UCSF
University of California
San Francisco

UCSF Anti-Racism Initiative

Valuing Black Lives; Dismantling Systemic Inequalities

Report of Goals and Measures

8/19/2021

Anti-Racism Initiative Planning Group:
Background and Timeline

June 2020

Chancellor Hawgood announces Anti-Racism Initiative at UCSF

Aug. 2020

VC Navarro convenes Anti-Racism Initiative Planning Group

June 2021

UCSF Task force on Equity and Anti-Racism in Research issues report

Input and engagement with enterprise-wide staff, faculty and learners

July 2020

Anti-Racism Initiative Planning Group:
- Formulates the six over-arching Initiative goals of the Initiative
- Develops and refines explicit objectives related to each goal
- Identifies process and outcome measures for each objective

Sep. 2020 – May 2021

Funding Request Decision

July 2021

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Anti-Racism Planning Group: Membership

- **Renee Navarro**, MD, PharmD - Vice Chancellor, Diversity and Outreach and Executive Sponsor

- **Janhavi Bonville**, MPP - Associate Executive Vice Chancellor and Provost

- **Nancy Duranteau** - Director and Chief Learning Officer, Learning & Organization Development

- **Won Ha** - Vice Chancellor, Communications

- **Malcolm John**, MD, MPH - Professor, School of Medicine

- **Dan Lowenstein**, MD - Executive Vice Chancellor and Provost

- **Terri O'Brien**, PhD - Associate Chancellor, Office of the Chancellor

- **Alejandra Rincon**, PhD - Assistant Vice Chancellor and Chief of Staff, Office of Diversity and Outreach

- **Barbara Sanchez** - Marketing and Communications Manager, Office of Diversity and Outreach

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Pillars (Goals) of the Initiative

The UCSF Anti-racism Initiative seeks to achieve the following *seven* goals:

- Create a healthy, safe, and welcoming climate for employees and learners at UCSF

- Address Antiracism knowledge gaps

- Embed equity as part of essential criteria in decision-making

- Achieve demographic diversity in leadership (M3 and above)

- Achieve equity in patient care, including affiliates

- Further UCSF commitment to the Bay Area

- Make structural changes required to address equity and anti-racism for research endeavors at UCSF

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Goal #1:

Create a healthy, safe, welcoming climate for employees and learners at UCSF
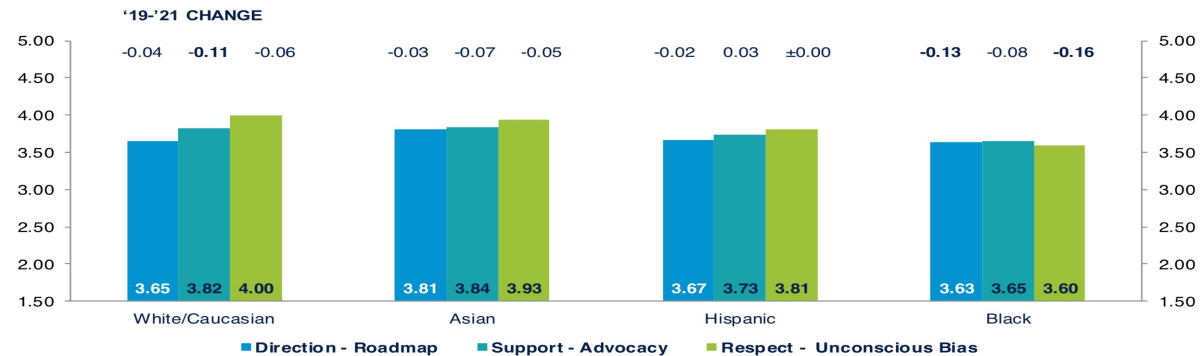
Includes such objectives as:

- Expanding CARE Advocate

- Reimagining Campus Security Officers as Public Safety Ambassadors and Clinical Safety Officers

Utilizes data from:

- Annual Gallup belonging index and upcoming UCSF Climate Survey (Inclusion or Belonging Survey)

Belonging by Ethnicity

In a unique pattern, Black employees have stronger results on support and direction, the lowest element is respect.

		'19-'21 CHANGE								
	-0.04	**-0.11**	-0.06	-0.03	-0.07	-0.05	-0.02	0.03	±0.00	**-0.13** -0.08 **-0.16**

White/Caucasian	Asian	Hispanic	Black
3.65 3.82 4.00	3.81 3.84 3.93	3.67 3.73 3.81	3.63 3.65 3.60

■ Direction - Roadmap   ■ Support - Advocacy   ■ Respect - Unconscious Bias

Note: UCSF Overall is Health, Campus and BCH Oakland Combined; Mean change represents data results for those who participated in both 2019 and 2021 surveys. **Bold** font indicates meaningful change defined as +/- 0.10.

Learning & Organization Development at UCSF

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Goal #2:

Address Antiracism knowledge gaps

Includes such objectives as:

- Compliance with required foundational DEI training for all faculty, staff and learners

- Revising and updating curriculum in our professional and graduate school programs

- Requiring manager training in setting goals and creating action plans to advance DEI work in their respective areas

Utilizes data from:

- Training completion rates by groups and department cross-referenced with belonging index for staff and climate survey data

- Composition of curriculum design process that includes faculty, student, patient, and community input

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Goal #3:

Embed equity as part of essential criteria in decision-making

Includes such objectives as:

- Reviewing processes for decision-making for granting awards and populating decision-making bodies

- Evaluating contributions to diversity statements in faculty advancement portfolios

- Requiring manager training for action planning around DEI goals

Utilizes data from:

- Performance evaluation outcomes (promotion, advancement and salaries) across race/ethnicity, gender

- Utilization of rubrics for assessing diversity contributions for faculty

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Goal #4:

Achieve demographic diversity in leadership (M3 and above)

Includes such objectives as:

- Expanding Staff Equity Advisor recruitment model.

- Reviewing high-profile leadership development opportunities, to ensure they are diverse and inclusive

- Standardizing and making transparent which SOM positions are searched vs. appointed, to identify processes that may be creating barriers to inclusion for BIPOC and women candidates (LEAD)

Utilizes data from:

- Number of equity advisors (6) - trained and units represented

- Job applicant and selection pools and affirmative action data

- Demographic data for staff who report to Cabinet members

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Goal #5:

Achieve equity in patient care, including affiliates

Includes such objectives as:

- Working with the UCSF Policy Review Committee, to identify and revise policies that may be racist or have a differential impact on specific populations

- Supporting the work of UCSF's Health Equity Council in eliminating healthcare disparities

Utilizes data from:

- Patient/provider satisfaction and/or interpreter utilization

- Data from patient experience surveys

- Adoption of hypertension management metrics

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Goal #6:

Further UCSF commitment to the Bay Area

Includes such objectives as:

- Ensuring spending of UCSF resources on Black-owned businesses

- Committing to workforce development goals in Comprehensive Parnassus Heights Plan

- Partnering with local community, SFUSD, CC, CSU and HBCUs to close gaps in access to internship opportunities for Black students

Utilizes data from:

- Money spent at Black-owned businesses (procurement data)

- Demographic hiring data

- Demographic data on participants in internships

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Goal #7:

Make structural changes required to address equity and anti-racism for research endeavors at UCSF

Includes such objectives as:

- Establish a system of accountability on anti-racism and equity for the UCSF research enterprise

- Promote and support UCSF anti-racism scholarship

Utilizes data from:

- Dashboard of race-ethnicity and other demographic characteristics of participants enrolled in UCSF clinical research studies

- Office of Sponsored Research's annual count of PIs to track race/ethnicity and other demographic characteristics of UCSF research faculty, research trainees, and research staff by levels

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UCSF Anti-Racism Initiative: Governance

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Initiative Accountability – Key Components

- Clear **governance model** that:

    a. Requires the structural and operational owners of the work to communicate and collaborate regularly

    b. Ensures leaders are held accountable for progress on goals in their respective functional areas

- Public-facing **dashboard** that displays – in a clear and transparent manner – progress on Initiative goals

UCSF Anti-Racism Initiative

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Governance Model: About

- The goals of the Anti-Racism Initiative reach across Campus and Health and beyond, into the community in which UCSF resides. As such, there are multiple stakeholders and multiple owners of the expansive work that lies ahead.

- In order to ensure the structural and operational owners of the work communicate and collaborate effectively, and that leaders are held accountable for progress on goals in their respective functional areas, we have established a governance model for the Initiative

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DEI Executive Leadership Council: About

This group will be comprised of the functional and operational owners of DEI work (e.g., leaders from each school and big divisions).

- This group will be charged with:
  - **Reviewing** the objectives and measures outlined in this report to determine if there are gaps
  - **Incorporating** work of the Office of Research's Taskforce on Equity and Anti-Racism into the larger UCSF Anti-Racism Initiative
  - **Contributing** outcomes from their respective areas to be incorporated into the public-facing Anti-Racism Initiative Dashboard
  - **Guiding** efforts to measure, evaluate and report on outcomes on an annual basis to ensure accountability and transparency.

- The Council will meet quarterly to provide status updates on Anti-Racism Initiative goals and objectives, reporting on successes and identifying roadblocks.

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Governance Model

Chancellor's Executive Team

- Remain visible and vocal supporters of initiative goals
- Commit resources as needed
- Hold institution accountable for achieving outcome

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- Kept informed
- Give input as requested

Dr. Renee Navarro, Vice Chancellor, Diversity and Outreach

- Advocate for and allocate resources

Office of Diversity and Outreach

- Collect, analyze and publish data on Initiative progress and outcomes
- Remain transparent in communication with campus community about progress on goals

Cabinet Members | Leaders of the Health Equity Council (and other Health leaders) | Anchor Institution Initiative Leadership | Chief of Police | Education Deans | HR

- Remain accountable for progress of projects tied to the Anti-racism Initiative in their respective areas
- Report out (quarterly) to ODO

DEI Executive Leadership Council
– Functional, Operational Owners of the Work

- Contributing by providing regular status updates to identify roadblocks/gaps and report on successes
- Advise VC Navarro on metrics and prioritization of resources
- Check and adjust on areas of focus for upcoming FY

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Full Report of Goals and Measures

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High-Level Goals of the Initiative

The UCSF Anti-racism Initiative seeks to achieve the following seven goals:

Create a healthy, safe, and welcoming climate for employees and learners at UCSF

Address Antiracism knowledge gaps

Embed equity as part of essential criteria in decision-making

Achieve demographic diversity in leadership (M3 and above)

Achieve equity in patient care, including affiliates

Further UCSF commitment to the Bay Area

Make structural changes required to address equity and anti-racism for the research endeavor at UCSF

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Goal #1:

Create a healthy, safe, welcoming climate for employees and learners at UCSF

What We're Doing to Meet This Goal:

- Expanding CARE Advocates, to include support for people who have experienced racial harassment and discrimination

- Reimagining Campus Security Officers as Public Safety Ambassadors and Clinical Safety Officers, to adopt a customer service approach that makes people feel welcome

- Implementing a universal policy to require wearing ID on campus at all times and creating single-point-of-entry for most campus buildings, to reduce incidents of racial profiling

- Developing protocols for using our standard land acknowledgement, to develop a practice of acknowledging our history

- Establishing protocols for accepting and displaying art on campus, to hold ourselves accountable for truth and reconciliation

How We'll Measure Progress:

- Data from the annual belonging index and upcoming UCSF Climate Survey (launching Oct. 2021) will provide us with metrics on whether employees and learners feel safe and included at UCSF.

- Tracking discrimination complaints and complaint resolution times will keep us accountable to reducing the time between filing and resolution of a complaint.

- Tracking data on customer satisfaction with security/police interactions will allow us to measure outcomes of new approaches to making everyone on our campus feel safe and welcome.

- Hosting listening sessions with community leaders will help us level-set and shape a process in which community input guides the protocols we establish.

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Goal #2:

Address Antiracism knowledge gaps

What We're Doing to Meet This Goal:

- Requiring foundational DEI training for all faculty and staff, to set a common baseline of understanding amongst all UCSF employees

- Revising and updating curriculum in our professional and graduate school programs, to ensure curriculum is anti-racist and anti-oppressive

- Requiring manager training (Courage to Act, Differences Matter, foundational leadership competencies), to prepare managers to set goals and create action plans to advance DEI work in their respective areas

- Supporting the work of the REParations and Anti-Institutional Racism (REPAIR) Project, to address Anti-Black Racism in science and medicine

How We'll Measure Progress:

- Comparing training completion rates by department with belonging index and climate survey data will help us see whether DEI training completion correlates with higher belonging index scores.

- Establishing an inclusive process that incorporates faculty, student, patient, and community input will help us develop a robust, anti-racist, anti-oppressive curriculum.

- Tracking training completion rate compared to number of offerings will allow us to identify where to direct resources.

- Tracking and analyzing data on who participates in REPAIR Project activities and courses will allow us to make decisions about where to direct resources and outreach.

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Goal #3:

Embed equity as part of essential criteria in decision-making

What We're Doing to Meet This Goal:

- Reviewing processes for decision-making for granting awards and populating decision-making bodies, to identify and eliminate biased processes

- Evaluating contributions to diversity statements in faculty advancement portfolios, to establish a rubric for what constitutes high-quality DEI work

- Requiring manager training (after completion of foundational DEI training), to help managers and department heads understand how to build action plans around DEI goals

- Helping managers leverage a restorative justice mindset when addressing and responding to day-to-day complaints and team conflict

How We'll Measure Progress:

- Tracking performance evaluation outcomes (promotion, advancement and salaries) across race, ethnicity, gender, and ability will surface and allow us to address problem areas.

- Utilizing rubrics for assessing diversity contributions for faculty will help us establish a rubric to be used for advancement decisions.

- Comparing manager training completion with OPHD complaints will help us identify and address potential problem areas.

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Goal #4:

Achieve demographic diversity in leadership (M3 and above)

What We're Doing to Meet This Goal:

- Expanding Staff Equity Advisor recruitment model, to increase understanding and accountability for hiring diverse teams

- Reviewing high-profile leadership development opportunities (e.g. CORO, UCWI), to ensure we are being intentional about creating diverse, inclusive programs

- Building a leadership development program for all leaders, to open paths to leadership for under-represented groups

- Standardizing and making transparent which SOM positions are searched vs. appointed, to identify processes that may be creating barriers to participation for Black candidates

How We'll Measure Progress:

- Tracking the number of equity advisors trained and units represented will help us ensure we are growing the cadre of qualified equity advisors.

- Analyzing job applicant and selection pools against affirmative action data will allow us to determine the degree of diversity of applicant pools and position incumbents.

- Tracking and analyzing demographic data for staff who report to Cabinet members will allow us to measure the success of leadership development programs in diversifying leadership at the M3 level and above.

- Tracking the diversity of positions that are appointed vs. positions that are searched will help us identify potential disparities at the faculty level.

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Goal #5:

Achieve equity in patient care, including affiliates

What We're Doing to Meet This Goal:

- Working with the UCSF Policy Review Committee, to identify and revise policies that may be racist or have a differential impact on specific populations

- Supporting the work of UCSF's Health Equity Council to:
  1. Improve language access,
  2. Improve the patient experience for Black/African American patients,
  3. Drive improvement in ease of access and satisfaction with modality for LEP and Black/African American patients,
  4. Improve digital access where disparities exist (in over-65 Black/African American and LEP populations),
  5. Build upon HTN FY21 efforts to drive sustainable disparity reduction in HTN management, and
  6. Build upon COVID FY21 efforts to focus on equity in vaccination efforts

How We'll Measure Progress:

- Establishing a process for reviewing and revising policies will ensure we are on track to ensure we eliminate those policies that have racist or differential impacts.

- Tracking patient/provider satisfaction and/or interpreter utilization will help us measure progress in improving language access.

- Utilizing data from our patient experience survey will allow us to measure progress in eliminating disparities in patient experience, access, and satisfaction modality for LEP and Black/African American patients

- Measuring adoption of HTN management will help us identify and address problem areas.

- Tracking vaccination efforts and comparing rates to White patients and staff will help us identify and address disparities.

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Goal #6:

Further UCSF commitment to the Bay Area

What We're Doing to Meet This Goal:

- Working with UCSF's Anchor Institution Initiative, to ensure spending of UCSF resources on Black-owned businesses

- Committing to workforce development goals in our Comprehensive Parnassus Heights Plan, to ensure we are expanding access to gainful employment

- Partnering with HBCUs to close gaps in access to internship opportunities for Black students

- Staying committed to our goals of truth and reconciliation by engaging community leaders to understand UCSF's impact on marginalized communities

How We'll Measure Progress:

- Tracking money spent on minority communities will allow us to measure our progress in spending UCSF resources at Black-owned businesses.

- Tracking demographic hiring data will allow us to understand if we are meeting our workforce development goals.

- Process metric: Pre-planning with community members to plan listening session(s)

- Hosting listening sessions with community leaders will help us level-set and shape a process in which community input guides the protocols we establish.

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Goal #7:

Make structural changes required to address equity and anti-racism for research endeavors at UCSF

What We're Doing to Meet This Goal:

- Establishing a system of accountability on anti-racism and equity for the UCSF research enterprise

- Promoting and supporting UCSF anti-racism scholarship

- Creating and supporting a more diverse UCSF research workforce

- Promoting and supporting community-engaged research

How We'll Measure Progress:

- Tracking demographic hiring data will allow us to understand if we are meeting our research workforce development goals.

- Creating metrics for assessing the equity of salary, research space, research support, and other support received by faculty of color, similar to the annual faculty salary equity reviews of UCSF departments will allow us to see—and address—disparities.

- Creating a tracking system measuring the diversity of type of research that is funded/awarded (both in terms of research questions and research methodologies) will help us understand the degree to which we are promoting and supporting UCSF anti-racism scholarship.

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