

# UCSF Diversity, Equity, Inclusion, and Anti-Racism

---

**ANNUAL REPORT**

2021–2022



## Land Acknowledgment

We would like to acknowledge the Ramaytush Ohlone people, who are the traditional custodians of this land. We pay our respects to the Ramaytush Ohlone elders, past, present, and future, who call this place, the land that UCSF sits upon, their home. We are proud to continue their tradition of coming together and growing as a community. We thank the Ramaytush Ohlone community for their stewardship and support, and we look forward to strengthening our ties as we continue our relationship of mutual respect and understanding.

---

*The Office of Diversity and Outreach is grateful for the work of Tasce Bongiovanni, MD, the Multicultural Resource Center, and campus indigenous groups who worked with members of the Ramaytush Ohlone community to develop this Land Acknowledgment statement. To learn more about the Land Acknowledgment, visit [tiny.ucsf.edu/landacknowledgment](https://tiny.ucsf.edu/landacknowledgment)*

## Table of Contents

<b>Demographics</b>	<b>8</b>
<b>Anti-Racism Initiative</b>	<b>10</b>
<b>ODO Annual Snapshot</b>	<b>25</b>
<b>Campus Climate</b>	<b>27</b>
<b>Compliance</b>	<b>35</b>
<b>Education and Training</b>	<b>37</b>
<b>Health Equity &amp; Research</b>	<b>38</b>
<b>Student Educational Outreach</b>	<b>39</b>



Our society is facing increasingly complex problems of social injustice and deep polarization – here in the Bay Area, across the United States, and around the globe. We must not allow inequity and division to prevent us from achieving the UCSF mission of advancing health worldwide. The UCSF community has boldly confronted these challenges in addition to the tremendous suffering wrought by the COVID-19 pandemic. Across the campus and health system, our faculty, staff, and learners strive to embody our PRIDE Values and uphold our commitment to diversity, equity, and inclusion (DEI).

Two years ago, the Chancellor’s Cabinet established the UCSF Anti-Racism Initiative, and I named Vice Chancellor Renée Navarro as the leader of this effort. Two years into the initiative, we can point to significant progress. While we have much more work to do, I am inspired by what our community has accomplished so far. You can learn about these achievements, and other highlights of the major activities in support of DEI and anti-racism at UCSF, in this report.

I am confident that our ongoing determination, focus, and commitment will help us build on these efforts and advance this critical work.

I commend Vice Chancellor Navarro’s leadership, guidance, and innovation in setting the direction for our anti-racism efforts and furthering greater diversity, equity, and inclusion across UCSF. The entire Office of Diversity and Outreach team has my gratitude and appreciation for their dedication.

In addition, I thank all of you in our community who contribute to making UCSF a welcoming place to learn, discover, and provide care.

**Sam Hawgood, MBBS**  
Chancellor  
Arthur and Toni Rembe Rock  
Distinguished Professor

As I reflect on our work to foster a more diverse, equitable, inclusive, and anti-racism UCSF, I ask myself, what does progress look like? How can we achieve our objectives? This work is complex, requiring us to be adaptive, resilient, and open-minded. Fortunately, these are qualities the UCSF community possesses. Across our organization, individuals and teams are advocating for diversity, equity, and inclusion, asking tough questions, and re-imagining our work to ensure that our organization is a place where everyone – including the communities we serve – can thrive.

As you will learn in this report, the past year has been eventful at UCSF. As part of the UCSF Anti-Racism Initiative, we made significant strides toward fostering a more welcoming and healthy climate. We launched the UCSF-wide Climate Survey in the fall of 2021 to gather crucial data to help identify pain points and inform future actions to create a climate of inclusion. We shared initial results with the campus community during the 14th Chancellor’s Leadership Forum on Diversity & Inclusion. Led by 2021-2022 UCSF Presidential Chair Camara Jones, MD, MPH, PhD, we adopted a working definition of racism at UCSF, an important step in aligning our anti-

racism work. Amid the ongoing pandemic, we collaborated with community partners to diversify how we distribute information, testing and vaccines to ensure that we center equity in our COVID-19 outreach and prevention efforts.

As Chancellor Hawgood has noted, there is still much work ahead of us to achieve our goal of transforming UCSF into a truly diverse, equitable and inclusive anti-racism organization. Despite the ambition and complexity of this objective, the UCSF community’s level of engagement and action has grown—and continues to grow. I call that progress.

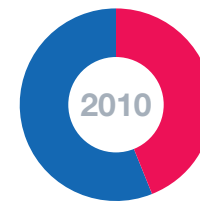
For more highlights of this work, please view the report.

With gratitude and respect,

**Renée Chapman Navarro, PharmD, MD**  
Vice Chancellor Diversity and Outreach

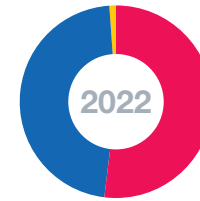


# Demographics

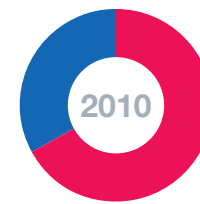


## Faculty Gender Trend

Female 1064/ 44%  
Male 1376/ 56%

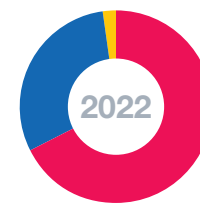


Female 1921/ 52.1%  
Male 1725/ 46.8%  
Unknown 40/ 1.1%

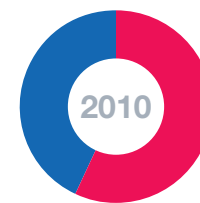


## Staff Gender Trend

Female 11866/ 67%  
Male 5952/ 33%

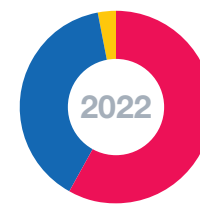


Female 16520/ 67.7%  
Male 7382/ 30.3%  
Unknown 494/ 2%



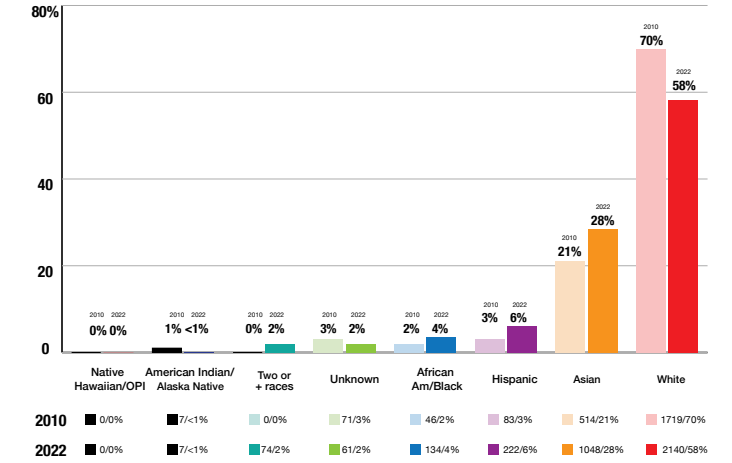
## Student & Learner Gender Trend

Female 3295/ 57%  
Male 2510/ 43%

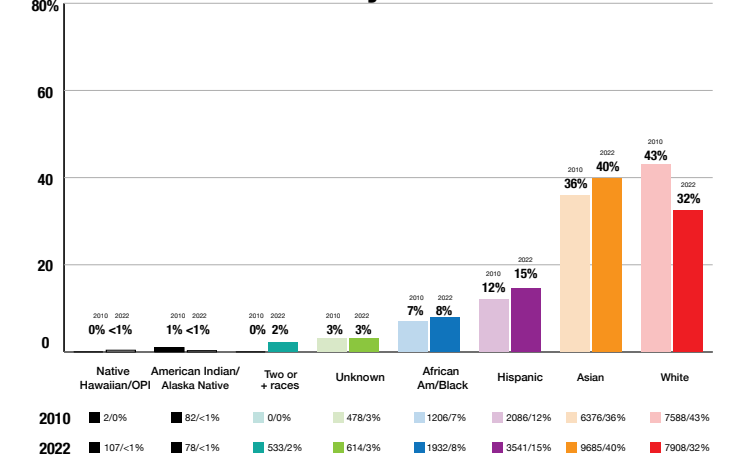


Female 3807/ 58.2%  
Male 2539/ 38.8%  
Unknown 193/ 3%

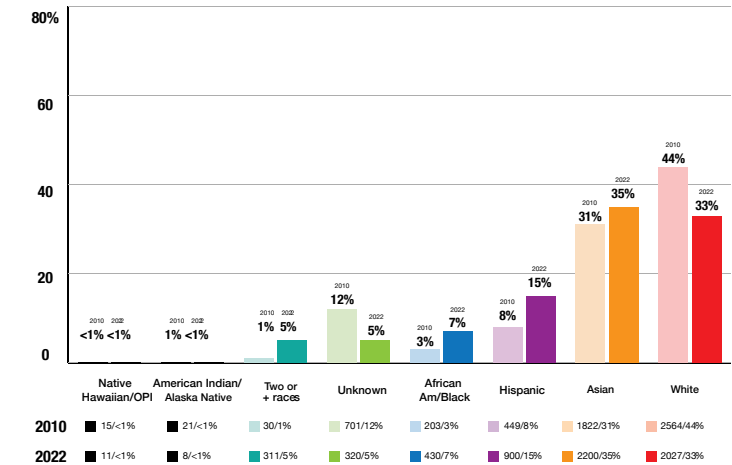
## Faculty Race/Ethnicity Trend



## Staff Race/Ethnicity Trend



## Student & Learner Race/Ethnicity Trend





# Anti-Racism Initiative

In summer of 2020, in response to the public outcry following the murder of George Floyd – and direct calls to action from students, faculty, and staff – the Chancellor formally established the UCSF Anti-Racism Initiative. Organized into seven key areas of work, the initiative seeks to dismantle the systems, practices and attitudes at UCSF that preserve structural inequities against people of color.

## UCSF Anti-Racism Initiative Pillars

1 Creating a Safe,  
Welcoming &  
Healthy Climate

2 Addressing  
Anti-Racism  
Knowledge Gaps

3 Embedding  
Equity in  
Decision-Making

4 Achieving  
Diversity  
in Leadership

5 Achieving  
Equity in  
Patient Care

6 Furthering Our  
Commitment  
to The Bay Area

7 Addressing Equity  
& Anti-Racism in  
Research

### UCSF PRESIDENTIAL CHAIR

UCSF was honored to welcome Camara Phyllis Jones, MD, MPH, PhD, as the UCSF Presidential Chair in 2021-2022. During her tenure, Dr. Jones engaged with the Office of Diversity and Outreach and other UCSF partners to help us develop an equity roadmap for our organization guided by three principles: valuing all individuals and populations equally, recognizing and rectifying historical injustices, and providing resources according to need. The UCSF Anti-Racism Initiative has applied Dr. Jones's definition of racism to our own efforts and we are indebted to her scholarship and partnership.

### RACISM DEFINITION

Racism is a system of structuring opportunity and assigning value based on the social interpretation of how one looks (which is what we call "race") that:

- unfairly disadvantages some individuals and communities,
- unfairly advantages other individuals and communities,
- and saps the strength of the whole society through the waste of human resources.

– Camara Phyllis Jones, MD, MPH, PhD



Read more in "Toward the Science and Practice of Anti-Racism: Launching a National Campaign Against Racism," by Dr. Jones.

- PILLAR 2:**  
Addressing Anti-Racism Knowledge Gaps
- PILLAR 3:**  
Embedding Equity in Decision-Making
- PILLAR 4:**  
Achieving Diversity in Leadership
- PILLAR 5:**  
Achieving Equity in Patient Care
- PILLAR 6:**  
Furthering Our Commitment to The Bay Area
- PILLAR 7:**  
Addressing Equity & Anti-Racism in Research

# Pillar 1

## Creating a Safe, Welcoming & Healthy Climate

Creating a climate of inclusion, safety and belonging for all learners, employees and patients is critical to the Anti-Racism Initiative. Key climate accomplishments in 2021-2022 include:

- The expansion of the CARE Advocate program to include support for people who have experienced racial harassment and discrimination.
- Shifting the role of Campus Security Officers to Public Safety Ambassadors and Health Security Officers, adopting a more customer-service approach that makes people feel safe and welcome.
- The implementation of a universal policy that requires all UCSF community members to wear their ID on campus at all times and creating single-point-of-entry for most campus buildings. The goal of these changes is to reduce incidents of racial profiling.
- The adoption of a standard land acknowledgment to develop a practice of recognizing our history.
- The launch of a UCSF-wide Climate Survey in fall 2021.



**MEASURING PERSPECTIVES & EXPERIENCES:**

### THE UCSF CLIMATE SURVEY

In support of the Anti-racism Initiative, UCSF implemented an enterprise-wide Climate Survey in fall 2021. The climate survey was designed to measure the working and learning environment across the entire UCSF community, with a particular focus on gauging perceptions on issues of diversity, equity, and inclusion

14,579 faculty, staff and learners, representing about 44% of the total population participated in the survey. The responses reveal a wide variety of perceptions and experiences, and shines a spotlight on strengths as well as areas for improvement. This baseline data will inform future programs and interventions as we work to develop a fully inclusive, safe and welcoming UCSF. Read the Executive Summary and full report at [ucsfclimate.ucsf.edu](https://ucsfclimate.ucsf.edu)



**Kendra Hypolite, MSW, LSW**  
Co-Director, CARE Advocate Program



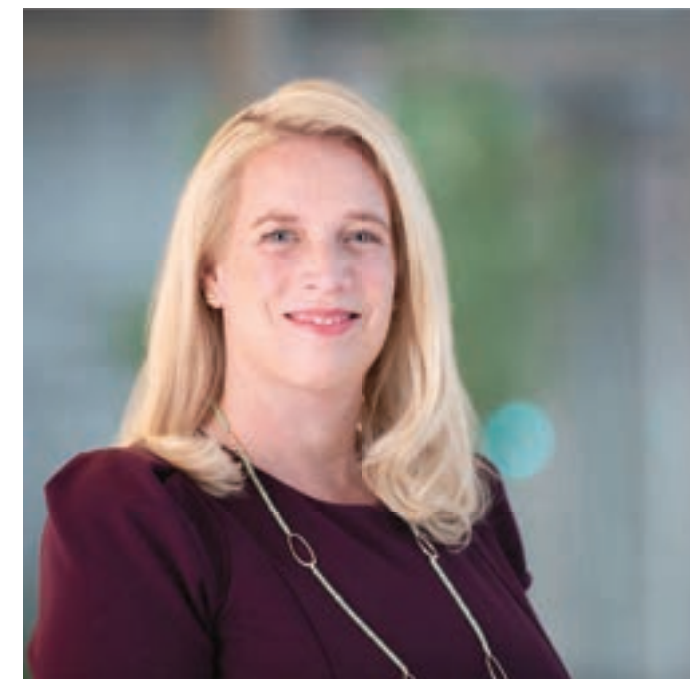
### EXPANDED ANTI-RACISM EFFORTS AT BENIOFF CHILDREN'S HOSPITALS (BCH)

The Diversity, Equity and Inclusion Council at BCH renamed itself the BCH Diversity, Equity, Inclusion and Anti-Racism Council, expanding its mission to become a more explicitly anti-racism organization. The Council, in partnership with affinity groups including newly established BCH chapters of The Black Caucus and Chicana Latinx Campus Association, promoted cultural celebrations, hosted solidarity and healing events, launched the "See Us Project," a visibility campaign designed to uplift, encourage, and celebrate underrepresented BIPOC colleagues, and created awards to fund departmental projects for achieving equity and inclusion. To learn more about the breadth of the Council's work, see the [BCH DEI/AR Council FY2022 Year in Review](#).

**FOCUS ON COMMUNITY SAFETY:**

### KEY ACCOMPLISHMENTS

All members of the UCSF community should feel safe and welcome in our environment. To reduce racial profiling and incidents of police interaction at our hospitals and clinics, led by Vice Chancellor Erin Gore, security officers have been re-imagined as campus safety officers, a Community Safety Campus Progress Report was submitted to the University of California Office of the President in June 2022; the UCSF Police and Security established a UCSF Independent Accountability Body and enhanced the Police Advisory Board; and UCSF Health Code CARE teams were trained in verbal de-escalation skills, anti-racism, and trauma-informed care.



**Erin S. Gore**  
Senior Vice Chancellor, Finance and Administration

# Pillar 2

## Addressing Anti-Racism Knowledge Gaps

Across UCSF, leaders, groups and individuals have been engaged in efforts to address anti-racism knowledge gaps. At the enterprise level, since January 2021, UCSF has required Foundational **Diversity, Equity and Inclusion** Training for all faculty and staff, with the goal of establishing a baseline understanding among UCSF employees. In 2021-2022, **29,101** completed the training.

The School of Medicine's Differences Matter Initiative Diversity, Equity, and Inclusion (DEI) Champion Training was originally created to increase awareness and skills for clinical teachers so that they can address bias and discrimination when and where it happens. DEI Champion Training is now open to all faculty and staff. In 2021-2022, 53 sessions were taught, approximately one every week.

The UCSF Diversity and Inclusion Certificate Program (DICP) is a cohort model education course designed to further equip the UCSF workforce with knowledge and skills to support DEI initiatives and best practices. In Spring 2022 a new Managers Track was launched.

### TRAINING FUTURE HEALTH CARE LEADERS

#### ANTI-RACISM, ANTI-OPPRESSION AND THE CURRICULUM

All professional schools and graduate programs reviewed and updated their curricula to ensure they include anti-racism and anti-oppressive topics.



Highlights include:

- Launched in July 2021, the **School of Medicine's Anti-Oppression Curriculum (AOC) Initiative** aims to reinforce and expand the work of Differences Matter and the Bridges Curriculum's Social Justice pillar and is the key curricular element of the UCSF School of Medicine's anti-racism work.
- At the **School of Nursing** all Master's students are required to complete the course "Racism, Health Care and Social Justice," expanding students' understanding of structural racism's impact on health.
- The **School of Dentistry** requires that all incoming students complete required readings on anti-racism.
- The **School of Pharmacy** faculty and students continue to collaborate to incorporate anti-racism in the curriculum, achieve health equity, and generally improve how the PharmD program handles issues of race and equity; [read more here](#).
- The **Graduate Division** continued to offer courses dedicated to anti-racism and anti-oppression education: Racism in Science; Justice, Equity, Diversity, and Inclusion Academic Leadership; and Research on Racism in Science Mini-Courses.

PILLAR 1:  
Creating a Safe, Welcoming  
& Healthy Climate

PILLAR 3:  
Embedding Equity  
in Decision-Making

PILLAR 4:  
Achieving Diversity  
in Leadership

PILLAR 5:  
Achieving Equity  
in Patient Care

PILLAR 6:  
Furthering Our Commitment  
to The Bay Area

PILLAR 7:  
Addressing Equity &  
Anti-Racism in Research



### OSHER MINI MEDICAL SCHOOL:

#### COMBATING SYSTEMIC RACISM IN HEALTH CARE

In Fall 2021, the Osher Center for Integrative Health offered a unique course featuring UCSF leaders of the Anti-Racism Initiative discussing the impact and opportunity of this work for all. Attendees learned about systemic racism, as well as its impact on health and health care, and how UCSF is working to dismantle racism within its organization.

#### THE REPAIR PROJECT

The REPAIR Project is a three year strategic initiative designed to address Anti-Black Racism and augment Black, Indigenous, People of Color voices and presence in Science and Medicine and healthcare. "REPAIR" is an acronym for REParations and Anti-Institutional Racism, which provides the unifying theme behind this project. In 2021-2022 the REPAIR Project offered webinars for the UCSF community with the aim of educating attendees how to proactively engage with anti-racist frameworks of reparations, abolition, and decolonization.

Visit the website to learn more and attend an event: [repair.ucsf.edu](http://repair.ucsf.edu)





**PILLAR 1:**  
Creating a Safe, Welcoming  
& Healthy Climate

**PILLAR 2:**  
Addressing Anti-Racism  
Knowledge Gaps



**PILLAR 4:**  
Achieving Diversity  
in Leadership

**PILLAR 5:**  
Achieving Equity  
in Patient Care

**PILLAR 6:**  
Furthering Our Commitment  
to The Bay Area

**PILLAR 7:**  
Addressing Equity &  
Anti-Racism in Research

## Pillar 3

### *Equity in Decision-Making*

Our goal is to embed equity as an essential component of decision making. Areas of work in this pillar include diversifying leadership decision making bodies, disrupting unconscious bias in decision making, implementing focused manager trainings and expanding the utilization of contributions to diversity statements in the faculty advancement process.

#### **NEW TRAININGS**

Because managers make decisions that have far-reaching impacts, Learning & Organizational Development Management and the Office of Diversity and Outreach have partnered to create new required trainings to help team leaders understand policies, best practices and policies, and how to build action plans for advancing diversity, equity, inclusion, and anti-racism work.

In addition, the [Office of Restorative Justice Practices](#) collaborated with the Office of Diversity and Outreach to establish a restorative justice training for managers to better address and respond to day-to-day complaints and team conflict. In a survey conducted after completing the training, 85% of participants strongly agreed that a restorative mindset can help manage their own difficult emotions while engaged in a dialogue, as opposed to only 35% of participants strongly agreeing in a survey conducted prior to the training.





# Pillar 4

## Diversity in Leadership

The Anti-Racism Initiative is addressing the disparity between the demographic diversity of UCSF leadership and the broader UCSF community on several fronts.

### STAFF EQUITY

In 2021-2022, the Staff Equity Advisor program was formalized and expanded. Led by Alejandra Rincón, PhD, Assistant Vice Chancellor, Office of Diversity and Outreach, and Jessica Driessler, MBA, RACR, Associate Director, Talent Acquisition Campus and Health, the Staff Equity Recruitment model is a UCSF-wide process improvement designed to disrupt unconscious bias present in our hiring and promotions processes.

The program focuses on increasing diversity at the Manager 3 (M3) level and above through increasing evidence-based best practices and accountability for recruiting and hiring diverse teams. In August, 2021 six inaugural Staff Equity Advisors were appointed, and in January 2022 an Associate Director of Diversity Talent Strategy, Stephanie Walker, was hired. Over 56 M3+ searches have been supported by Staff Equity Advisors to date. Learn more about the UCSF effort to Advance Excellence in Staff Recruitment and access resources and tools [here](#).



**Stephanie Walker**  
Associate Director of Diversity Talent Strategy



**Elizabeth Ozer, PhD**  
Professor of Pediatrics, Associate Vice Provost of Faculty Equity, Director of Faculty Equity Advisors, Office of Diversity and Outreach



## WELCOME NEW FACULTY 2021-2022

Recruitment of Diverse Talent to the Basic Science Faculty at UCSF -  
New Faculty 2021-2022



**Sara Suliman,  
PhD/MPH**  
Asst. Professor (SOM)  
Medicine



**Catera Wilder,  
PhD**  
Asst. Professor (SOP)  
Bioengineering Therapeutic  
Sciences



**Corey Harwell,  
PhD**  
Assoc. Professor (SOM)  
Neurology



**Catherine Tcheanjieu  
Gueliatacha, PhD**  
Asst. Professor (Gladstone/SOM)  
Epidemiology/Biostatistics

### FACULTY EQUITY

Led by Elizabeth Ozer, PhD, Professor of Pediatrics, Associate Vice Provost of Faculty Equity, and Director of Faculty Equity Advisors, the Faculty Equity Advisors (FEAs) provide consultation and advice about practices for achieving excellence, equity, and diversity in faculty recruitment. In the 2021-2022 academic year, there were 268 faculty searches opened across the Schools. FEAs reviewed and signed off on all search plans, shared best practices with search committees, offered to help facilitate the search process, consulted with and presented to committees for about 25% of searches, and have signed off on 204 applicant short-lists thus far (some searches still in progress), a requirement before any applicant is interviewed for any search. For Chair-level searches and Directors of Research Institutes, FEAs conducted best practices presentations at search committee meetings.

Learn more about [Advancing Excellence in Faculty Recruitment](#) on the website.

#### ADDITIONAL 2021-2022 PILLAR 4 ACCOMPLISHMENTS:

- The implementation of a Leadership Development Cohort Series for all leaders and to open paths to leadership for under-represented groups.
- The establishment of the Leadership Equity Advances Diversity (LEAD) Grant to increase representation of women and underrepresented minority faculty in departmental leadership positions. Learn more about the LEAD Grant [here](#).



# Pillar 5

## Equity in Patient Care

To achieve equity in the care we deliver to our patients, leaders across UCSF Health and campus have been working on projects ranging from policy review to COVID-19 vaccine outreach. The UCSF Health Equity Council was focused on its four identified disparity improvement goals in 2021-2022:

1. Improving the patient experience for Asians.
2. Improving the patient experience Black/African Americans.
3. Closing the gap for Hemoglobin A1C (HbA1c) control amongst Black/African American and/or Latinx identifying patients to overall patients by meeting a goal of 67.4% for HbA1c control.
4. Achieving 70% COVID-19 vaccination for primary series across all race/ethnicity populations for San Francisco Health Plan patients 12 years of age and older.

The Black Health Initiative, sponsored by the Office of Diversity and Outreach, expanded its work in 2021-2022. See details on the next page.

The UCSF Policy Review Committee revised seven policies that were deemed potentially racist or having a differential impact on specific populations, and the UCSF Regulatory Affairs Policy Steering Committee has committed to regularly reviewing and revising all policies to ensure that they are equitable.









The UCSF Health COVID Equity Work Group, a subgroup of the Health Equity Council formed in November 2020 to address racial-ethnic inequities in COVID among UCSF Health patients, UCSF employees, and the San Francisco community, published a Report

of Goals, Accomplishments and Lessons Learned in March 2022.

[Read the full report:](#) (MyAccess required)

### UCSF HEALTH

## COVID EQUITY WORK GROUP RECOMMENDATIONS FOR INSTITUTIONAL ACTIONS

-  1. Disrupt the equity equation. Shift to an Equity First paradigm.
-  2. Invest in the equity portfolio.
-  3. Challenge “business as usual” standard practices that perpetuate institutional racism and structural inequities.
-  4. Prioritize and invest in equity data: availability, accountability, ownership, governance.
-  5. Engage patients, employees, and community members as partners in health equity initiatives.
-  6. Move the organization beyond a population health management focus, centered exclusively on UCSF Health patients, to incorporate a public health model of population health.
-  7. Broaden the inclusivity of health equity improvement efforts to focus on the intersectionality of race-ethnicity and other aspects of social marginalization.
-  8. Sustain the COVID Equity Work Group as COVID evolves from the pandemic to endemic stage.



## BLACK HEALTH INITIATIVE

The [UCSF Black Health Initiative](#) (BHI) works to increase engagement with Black/African-American communities to reduce disparities in health care access and information, including COVID-19. Sponsored by the Office of Diversity and Outreach, and led by Malcolm John, MD, MPH, Principle, and Jonathan Butler, PhD, the BHI centers community voices to uplift Black health, wellness, and prosperity. Among its accomplishments and ongoing projects, the BHI has worked to:

1. Increase access to COVID vaccines within Black communities by conducting pop-up clinics in Black churches. This was accomplished through a collaboration with the San Francisco African American Faith Based Coalition. Since BHI started their work, they have vaccinated over 800 individuals.
2. Create Healthy Street, a community engagement project that has provide free preventative health services to over 200 people. Healthy Street pillars

include:

- Heart Health – screenings and health information related to heart disease and related conditions including hypertension, diabetes, and others.
  - Spiritual Wellness – behavioral and spiritual health focusing on the mind, body, and spirit connection.
  - Healthy Eating – information and resources about healthy eating delivered in a culturally tailored manner, e.g. ingredient swaps, food as medicine, ways to address food insecurity, and more.
  - COVID-19 Health – prevention, testing, vaccination efforts and more of the latest information
  - Lifestyle Health – sexual health, physical health, technology and health, workforce opportunities, and more.
3. Create a social media presence, with close to 1000 actively engaged followers
  4. Conduct and participate in town halls and seminars increasing access to free health education within Black communities.



# Pillar 6

## Commitment to the Bay Area

We are furthering UCSF's commitment to the Bay Area through the efforts of the Anchor Institution Mission (AIM) and the Center for Science Education and Outreach, focusing on our workforce, procurement, investments, community partnerships, and K-16 educational partnerships.

The Office of Diversity and Outreach Center for Science Education and Outreach is advancing outreach and pathway development with K-16 educational partnerships (see page 38 for details).

### AIM IDENTIFIED FOUR AREAS OF WORK TO SUPPORT THIS PILLAR:

- **Community Investment:** Increase lendable capital in SF Bay Area's under-resourced communities and those impacted by COVID-19.
- **Workforce Development:** Increase UCSF's capacity to train, hire, and promote under-resourced populations, and strengthen workplace climate and cultural humility.
- **Pipeline Programs:** In partnership with Workforce Development, increase the educational pipeline for under-resourced populations.
- **Procurement:** Source and purchase from suppliers that are owned by or employ under-resourced populations from SF Bay Area. Increase supplier diversity spend and streamline procurement process for small and diverse businesses.

### TO SUPPORT THESE EFFORTS, AIM HAS:

- Hired five full time anchor staff to implement the AIM action plan.
- Convened three subcommittees around each anchor pillar (procurement, workforce development, community investment), made up of both internal and external experts.
- Convened meetings with UC-sister campuses to align and scale anchor strategy UC system-wide.
- Participated in the Healthcare Anchor Network and shared and explored best practices nation-wide.

### ADDITIONAL AIM WORK HIGHLIGHTS

**Community Investment** – \$5M invested from investment partners' loan program:

- \$1.5M for Oakland Restorative Loan Fund to address gentrification and displacement of small businesses.
- \$1M to support employment social enterprises that employ and support individuals facing employment barriers.

- \$1M to provide micro-loans to minority small businesses and provide capacity building resources.
- \$1.5M for anti-displacement lending and development of permanent supportive housing.

#### Procurement:

- Established a mission statement for Supply Chain Management to align purchases that support small, local and diverse communities in under-resourced populations to achieve economic equity.
- 14 new Black-owned catering businesses added to America-To-Go (campus food ordering platform) from partnering with SF African American Chamber of Commerce.

#### Workforce Development:

- 74 paid summer internships for high school students from SF and Oakland Unified School District since 2021.
- 152 summer hybrid internships for SF Bay Area high school students.
- Partnerships with SF Bay Area Regional Occupational Programs/Career Technical Education.





**PILLAR 1:**  
Creating a Safe, Welcoming  
& Healthy Climate

**PILLAR 2:**  
Addressing Anti-Racism  
Knowledge Gaps

**PILLAR 3:**  
Embedding Equity  
in Decision-Making

**PILLAR 4:**  
Achieving Diversity  
in Leadership

**PILLAR 5:**  
Achieving Equity  
in Patient Care

**PILLAR 6:**  
Furthering Our Commitment  
to The Bay Area



## Pillar 7

### *Equity in Research*

UCSF seeks to make structural changes to address equity and anti-racism for the research enterprise by focusing on accountability, promoting and supporting anti-racism scholarship, creating a diverse research workforce, and more.

After UCSF Executive Vice Chancellor Dan Lowenstein appointed and charged an Office of Research Anti-Racism Task Force in 2020, the task force assessed existing equity and anti-racist work relevant to research at UCSF. In summer 2021, the task force published an Executive Summary to its final report, creating strategic recommendations to carry out structural change, with an initial focus on equity and anti-racist issues involving Black Americans and Indigenous Communities.

Among these recommendations was the expressed need for a member of the UCSF Office of Research leadership team focused on this work. A new position was created: Associate Vice Chancellor of Research - Inclusion, Diversity, Equity, and Anti-Racism (AVC Research- IDEA). The role of the AVC Research - IDEA is to ensure that diversity, equity, and inclusion are embedded throughout the UCSF research enterprise through policies, practices, and value alignment toward developing a research environment that proactively addresses racism and all aspects of inequity and discrimination. In addition to this new position, two Anti-Racism Research Grants were piloted by the Research Development Office in Spring 2022.

#### **ANTI-RACISM RESEARCH GRANTS**

The UCSF Research Development Office (RDO) administers an anti-racism research seed grant program through its Resource Allocation Program (RAP). Base funding for this initiative is provided by the Academic Senate, School of Medicine's Research Evaluation and Allocation Committee (REAC), and the UCSF Clinical and Translational Research Institute (CTSI).

#### **Two grants were awarded in the 2021-2022 academic year:**

Rogers, Elizabeth - REJOICE - Racial and Ethnic Justice in Outcome in Neonatal Intensive Care  
\$50,000 - CTSI-Pilot Awards

Tan, Judy (URI) - Developing Metrics for (E)valuating Efforts that Promote Inclusion, Diversity, Equity, and Anti-racism (IDEA) at UCSF  
\$50,000 - Academic Senate

# Annual Snapshot

*Campus Climate, Compliance, Education and Training, Student Pipeline and Outreach*

The Office of Diversity and Outreach drives the University's efforts to create a culture of inclusion, and the work of our individual units serves as the foundation of diversity equity, inclusion and anti-racism work across campus and the health system. On these pages, we share a few highlights of the past year.

## Campus Climate Events

**93** Campus Climate events in 2021-2022

**7+** Events and Programs per month on average

**9,200+** Attendees

## Compliance

**340** Total Reports to Date for 2022 Fiscal Year

**91** Complaints filed under Sexual Violence/ Sexual Harassment policy

**184** Complaints filed under Nondiscrimination policy

**7.4%** Decrease in complaints in 2021-2022

## Education & Training

**19,090\*** Participated in Sexual Violence Harassment & Prevention Training (online or in-person)

**29,135<sup>†</sup>** Participated in additional diversity and inclusion training (online or in-person)

**48,225** Total trainings completed

\*Does not include learners  
†Data as of June 20, 2022. Does not include School of Medicine Diversity, Equity and Inclusion Champion Training.

## Educational Outreach

Go on to a 4-year institution

**76%** EAOP

**85%** Upward Bound

**90%** MESA

Go on to Higher Education

**92%** EAOP

**98%** Upward Bound

**98%** MESA

Summer program participants who declare a health-related major

**67%**



# Climate

The Office of Diversity and Outreach Resource Centers collaborate with the Chancellor's Office, Human Resources, Diversity Committees and other groups across the campus and health system to foster a climate of inclusion, equity, and belonging.

## CARE ADVOCATE PROGRAM

The Campus Advocacy Resources and Education (CARE) program offers free and confidential support to UCSF community members who have experienced harassment, abuse or discrimination related to identity and to those who have experienced interpersonal violence such as sexual assault, dating/intimate partner violence, sexual harassment or stalking.

## DISABILITY INCLUSION RESOURCES

Resources, guidance and information to help students, staff, faculty, and trainees navigate campus facilities and systems to obtain accessibility information and request appropriate campus disability accommodations.

## LGBT RESOURCE CENTER

The LGBT Resource Center builds visibility and a sense of community across the campus and medical centers, supporting workplace equity, promoting student and staff leadership, and providing high quality, culturally sensitive care to our patients.

## MULTICULTURAL RESOURCE CENTER

The Multicultural Resource Center was created as a result of direct student activism in 2012. Core areas of work are rooted in supporting historically underrepresented students and allies throughout their academic journey.

## UNDOCUMENTED STUDENT SUPPORT SERVICES

A resource center for current and prospective students, faculty, staff, and allies, the UCSF Undocumented Student Support Services proudly and unwaveringly stands in solidarity with the undocumented community here at UCSF.

**UCSF Resource Centers work to create a more welcoming, supportive, and inclusive climate for all members of the UCSF community.**



## CECILE PURETZ: *Helping Us Meet Our Commitment to Disability Access & Inclusion*

In March 2022, Cecile Poretz, MA, joined UCSF as Assistant Director of Disability Access and Inclusion. Reporting to Wendy Tobias, Chief Accessibility and Inclusion Officer, Cecile helps make UCSF a welcoming place for students, employees and patients with disabilities. Cecile also works with the ODO Resource Centers to broaden scope around disability. With over 15 years of experience developing a dynamic portfolio of disability-centered programs, policies, and trainings, Cecile is a welcome addition to the ODO team and the UCSF community.



**Cecile Poretz**  
*Assistant Director, Disability Access and Inclusion*

## NEW VALUE IMPROVEMENT PROJECT FOCUSES ON DISABILITY HIRING

Wendy Tobias, MS, LPCC, Chief Accessibility and Inclusion Officer, proposed that the Diversity Toolkit and Hiring Guide be expanded to include best practices for disability inclusion. The project is underway, with expected completion in academic year 2022-2023. The Value Improvement Program is managed by Finance and Administration Services. [Learn more here](#).





# Climate

## SPOTLIGHT

### PRIDE PARADE

UCSF participated in the 52nd Annual San Francisco Pride Parade, which was held again after a two-year hiatus due to the COVID-19 pandemic. This year's Pride Parade theme was--most fittingly--Love Will Keep Us Together. Organized by the LGBT Resource Center and LGBTQ Committee, over 350 individuals from UCSF marched down Market Street from Embarcadero to the Celebration at Civic Center.

## SPOTLIGHT

### GENDER INCLUSIVITY: UC GENDER RECOGNITION AND LIVED NAME POLICY

At the University of California, we strive to create an inclusive and respectful environment for all people. The [UC Gender Recognition and Lived Name Policy](#) is one such effort. This policy requires that at least three equally recognized gender options (woman, man, and non-binary) must be available on university-issued documents and IT Resource systems. The policy also requires that lived names, also referred to as preferred names, should always be used. Led by Klint Jaramillo, MEd, MSW, Director - LGBT Resource Center, a Lived Name Policy Task Force was established and is working to ensure that UCSF meets the requirement that the policy is implemented by the end of 2023.

## SPOTLIGHT

### JUNETEENTH

In its second year as a federal holiday, Juneteenth was celebrated by diverse groups across UCSF at onsite, virtual, and Bay Area community events. The Black Caucus at UCSF collaborated with the UCSD Black Staff Association to hold a virtual celebration with keynote remarks, a cooking demo, a raffle, and a jam session. Additionally, the UCSF Black Caucus at Benioff Children's Hospital Oakland held an in-person Juneteenth Freedom Day Celebration honoring and celebrating this historic day with food, refreshments, live music and dancing. And the Department of Psychiatry and Behavioral Sciences got in the spirit by holding a celebration focused on healing and joy with yoga lessons, drum sessions and appetizers.

# Climate

## CHANCELLOR AWARDS FOR DIVERSITY

Ten recipients were recognized for their outstanding and innovative efforts to advance diversity, equity, inclusion, and anti-racism in their fields. The 2021 awards also highlight those whose contributions are aligned with our Anti-racism Initiative.

### Advancement of Women

Tejal Desai, PhD - Faculty  
Bridget Keenan, MD, PhD - Student/resident/  
postdoctoral scholar

### Disability Service

Peder Larson, PhD - Faculty  
Ronnell Azizollahi - Student/resident/  
postdoctoral scholar

### Dr. Martin Luther King Jr. Leadership

Ana Delgado, RN, CNM, MS - Faculty  
Usma Khan - Staff  
Chase Webb - Student/resident/postdoctoral scholar

### Lesbian, Gay, Bisexual, Transgender, Queer, Intersex Leadership

Jae Sevelius, PhD - Faculty  
Anja Bircher, PsyD - Staff  
Bradley Morgan - Student/resident/  
postdoctoral scholar



## SPOTLIGHT

### INTERNATIONAL WOMEN'S DAY (IWD)

Each year, UCSF celebrates the achievements of women with a week of events in honor of International Women's Day in March. This year's theme was #BreaktheBias and featured a wide variety of programs, including women's history trivia games, a fireside chat with Vice Chancellor Navarro and UCSF Presidential Chair Camara Jones, MD, a town hall focused on achieving gender equity at work, a panel discussion with UCSF women physician-scientists, free headshots, and much more. The UCSF Committee on the Status of Women, Women of UCSF Health, and UCSF Women in Technology lead the planning with support from a team of enthusiastic volunteers from across UCSF.

## SPOTLIGHT

### STAFF RESOURCE MONTH

In 2022, the annual Staff Resource Event expanded, offering a month of virtual programs to support professional and personal development of staff employees. Over 400 staff attended 20+ webinars focused on career fulfillment and advancement; diversity, equity, inclusion, and anti-racism; building community; personal and professional wellness; and more.

- Founded by the Office of Diversity and Outreach in 2016
- Partners: Campus Life Services, Human Resources, UCSF Health, and the Staff Subcommittee of Council on Campus Climate, Culture and Inclusion (4CI).



## SPOTLIGHT

### GLOBAL ACCESSIBILITY AWARENESS DAY

In May, the Disability Access and Inclusion Office Information Technology held a full day of virtual events to spread awareness of digital accessibility and celebrate the right of every individual to enjoy equal access to the Internet.



## DIVERSITY GRADUATION

Sponsored by the Multicultural Resource Center, LGBT Resource Center and Student Life, Diversity Graduation is a celebration of the accomplishments of our historically underrepresented learners and diverse students across all graduate and professional schools. Graduates, their families and friends, and event hosts were thrilled to be able to celebrate in person again!



## DIVERSITY COMMITTEES

Diversity committees provide a structured forum by which the senior leadership is apprised of recommendations and concerns from the diverse UCSF community. The committees maximize enterprise-wide potential and expertise to further the success and mission of the University. These committees also frequently focus on community-building events and advocate for equitable advancement opportunities for all. Membership on the committees is voluntary and represents faculty, staff, students, and trainees. [Learn more about the committees](#)

- **UCSF LGBTQ Committee**
- **Asian Pacific American Systemwide Alliance (APASA)**
- **Chicanx Latinx Campus Association (CLCA) & BCH CLCA**
- **The Black Caucus at UCSF & The Black Caucus at BCH Oakland**
- **Native American Health Alliance (NAHA)**
- **United Filipinx Association (UFA)**

- **Council on Campus Climate, Culture and Inclusion (4CI)**
- **The 4CI Staff Subcommittee**
- **Department Diversity Leaders**
- **UCSF Committee on Disability Inclusion**
- **UCSF Committee on the Status of Women**



## BLANKET CEREMONY

The 2022 Blanket Ceremony was organized by the UCSF Native American Health Alliance (NAHA) and the UCSF chapter of the Association of Native American Medical Students (ANAMS) to honor Indigenous graduates from the School of Medicine. Graduates honored are pictured top row from left: Emiliano Lemus, MD (they/their), Monica Stretten, MD (she/her), and Maria Castro, MD (she/her).

Photo courtesy of Tasce Bongiovanni, MD, MPP.

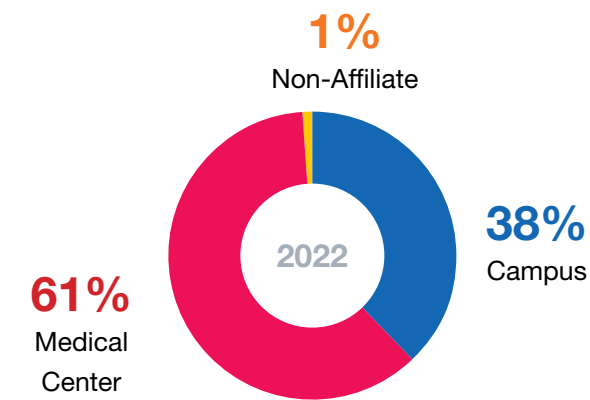
# Compliance

## Office for the Prevention of Harassment and Discrimination

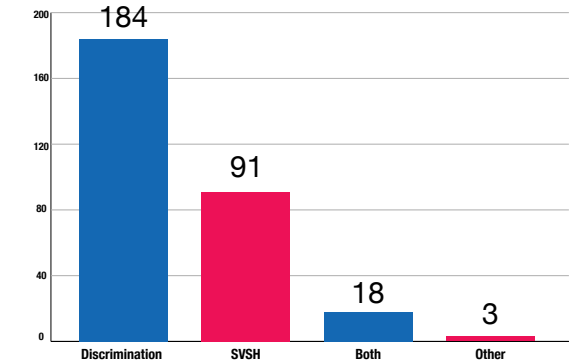
The Office for the Prevention of Harassment and Discrimination (OPHD) supports the University policy prohibiting discrimination and harassment of any person on the basis of their membership in a protected category. As part of this work, OPHD responds to complaints from persons who believe they have been subjected to discrimination, harassment, and/or retaliation on the basis of a protected category or activity. OPHD also has responsibility for preparing the annual written Affirmative Action Plan for minorities and women, persons with disabilities, and covered veterans. During the 2021-2022 fiscal year, OPHD received and responded to 340 internal complaints alleging discrimination and/or harassment based on protected categories described in the Sexual Violence/Sexual Harassment Policy and the Nondiscrimination Policy.

Note: Data on these two pages recorded as of August 2022.

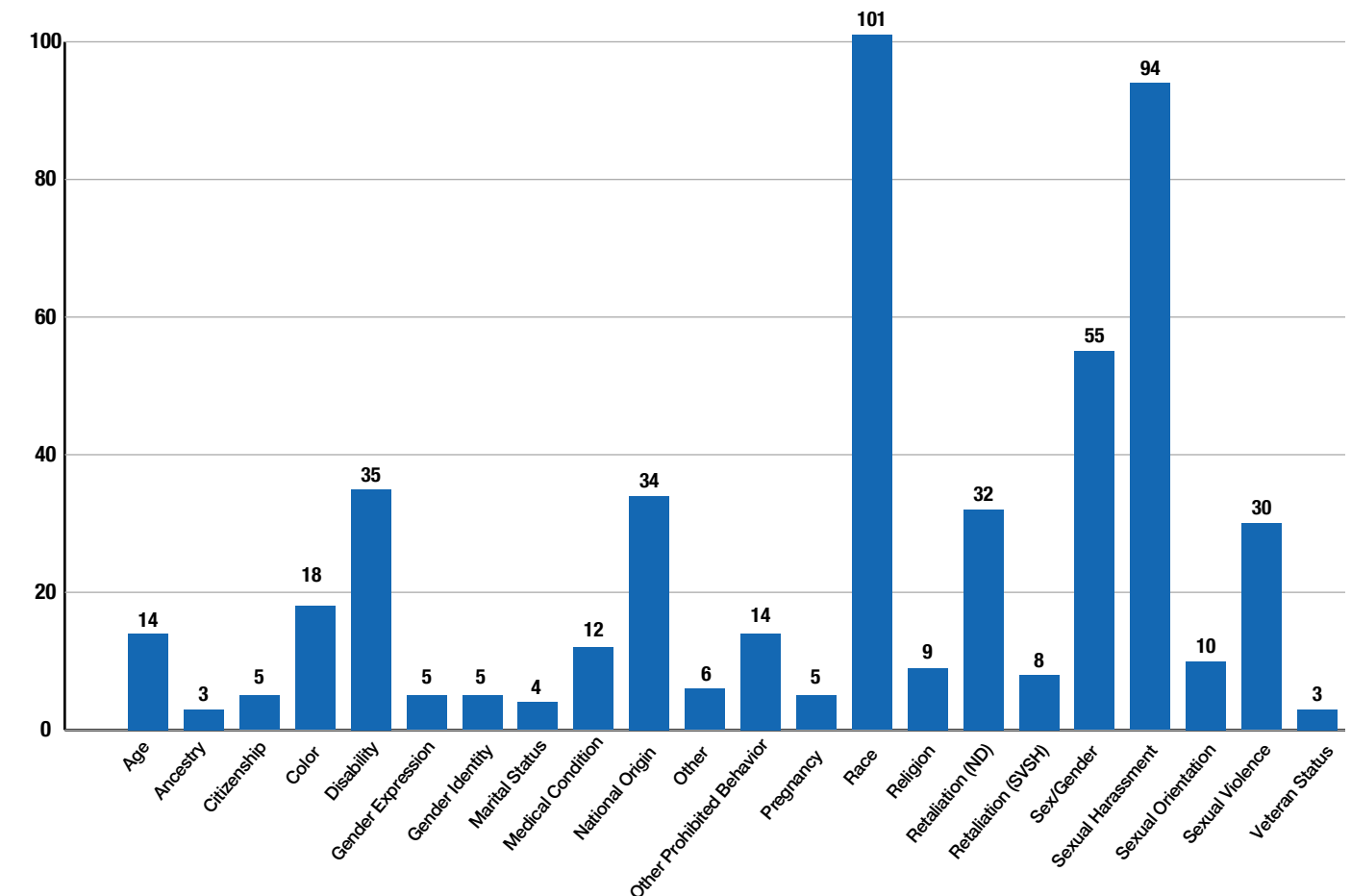
### Complaints by Billing Unit



### Complaints by Policy Type



### Alleged Prohibited Conduct Reported



Note: Complaints submitted may include multiple prohibited conducts. "Other" are complaints that fall outside of OPHD jurisdiction.

## OPHD Fiscal Year 2022 Highlights

# 340

Total Reports to Date for 2022 Fiscal Year

## 28

Formal Investigations Initiated

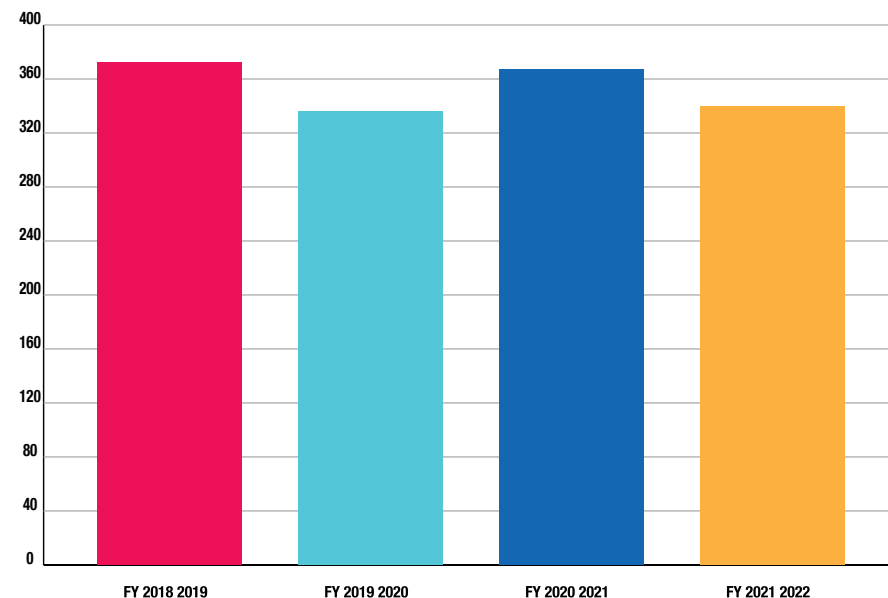
## 26

Formal Investigations Completed

## 335

Cases Closed

### Internal Complaints by Year



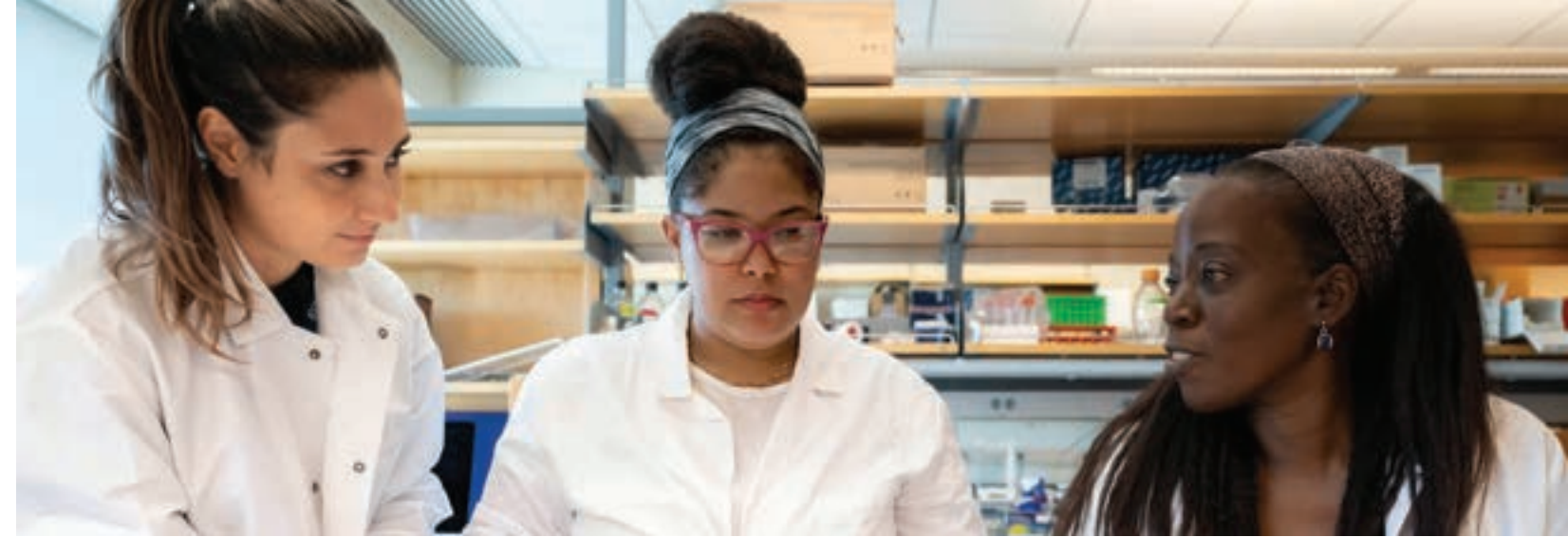
# Education and Training

## Foundations of Diversity, Equity & Inclusion Training:

# 29,101

## TRAININGS COMPLETED

This training provides the foundational knowledge and common language to better understand why diversity is core to our work. Mandatory for faculty, learners, and staff.



### DIVERSITY AND INCLUSION CERTIFICATE PROGRAM

The Diversity and Inclusion Certificate Program (DICP) is a cohort-model education course designed to equip the UCSF workforce with knowledge and skills to support anti-racism and DEI initiatives and best practices. To date, more than 230 people have completed the DICP program, and a highly engaged alumni community continues to collaborate on DEI efforts.

In Spring 2022, ODO educators added a course to address the needs and responsibilities of those in managerial and leadership positions.

### DIVERSITY, EQUITY, AND INCLUSION CHAMPION TRAINING

Originally designed for employees within the School of Medicine, this free training is now open to all faculty and staff. The course includes education on implicit biases and microaggressions, coaching in skills related to addressing these issues, and training in how to apply thoughtful, active listening and empathy to support a more diverse, equitable, and inclusive environment. Everyone is encouraged to participate. As of May 1, 2022, the grand total of DEI Champions is 4082.



# Health Equity & Research

UCSF is committed to working to achieve health equity in our communities and beyond. In addition to the equity work highlighted on page 19 in the Anti-Racism Initiative section of this report, below are a few more key efforts.

### HEALTH DISPARITIES RESEARCH SYMPOSIUM

Each year, the Office of Diversity and Outreach works with key faculty members to host the Health Disparities Research Symposium (HDRS). HDRS builds community among health disparities researchers across disciplines, units, schools, and the Bay Area, inspiring collaborations and future research.

Keynote Speaker: Camara Phyllis Jones, MD, MPH, PhD, Presidential Visiting Fellow, Yale School of Medicine; Presidential Chair, UCSF 600+ attendees

### GRANTS AND FUNDED PROJECTS

The Office of Diversity and Outreach is pleased to fund projects focused on health equity and the remediation of disparities.

**Community Engagement and Learning through Service to Underserved Individuals** - Community Rehabilitation Clinic Principal Investigators: Alejandra Hernandez, DPT, Vincent Ann, DPT and Alexander Dien, DPT, working with Katayani In, DPT Student. Funded by the UCSF Office of Diversity and Outreach.

### CULTIVATE: Combating Unequal Treatment in Healthcare through Virtual Awareness and Training in Empathy

Principal Investigators: Michael Reid, MD, MPH, Kelly D. Taylor, PhD, Orlando Harris, PhD, FNP, MPH and Madhavi Dandu, MD, MS, working with Nova Wilson, MPH. Funded with additional support from the UCSF Office of Diversity and Outreach.

### Acknowledging & Addressing Microaggressions, an Experiential Learning Approach

Principal Investigators: Jenna Essakow, MD and Sneha Daya, MD, working with: Jyothi Marbin, MD; April Edwell, MD; Anita Richards, MACM, and Sandrijn van Schaik, MD, PhD

### Health Disparities and Equity Curriculum and Toolkit for Ophthalmology Residents

Principal Investigators: Neeti Parikh, MD and Sriranjani Padmanabhan, MD, working with Saras Ramanathan, MD, and Gerami Seitzman, MD

### The Tea House Series: Striving Together To Be Antiracist

Principal Investigator: Yalda Shahram, MD, MSc, working with Stephanie Rennke, MD; Rosalie Bravo, MS, RN, ACNP-BC; Alexander Gilmer, PharmD, and Stephanie Hsia, PharmD, BCPS, BCPP



CSEO continues to grow and add programs to build and reinforce the pipeline of students from underrepresented communities. Recent additions include talent searches at Pittsburg and Deer Valley high schools, and a new pipeline partnership with Oakland Unified School District. Ángel-Max Guerrero, Pipeline Program Manager, has expanded the number of internship/job-shadowing opportunities at UCSF.

CSEO has also been deeply involved in the development of the Mission Bay Linked Learning Hub, an intensive 1-year advanced bridge to health, Biotechnology and other STEM-aligned fields, for SFUSD students. In 2021-2022, CSEO and UCSF students, residents, and faculty have served as design partners, working closely with student ambassadors to dream a bold vision for the student experience at what will be an innovative, educational hub.



**\$1,129,125**  
TOTAL GRANTS RECEIVED  
2021-2022



**20,000+**  
STUDENTS INDIRECTLY  
SERVED



**1,100**  
FAMILIES SERVED

# Student Educational Outreach

*Center for Science Education and Outreach*

Since 1999, the UCSF Center for Science Education & Outreach (CSEO) has collaborated with partner schools at Bay Area school districts and supported community-based organizations to assist students and their families in pursuit of higher education and better opportunities. With a focus on K-16 underrepresented, first-generation, socio-economically disadvantaged, and English-language learners, CSEO helps students prepare for postsecondary education, pursue graduate and professional school opportunities, and gain exposure to careers in health and STEM.

## CSEO PROGRAMS INCLUDE:

- Early Academic Outreach Program (EAOP)
- Inside UCSF
- P-20
- MAP to College
- MESA
- TRiO Upward Bound
- PITCH
- Summer Science Camp





# Our Team

**J. Renée Chapman Navarro, PharmD, MD** - Vice Chancellor, Diversity and Outreach  
Chief Diversity Officer, Chief Outreach Officer

## Administrative Office

**Alejandra Rincón, PhD** - Assistant Vice Chancellor and Chief of Staff

**Alan Carpenter** - Applications Director/Data Specialist

**Andrelyn Rivera** - Executive Analyst to the Vice Chancellor

**Barbara Sanchez** - Director, Marketing and Communications

**Brian Neumann** - Writer, Editor

**Calvin Moree, MBA** - Director, Data and Analytics

**Dan Strnad** - Data & Information Systems Specialist

**Gil Lorenzo** - Special Projects Manager

**Stephanie Walker** - Associate Director, Diversity Talent Strategy

**Terry Giang** - Graphic Designer

**Tiffani Chan, MA** - Special Projects Manager

## Advancing Excellence in Faculty Recruitment

**Elizabeth Ozer, PhD** - Director, Faculty Equity Advisor Program, Professor of Pediatrics  
Associate Vice Provost of Faculty Equity

**Michael Penn, MD, PhD** - Director of Diversity in Basic Science Faculty

**Jason Sello, PhD** - Associate Director of Diversity in Basic Science Faculty

**Michelle Guy, MD** - Faculty Development and SEA Grant, Professor, Medicine

## CARE Advocate

**Denise Caramagno, MA, LMFT** - Co-Director

**Kendra Hypolite, MSW, LSW** - Co-Director

## Center for Science Education & Outreach

**Don Woodson, MEd** - Director

**Anthony Amaro** - MESA Program

**Glennnda Bivens, PhD** - Deputy Director, Director of College Preparatory Programs

**Vincent Ka Do** - Program Coordinator, Early Academic Outreach Program

**Mariel Duran** - Talent Search Coordinator, Pittsburg High School

**Emily Frank, MD** - Director, Health Education Partnerships, Oakland

**A'Nihya Gaines** - Program Coordinator, Upward Bound

**Ángel-Max Guerrero, MA** - Pipeline Program Manager

**Laneasha Lee** - Deputy Director, TRiO Upward Bound Program

**Jose "Freddy" Garcia** - TRiO Talent Search Coordinator

**Jourdan Jackson** - Program Coordinator, Early Academic Outreach Program

**Karen Louriana Medina** - Early Academic Outreach Program Coordinator

**Uzoma Onuoma** - MESA Intern

**Emmanuel Padilla** - Senior Early Academic Coordinator

**Chaney Saephan** - Program Coordinator, Early Academic Outreach Program

**Shiela Smith, MSM-HCA** - Administrative Officer

**Kay Poland, JD** - Complaint Resolution Officer

**Maria Carmen Hinayon, JD** - Complaint Resolution Officer

**Michael Nisperos, JD** - Senior Complaint Resolution Officer

**Tracey Tsugawa** - Complaint Resolution Officer

**Katie R. Gaines, JD** - Complaint Resolution Officer

## Resource Centers

**LaMisha Hill, PhD** - Director, Multicultural Resource Center

**Klint Jaramillo, MEd, MSW** - Director, LGBT Resource Center

**Melisa Anne Bautista, MEd** - Assistant Director, Multicultural Resource Center

**Tracy Garcia** - Assistant Director, LGBT Resource Center

## Consultants

**George Dugan** - Web Administrator

## Photographers:

**Noah Berger, Elisabeth Fall, Susan Merrell, Barbara Ries, Marco Sanchez.**

## Disability Access & Inclusion

**Wendy Tobias MS, LPCC** - Chief Accessibility and Inclusion Officer, ADA Coordinator

**Cecile Puretz** - Assistant Director, Disability Access and Inclusion

## Health Equity

**Maga Jackson-Triche, MD, MSHS** - Executive Advisor and Assistant Vice Chancellor, Diversity, Equity and Inclusion - Health System

**Brittney Doyle, MPH** - Program Manager, Black Health Initiative

## Office for the Prevention of Harassment and Discrimination

**Nyoki Sacramento, JD** - Assistant Vice Chancellor, Director, Title IX Officer

**Deborah Ohiomoba, JD** - Associate Director

**Charlene Mandau** - Case Management Coordinator

**Grant Abernathy, MPA** - Senior Complaint Resolution Officer

**Andrea La Campagne, JD** - Senior Complaint Resolution Officer



Office of Diversity & Outreach (ODO)  
550 E Gene Friend Way | San Francisco, CA  
[diversity.ucsf.edu](http://diversity.ucsf.edu)



@ucsfodo