

**University of California**  
**Summary of Plans in Response to Climate Survey Results**  
**By Location**

**BACKGROUND**

In 2012, then-UC President Mark G. Yudof commissioned a systemwide campus climate study at the University which included the 10 UC campuses and three UC locations: the Lawrence Berkeley National Laboratory, the UC Division of Agriculture and Natural Resources, and the UC Office of the President. The goal for this study was to collect a comprehensive data set that would help the University better understand the strengths and challenges of the working and learning environments across the system and within each location. President Yudof committed to using the results of the study to make informed and targeted decisions and take action to improve the UC climate for students, faculty, and staff. The UC Office of the President contracted with Rankin and Associates Consulting who, in collaboration with the locations, conducted a survey during the 2012-2013 academic year. During that period over 386,000 individuals were invited to participate in the survey, making it the largest study of its kind in the United States. University community members completed 104,208 surveys over a six month period from November 2, 2012 to May 3, 2013.

The survey results were predominantly positive. A majority of respondents (79%) reported they were satisfied with the overall climate at UC, and 75% of respondents reported they were comfortable with the climate for diversity in their work unit, academic area, or clinical setting. A majority of respondents reported that UC values a diverse faculty (76%) and a diverse staff (81%), and 67% reported the UC is supportive of flexible work schedules.

The results also revealed areas for improvement. The charge moving forward was for each location to take a close look at its survey results and, based on those data and other knowledge, create a plan to address the challenges it found to be of particular concern. In most cases, the data from the climate survey confirmed issues that the locations were already aware of and were taking steps to address. A Systemwide Campus Climate Work Group comprised of representatives from each of the 13 locations surveyed was formed in the spring of 2014. Under the leadership of Provost Aimée Dorr, the work group met during the fall of that year to share their strategies, describe the work being done at their location, and learn from the successes and challenges at the various locations. Work group members collaborated with teams at their individual locations to develop an action plan with goals appropriate for their particular context. The action plans were completed in January 2015. Locations were asked to provide one or more goals and metrics toward measuring their progress in achieving their goal(s). The goals were to reflect specific, measurable and attainable results, and at least one metric was to be an item from the location's climate survey. A summary of each plan for the 13 participating locations is provided in the following pages.

The scope of the Climate Survey and the work that has ensued as a result reflect the University's commitment to fostering a diverse, respectful, and inclusive environment for all. Towards that end, this work is intended to be an ongoing process and will continue to evolve in response to the needs of the community.

## **Location: UC San Francisco**

### *Identified Issues and Goals:*

UCSF Climate Survey results have helped to highlight areas in which our current campus initiatives have been successful and illuminated areas that provide challenges and opportunities. While 75% of the UCSF community is comfortable with the overall climate, 29% report experiencing exclusionary behavior. Patterns of differences exist between groups in both *comfort with the UCSF climate* and reports of *exclusionary conduct*, with underrepresented minorities, those with disabilities, and females reporting lower comfort and higher rates of exclusionary behavior; and staff members most likely to experience exclusionary behavior. Further, only about half of all staff and faculty members think salary determinations are clear, with female and URM faculty less likely to believe promotion standards are applied equally to all faculty. This Campus Climate Survey data indicates that we must increase efforts to: 1. Make UCSF more inclusive and to 2. Ensure equity among faculty and staff in hiring, salary and promotion.

### *Action Plan Highlights:*

1. Improve/expand education and training
  - Develop and expand UCSF training programs for learners, staff and faculty  
Including: Unconscious bias; micro-aggressions; Principles of Community; Americans with Disabilities (ADA) Awareness and Rights
  - Implement Social Justice Sustained Dialog Education Series
  - Increase awareness/visibility of groups at UCSF by partnering with the Campus Committee on Disabilities Issues, The White Coat for Black Lives Initiative, etc.
2. For Staff: To ensure equity in hiring, promotion and salary:
  - Revise HR job description template to avoid non-essential potentially exclusionary requirements
  - Develop annual reporting of staff leadership composition by gender, race/ethnicity
  - Conduct staff salary equity analysis and develop action plan as needed
  - Expand support staff professional development
  - Integrate ongoing diversity/inclusion accountability into performance evaluations
3. For Faculty: To ensure equity in hiring, promotion and salary
  - Establish ongoing assessment of faculty advancement
  - Develop annual reporting of faculty leadership composition
  - Report on faculty exit interviews
  - Ensure transparency of salary equity analysis findings and develop action plan as needed

### *Timeline and Metrics*

Summer 2015: Launch Unconscious Bias Education Website, Expanded trainings

Fall 2015: Launch Visibility Campaigns, staff and faculty initiatives

Spring 2016: Define Chancellor's Pillar of Inclusion, Assessment of progress on goals

Fall 2018: Consider launch of a targeted Re-survey of the Climate for Inclusion at UCSF