

Recruitment & Retention Task Force Action Plan

Co-Chairs: N. Bush, A. Lieberman

Members: E. Accurso, K. LeWinn, J. Reiff, A. Seritan, A. Spivak, S. Wan, J. Yonek

1. Objective: Recruitment and Retention of female and URM faculty members at the Full Professor Level

Task	Primary Lead	Other Key Stakeholders	Target Dates	Resources Needed	Outcomes/ Measures
R&R 1a. Develop a plan for enhanced distribution of open searches for mid- and senior-level positions, especially for Distinguished Professorships	N. Buenaventura	N. Roznovsky Vice Chairs	-Dec 31, 2017 -Dec 31, 2018	Admin support for developing a feasible plan	-A plan to distribute searches more widely to improve applicant pool would be developed, including search ambassadors -Open searches for 2018 CY would be regularly distributed according to plan -Distinguished Professorship searches would prioritize women filling those roles
R&R 1b. Understand the feasibility of 12-wks 100% paid family leave for all faculty	C. Mangurian	M. Guzman B. Alldredge Vice Chairs	-Jul 1, 2018 -Jul 1, 2018	Financial projections of cost to the department for applying this to faculty. Consider costs for staff clinicians as well.	-A full financial assessment of the cost of the new plan would be completed -Plan for a 12-wk fully paid family leave would be proposed to Executive Committee
R&R 1c. Support Watson scholar applications each cycle	N. Bush	Chair Vice Chairs	-Sep 1, 2017 -Jan 1, 2018 -Mar 1, 2018	-Admin to gather information on successful applicants -Communication from department leadership re: priorities for each cycle -Admin to help identify mentors to help craft application -Time for senior faculty / leadership to write LOS for candidates, when applicable	-A call for applications will be developed (internally) -Applicants will be selected & assigned mentors -Selected applications will receive editing from primary mentor and VC Diversity
R&R 1d. Support Awards for mid-career women and URM	K. LeWinn	Award committees	-Sep 1, 2017 -Dec 1, 2017	-Gather information from psychiatry, medicine, and UCSF wide awards for	-A complete list of current awards will be compiled -A way to track DOP awards will

			-July 1, 2018	compilation -Develop a way to track nominations and award winners	be developed -20% increase in nomination of women/URM for UCSF awards
R&R 1e. Increase awareness of career advancement opportunities for women and URM	N. Bush	Mentoring lead?	-Sept 1, 2017 -July 1, 2018	-Compile a list of advancement opportunities -Develop a survey to track knowledge of opportunities	- Compile complete list of current advancement opportunities (CORO, AAMC, etc.) - 80% Women & URM faculty will know about opportunities
R&R 1f. Understand factors that might enhance retention of junior/mid-career women faculty	C. Mangurian	Vice Chairs	-Oct 1, 2017 -July 1, 2019	-Compile a list of highly promising junior/mid-career women for "Stay Interviews" -Conduct interviews	-A list of women faculty will be generated -Interviews with at least 10 women faculty will be conducted

2. Objective: Integrate efforts related to recruitment and retention of diverse faculty and trainees across various sites/levels at UCSF

Task	Primary Lead	Other Key Stakeholders	Target Dates	Resources Needed	Outcomes/ Measures
R&R 2a. Understand university-wide R&R programs and efforts	M. Mays	R. Navarro N. Buenaventura	July 1, 2018	-Staff to collect university-wide R&R practices	-Landscape of existing efforts and activities will be created. Accompanying plan will include suggestions to minimize redundancy & improve R/R
R&R 2c. Recognize and support teaching and mentoring	A. Seritan A. Lieberman	Appointment & Promotions Committee Vice Chairs, but this issue is particularly salient to ZSFG clinical faculty	-July 1, 2018	-Information from APC, ZSFG faculty, Vice Chairs (Education, Clinical, Research) on current criteria -Collect data from stakeholders on existing criteria;	-A proposal for enhanced recognition of teaching and mentoring would be created. This would include tracking, quantifiable criteria, and appropriate recognition of teaching and mentoring of all trainees that is appropriate for use within Advance. -Faculty report feeling recognized for mentorship and training efforts.

Education Task Force Action Plan

Co-Chairs: K. Brahmbhatt, C. Masson

Members: L. Frolov, J. Ly, M. Park, A. Peterson, L. Santiago

3. Objective: Develop a blueprint for a mentor network focused on diversity

Task	Primary Lead	Other Key Stakeholders	Target Dates	Resources Needed	Outcomes/ Measures
Education 3a. Promote the principles of community, diversity and inclusion in DOP training programs	E. Hung	Training directors	- July 1, 2018	Training office administration	80% of trainees would report that UCSF DOP is an inclusive environment
R&R 3b. Develop overarching plan (identification of mentors/mentees, format, etc)	E. Hung	Cultural Psychiatry AoD	-Dec 1, 2017	Training office administration and HR administration	Plan for identification of mentors would be complete Target URM trainee population would be defined, with possible expansion in future years (e.g., women, sexual orientation) Format of mentorship would be clear (group vs individual)
Education 3c. Create list of mentors for URM trainees	E. Hung	DC	- July 1, 2019	Training office administration and HR administration	A list of mentors for URM trainees would exist
Education 3d. Enrich URM trainee experience by matching trainees with diverse mentors	E. Hung	DC	- July 1, 2019	Training office administration and HR administration	80% of all URM trainees would have a mentor to provide academic & career guidance

4. Objective: Develop a blueprint for a Fellow's College

Task	Primary Lead	Other Key Stakeholders	Target Dates	Resources Needed	Outcomes/ Measures
Education 4a. Solicit feedback from training programs, including program directors and trainees	E. Hung	Fellowship training directors	- July 1, 2017	Training office administration and HR administration	Feedback on a Fellows college would have been collected.
Education 4b. Based on feedback from 4a, develop a timeline for implementation	E. Hung	Fellowship training directors	- July 1, 2018	Training office administration and HR administration	A timeline for implementation of 1-2 sessions a year would be developed.

Research Task Force Action Plan

Co-Chairs: S. Hinshaw, S. Sanders

Members: S. Fryer, A. Krystal, A. Richards, S. Voglmaier

5. Objective: Ensure Equitable Post-Award Support across UCSF DOP sites

Task	Primary Lead	Other Key Stakeholders	Target Dates	Resources Needed	Outcomes/ Measures
Research 5a. Quantify current post-award support at UCSF DOP sites (LPPI, ZSFG, VAMC)	A. Krystal	M. Guzman and Directors of Administration at each site	- Dec 1, 2017	Financial landscape of post-award support for UCSF DOP scientists across sites (LPPI, ZSFG, VAMC). This should include the funding sources of the support.	A resource document with a description quantifying post-award support at each site would be created.
Research 5b. Verify that post-award support is equitable across sites, especially VAMC and ZSFG where there are likely more minority scientists.	A. Krystal	M. Guzman and Directors of Administration at each site	- Dec 1, 2017	Financial landscape of post-award support for UCSF DOP scientists across sites (LPPI, ZSFG, VAMC). This should include the funding sources of the support.	The resource document quantifying post-award support would show equal support across sites.

6. Objective: Women in Research Forum

Task	Primary Lead	Other Key Stakeholders	Target Dates	Resources Needed	Outcomes/ Measures
Research 6a. Full faculty 'flow chart' of faculty in department, by series (<i>research-oriented vs. clinician-educator, gender, site, and rank/step</i>).	C. Mangurian	M. Guzman	- Sept 1, 2017	Staff to pull this data	-Annual report will be available
Research 6b. Establish mechanism to generate the faculty flow chart on an annual basis for assessment of trends	C. Mangurian	M. Guzman	-July 1, 2018	Staff to pull this data	-Second annual report available for assessment of trends.
Research 6c. Identify leads at each site (LPPI, ZSFG, LH, MB, VAMC)	K. Yaffe	A. Krystal	-Sept 1, 2017	Staff to pull list of all research faculty by site	Site leads will be identified

Research 6d. Obtain feedback on best content/format for a Women Scientist's Leadership Forum in Psychiatry from scientists at different stages (graduate student, postdoc, PI, department leadership)	K. Yaffe	A. Krystal Lead at each site	Oct 1, 2017	Admin support to gather information from women scientists at different stages across sites. Admin support to collate responses.	-Suggestions on content and format of a forum will be collected to maximize benefit
Research 6e. Plan initial 'forum' of research-oriented female faculty.	K. Yaffe	A. Krystal Lead at each site	- Jan 1, 2018	Admin support needed for emails, catering, room reservations, quarterly events	-Planning team would be established -Plans for spring 2018 "Women Scientist's Leadership Forum in Psychiatry" would be done.
Research 6f. Establish quarterly series rotating-across-sites around themes of developing and fostering leadership, as well as community building and support based on outcomes of 6c and 6d.	K. Yaffe	A. Krystal Lead at each site	- July 1, 2018	Admin support needed for emails, catering, room reservations, quarterly events	-Plans for quarterly meeting would be laid out (timing, guest speakers, focus, etc.) -Planning team would consider integrating with WIN

Communication Task Force Action Plan

Co-Chairs: E. Lee, J. Dorado

Members: W. Hua, M. Mays, K. Peters, L. Rawitscher, D. Sung, N. Todd, A. Wallace

7. Objective: Outreach to existing diversity work at UCSF

Task	Primary Lead	Other Key Stakeholders	Target Dates	Resources Needed	Outcomes/ Measures
Communication 7a. Link to Differences Matter	M. Mays	K. Peters	- July 1, 2017	Staff to send reminder for updates	-Point-person for linkage to Differences Matter would be established -VC Diversity & Edwin receive updates before every DC meeting
Communication 7b. Link to the Multicultural workgroup in the Dept of Psychiatry at ZSFG	J. Dorado	M. Mays	- July 1, 2017	None	-Point-person for linkage to Multicultural workgroup would be established -VC Diversity & Edwin receive updates before every DC meeting
Communication 7c. Link to the SFVAMC Psychology Diversity Committee	W. Hua		- July 1, 2017	None	-Point-person for linkage to SFVAMC Psychology DC would be established -VC Diversity & Edwin receive updates before every DC meeting
Communication 7d. Link to SF DPH Trauma-Informed Initiatives	J. Dorado		- July 1, 2017	None	-Point-person for linkage to DPH Trauma-Informed Initiatives would be established -VC Diversity & Edwin receive updates before every DC meeting
Communication 7e. Link to UCSF Cultural Psychiatry AoD	E. Lee		- July 1, 2017	None	-Point-person for linkage to Cultural AOD would be established -VC Diversity & Edwin receive updates before every DC meeting
Communication 7f. Link Benioff Children's Hospital Oakland Trauma Informed Systems Workgroup Committee	D. Sung		- July 1, 2017	None	-Point-person for linkage to BCHO would be established -VC Diversity & Edwin receive updates before every DC meeting
Communication 7g. Psychiatry representation on	C. Mangurian	R. Navarro	- July 1, 2018	None	Annual offer for psychiatry representation on 4CI

4CI (Chan. Council on Culture, Climate & Inclusion)					
Communication 7h. DC members volunteering on different committees for Differences Matter	M. Mays K. Peters	DC Committee	- July 1, 2018	Admin support to send out reminders to volunteer	-Bi-annual offer for volunteers will have been sent -Min 3 people from DOP will serve on Differences Matter Workgroups
Communication 7i. Develop a landscape of the external diversity-related activities DOP faculty/staff are working on (e.g., NYU's Association for Culture & Psychiatry, SSPC)	TBD	TBD	- July 1, 2019	Admin support to develop brief (2-3 item) survey for faculty & staff to identify external activities and compile information	-Faculty & staff would receive survey to quantify diversity-related activities -A landscape of external diversity-related activities would be created.

8. Objective: Develop a communication plan (in-person & online) for our work (e.g., faculty meetings, town halls, website updates, newsletter, etc. including trainees)

Task	Primary Lead	Other Key Stakeholders	Target Dates	Resources Needed	Outcomes/ Measures
Communication 8a. Develop electronic communication plan	N. Roznovsky	Communication Task Force	- July 1, 2018	Admin support	An on-line communication plan for the DC will be developed (e.g., regular communication of diversity activities, feature stories; frequency & means of communication via email and website)
Communication 8b. Incorporate multiple ODO links on website	N. Roznovsky	TBD	- July 1, 2017	Admin support	ODO and other UCSF Diversity links (e.g., Differences Matter) would be prominent on Diversity Website
Communication 8c. Develop a plan for updates and review to website	N. Roznovsky	Communication task force	- July 1, 2018	Admin time to identify what is important and time for posting.	A plan for updating website will be created (plan will include how to maintain up-to-date communication of activities across university)
Communication 8d. Develop in-person communication plan	TBD	Communication task force	- July 1, 2018	Admin support to coordinate mtgs/minutes	A plan for frequency, location, and topics for in-person DC communication would be developed
Communication 8e. Support DC Task Force workgroups	C. Mangurian	M. Guzman	-Jan 1, 2018	Admin support to coordinate mtgs/minutes	Admin assistance for four DC Task forces will be established.

Communication 8f. Develop toolkit to ensure that diversity and inclusion perspectives are brought up regularly during faculty/staff/trainee forums	E. Lee J. Dorado	Communication task force	- July 1, 2019	Admin and/or research assistant support to assist with research of existing resources and compile information into user-friendly toolkit	-Toolkit would be created that has suggestions for how leaders could discuss diversity-related issues (recruitment/retention of diverse workforce, inclusion in decision-making, climate, implicit bias research) -A plan for dissemination of toolkit would be created.
Communication 8g. Develop plan to include trainees in DC communications	K. Peters E. Lee	Communication Task force	- July 1, 2018	Admin support	-Leads would have coordinated w/Michelle Guy, Director of Diversity for GME, re: how to include trainees in communication plan. -Written plan would be created (may include videos of trainees interviewing diverse faculty members on website or having trainees involved in creating or implementing toolkit)
Communication 8h. Communicate w/UCSF leadership about Psych DC efforts & activities	C. Mangurian	Anyone else who gets to talk w/those folks	- July 1, 2017	None	VC Diversity will attend 75% of quarterly Diversity Leader forums