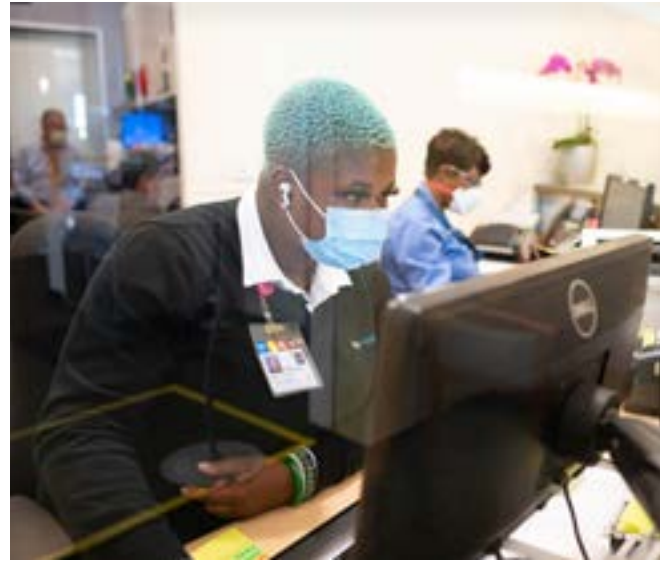


**UCSF** Office of Diversity  
and Outreach



**UCSF DIVERSITY,  
EQUITY  
AND INCLUSION  
ANNUAL REPORT  
2020-2021**



# WELCOME

Diversity, equity, and inclusion are central to our mission at UCSF, and we are committed to creating an organization in which everyone feels welcome, safe, and valued. During the 2020-2021 academic year, we faced unprecedented challenges, and I was consistently inspired by the perseverance and resilience of the UCSF community.

Amid a global pandemic, our faculty, staff, and learners went above and beyond expectations to embody our PRIDE Values, always centering equity as they worked to ensure equitable access to critical COVID-19 information, testing, patient care, and vaccines. I was equally inspired by widespread efforts to address structural racism within our organization. The UCSF Anti-Racism Initiative, formalized by the Chancellor's Cabinet in July 2020, is a substantial commitment in terms of resolve and resources on the part of UCSF

**[The UCSF Anti-Racism Initiative] is a substantial commitment in terms of resolve and resources on the part of UCSF leadership. However, significant progress would be impossible without the work of countless individuals from all areas of UCSF.**

leadership. However, significant progress would be impossible without the work of countless individuals from all areas of UCSF. I invite you all to find a way to participate in this effort.

Vice Chancellor Renée Navarro has demonstrated steadfast leadership and an unflagging commitment to creating a culture of inclusion for all. Under her resolute direction, the Office of Diversity and Outreach along with partners across both the campus and the health system are enacting meaningful change at UCSF.



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



This past year was eventful at UCSF and in the world at large. Amid COVID-19 surges and dramatic changes to the way we work and interact, the UCSF community continued to advance diversity, equity, and inclusion. Indeed, the dual pandemics of the coronavirus—with its disproportionate impact on communities of color—and systemic racism have led to a heightened interest and an acceleration of this work. In collaboration with colleagues across campus and the health system, we developed the seven pillars of the UCSF Anti-Racism Initiative, which was established by the Chancellor in July 2020. As we worked to define these pillars, we also held quarterly town halls to report on progress and gaps, and to engage in dialogue with our learners, faculty, and staff. The conversations generated during these town halls have helped us shape the pillars and refine the metrics we need to achieve our goals going forward.

**We're working to dismantle the barriers to full representation and enthusiastic inclusion of all groups at UCSF, and we're confident that with your engagement and our collective actions, we will achieve our goals.**

The pandemic also shed light on the added challenges families with child or elder care responsibilities as well as individuals with disabilities had to endure. We recognize that there is much left to be done to dismantle the barriers to full representation and enthusiastic inclusion of all groups (including minorities, women, LGBT individuals, people with disabilities, and others who have faced inequities) at UCSF, but we are confident that with your engagement and our collective action we will achieve our goals.

We are committed and determined to meet this institutional imperative. Join with us.

In gratitude,



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



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*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.

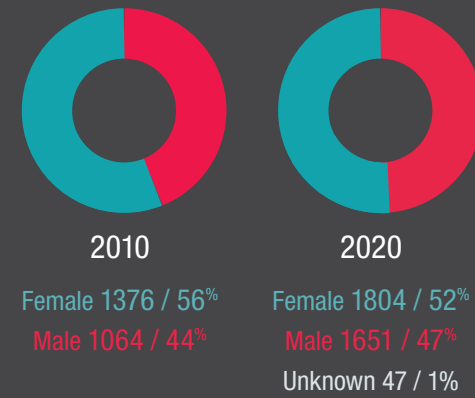
To learn more about Land Acknowledgment, [visit the web page](#).



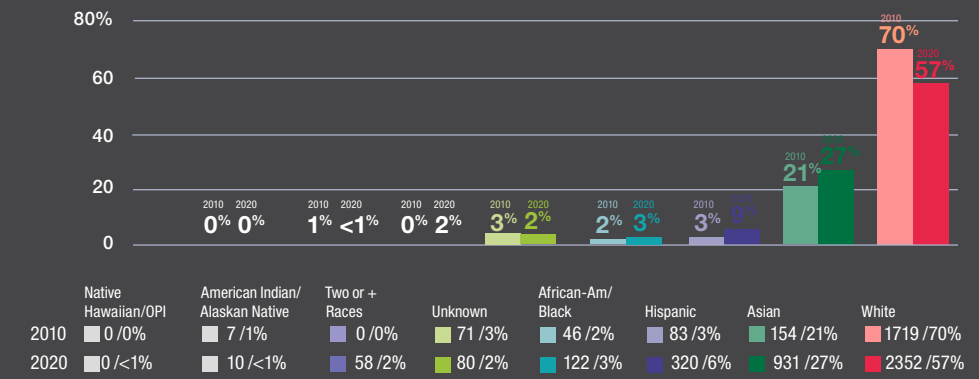
# DEMOGRAPHICS



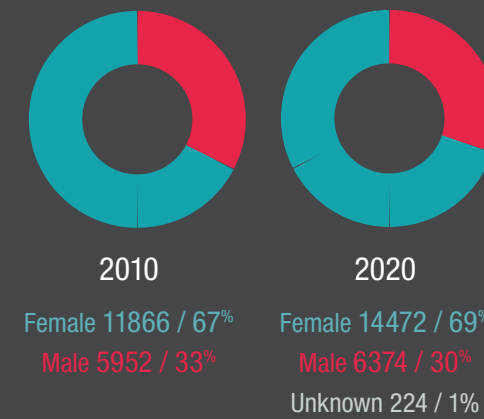
FACULTY GENDER TREND



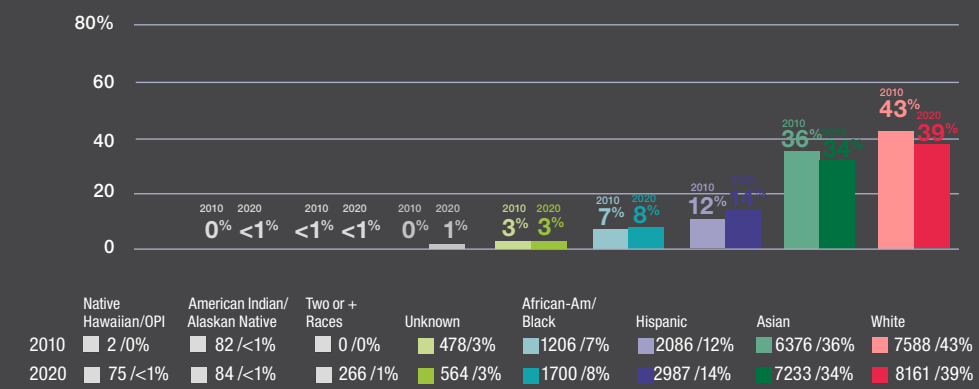
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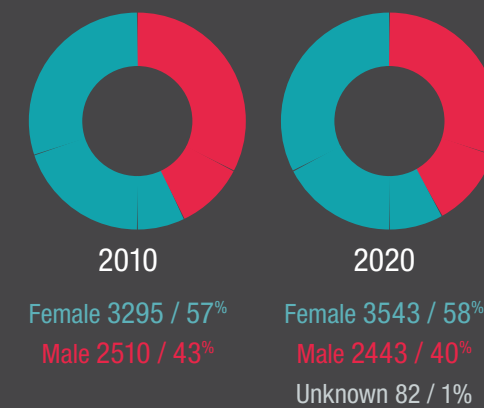
STAFF GENDER TREND



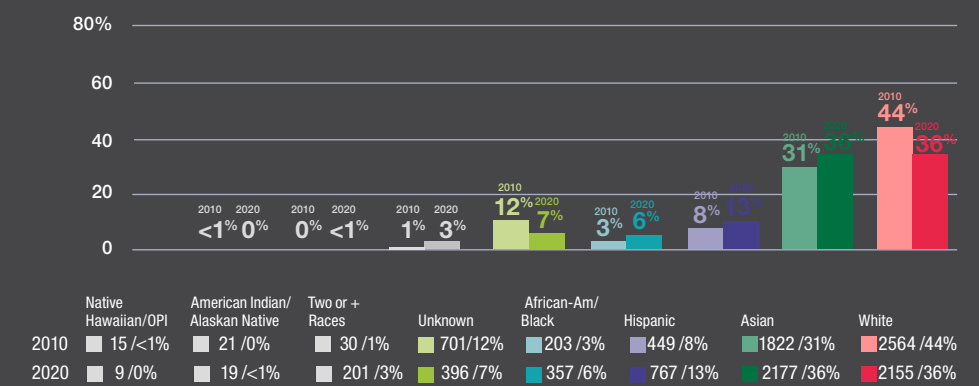
STAFF RACE/ETHNICITY TREND



STUDENT & LEARNER GENDER TREND



STUDENT & LEARNER RACE/ETHNICITY TREND



# ODO ANNUAL SNAPSHOT

Campus Climate  
Compliance  
Education & Training  
Student Pipeline & Outreach

## Campus Climate Events



**65** Campus climate events in 2020-2021  
**5+** Events and programs per month on average  
**12,000+** attendees

## Compliance



**367** complaints filed in 2020-2021 fiscal year  
**31%** complaints filed under Sexual Violence/Sexual Harassment policy  
**65%** complaints filed under Nondiscrimination policy  
**9%** increase in complaints in 2020-2021

## Education & Training



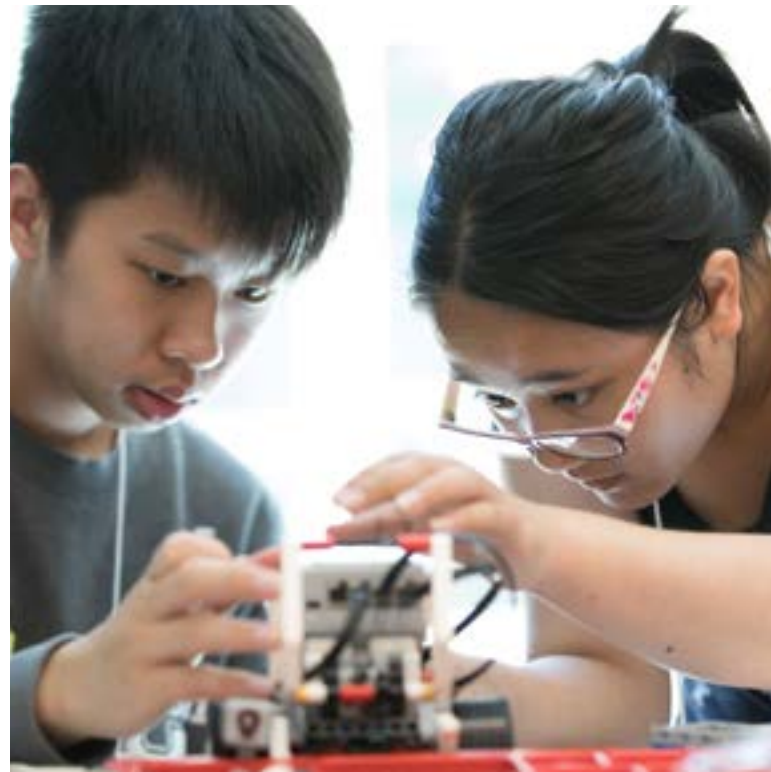
**13,650\*** participated in Sexual Violence Harassment & Prevention Training (online or in-person)  
**27,777†** participated in additional diversity and inclusion training (online or in-person)  
**41,716** total participants

\*Does not include learners  
†Data as of July 20, 2021. Does not include School of Medicine Diversity, Equity and Inclusion Champion Training.

## Educational Outreach



**88%** of CSEO participants go on to higher education  
**70%** attend a four-year institution  
**63%** declare a health-related major



# ODO RESOURCE CENTERS

The CARE Advocate, LGBT Resource Center, Multicultural Resource Center, and Undocumented Student Support Services work to create a welcoming, supportive, and inclusive climate for all members of the UCSF community.

## CARE Advocate

The [Campus Advocacy Resources and Education \(CARE\)](#) program offers free and confidential support to UCSF community members who have experienced interpersonal violence. Our CARE Advocate also raises awareness about issues surrounding interpersonal violence, and what we all can do to prevent it.

## LGBT Resource Center

The [LGBT Resource Center](#) aims to sustain visibility and a sense of community across the campus and medical centers, building 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 born from 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 our undocumented community here at UCSF.



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

Black Lives are **Worthy.**  
Black Lives are **Valued.**  
Black Lives are **Celebrated.**  
Black Lives are **Loved.**

“Racism is devastating to us as individuals and to all of us as a society. It results in limited educational opportunities, increased rates of poverty, poor health outcomes – and death.”

–Vice Chancellor Renée Navarro

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’s Cabinet, led by the Chancellor and guided by Vice Chancellor Renée Navarro, accelerated its work of reexamining UCSF’s own institutional structures and practices. On July 30, the Chancellor formally established the [UCSF Anti-Racism Initiative](#). The initiative seeks to dismantle the systems, practices and attitudes that preserve structural inequities against people of color.

Partnering with leaders across campus and UCSF Health, the Office of Diversity and Outreach defined seven major areas of work, which comprise the seven pillars of the initiative.

### #1: Creating a safe & welcoming climate

We’re working to create a healthy, safe, and welcoming climate for employees and learners at UCSF. Efforts include the expansion of the CARE Advocate program, implementing a universal policy to require wearing ID on campus at all times, and developing protocols for using standard land acknowledgment.

### #2: Addressing anti-racism knowledge gaps

UCSF is addressing anti-racism knowledge gaps by increasing training opportunities for members of our community, including the launch of mandatory foundational DEI training for all faculty, staff and learners.

### #3: Embedding equity in decision-making

Our mission is to embed equity as part of essential criteria in the decisions we make. First steps include evaluating Contributions to Diversity statements in faculty advancement portfolios, helping managers leverage restorative justice practices, and reviewing processes for granting awards.



## #4: Achieving diversity in leadership

UCSF is working to achieve demographic diversity in leadership (Manager 3 and above) by expanding the Staff Equity Advisor recruitment model, reviewing high-profile leadership development opportunities, and building a leadership development program for all leaders.

## #5: Achieving equity in patient care

UCSF is striving to achieve equity in patient care, including affiliates. We are working with the UCSF Policy Review Committee, to identify and revise policies that may be racist or have a differential impact on specific populations.

## #6: Furthering our commitment to the Bay Area

We are furthering UCSF's commitment to the Bay Area through the efforts of the Anchor Institution, focusing specifically on our workforce, procurement, and investments.

## #7: Addressing equity and anti-racism in research

We are making structural changes required to address equity and anti-racism for research endeavors at UCSF by establishing a system of accountability, promoting and supporting anti-racism scholarship, and more.



## Communication & Transparency

The Office of Diversity and Outreach partnered with the Chancellor's Office to host a [series of town halls](#) focused on achievements and next steps in the UCSF plan to dismantle systemic racism and combat anti-Blackness across the enterprise. These town halls offer the UCSF community an opportunity to learn about anti-racism efforts across the campus and the health system.

Anti-Racism Town Hall I:  
Focus on Learners  
August 21, 2020

Anti-Racism Town Hall II:  
Focus on Staff  
October 16, 2020

Anti-Racism Town Hall III:  
Focus on Faculty  
January 29, 2021

Anti-Racism Town Hall IV:  
Focus on Health System  
March 25, 2021

Anti-Racism Town Hall V:  
DEI Leadership Forum  
May 19, 2021

A Conversation with Chancellor  
Sam Hawgood and Dayna  
Bowen Matthew  
May 6, 2021

**Total: 10,000+ attendees**

### Safety Task Force

The **UCSF Safety Task Force** is charged with recommending ways to ensure that UCSF’s policing and security protocols serve our community without discrimination, bias, or unnecessary use of force, and create a safe and welcoming environment for all.

The task force provided the following recommendations in their first report, released October 2020:

- 1. Develop new policies and procedures for the use of de-escalation, and appropriate resourcing to make specialized personnel available
- 2. Enhance diversity, equity and inclusion training for police and security personnel
- 3. Review and improve police and security personnel hiring with a focus on diversifying the units further and eliminating bias and discrimination

- 4. Improve coordination and capacity for providing for mental health and wellness needs
- 5. Improve policies and systems for the collection and review of data relevant to safety that is disaggregated by gender, race/ethnicity, and make these data available to all stakeholders
- 6. Re-imagine Campus Security Officers as Public Safety Ambassadors and Clinical Safety Officers
- 7. Implement a universal policy to require wearing ID on campus at all times, and create single-point-of-entry for most campus buildings and use of automated ID readers
- 8. Assure compliance with all elements of the UC System-wide Recommendations
- 9. Specify benchmarks and accountability for the implementation of these recommendations

[Read the Safety Task Force Report](#)

**UCSF’s approach to wellness, de-escalation, security and policing must serve our community without discrimination, bias, or unnecessary use of force, and create a safe, welcoming and supportive environment for all.**

**UCSF TASK FORCE MEMBERSHIP**  
 Daniel Lowenstein (co-chair), Renée Navarro (co-chair), Sue Carlisle, Lisa Cisneros, Irish Criseno, James Darby, Denise Davis, Mike Denson, Nancy Duranteau, Jocelyne Fadiga, Joe Gugliemo, Maulah Halley, James Hardy, Lindsay Hampson, Bradley Monash, Lindsey Osmiri, Eric Partika, Jamie Phillips, Howard Pinderhughes, Neil Powe, Jason Sello, Eva Turner, Roberto Vargas, David Wofsy, Janet Allen-Williams, Katrina Peters, Susan Penney, Ilana Garcia-Grossman, Stephanie Mackler



### Faculty Equity

A unit of the Office of Diversity and Outreach, the [Faculty Equity Advisors \(FEAs\)](#) provide consultation and advice about practices for achieving excellence, equity, and diversity in faculty recruitment.

In the 2020-2021 academic year, there were 200 faculty searches opened across the Schools. FEAs reviewed and signed off on all searches, 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 signed off on applicant short-lists, a requirement before any applicant is interviewed for any search.

For Chair-level searches and Directors of Research Institutes, FEAs also conducted in-person best practices presentations at search committee meetings.

### Staff Equity

As part of Anti-Racism Initiative pillar five, the Office of Diversity and Outreach, in partnership with Human Resources, developed the [Staff Equity Advisor](#) recruitment model to increase understanding and accountability for hiring diverse teams.

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. This includes data-driven best practices, standardized work for hiring senior staff and leadership positions (M3 and above), a team of Staff Equity Advisors offering training and consultations, and the requirement that candidates submit a Contributions to Diversity statement as part of their recruitment process.





## Anti-Racism in the Professional Schools and Graduate Division

In the wake of the murder of George Floyd, UCSF learners were among the most impassioned voices calling for systemic change within our organization. UCSF's four professional schools and the Graduate Division have responded to learner petitions for change through a number of actions, including the development of anti-racism, anti-oppression curriculae.

The **Graduate Division** has published recommendations to dismantle racism and anti-Blackness in Basic Science PhD Programs. In addition to the recommendations, the report includes progress to date, and describes the infrastructure needs to grow and sustain DEI efforts.

“Racism in Science,” a course taught by Aimee Medeiros, PhD, was introduced in the fall of 2020. The course examines the history of racism in scientific research, and the impact of bias and lack of diversity in science.

To further support anti-racism and diversity, equity, and inclusion, the Graduate Division hired a Diversity and Outreach Program Manager to facilitate the Summer Research Training program and other diversity programs within the division. Read the report and view the timeline of actions on the [Graduate Division Diversity website](#).

The **School of Dentistry (SOD)** is responding to learner demands for action on multiple fronts, and work in 2020-2021 and beyond

is guided by a comprehensive [action plan](#). SOD has developed a strategy, divided into five areas of work (Hiring, Events, Updated Curriculum, Engaging the School on Diversity, and Increased Communications) for putting action in motion. Highlights of 2020-2021 include:

- Incorporating an anti-racism component to first year students' foundational learning.
- Supporting the dental student-initiated Social Justice Anti-Racism Coalition.
- Establishing the Howard University (HU) UCSF Center to Address Oral Health Disparities Undergraduate Scholars Program to mentor undergraduate scholars in a research-related experience at UCSF.

At the **School of Medicine (SOM)**, anti-racism helped shape the development of the [Differences Matter 2025](#) vision. Heeding calls for action from students and faculty during the national reckoning on race in the summer of 2020 – and building on the successes achieved since Differences Matter Initiative was established in 2015 – Differences Matter named new areas of focus designed to “accelerate the achievement of equity and inclusion across the medical profession.” These include building anti-racism/anti-oppression expertise within UCSF and embedding anti-racist and anti-oppressive principles in all systems and structures of the School. Additional SOM 2020-2021 highlights include:

- The Committee on Curriculum and Educational Policy passed a resolution to expand the Bridges Curriculum's social justice pillar.

- The school appointed an Anti-Oppressive Curriculum Leadership Team to ensure the Bridges Curriculum is anti-racist and anti-oppressive.
- SOM celebrated a milestone of over 2,000 faculty and staff completing DEI Champion Training.
- The school hosted [“The Use of Race in Medicine and Implications for Health Equity.”](#) a five-session series of cross-disciplinary events.

The **School of Nursing (SON)** hosted virtual safe spaces for community building and healing for the SON community and embarked on a program of community education on racism, bias and microaggressions. Building on prior academic content that focused on the health care of underrepresented populations, the School of Nursing developed a new course, “Racism, Healthcare, and Social Justice,” required for all master’s students beginning fall of 2020.

At its September 2021 faculty and staff retreat, a portion of the day was devoted to in-depth presentations on equity and inclusivity.

In addition, the Schools of Nursing, Dentistry and Pharmacy launched the [UCSF Diversity & Inclusion Book Club](#) for faculty and staff.

With a full-time moderator and discussion guide integrated in an online forum, the book club promoted equity and inclusion through the development of knowledge, skills, attitudes and an equity lens.

**School of Pharmacy (SOP)** convened an Anti-Racist Curriculum Task Force to examine how PharmD program handles issues of race and racism and identify areas for improvement.

The task force made a variety of recommendations in their December 2020 report to the Dean and Vice Dean. One of those recommendations was to implement a Health Equity Thread Curriculum, which was developed in spring of 2021 and began at the start of the 2021-2022 academic year. The task force also made general recommendations for improving the School’s culture and commitment to anti-racism.

In the area of communication, the school initiated an Equity and Inclusion Speaker Series, and the Dean’s Office held monthly Continuing the Conversation virtual meetings to talk about racism, injustice, and DEI initiatives in the School.

## Anti-Racism Spotlight: Response to Asian Hate

Violent acts against Asian and Asian Americans and Pacific Islanders (AAPI) communities rose in 2020. UCSF leadership denounced these racially motivated attacks. **Asian Pacific American Systemwide Alliance (APASA)** also published a formal statement and included several ways for all of us to take action, speak up and be allies. The UCSF Police Department also held a Self Defense and Safety Tips webinar for the UCSF Asian and AAPI community and allies.



## Anti-Racism Spotlight: REPAIR Project

As part of Pillar Two, the Anti-Racism Initiative is supporting the work of the **REParations and Anti-Institutional Racism (REPAIR) Project**. The **REPAIR Project** is a three-year initiative designed to address Anti-Black Racism in science and medicine. Recognizing that long-standing racial inequities in health, health care institutions and scholarship are a result of systemic race-based violence and racism in society as a whole, the project seeks to open conversation and rectify and eliminate these problems. [Learn more about the REPAIR Project.](#)



### UCSF Health Equity Council

The UCSF Health Equity Council (HEC) was established, stimulated in part by the School of Medicine’s Differences Matter initiative, with the understanding that to make meaningful changes throughout our organization, health equity must be an operational and strategic priority - central to all of our work. The Council focuses on developing and promoting strategies to measure and address racial, ethnic and

other demographic or cultural differences that may impact the quality of our care, our patients’ experiences, and their access to care.

The HEC is engaging with colleagues to set institutional priorities for reducing disparities in our care and to assure a robust data infrastructure that allows us to more accurately identify disparities and track progress in the years ahead.



### Anti-Racism in Research

In December 2020, UCSF Executive Vice Chancellor Dan Lowenstein appointed and charged the UCSF Office of Research Task Force on Equity and Anti-Racism in Research with assessing existing equity and anti-racist work relevant to research at UCSF and creating strategic recommendations to carry out structural change, with an initial focus on equity and anti-racist issues involving Black Americans and Black communities.

UCSF and the Task Force recognize that there are similar issues confronting other populations and communities and that these recommendations are only the beginning of a long process to address hundreds of years of racism and inequities.

The recommendations are categorized as follows:

- Promote and support UCSF anti-racism scholarship
- Create and support a more diverse UCSF research workforce
- Promote and support community engaged research
- Establish a system of accountability on anti-racism and equity for the UCSF research enterprise

Read the [Equity and Anti-Racism in Research: Executive Summary to Final Report \(June 2021\)](#).





## Black Health Initiative

In Fall of 2020 the [UCSF Black Health Initiative](#) (BHI) was launched to increase engagement with Black/African-American communities to better address COVID-19 and related disparities. Funded by a Patient-Centered Outcomes Research Institute (PCORI) grant and led by Malcolm John, MD, MPH, Principle, and Brittney Doyle, MPH, Program Manager, the BHI centers community voices to partner in reducing health disparities and uplift Black health, wellness, and prosperity.

The BHI:

- Provides ongoing outreach and education in Black communities through bidirectional communication
- Partners with community organizations to serve the Western Addition, Outer Mission, Potrero Hill, and Bayview Hunter's Point neighborhoods

- Helps make the UCSF organization a better partner with Black communities
- Partner with Black communities to address health inequities and health disparities
- Promotes Black healing, wellness, and prosperity
- Promotes community engagement and partnering models, research, care models, training models, and advocacy to achieve the above
- Develops a community of health care providers and professionals skilled at engaging and partnering with Black patients and communities



# COVID-19 EQUITY

As the coronavirus pandemic surged worldwide, UCSF mobilized its efforts to make information, testing, therapies, and vaccinations accessible to underserved communities in the Bay Area and beyond. Working at the local level and committing to long-term partnerships with established community-based organizations has proven to be the most successful strategy for providing care and support to people who need it the most.

On these pages, we highlight just a few of the outstanding examples of service and innovation our UCSF colleagues and partners have demonstrated.

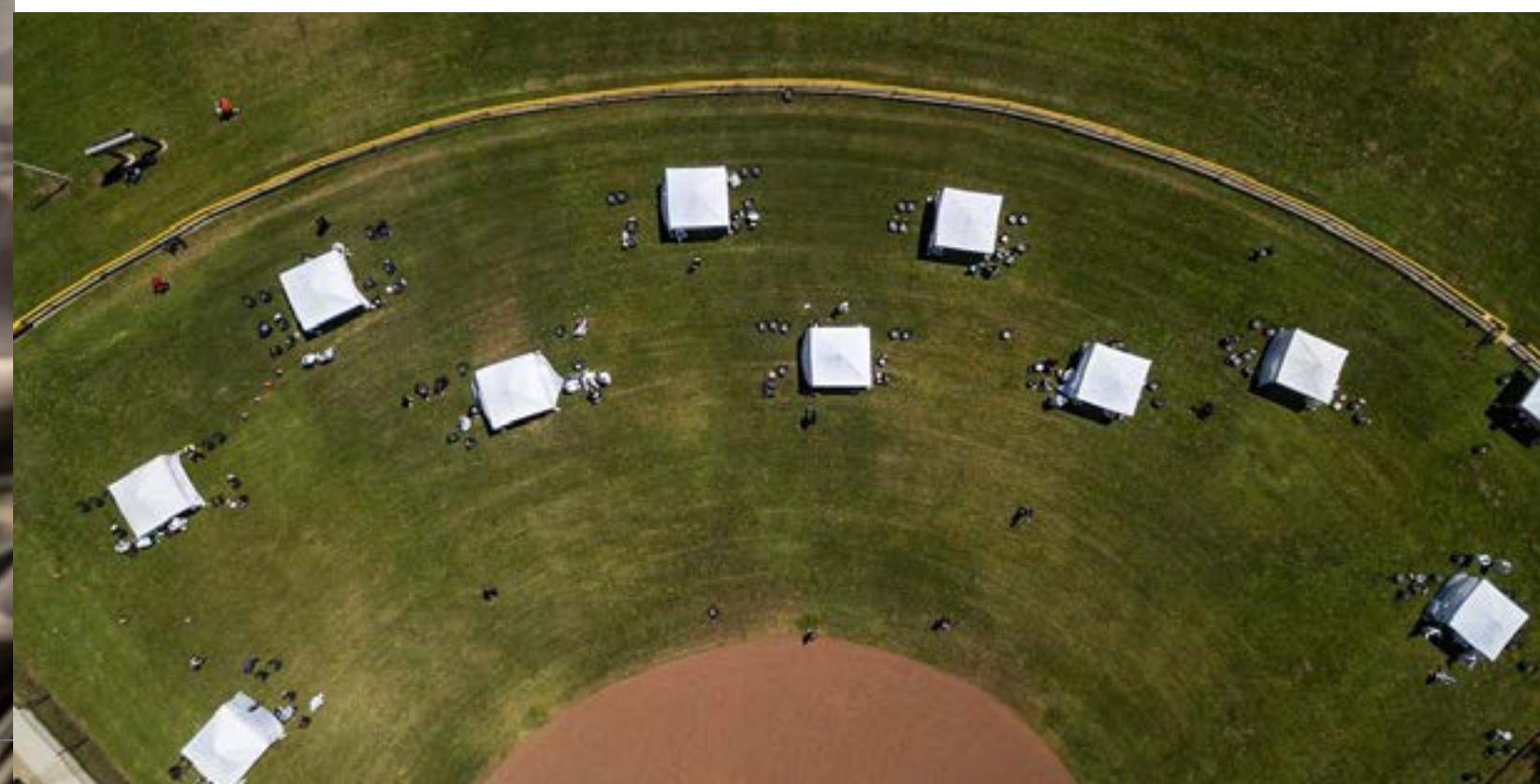
## Kim Rhoads and Umoja Health Partners

Early in the pandemic, Kim Rhoads, MD, Associate Professor of Epidemiology & Biostatistics, saw an urgent need to bring information and testing to Bay Area Black communities. COVID-19 cases – and

particularly mortality rates – among Black people were disproportionately high. Starting with pop-up testing sites in Bayview/Hunter's Point and Sunnyvale in San Francisco, Dr. Rhoads ultimately founded Umoja Health Partners, a collaboration of more than 30 community organizations working to combat COVID-19 in Black communities through a community-based model that offers barrier-free information, testing, and vaccinations in Oakland neighborhoods highly impacted by COVID-19.

**“You don't need a bridge if there is no gap.”**

**- Kim Rhoads, MD**



**Keeping the Latinx Community Safe**

[Unidos en Salud](#) – a partnership between scientists from UCSF, UC Berkeley, the Chan Zuckerberg Biohub and colleagues from San Francisco’s Latino Task Force – expanded its services and its reach in 2020-2021. Originally offering low-barrier COVID-19 testing in a Mission District Census tract and measuring the impact of COVID-19 on the Latinx community, Unidos en Salud now offers testing and response, vaccinations, strain surveillance, and community-based information campaigns.

Among its many COVID-19 equity efforts, the [UCSF Latinx Center of Excellence \(LCOE\)](#) partnered with local community-based organizations to hold a testing event in the Fruitvale District of Oakland – and

discovered that the Mayan community was disproportionately impacted. The LCOE Street Team also works closely with the Latino Task Force, providing COVID-19 information, resources, and PPE for those waiting in food distribution lines in the Mission District.

**UCSF Fresno COVID-19 Equity Project**

The COVID-19 Equity Project (CEP) brought equal access to barrier-free COVID-19 and other health care services to target communities, in partnership with community-based organizations. In 2020-2021, CEP provided testing, outreach, contact tracing, social support and ultimately vaccines for Fresno’s vulnerable and underserved populations.

[Learn more about CEP here.](#)





### Pop-Ups and More

The UCSF Black Health Initiative (see page 21) partnered with the San Francisco African-American Faith-based Coalition to bring COVID-19 vaccination clinics to San Francisco Black communities. They set up vaccine clinics at Black churches and community centers, longstanding places of engagement and trust. BHI also conducted community health pop-ups with food bag giveaways. For more of BHI's pandemic outreach efforts, [visit its website](#).

In the Tenderloin, teams of volunteer UCSF nurses, nursing students, and outreach staff roved San Francisco's Tenderloin to administer vaccines to people experiencing homelessness or living in single room

occupancy hotels, a collaborative effort led by the UCSF Benioff Homelessness and Housing Initiative, San Francisco Department of Public Health and other local partners.

### COVID-19 Vaccine Public Service Announcements

To address COVID-19 vaccine questions and to build confidence in vaccine safety and efficacy as recommended by the U.S. Centers for Disease Control and Prevention (CDC), the Office of Communications has produced a series of short public service announcements (PSAs) featuring a diverse group of UCSF health care providers and staff sharing their experiences of why they decided to get a COVID-19 vaccine.



# ODO AREAS OF WORK

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.

## Education and Training

### Foundations of Diversity, Equity, and Inclusion Training

In January 2021, UCSF launched the Foundations of Diversity, Equity, and Inclusion Training module. The training provides the foundational knowledge and common language to better understand why diversity

is core to our work. Since its launch, over 36,000 trainings have been assigned to faculty, learners, and staff, and over 27,000 UCSF members have taken the training, with the enterprise completion rate at 75% as of May 2021.

### Diversity, Equity, and Inclusion Champion Training

UCSF offers Diversity, Equity, and Inclusion Champion Training for School of Medicine faculty and staff. This free training 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.



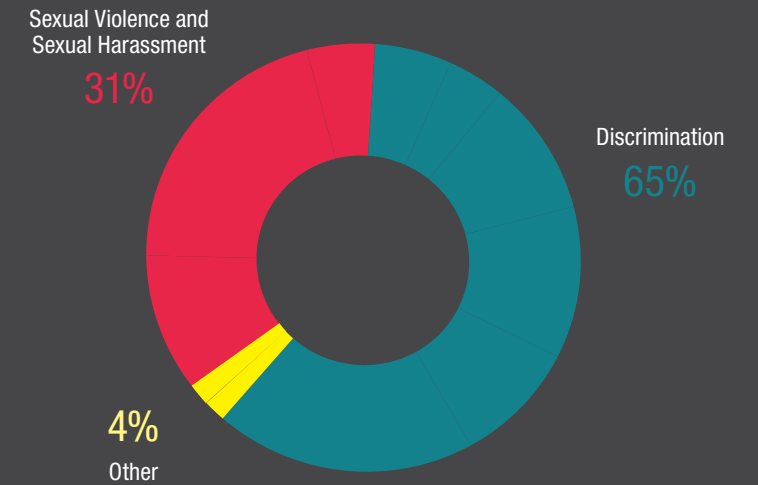
## FOUNDATIONS OF DIVERSITY, EQUITY AND INCLUSION TRAINING

## Compliance

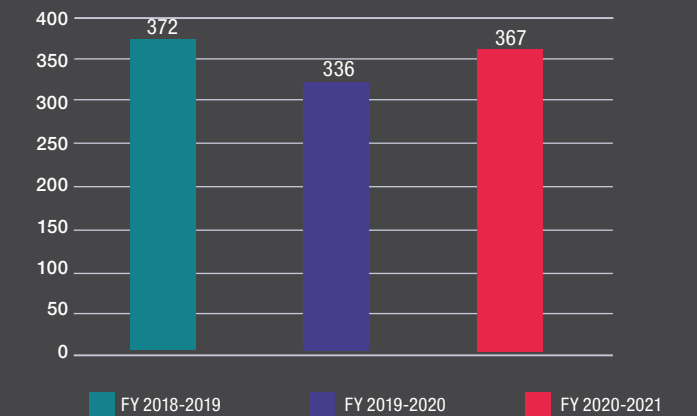
### Office for the Prevention of Harassment and Discrimination

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 2020-2021 fiscal year, OPHD received and responded to 367 internal complaints alleging discrimination and/or harassment based on protected categories described in the SVSH Policy and the Nondiscrimination Policy. These complaints included 555 allegations of harassment and/or discrimination.

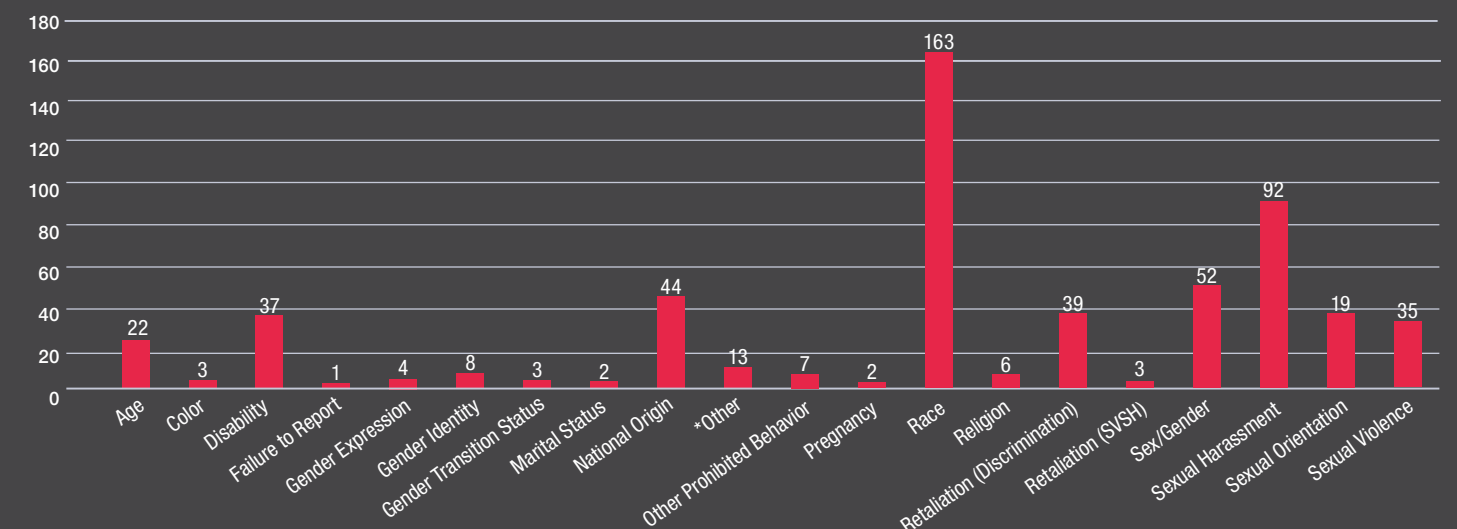
Total Complaints by Policy for 2020-2021



Internal Complaints by Year



Internal Complaints by Prohibited Conduct for 2020-2021



\*Note that complaints submitted may include multiple prohibited conducts. "Other" are complaints that fall outside of OPHD's jurisdiction.



### Campus Climate

#### Faces of Ability II - Mental Health Resilience

As a follow up to the 2018 Faces of Ability Project–In Their Own Words project, the second phase of the campaign Faces of Ability Part II–Mental Health Resilience, launched in October 2020, focused on living with and/or caring for family and friends with mental health challenges. Disability – and specifically mental health challenges – touches and/or will touch many of us at some point in our lives. The goal is to foster a shift from stigma toward a culture of openly discussing and seeking support and inclusion for those with mental health challenges.

**“Let’s stop pretending we’re strong by denying we’re emotional human beings. It’s wonderful to express a full range of emotion—we just need to do that in healthy, safe ways.”**

— Amin Azzam, MD, MA  
Adjunct Professor, Department of Psychiatry and Behavioral Sciences



### Wendy Tobias

Wendy Tobias joined UCSF as Chief Accessibility and Inclusion Officer, an inaugural role for both UCSF and the entire UC system. In this role, Wendy is responsible for developing and administering policies and practices to assure compliance with the Americans with Disabilities (ADA) Act and other federal and state laws and regulations pertaining to access and accommodations of persons with disabilities. Wendy works to identify and address barriers, design solutions, build awareness, and generally make UCSF a desirable employer and destination for persons with disabilities.



### Maga Jackson-Triche, MD

In spring 2021, Maga Jackson-Triche, MD, MSHS, was named the inaugural Executive Director and Assistant Vice Chancellor of Diversity, Equity, and Inclusion at UCSF Health, working jointly with ODO and the health system. Dr. Jackson-Triche joined UCSF in 2016 as the inaugural Department of Psychiatry Vice Chair for UCSF Health and Vice President for Adult Behavioral Health Services, UCSF Health. A graduate of the University of Chicago’s Pritzker School of Medicine and the UCLA School of Public Health, Dr. Jackson-Triche has served in key leadership roles at the VHA and has held academic appointments with the UCLA David Geffen School of Medicine, Tulane University School of Medicine, and UC Davis School of Medicine



### Campus Climate

#### Staff Resource Day

In 2021, UCSF took Staff Resource Day online and expanded the programming. UCSF staff joined colleagues across campus and UCSF Health over three Fridays in February to learn about the multitude of resources available to support professional and personal development. Over 1400 staff employees attended webinars and drop-in sessions about financial planning, career fulfillment, physical wellbeing, staff groups, and much more.



#### International Women’s Day

UCSF featured a week of programming in honor of International Women’s Day in March. Events designed to celebrate, inspire, and empower included talks with UCSF leaders, a ‘Picture a Scientist’ film screening and discussion, professional development programming, and a fireside chat focused on allyship.



#### UCSF Climate Survey

Dr. Elizabeth Ozer, Professor of Pediatrics & Associate Vice Provost, Faculty Equity, and Janhavi Bonville, Associate Executive Vice Chancellor, led a small team of UCSF colleagues tasked with creating a campus climate survey. Designed with the goal of helping the University better understand the working and learning experiences of the UCSF community, this team worked steadily to develop key questions for uncovering areas for improvement. The survey launched in fall of 2022.



### Diversity Committees

**Council on Campus Climate, Culture and Inclusion (4CI)** provided guidance on work related to the Chancellor’s Pillar of Equity and Inclusion and the UCSF Anti-Racism Initiative.

**The 4CI Staff Subcommittee** collaborated with partners across campus and health to host virtual Staff Resource Days.

**Department Diversity Leaders** gathered quarterly to advance their strategic initiatives and facilitate departmental diversity efforts.

**UCSF Committee on Disability Inclusion** supported the hiring of the Chief Accessibility and Inclusion Officer and the development of the Faces of Ability II campaign.

**UCSF Committee on the Status of Women** partnered with Women of UCSF Health and Office of Diversity and Outreach to host the third annual UCSF International Women’s Day Celebration.

**UCSF LGBTQ Committee** worked to incorporate anti-racism more fully into its efforts and foster intersectionality by increasing the diversity of the committee.

**Asian Pacific American Systemwide Alliance (APASA)** hosted “Anti-Blackness in the AAPI Community” with Kim Tran and formed an AAPI Coalition in response to Asian hate.

**Chicanx Latinx Campus Association (CLCA)** partnered with the UCSF Latinx Center of Excellence on COVID-19 vaccine messaging and outreach and held virtual community-building events.

**The Black Caucus at UCSF** established the first annual Black Caucus Scholarship for high school students, launched a UCSF Black Caucus Oakland chapter, and provided leadership, guidance, and support to the UCSF community after the murder of George Floyd.

[Learn more on our website](#)

### Welcome New Diversity Committees

The Office of Diversity and Outreach is delighted to welcome **Native American Health Alliance (NAHA)** and **United Filipinx Association (UFA)** to our diversity committee collaborations.





### Educational Outreach

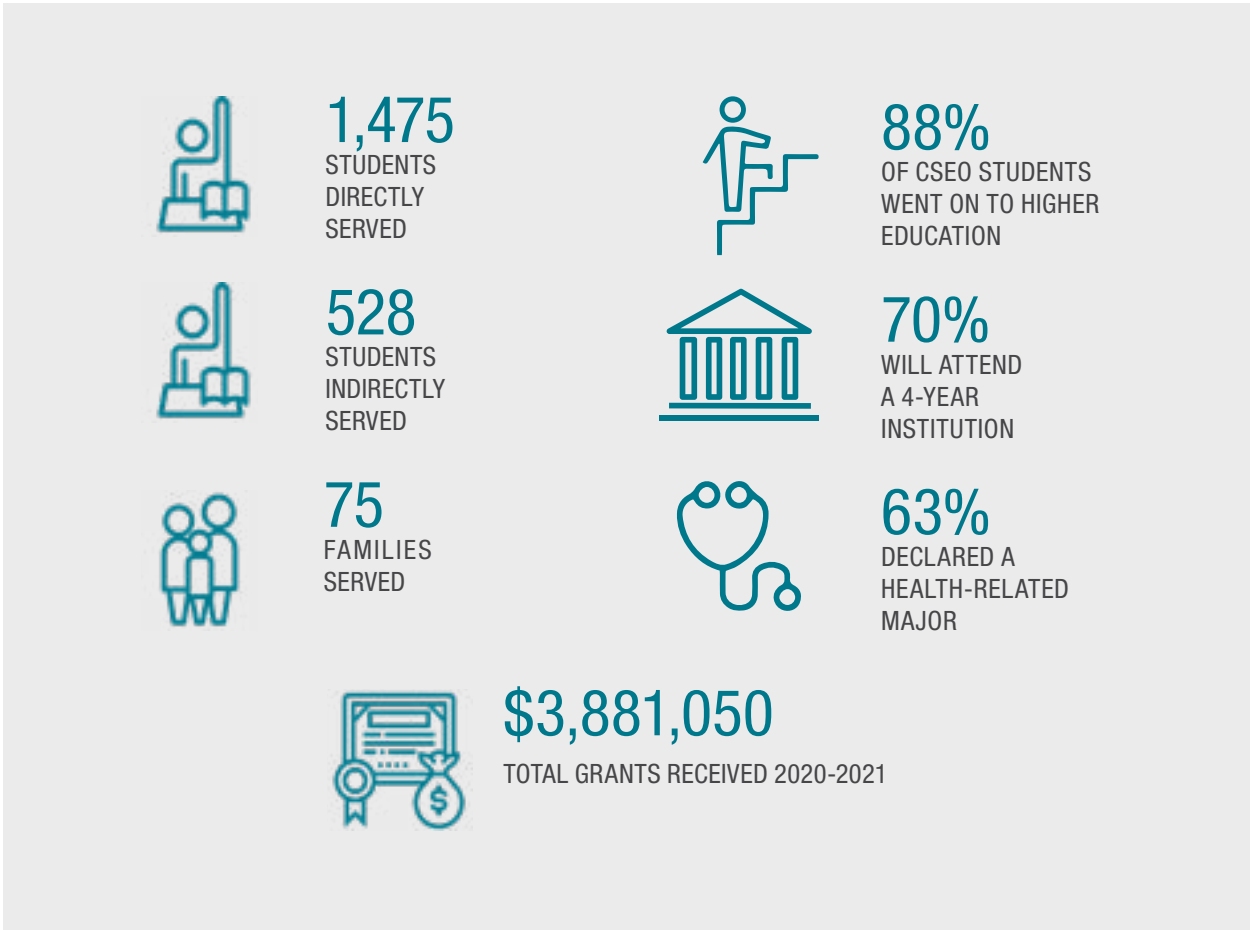
The UCSF Center for Science Education & Center for Science Education & Outreach (CSEO) collaborates with Bay Area school districts partner schools and supports community-based organizations to assist students and their families of this area in pursuit of higher education and better opportunities.

CSEO is growing, and in 2020 welcomed Ángel-Max Guerrero as Pipeline Program Manager. This newly created role is dedicated to creating additional internship/job-shadowing opportunities at UCSF. So far, an additional 56 San Francisco Unified School District students have been able to intern with a UCSF department.

CSEO Programs include:

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

Several additional programs dedicated to building and reinforcing the pipeline of students from underrepresented communities can be accessed via the [Diversity Hub](#).



# OUR TEAM

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

## Accessibility and Inclusion

Wendy Tobias - Chief Accessibility and Inclusion Officer, ADA Coordinator

## 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

## CARE Advocate

Denise Caramagno, MA, LMFT

## Center for Science Education and Outreach

Don Woodson, MEd - Director

Anthony Amaro - MESA Program

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

Emily Frank, MD - Director, Health Education

Partnerships, Oakland

A'Nihya Gaines - Liaison, LEAD

Ángel-Max Guerrero, MA - Pipeline Program Manager

Laneasha Lee - Deputy Director, TRiO Upward Bound Program

Karen Louriana Medina - Early Academic Outreach Program Coordinator

Uzoma Onuoma MESA Intern

Emmanuel Padilla - Senior Early Academic Coordinator

Shiela Smith, MSM-HCA - Administrative Officer

## Central Office

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

Alan Carpenter - Applications Director/Data Specialist

Tiffani Chan, MA - Special Projects Manager

Andrelyn Rivera - Executive Analyst to the Vice Chancellor

Barbara Sanchez - Marketing and Communications Manager

Aubrey Trujillo - Digital Communications Specialist

Stephanie Walker - Diversity Talent Strategist

## 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

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 Affairs

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 - Webmaster

Steve Heindl, Verse Learning

## We Thank Our Partners

### External Partners

Alignment Bay Area

Antioch Unified School District

Association of American Medical Colleges (AAMC)

Boys and Girls Club of San Francisco

Oakland Unified School District

Physicians Medical Forum

San Francisco State University

San Francisco Unified School District **UCSF**

Alumni Relations

Campus Life Services

Center for Population Health and Health Equity

Communications

Community and Government Relations

Human Resources

Office of the Chancellor

Office of the Executive Vice Chancellor and Provost

Professional and Graduate Schools

School of Medicine Differences Matter

UCSF Health

### UCSF Student Groups

Asian Pacific American Medical Student Association (APAMSA)

Association of Native American Medical Students (ANAMS)

Black Excellence in Science Technology, Engineering, and Mathematics (BE-STEM) -

Black Students Health Alliance (BSHA)

CARE Ambassadors

Gay Straight Dental Association (GSDA)

Graduate and Professional Dream Advocates (GAPDA)

Latino Medical Student Association (LMSA)

LGBTQ Student Association

National Hispanic Pharmacy Association (NHPA)

Society for the Advancement of Chicanos and Native Americans in Science (SACNAS)

Student National Dentistry Association (SNDA)

Students National Medical Association (SNMA)

Students United Against Violence

White Coats for Black Lives (WC4BL)





[diversity.ucsf.edu](https://diversity.ucsf.edu)

