



Roadmap to Inclusive Excellence

Strategic Plan for Diversity, Equity and Inclusion



University of California, San Francisco

2013

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Background

Diversity – a defining feature of California’s past, present and future – refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, gender identity, socioeconomic status, and geographic region, and more.

UC Definition of Diversity <http://www.universityofcalifornia.edu/diversity/diversity.html>

The UCSF Mission is to advance health worldwide. Our vision is that in advancing health worldwide, UCSF will build upon its commitment to diversity, provide a supportive work and learning environment, recruit and retain the best people and position UCSF as an innovator for the future. In addition we will serve our local, regional and global communities and contribute to the reduction of health disparities.

The Office of the Vice Chancellor, Diversity and Outreach, established December 2010, serves as the campus leader in building diversity in all aspects of the UCSF mission through ongoing assessment, development of new programs and building consensus and collaborations. The Office will collaborate with the medical centers and hospital teaching sites to promote diversity, equity, inclusion and outreach.

The mission of the Office of Diversity and Outreach is to build a broadly diverse faculty, student, trainee and staff community, to nurture a culture that is welcoming and supportive, and to engage diverse ideas for the provision of culturally competent education, discovery, patient care, and community engagement.

Executive Summary

Diversity, equity and inclusion initiatives, however, are not new to the UC San Francisco campus. Rather these initiatives represent an evolution of a long-standing institutional commitment and investment in diversity. This evolution recognizes the imperative for educating and employing the best in a climate that is welcoming and inclusive so that individuals thrive and drive our excellence.

This roadmap to Inclusive Excellence has eight goals encompassing major areas of emphasis for diversity: Institutional climate, compliance, education, research/scholarship, patient care, community engagement, recruitment/retention and accountability. Eight Goals have emerged:

1. Campus Climate and Culture of Inclusion and Equity
2. Compliance Best Practices
3. Curriculum and educational environment that reflects our commitment to diversity and inclusion
4. Research and scholarship that reflects our commitment to diversity and inclusion

5. Unparalleled patient care that is culturally competent
6. Engagement with our community
7. Recruitment best practices for students, faculty and staff
8. Accountability



Imperative for Change

There is a need to evaluate current systems and establish new ones, as well as assess programmatic and educational efforts to enhance the equity, climate and cultural competence of the university. Doing so will improve the opportunities, care and education we offer to all regardless of gender, race, ethnicity, socioeconomic status, religion, disability status, sexual orientation or gender identity.

Process

This roadmap has been constructed following a series of retreats, focus group meetings and individual meetings. A large segment of the campus community has been sought out for engagement in this process.

The Diversity and Outreach strategic planning retreat was convened on May 11, 2012 and brought together campus and diversity leaders for their contribution to the campus strategic plan.

Prior to the establishment of the Office of Diversity and Outreach work done by the Diversity and Outreach Subcommittee of the Chancellor's Advisory Committee on Academic Diversity, the School of Medicine Roadmap to Diversity and student advocacy for diversity and inclusion provided valuable contributions that are incorporated into this strategic plan. In addition, the Chancellor commissioned a

Blue Ribbon Panel that was charged to evaluate national trends and best practices and make recommendations regarding compliance practices in Affirmative Action/Equal Employment Opportunities, Sexual Harassment Prevention and American with Disabilities Act.

Context

The Roadmap to Inclusive Excellence aligns with the Campus Strategic Plan:

<http://www.ucsf.edu/about/strategy> <http://strategy.ucsf.edu/>

CAMPUS STRATEGIC PLAN

Mission: Advancing Health Worldwide

Vision: In advancing health worldwide, UCSF will

- Develop innovative, collaborative approaches for education, health care and research that span disciplines within and across the health sciences
- Be a world leader in scientific discovery and its translation into improved health
- Develop the world's future leaders in health care delivery, research and education
- Deliver the highest-quality, patient-centered care
- Build upon its commitment to diversity
- Provide a supportive work environment to recruit and retain the best people and position UCSF for the future
- Serve the local, regional and global communities and eliminate health disparities

STRATEGIC DIRECTION

- Fostering Innovation and Collaboration
- Translating Discoveries into Improved Health
- Educating Future Leaders
- Providing Highest-Quality Care
- Nurturing Diversity
- Promoting a Supportive Work Environment
- Serving Our Community

The Roadmap to Inclusive Excellence also aligns with the Campus Three-Year Action Plan:

CAMPUS THREE-YEAR ACTION PLAN

Vision

For UCSF to become the world's preeminent health sciences

1. Goal 1: Provide unparalleled care to our patients
2. Goal 2: Improve health through innovative science
3. Goal 3: Attract and support the most talented and diverse trainees in the health sciences
4. Goal 4: Be the workplace of choice for diverse, top-tier talent
5. Goal 5: Create a financially sustainable enterprise-wide business model

UCSF'S 2014 - 2015 PLAN

Vision: To be the world's preeminent health sciences innovator.

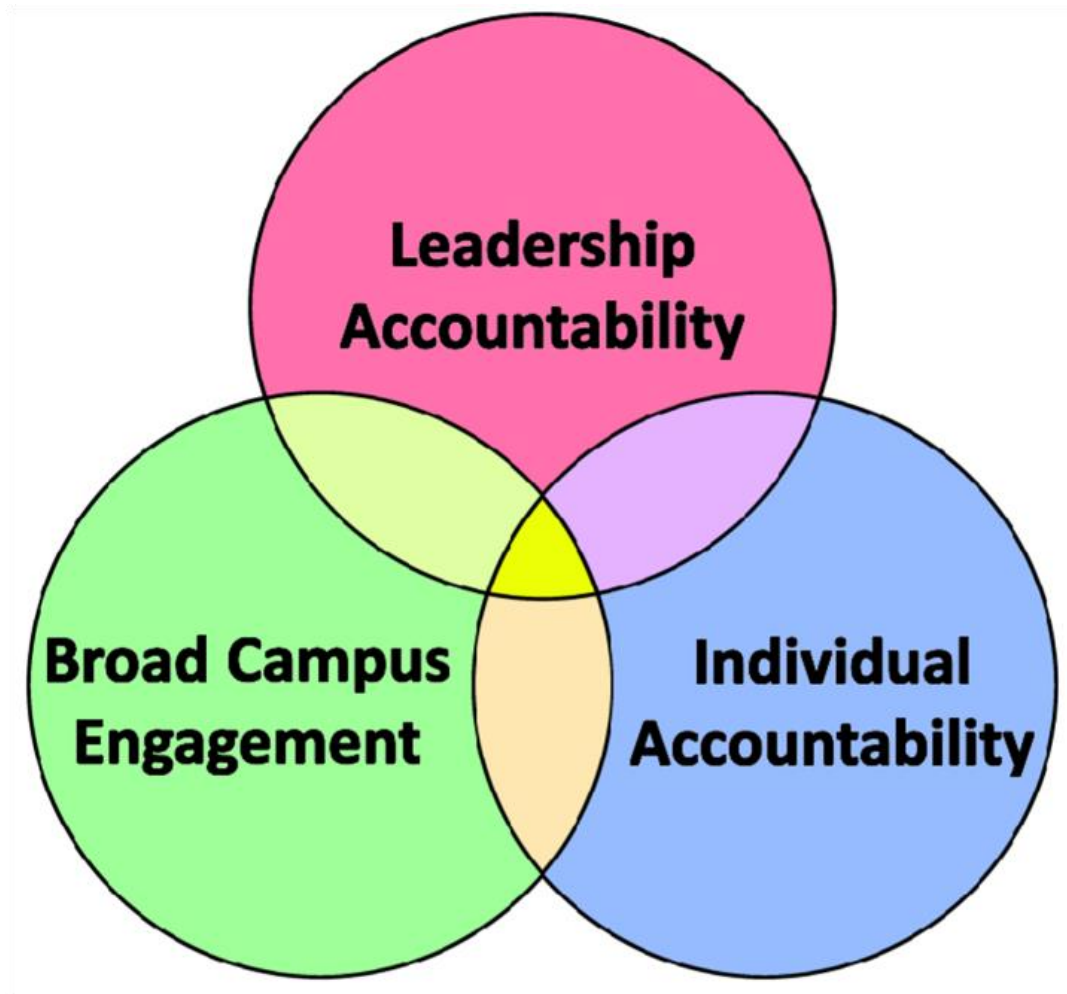
2014-15 GOALS	
1. Provide unparalleled care to outpatients across all sites 2. Improve health through innovative science 3. Attract and support the most talented and diverse trainees in the health sciences 4. Be the workplace of choice for diverse, top-tier talent 5. Create a financially sustainable enterprise-wide business model	
STRATEGIES	
1	• Hire and retain the top healthcare providers • Accelerate the translation of groundbreaking science into therapies for outpatients • Provide a world-class patient experience
2	• Promote collaboration and cross-disciplinary efforts within the UCSF research community • Invest in infrastructure that enables UCSF to excel in basic, clinical, and population research • Lead and influence biomedical research policy at the national and international levels
3	• Increase professional and graduate student financial support • Develop infrastructure to support new experiential, team-based, interdisciplinary learning models • Create a learning environment in which our trainees thrive
4	• Establish and communicate clear goals and direction—at all levels • Enhance development opportunities for faculty and staff • Compensate faculty and staff based on performance and at market levels • Create an environment in which faculty and staff can thrive
5	• Collaborate with our local community on educational and economic opportunities and health enhancements • Design and implement transparent and effective budgeting and planning processes • Maximize existing revenue streams, develop new ones and continue Operational Excellence efforts to manage costs

<http://www.ucsf.edu/about/ucsfs-2014-2015-plan>

Scope of Initiatives

Diversity initiatives engage and are inclusive of all segments of the UCSF campus. We recognize and celebrate the broad contributions of the members of the faculty, students, trainees, staff and community at large to the mission of advancing health worldwide. We also acknowledge the challenges of groups who are underrepresented within the university. To that end our strategic foci will include specific actions to enhance representation and participation of racial and ethnic groups, women, LGBTI, veterans, those with disabilities and other marginalized groups.

This plan encompasses all segments of the campus community including the medical center. Success requires engagement throughout the organization with both leadership and individual accountability.



Data (Academic Year Baseline 2012-13)

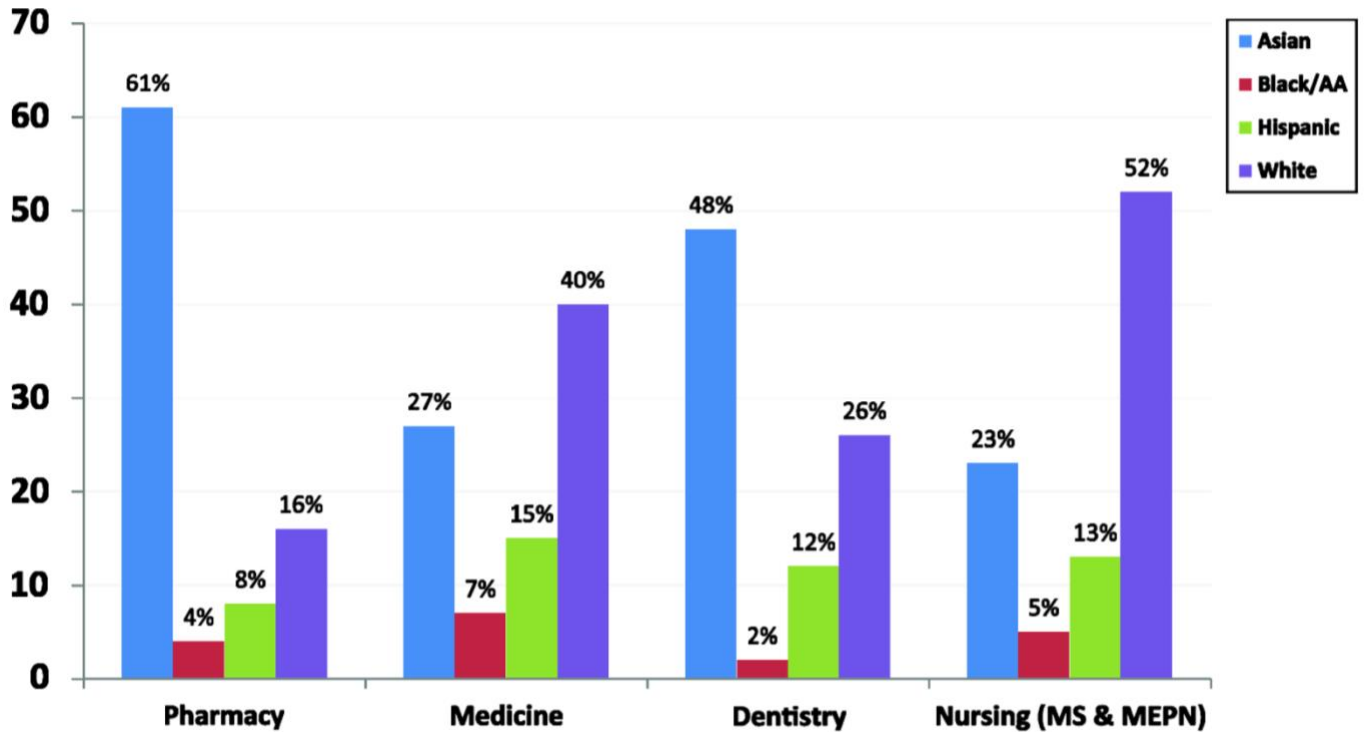
UCSF continues to have significant areas of unmatched availability pool hiring for women and minorities, as defined in the campus affirmative action plan for faculty and staff:

<http://diversity.ucsf.edu/AAPlan>

DEMOGRAPHICS

Fall 2012 Students by Racial/Ethnic (Across Schools)

Strategic Plan for Diversity, Equity and Inclusion at UCSF

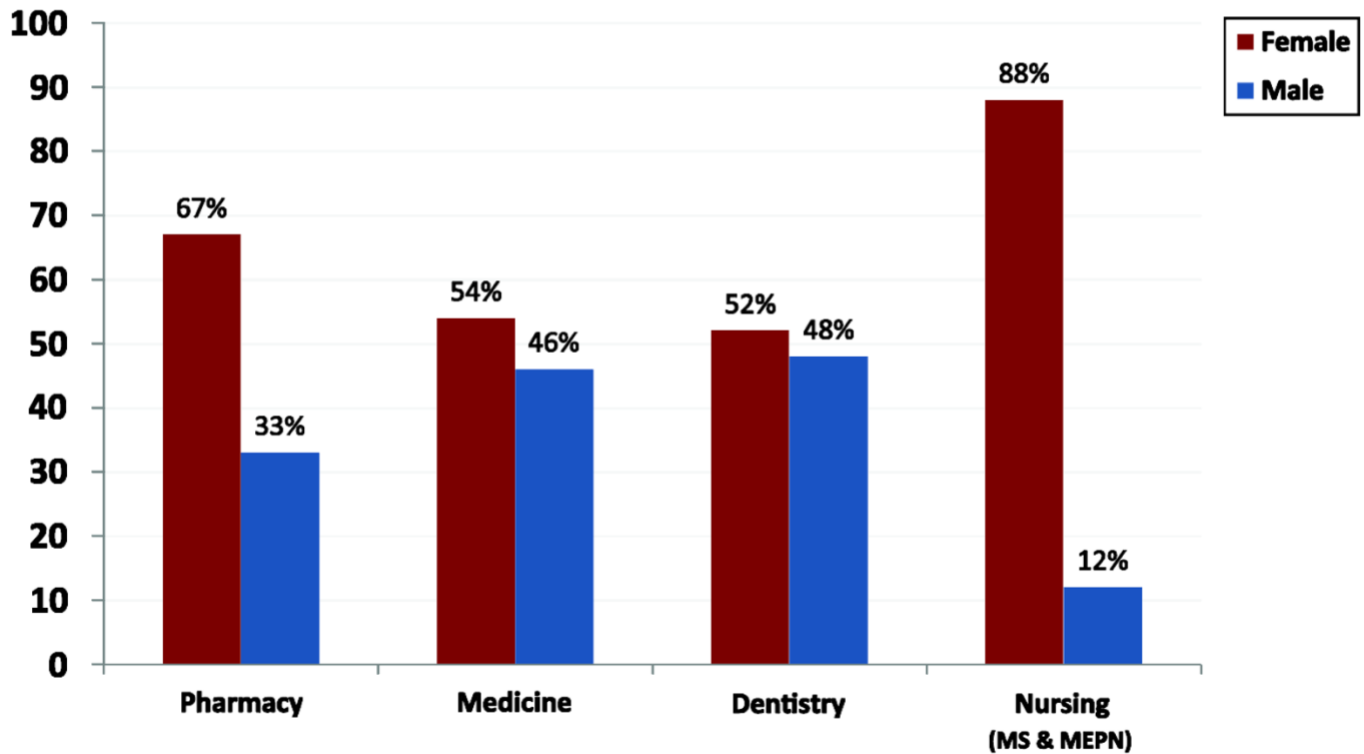


ALL STUDENTS AND TRAINEES R/E AND GENDER

	2007		2008		2009		2010		2011		2012	
Amer Ind	28	0.56%	25	0.50%	23	0.21%	38	0.73%	43	0.83%	33	0.62%
Asian	1637	32.82%	1598	32.15%	1624	31.80%	1644	31.79%	1654	31.82%	1766	33.06%
Black	175	3.51%	168	3.38%	171	3.25%	195	3.77%	206	3.96%	216	4.04%
Hispanic	289	5.79%	336	6.76%	342	6.76%	377	7.29%	410	7.89%	475	8.89%
Other	543	10.89%	579	11.65%	634	12.44%	694	13.42%	619	11.91%	496	9.28%
White	2316	46.43%	2264	45.55%	2318	45.54%	2223	49.99%	2266	43.59%	2356	44.10%
	4988		4970		5112		5171		5198		5342	
Females	2863	57.40%	2855	57.44%	2923	57.18%	2938	56.82%	2924	56.25%	3021	56.43%
Males	2125	42.60%	2115	42.56%	2189	42.82%	2233	43.18%	2274	43.75%	2333	43.57%
	4988		4970		5112		5171		5198		5354	

Source data from: Office of Institutional Research, Student Information Systems, Graduate Division, and Graduate Medical Education

2012 UCSF Students and Trainees by Gender (Across Schools)



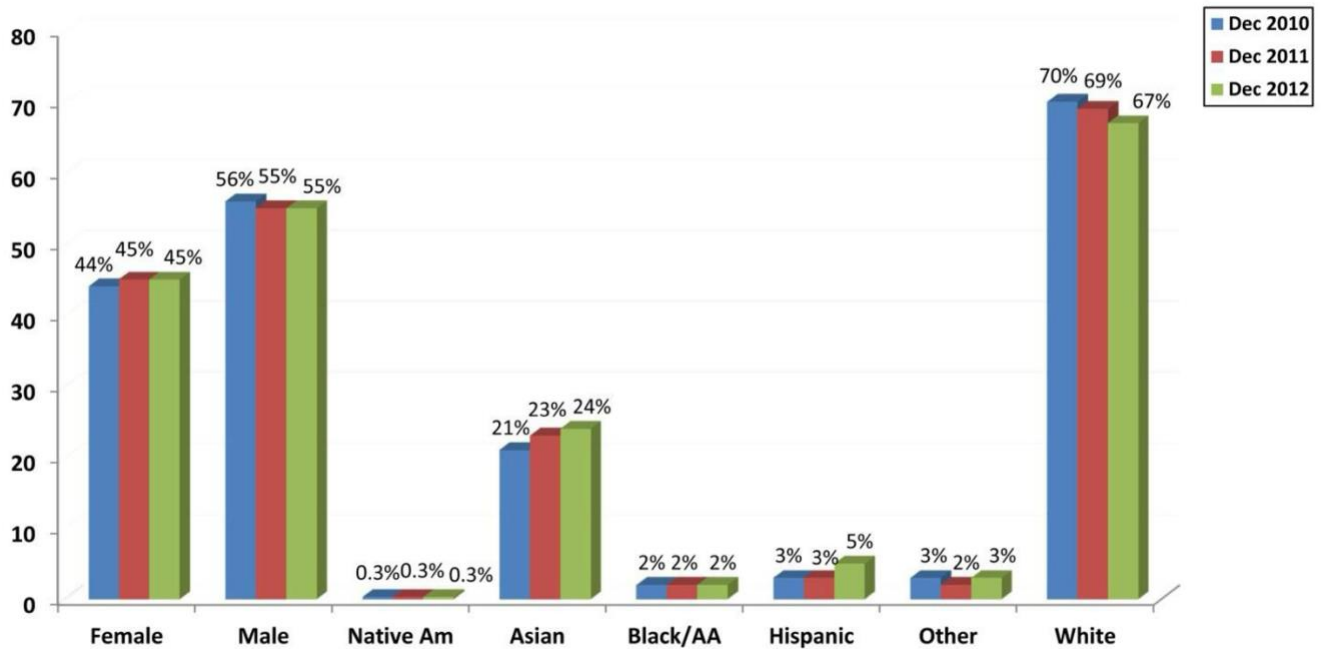
UCSF POSTDOC DEMOGRAPHIC, 2012

	Female	Male	Asian	Black	Hispanic	Other	White
US and PR	252	258	130	18	57	14	288
International	304	313	301	8	44	13	250
Total	556	571	431	26	101	27	538
Percent	49.33%	50.67%	38.24%	2.31%	8.96%	2.40%	47.74%

*American Indian/Alaska Native and Hawaiian/Pacific Islander populations not presented

Faculty

UCSF Faculty Trends (n = 2325 / 2397 / 2475)



UCSF Faculty Trends (n = 2325 / 2397 / 2475)

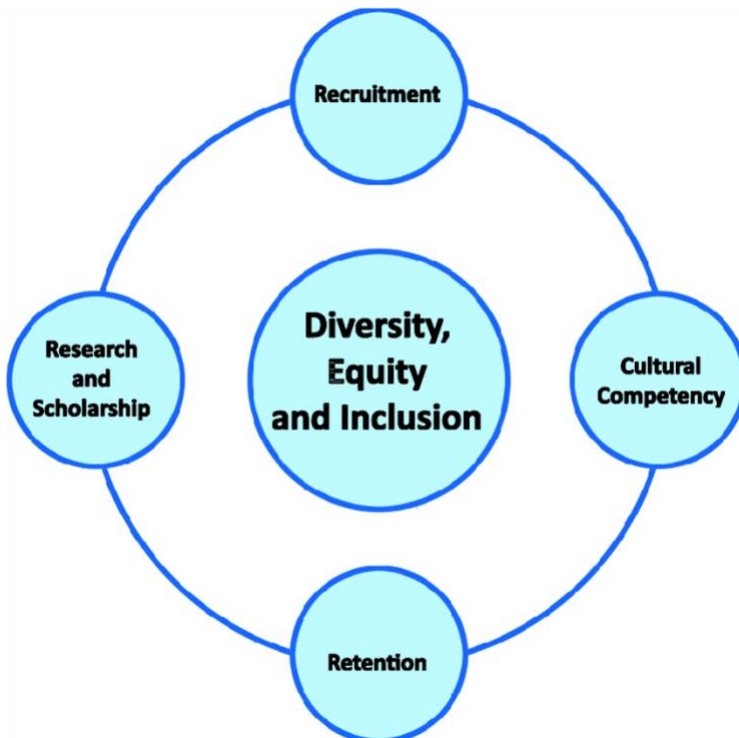
Staff

COMPARISON OF WORKFORCE PROFILES (%)								
	Professional Support Staff		Management and Senior Professional		Senior Management Group		Total	
	2006 (n = 11816)	2013 (n = 12782)	2006 (n = 1067)	2013 (n = 1561)	2006 (n = 21)	2013 (n = 22)	2006 (n = 12904)	2013 (n = 14365)
White	42.6%	38.6%	71.1%	63.2%	85.7%	86.4%	45.0%	41.3%
Non-White	57.4%	61.4%	28.9%	36.8%	14.3%	13.6%	52.7%	58.7%
Female	69.3%	69.6%	55.4%	57.7%	33.3%	36.4%	68.1%	68.3%
Male	30.7%	30.4%	44.6%	42.3%	66.7%	63.6%	31.9%	31.7%
Black/AA	8.4%	7.7%	4.3%	4.7%	4.8%	9.1%	8.0%	7.4%
Asian	34.8%	38.5%	18.7%	25.0%	4.8%	0.0%	33.4%	37.0%
Hispanic	11.6%	12.7%	4.9%	5.3%	4.8%	4.5%	11.0%	11.9%
Native Am /Alak Native	0.5%	0.4%	0.4%	0.5%	0.0%	0.0%	0.4%	0.4%

Essential Elements for Success

The following are essential elements that will facilitate our path to inclusive excellence. Compliance excellence (Affirmative Action/Equal Employment Opportunities, Sexual Harassment Prevention and Resolution, Title IX, and Americans with Disabilities Act) and Community Engagement are the necessary foundation.

- Recruitment – outreach to groups underrepresented on campus coupled with hiring and admission best practices are key elements of the recruitment process. It is critical that we establish relationships with communities, institutions and organizations that will facilitate our recruitment efforts.
- Retention – our ability to retain our current excellent diverse faculty, students, trainees and staff is a reflection of the climate, engagement and the access to opportunities that are available within the university and medical center.
- Cultural Competency - by increasing the understanding across the campus and medical center of the value of difference that comes from a diverse campus community, we will be most successful in achieving sustained excellence.
- Research and Scholarship – the university must continue to leverage excellence and innovation from collaborative, interprofessional, diverse team



Goals:

- 1. Campus Climate: Provide a climate that is equitable and inclusive in which faculty, students, trainees and staff thrive.**
 - A. A supportive, equitable campus climate is key to retention.
 - B. Implement an assessment of campus climate to identify areas of success and define priorities.
 - C. Institute an Unconscious Bias Initiative that provides training and mitigation strategies.
 - D. Expand campus orientation and education on Principles of Community and PRIDE.
 - E. Implement Campus Programming that facilitates a supportive and inclusive climate:
 - I. Student support programs
 - II. Faculty/Staff professional development, mentoring and sponsorship
 - III. Leadership Succession Planning
 - F. Recruit Diversity Manager/LGBT Specialist to direct the LGBT Resource Center.
 - G. Partner in the evaluation and implementation of strategies to enhance staff engagement.
- 2. Compliance: An essential foundational element, ensure compliance and best practices for Affirmative Action/ Equal Employment Opportunities, ADA, SHPR and Title IX.**
 - A. Recruit Director of Affirmative Action/ADA compliance.
 - B. Revamp the Annual Affirmative Action Plan and establish annual internal compliance audits.
 - C. Develop/disseminate Affirmative Action Best Practices Tool.
 - D. Revise compliance education and training tools and integrate into campus wide Education and Training activities.
 - E. Establish American with Disabilities Coordinating Committee.
 - F. Implement new regulatory requirements in a timely and efficient manner.
- 3. Education: Ensure a curriculum and educational environment that reflects the diversity of our patients and acknowledges the disparities in health and health care nationally and internationally.**
 - A. Work with curriculum leaders to assess the culture content within the curriculum.
 - B. Provide educator skills training on Unconscious Bias.
 - C. Advance community engagement through service learning opportunities.
 - D. Work with educational deans to identify and increase the participation by underrepresented minority faculty in student core coursework.
- 4. Research/Scholarship: Ensure a research and scholarship agenda that is reflective of the diversity of our patients and addresses the disparities in health and health care nationally and internationally.**
 - A. Expand number of NIH Minority Supplements held by UCSF eligible PIs.
 - B. Expand community participatory research opportunities for faculty, students and trainees.
 - C. Partner with the Clinical and Translational Science Institute on programs related to the Career Development of underrepresented faculty.
 - D. Support and enhance visibility of research on health and health care disparities.
- 5. Patient Care: Provide unparalleled care that is culturally competent.**

In Partnership with the Medical Center/Dental Center

 - A. Evaluate Patient Satisfaction Data by Gender, Race/Ethnicity, LGBT, Disability status and others to identify strengths and opportunities for improvement.
 - B. Expand performance measures for managers to include measures related to diversity, equity and inclusion (recruitment, satisfaction and engagement).

6. Expansion of our Community Engagement

- A. Identify a sustained source of funding for University Community Partnerships.
- B. Expand Service Learning Training among all groups (Faculty/Students/Staff and Community Partners).
- C. Expand boundaries of community partnerships to include health equity community –based organizations outside of the City and County of San Francisco.

7. Recruitment

Attract an outstanding and diverse faculty, staff and student body.

FACULTY

- 1. Nurture the Diversity within our current Internal Pipeline from students to trainees and postdocs into our faculty ranks.
 - a. Develop a database for tracking individuals who have participated in our pipeline programming.
 - b. Continue support for Initiatives that strengthen the pipeline (e.g.):
 - i. Inside UCSF
 - ii. The UC Diversity Pipeline Initiative
 - iii. Visiting Elective Clerkships
 - iv. Presidential Post Doctoral Scholars
http://ppfp.ucop.edu/info/uc_ppfp.html
 - v. Traveling Ambassadors
 - c. Expand Underrepresented Student/Trainee Mentoring – include access to underrepresented faculty and discussions of academic career choice and preparation.
- 2. Incentivize hiring of faculty that contribute to our commitment to diversity. We have significant underrepresentation of African American, American Indian/Alaskan Native and Latino Faculty.
- 3. Implement Best Practices for Faculty Searches:
 - a. Search committee composition
 - b. Search committee required training
 - c. Search committee Equity Advisors
 - d. Implement recruitment pool verification for faculty searches with the launch of the UC Recruit on-line system by the VC.
 - e. Increase Chair/Division Chief accountability regarding faculty hiring.

STAFF

- 1. Institute Best Practices for Staff outreach and searches (as outlined above for faculty).
- 2. Collaborate with human resources' recruiters on strategies for diversification of qualified applicant pools.
- 3. Implement manager accountability regarding staff hiring.

STUDENTS

- 1. Effective Outreach to institutions and organizations that will enhance the pool of diverse qualified applicants.
- 2. Utilize best practices in admissions including holistic review, welcoming interview and second look opportunities.
- 3. Develop competitive financial packages to increase the enrollment of accepted students.

8. Accountability

Provide ongoing leadership to diversity efforts and communicate commitment to diversity. Communicate widely the core values and vision for diversity, equity and inclusion at UC San Francisco and embed diversity throughout our central functions.

- A. Assure sufficient ongoing funding for diversity initiatives.
- B. Assure diverse representation in presentations, website, marketing materials and invited campus speakers and honorees.
- C. Implement and enhance leadership accountability strategies
 - 1. Annual reporting for Dean's /CEO/ EVCP of Diversity efforts within their organizational units and incorporate this in the annual evaluation by the Chancellor.
 - 2. Chancellor's Annual Diversity Leadership Forum – should continue to highlight ongoing initiatives and identified opportunities for improvement.
 - 3. Recommend and collaborate with Deans regarding annual evaluation of department chairs with the incorporation of metrics regarding equity and diversity of faculty, staff and trainees.
 - 4. Collaborate with human resources and medical center leadership on management education, training and accountability with the incorporation of metrics regarding equity, diversity and inclusion for staff.

Expected Outcomes

Within the next 5 years, UCSF can expect improvement in the following areas based on the implementation of the strategies of inclusive excellence defined in this plan.

UCSF EXPECTED OUTCOMES 2017			
Intergroup disparities in graduate and professional student enrollment, retention and graduation rates will be eliminated.	Campus members will report an enhancement to the climate over 2012-13 response.	Staff and faculty will show improvement toward goal by 5% as reflected in the diversity of CA and national pools over 2012 levels.	UCSF will remain committed to resources necessary to sustain diversity equity and inclusion.

Implementation

To be successful, the work of inclusion and equity requires participation and accountability on the part of all members of the campus community.

In addition to using our Principles of Community as a compass, it is critical that the campus leaders and stakeholders partner with the ODO to successfully implement and advance diversity and outreach strategic initiatives.

Principles of Community: <http://diversity.ucsf.edu/node/48>

Management

The Role of the Office of Diversity and Outreach

The Office of Diversity and Outreach (ODO), headed by the Vice Chancellor serves as the campus leader in building diversity in all aspects of the mission through ongoing assessment, development of new programs and building consensus and collaborations. The ODO is responsible for overseeing the implementation of this strategic plan and the reporting of findings to the chancellor, the campus and broader community.

The Office of Diversity and Outreach is responsible for understanding the national and international lens of diversity, equity and inclusion and providing information and expertise to the campus community. The office includes the following divisions:

- Accountability and Compliance
- Education
- Community Partnerships
- Resource Centers
- Research and Scholarship

The Role of Leaders

The Vice Chancellor will work with the Chancellor, members of the Chancellor Executive Cabinet, diversity and outreach directors, department chairs, and managers and others to foster collaborations and coordinate actions with measurable outcomes consistent with this strategic plan.

The Role of Stakeholders

The Chancellor's Council on Culture, Climate and Inclusion as well as the Campus Advisory Committees (Disability, Diversity, LGBT, Status of Women), Human Resources, Academic Affairs and Student Academic Affairs and the Academic Senate are key stakeholders and will advise the vice chancellor on yearly goals and progress on this roadmap.

Accountability

Accountability requires the ongoing assessment of progress and implementation of changes to current systems at the university. It will only be successful with the guidance of the Office of Diversity and Outreach in partnership with human resources, academic affairs, student academic affairs, executive leadership and departmental leaders.

We must first define the goals and metrics, disseminate education on best practices, implement systems changes as necessary, and partner with campus members to ensure accountability and facilitate change.

Timeline

Foundational Activities – 1st year

1. Build the Diversity and Outreach Team by recruiting essential staff in Affirmative Action, ADA compliance and LGBT equity and inclusion.
2. Provide effective tools and training to facilitate Affirmative Action/Equal Employment, Americans with Disabilities and Sexual Harassment Prevention Compliance as well as best practices in academic searches, and professional/graduate admissions.
3. Develop a plan in response to the Inclusion Climate Survey.
4. Establish a Campus Diversity and Outreach Scorecard based on currently available data and publish annually. The scorecard will include:
 - a. Demographic data on new and retained members of the campus community.
 - b. Campus analysis of veterans and individuals with disabilities.
 - c. Search process analysis of faculty and staff hires.
 - d. Analysis of leadership diversity (Department Chairs, Deans, SMG, MSO >3).
 - e. Salary Equity Survey – establish methodology, obtain UCOP approval and pull data effective 7/2/14 (with Academic Affairs).
5. Produce an Annual Report that includes the Scorecard and Updated Yearly Goals.