encouraging and supporting faculty expertise to drive the Thematic Pathway project data collection goals, outcomes, and use of results.
 5. Modernizing the curriculum through a comprehensive and on-going approach that focuses on workforce and professional needs and will be influenced by the outcome measures of the theme.
 6. Seamlessly integrating the Mission Bay and Parnassus campuses through the provision of equivalent resources, services, support programming and staff.
 7. Supporting student success by investing resources, funds and staff to provide a range of student support services including coaching and other longitudinal mentoring programs, internships for doctoral students, financial assistance, integrated primary care and mental health, subsidized housing, and food pantries.

The Commission requires the institution to respond to the following issues:

1. Accelerate efforts in data collection and analysis, particularly in the professional schools, shifting energy to using data to generate insights leading to program improvement. Most importantly, specify how the Thematic Pathways data can be used to help strengthen and support efforts to diversify the overall institution and specific academic fields, and with regard to UCSF's mission to address health care disparities (CFRs 4.1; 4.3).
2. Pursue the career outcomes objective by developing a strategy and dedicating resources to ensure that the data being generated will be used to drive collaboration between the Office of Career and Professional Development, the Office of Diversity and Outreach, and each of the Schools and Graduate Division (CFRs 4.3; 4.4).
3. Complement numeric metrics with qualitative data from school and program accreditation requirements and alumni surveys related to job choice, career satisfaction, employment in underserved communities, and how the graduates are meeting workforce needs and addressing challenges that have curricular implications. (CFRs 4.3; 4.4; 4.6, 4.7)
4. Implement a more strategic focus, relying on performance indicators and outcomes in all programs (schools, units), to achieve the institution's overarching goals for faculty and student diversity. It is apparent that the University has committed and qualified personnel dedicated to equity and diversity, and invests in a large number and impressive array of pipeline and recruitment programs. Since equity and diversity must be embedded throughout the campus culture to be successful, the entire university would benefit from clear data on the effectiveness of individual approaches. The institution should consider prioritizing investments that can be demonstrated to increase diversity of students, faculty, department

chairs and other campus leaders as well as continue to leverage relationships with the state university system and HBCUs and HSIs (CFR 1.4).

In taking this action to reaffirm accreditation, the Commission confirmed that the University of California San Francisco addressed the three Core Commitments and successfully completed the Thematic Pathway for Reaffirmation institutional review process conducted under the 2013 Standards of Accreditation. In keeping with WSCUC values, the University of California San Francisco should strive for ongoing improvement with adherence to all Standards of Accreditation and their associated CFRs to foster a learning environment that continuously strives for educational excellence and operational effectiveness.

In accordance with Commission policy, a copy of this letter is being sent to the chair of the University of California San Francisco's governing board. A copy of this letter is also being sent to President Drake, University of California. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the University of California San Francisco's website and widely distributed throughout the institution to promote further engagement and improvement and to support the institution's response to the specific issues identified in these documents. The team report and the Commission's action letter will also be posted on the WSCUC website. If the institution wishes to respond to the Commission action on its own website, WSCUC will post a link to that response on the WSCUC website.

Finally, the Commission wishes to express its appreciation for the extensive work that the University of California San Francisco undertook in preparing for the accreditation review. WSCUC is committed to an accreditation process that adds value to institutions while contributing to public accountability, and we thank you for your continued support of this process. Please contact me if you have any questions about this letter or the action of the Commission.

Sincerely,



Jamiene S. Studley
President

JSS/mbg

Cc: Phillip Doolittle, Commission Chair
Douglas Carlson, ALO
John Perez, Board of Regents, Chair
President Michael V. Drake
Members of the Accreditation Visit team
Mark B. Goor, Vice President