Departmental Diversity Leaders
Promising Practices
Diversity, Equity and Inclusion at UCSF

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Agenda

• Welcome
  VC Navarro

• Update on Diversity Initiatives at UCSF
  COS Rincon
  – The Diversity Hub Database
  – The Chancellor’s Pillar: Culture of Equity and Inclusion
  – SOM Race Matters Retreat Follow Up

• Best Practice for (Academic) Hires
  VC Navarro

• General Discussion
  All
  – Supporting department’s diversity initiatives

• Future sessions
  All
  – Quarterly (Staff Recruitment, Unconscious Bias Training, Equity Advisors, Interactive Theater)
Update on Diversity Initiatives

• In late February 2015, Chancellor Hawgood defined the strategic priorities for the future of UCSF, focusing on the three-year timeframe of 2015-18 as follows:
  – Transformative Partnerships to Advance Health
  – Culture for Innovation
  – Climate of Inclusion
  – Destination for Continual Learning
  – Bringing Precision to the Full Spectrum of Health

• **Nurturing a Culture of Equity and Inclusion**
  Diversity is a defining feature of UC San Francisco and a source of strength that is critical to our success. Our differences — of race, ethnicity, gender, religion, sexual orientation, gender identity, age, socioeconomic status, abilities, experience and more — enhance our ability to achieve our core missions of research, teaching, patient care and public service. We are committed to enhancing an environment that includes, celebrates and serves our diverse communities.
Priority Statement

- UCSF will actively embrace diversity, equity and inclusion as core to our mission and will nurture a culture in which everyone from all backgrounds feels welcome, respected and valued.

Objectives

- Become known nationally as a destination for the brightest and most creative individuals with a diversity of backgrounds, experiences and perspectives.
- Build upon and enrich our diverse culture, focusing on addressing current weaknesses and deficiencies, with the same investment, innovation and rigor that we approach other efforts at UCSF.
- Enhance the personal and professional competencies and organizational strategies needed to build and sustain a diverse and inclusive culture, striving to provide equal opportunity for all.
- Establish metrics for UCSF’s culture of equity and inclusion and measure, evaluate and report on outcomes on a quarterly basis to ensure accountability and transparency.
- Foster an ongoing dialogue within our community about issues of equity, inclusion, disparities and social justice and address such issues head on, both in person at ongoing forums and online through ongoing, two-way communication.
• The Pillar: Culture of Equity and Inclusion
  – Executive Leadership Training done August 2015
    • Dr. Martin Davidson and Tim Wise facilitated 1.5 days
    • Top 2 issues identified: Race and Health of our UCSF Family
  – Communication Plan to include the launch of new page at ODO site with programs, initiatives and metrics
  – Programs and Process Improvement to include: Staff Development Day, Expanded Education and Training, Social Justice Dialogue Series, Staff recruitment process

*Chancellor’s State of the University October 6 Cole Hall, Noon*
Diversity Initiatives Update (cont.)

- SOM Race Matters Retreat Follow up
  - Eye Opening Conversations – Women, Disability Issues, LGBT Issues will be scheduled in collaboration with ODO/Chancellor’s Advisory committees and SOM
  - Dean’s Faculty Diversity Fund (8 awards/year)
  - Updated New Student Orientation

- SOD – New Associate Dean for Diversity and Inclusion – George Taylor, UC Student and Staff Training

- SOP – Curriculum Redevelopment, UB Student Training

- SON – Diversity in Action (DIVA) training for all faculty who teach

- Graduate Division – New Orientation including Interactive Theater regarding Culture and Climate
Update on Diversity Initiatives

- The Diversity Hub Database

Diversity Hub

The Diversity Hub is a database that houses UCSF’s ongoing diversity & outreach related initiatives. Follow the links to explore different ways UCSF can support you.

Filler by:
- Diversity Identity
  - Female
  - First Generation to College
  - LGBT
  - Open to All
  - People with Disabilities
  - Underrepresented Minorities

Did we miss your program? Click here to add your program.

Get Started!

- UCSF Students & Learners
- Prospective Students (K-12 & Undergrad)
- UCSF Faculty & Staff
- Open to the Public

Type of Program
- Academic
- Certificate/Degree Program
- Committee
- Community Building
- Conference/Symposium
- Education/Training
- Grant/Scholarship/Fellowship
- Informational Session
- Mentorship
- Outreach
- Research
- Service Learning
- Volunteer

Sponsor/School
- CTSI
- Office of Diversity & Outreach
- Student Academic Affairs
- UCSF Dentistry
- UCSF Graduate Division
- UCSF Medicine
- UCSF Nursing
- UCSF Pharmacy

http://diversity.ucsf.edu/diversity-hub
ODO Areas of Work Infographic

Areas of Work 2014-15

STUDENT OUTREACH
- Early Academic Outreach Program: 1,073 R-12 students
- Inside UCSF: 94 Underrepresented (URM) undergraduate students
- University of California Diversity Pipeline Initiative (UCDPI): 39 URM female professional students
- TOTAL: 1,626

STUDENT RACE/ETHNICITY
- 34% Latino
- 44% Asian/Pacific Islander
- 20% African American
- 1% Asian Indian / Alaskan Native
- 6% Other
- 6% Caucasian
- 5% Multiracial
- 1% American Indian / Alaska Native

EDUCATION & TRAINING
- 64% Compliance Training
  - 788 in-person trainings in sexual harassment prevention and sexual violence awareness and prevention, Title IX Coordinator Training and violence against women
  - 2847 online, individual sexual harassment prevention trainings
  - 752 individual Violence Against Women online trainings
- 5% Diversity 101
- 4% Women's Health
- 6% Diversity 101
- 6% LGBTQ
- 9% Visa
- 8% Unlavender Bias
- TOTAL: 6782

CAMPUS CLIMATE
- ATTENDANCE: 4683

TYPES OF PROGRAMMING
- Cultural Film Screenings
- URM Student Mentoring
- Panel Discussions
- Visibility Projects
- Talks
- National Heritage & Awareness Events
- Social Gatherings
- Diversity Dialogues

ATTENDANCE:
- 67

COMPLIANCE
- 40 Race
- 28 Retaliation
- 15 Age
- 58 Sexual Harassment
- 18 Disability
- 26 Sex/Pregnancy

TOTAL COMPLAINTS: 168
NOTE: a single complaint often contains more than one allegation.

WEBSITE TRAFFIC
- Spring Quarter 2015: 4673
- Winter Quarter 2015: 4676
- Fall Quarter 2014: 3250
- Summer Session 2014: 3460

SOCIAL MEDIA CHANNELS
- diversity.ucsf.edu

Office of Diversity and Outreach
advancing health worldwide™
with diversity, equity and inclusion
The UCSF URM Pipeline

- 12.7% Masters/DPT
- 19.5% Professional Students
- 16.8% PhD Students
- 8.9% Residents
- 10.1% Postdocs
- 6.0% Faculty

Underrepresented Minority Statistics
Barriers to Gender and Ethnic/Racial Diversity

- Pipeline
- Support Systems
- Mentoring
- Professional Role Models
- Unconscious Bias
3 Year Faculty Trend

Data provided by the Office of Institutional Research.
Faculty Recruitment Efforts

1. The Position
   – The language of the Ad and where it’s advertised

2. The composition of the search committee
   – The search committee must include 25% minorities or women (UCSF Academic Recruitment Procedures 12/16/13)

3. Search committee training
   (Blair & Banji, 1996)

4. Diversity of the pool
   – 25% female applicants in candidate pool, women more likely to be rated as qualified and recommended for hire (Heilman, 1980)

5. Always recruiting – Ambassador for UCSF

6. The Interview Process
Developing the Pool

• Wording of the advertisement
  – Specific language emphasizing interest in diversity, resulted in more diverse applicant pools...even in the sciences
• Recruiting through targeted professional organizations
• Asking colleagues to recommend women and minority candidates
• Widening the range of institutions from which you recruit
• Personal Outreach – Traveling Ambassadors
Composition of the Search Committee

• A diverse committee is likely to yield a more robust candidate pool.
• Including graduate students on committees has been shown to enhance diversity outcomes, but the role of graduate students must be defined carefully.
• Remember that tokenism undermines the advantages of a diverse committee.
• Avoid conflicts of interest on committee.
• Allow sufficient time for all voices to be heard.
• All committee members and applicants must be treated with great respect... and confidentiality.
• Have an Equity Advisor.
Individual Accountability – know your own bias, take the Implicit Association Test
https://implicit.harvard.edu/implicit/

• Actively search for diverse candidates
• Carefully review and assess files
• Welcome all candidates with equal respect & courtesy
• Maintain confidentiality
• Monitor activities of committee for equity, broaden search for inclusivity
Unconscious Bias

• Unconscious bias represents the rapid cognition that finds patterns based on small bits of information (stereotypes or schemas).
• The unconscious bias is most often incompatible with our conscious values.
• They tend to map to existing social hierarchies and stereotypes (Nosek, PNAS 2009)
• Men>Women, Whites>Blacks
• Males = Science and Females = Liberal Arts
• Leadership: Tall > Short

National Academy of Science (2006)
• “Greatest barrier to achieving gender equity in STEMM is systematic bias, frequently unconscious”
Unconscious Bias contributes to

- They impede objectivity—our evaluations are influenced by context and prior expectations.
- They are ubiquitous and pervasive.
- They increase maximum processing speed.
- Few people recognize their own patterns of bias.
- Those who rate their own objectivity highly are more prone to the effects of unconscious bias.
- Common unconscious biases are associated with
  - Gender and gender “schemas”
  - Race/ethnicity/cultural variation
  - Family status... etc.
- Knowledge of bias patterns can reduce its impacts.
• Social and professional networks tend to be segregated by gender and race/ethnicity (“homophily” – McPherson, Smith-Lovin and Cook 2001)

• Compared to networks of white males, networks of women and racial minorities...
  – are smaller
  – have fewer connections to high-status individuals (McDonald 2011)
  – *this has negative effects on invitations, citations, etc!*
Equitable Evaluation of the Pool

- Use structured interviews and objective evaluation criteria
  - Agree on the criteria in advance
  - Identify the desired elements
  - Rank order the importance of each element
- Slow Down & Do Not Rank Order Immediately
- Insist on Evidence: no anecdotal stories
- Utilize a standardized evaluation form
- Focus on the position description and required skill-set, not on apparent “fit” to the prevailing department culture
The Interview

• Standard format for the interviews and the campus visit
• Be consistent – use the same set of interview questions
• Provide information on all visits about the culture on inclusion as well as family friendly policies/practices
Unconscious Bias

Institutional Diversity

• Data we receive from others is likely biased
• Regardless of gender or ethnicity, we also have biases
• Affects hiring, evaluation, selection of leaders

(Wright, AAMC, 2010)
What Works?

- Commit to specific credentials before reviewing applications (Uhlmann & Cohen, 2005)
- Allow sufficient time as bias stronger when under time pressure (Martell, 1991; Blair & Banaji, 1996)
- Accountability for decision makers (Foschi, 1996; 2000; Foschi et al., 1994)
  - Interview notes, evaluation forms
What Works?

• Use structured interviews and objective evaluation criteria (Martell & Guzzo, 1991; Heilman, 2001)
  – Standardized evaluation forms
  – Be consistent – use the same set of interview questions
  – Avoid the do not ask questions (children, age, national origin)

• Be consistent and thoughtful in designing the campus visit
  – Family friendly policies not just for women candidates
What about Prop 209?

Although the University may not consider an individual’s race, ethnicity or gender as a component in selection for a faculty appointment...

- **Leadership Matters** – Chancellor, Dean, Chair should express the importance of diversity to the faculty
- **You Should Consider** - Academic values that support a diverse environment (APM Section 210)
  - A record of teaching, research or service that will contribute to the campus goal of diversity and excellence.
  - Mentoring and outreach activities
  - Have each candidate provide a **diversity statement**, indicating what work they have **done** that demonstrates their commitment to diversity, equity and inclusion. (examples [http://facultyexcellence.ucsd.edu/c2d/index.html](http://facultyexcellence.ucsd.edu/c2d/index.html))

Resources

• Unconscious Bias in Faculty and Leadership Recruitment: A Literature Review

• AAMC E-learning seminar: The Science of Unconscious Bias
  – https://www.aamc.org/initiatives/leadership/recruitment/178420/unconscious_bias.html