

A Reckoning About Race

*Supporting Black students, faculty and
staff at UCSF School of Dentistry*



July 22, 2020

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Introduction/Background

On June 12, 2020, a cohort of Black students at UCSF School of Dentistry met with Dean Michael Reddy and leaders from his executive team to discuss their shared experiences of the negative culture and climate at the School for Black students. Following that meeting, the students on June 15 delivered a list of demands with the goal of “empowering the administration to uphold our mission statement for the betterment of current and future Black students.” Tangible action was demanded to address deficits in recruitment of Black faculty, staff and students; lack of transparency regarding hiring and budget allocations that support anti-racist values; mandatory faculty, staff and student training on racism and implicit bias; availability of anti-racist resources; and funding of events that provide for community building and mitigating alienation, hostility and lack of integration for Black students in the School.

On June 18, a School of Dentistry leadership team convened to address the issues and proposed solutions as immediate, short-term or long-term items. On June 24, Dean Reddy and his executive leadership team met again with students to discuss the plan, and together, they identified the actions that required immediate attention. The following plan outlines the funded immediate and short-term (three to six months) deliverables and accountability for each of those actions.

Our Commitment

UCSF School of Dentistry recognizes the urgent need to increase representation of and support for Black students. It commits to address this by partnering with Black students, on specific actions to fight anti-Blackness, dismantle systemic barriers, promote anti-racism and build support and accountability structures that improve school climate. While this plan specifically addresses the needs of our Black students, School of Dentistry leadership is committed to expanding the approaches outlined herein to address diversity and inclusion for all members of the School of Dentistry community.

Our efforts are supported and amplified by the UCSF-wide Anti-Racism Initiative. Focused on centering Black voices and those of other marginalized groups, UCSF leadership is committed to implementing anti-racist curricula, policies, practices and structures to create a diverse and inclusive culture grounded in accountability and transparency.

Leadership Membership and Structure

A Taskforce will administer the Leadership Response Action Plan. The Taskforce is comprised of the following administrators, faculty and staff. Two members lead each initiative and are responsible for assembling a committee to drive the process, determine opportunities for Black student, faculty and staff partnership, outline deliverables, milestones and timelines.

- Michael Reddy, Dean, School of Dentistry
- Eunice Stephens, Associate Dean, Chief of Staff
- Stuart Gansky, Associate Dean of Research
- Sara Hughes, Associate Dean, Education & Student Affairs
- Larisa Kure, Associate Dean, Administration & Finance
- Sunita Mutha, Interim Associate Dean, Academic Affairs
- George Taylor, Associate Dean, Diversity & Inclusion

- Diane Barber, Chair, Department of Cell and Tissue Biology
- Brian Bast, Chair, Department of Oral and Maxillofacial Surgery
- Mark Kirkland, Chair, Preventive and Restorative Dental Sciences
- Sampeter Odera, Associate Professor, Department of Oral and Maxillofacial Surgery
- Caroline Shiboski, Chair, Department of Orofacial Sciences

Timeframe for Key Actions

The following select actions are in response to a comprehensive list of demands from Black students presented to UCSF School of Dentistry leadership. To prompt immediate change at our School, the Taskforce has committed to accomplishing the following actions within an immediate (0-60 days) or short-term (3-6 months) timeframe. A plan is being developed for long-term actions, which have a timeframe of 6-12 months, or longer, to complete.

Action: Hiring

Leadership

- Mark Kirkland, Chair, Department of Preventive and Restorative Dental Sciences
- Larisa Kure, Associate Dean, Administration & Finance
- Sunita Mutha, Associate Dean (interim), Academic Affairs
- Eunice Stephens, Associate Dean, Chief of Staff

Student demands addressed

- Commitment to recruitment of Black faculty, staff and students
- Increasing resources/staff to improve the experience of Black, and all school students

1. Faculty and Staff Recruitment

Diversity is essential for advancing excellence in teaching, scholarship, research, learning and service. As an institution committed to inclusion, the School of Dentistry will utilize outreach, recruitment and hiring practices that prioritize representation from candidates who have been systematically and historically underrepresented in our School community. The approach is transparent and inclusive, providing opportunities for students to gain valuable insight and experience through participation in the interview process.

Taskforce

- Frederick Finzen, Professor, Department of Preventive and Restorative Dental Sciences
- Maria Rina Simon, Director, Staffing and Strategic Programs
- Student TBD
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
Meet with Jessica Driessler, Manager, UCSF Talent Acquisition re: three current	July 13	Mark Kirkland and Eunice Stephens

School of Dentistry faculty searches (i.e., dental oncology, pediatrics and prosthodontics)		
Search, select and begin engagement with executive search firm specializing in increasing pool of diverse faculty applicants	August 13	Mark Kirkland and Eunice Stephens
Re-engage Equity Advisors to serve on search panels	August 15	Mark Kirkland and Eunice Stephens
Create tools to support search committee work	September 30	Mark Kirkland and Eunice Stephens
Develop plan and timeline for student participation in hiring process	September 30	Sunita Mutha
Communicate process for student participation to School community	October 5	Sunita Mutha

Action: Events

Leadership

- Pamela Alston, Alumna, Volunteer Associate Clinical Professor, Department of Orofacial Sciences
- Brian Bast, Chair, Department of Oral and Maxillofacial Surgery
- George Taylor, Associate Dean, Diversity & Inclusion

Student Demands Addressed

- Increase in sponsored/funded events to provide opportunities for Black students to network, build community and integrate into the School community
- Increase resources/staff to address the needs of Black, and all school students

1. Host Welcome Weekend Event for Incoming Black Students

Note: This event will be virtual due to Covid-19 restrictions. The program is designed to support incoming Black students as they transition to become part of the School of Dentistry community. Sessions will cover important topics for all first-year students and also those potentially specific to Black student experience. Fellow students, alumni, faculty and staff will lead sessions on curriculum, schedules, expectations of first-year students, academic assistance resources, opportunities for student leadership, extracurricular activities, research and more. Experts in diversity and inclusion will lead sessions on dealing with imposter syndrome, among other topics. Current Black students and alumni will share advice and resources on how to acclimate to the School community and representatives from the Diversity and Inclusion Committee will provide information on policies dealing with discrimination and racism and how respond if students experience racism, harassment, and exclusionary, intimidating or objectionable behavior at UCSF.

To build upon the Welcome Event, and to support a growing sense of community, in-depth seminars exploring relevant topics will be held for Black first-year students over the course of the year (e.g., application process for the summer research program, among others).

Taskforce

- Sneha Oberoi, Professor, Department of Orofacial Sciences
- Daliah Williams, Admissions Coordinator
- Student TBD
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
Set date for virtual Welcome Weekend event	July 31	Brian Bast
Develop program agenda with input from Taskforce	July 31	Brian Bast and Pamela Alston
Develop list of potential faculty, staff, student and alumni presenters	July 31	Brian Bast, George Taylor and Pamela Alston
Begin inviting presenters	August 3	Brian Bast, George Taylor and Pamela Alston
Determine IT requirements to ensure seamless participation for attendees	August 10	Brian Bast
Invite incoming first-year Black students to attend. Provide technology requirements for participation and survey students re: potential technology needs	August 13	George Taylor and Pamela Alston
Confirm presenters	August 28	Brian Bast
Draft Welcome Weekend evaluation	September 8	Brian Bast
Develop schedule for ongoing seminars	September 15	Brian Bast
Evaluate Welcome Weekend	Immediately post-event	Brian Bast
Share evaluation data with Events committee and relevant associate deans	Within two weeks post-event	Brian Bast

2. Host School of Dentistry Black and Brown Retreat

The student led, in-person, Black and Brown Retreat will provide students of color with an opportunity to build conducive communities and networks amongst students, faculty and staff of color campus wide. The event will be an invaluable resource for making connections and obtaining information that supports student assimilation early in their academic career at UCSF. Note: Timing for retreat is TBD, due to Covid-19 restrictions. A virtual option will be considered.

Taskforce

- D’Anne Duncan, Assistant Dean for Diversity and Learner Success, Graduate Division
- TBD
- Student TBD
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
George Taylor met with Sean Ganther, author of retreat prospectus, to understand scope of support needed for this first annual campus-wide retreat	July 10	George Taylor and Sean Ganther
Develop estimated date and timeline of deliverables for both in-person and virtual version of retreat	August 31	Sean Ganther
Detailed scope of support completed and delivered to School of Dentistry leadership	August 31	George Taylor
School of Dentistry responds to scope of support	September 14	George Taylor
Taskforce to communicate with UCSF leadership to develop shared governance structure with other schools to ensure sustainability of retreat. Identify student and faculty administrators at each school	September 15	George Taylor
Convene meeting with other UCSF schools to design and finalize shared governance structure	November 20	George Taylor

3. Fund School of Dentistry Black Faculty/Student Mixers at National Conferences

The Student National Dental Association (SNDA) and Hispanic Student Dental Association (HSDA) joint convention will be held at the same site as the joint NDA, HDA and SAID conventions in June 2021 in Atlanta (subject to UCSF's travel and gathering size policies). We plan to hold a reception at this joint convention. This will provide students with an important opportunity to expand their professional networks through meeting with UCSF alumni. The reception is designed to create a space where students, faculty and alumni come together to exchange ideas, share experiences and develop connections. As this will be a multicultural event, all UCSF student and alumni attendees are welcome to participate. The program will include both facilitated and open-ended networking in addition to formal remarks by School of Dentistry leadership and the past Dental Alumni Association president.

Taskforce

- Jennifer Perkins, Associate Professor, Department of Oral and Maxillofacial Surgery
- Pam Shultz, Director of Education and Student Affairs
- Student TBD
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
Presentation to SNDA and HSDA to promote Multicultural Summit and Reception. The respective organizations select student leaders to attend their conventions	Fall, 2020	Pamela Alston
Summit information will be sent to a roster of LatinX and Black faculty members from the NDA and HDA	January, 2021	Pamela Alston Pamela Alston
Survey Black alumni and SNDA student leaders to solicit volunteers to serve on the Reception Committee	January, 2021	Pamela Alston
Select reception menu and develop budget	February, 2021	Pamela Alston
Check NDA and HDA registrants to determine which are UCSF alumni	March, 2021	Pamela Alston
Meet with John McCoy, Director of Alumni Relations, to obtain guidance re: event promotion through AAUCSF	April, 2021	Pamela Alston
Confirm event location	April, 2021	Pamela Alston
Send invitations to alumni	May, 2021	Pamela Alston

Develop Reception program	May, 2021	Pamela Alston
Deadline for RSVPs	June 1, 2021	Pamela Alston
Develop a Reception “look book,” including all Reception attendees with photographs, titles, areas of expertise and fun facts for students and alumni to receive in advance to encourage networking	June 10, 2021	Pamela Alston
Reconfirm event location and logistics	June 10, 2021	Pamela Alston
Text reminders to RSVPs	June 16, 2021	Pamela Alston
Act as reception hosts	June 18, 2021	Pamela Alston
Send post-event evaluation	July, 2021	Pamela Alston

Action: Updated Curriculum

Leadership

- Sara Hughes, Associate Dean for Education & Student Affairs
- Sampeter Odera, Associate Professor, Department of Oral and Maxillofacial Surgery
- George Taylor, Associate Dean, Diversity & Inclusion

Student demands addressed

- Hire external faculty to design and teach specific curriculum components (i.e., race, racism, cultural humility, social justice, among others)
- Require current and incoming students to attend a course on race, racism, and social justice including curricula on white supremacy, white privilege, and implicit bias
- Increase resources to improve the experience of Black, and all SOD students

1. Engage External Faculty to Teach Components of Patient-Centered Care 119

Black students have demanded that faculty outside the School of Dentistry lead class discussions within the cultural differences component of PCC 119. The benefits to this approach include the opportunity to align this content with UCSF School of Medicine’s Diversity Matters curricula, and it enables first-year students to explore complex and sensitive topics (e.g., cultural humility, race, racism, among others) with faculty from outside the School of Dentistry.

Taskforce

- Gwen Essex, Professor, Preventive and Restorative Dental Sciences
- Maria Rina Simon, Director, Staffing and Strategic Programs
- Student TBD
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
Department Chair to advise Course Director of directive	August 31	Mark Kirkland
Work with Taskforce to identify external faculty candidates skilled in leading these content areas	October 31	George Taylor
External candidates interviewed and final candidate selected	November 30	George Taylor and Gwen Essex
Work with external faculty to devise a session that meets course learning objective	January 15	Gwen Essex and Sara Hughes
Work with external faculty to devise a session-specific evaluation tool	January 15	Gwen Essex
Schedule new session	Spring Quarter, 2021	Gwen Essex
Evaluate learner experience	Immediately post-session	Gwen Essex
Analyze evaluation data, share findings with Student Response Curriculum Taskforce	No later than one-month post-session	Gwen Essex and Sara Hughes

2. Require Anti-Racism Reading for All Students

This orientation session will actively engage incoming students in a facilitated panel conversation on topics including racism, social justice, white privilege and implicit bias, among others. Addressing these issues within the curriculum is vital to pursuing equity and excellence in our education, patient care, discovery and service. The content of this session will be further developed into a mandatory course for all incoming and current students.

Orientation format:

- 90-minute session to include both a facilitated panel discussion and break out
- Expert facilitator to lead panel discussion
- All attendees to read one common book or article for facilitated discussion
- Each student to select a reading to discuss during facilitated breakout sessions

Taskforce

- Linda Centore, Professor, Department of Preventive and Restorative Dental Sciences
- Jeanes Villanueva, Project Analyst, Deans Office
- Student TBD
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
Confirm potential dates for session in upcoming first-year orientation schedule	July 20	George Taylor and Sara Hughes
Identify expert facilitator from UCSF or Academy of Communication in Healthcare	July 30	George Taylor
Work with facilitator to select common reading from various sources (e.g., Jones, Camara. 2000. AJP. Levels of Racism: A Theoretic Framework and a Gardner's Tale)	August 1	George Taylor and facilitator
Identify panelists and break out facilitators in consultation with Dr. Denise Davis, diversity expert, in School of Medicine	August 1	George Taylor
Send list of books/articles to students to select one to discuss during break out	August 7	George Taylor

3. Require Faculty, Staff, and Students to Take Implicit Association Test (IAT)

Developed by researchers at Harvard University, the IAT is a tool used to reveal unconscious biases that can influence our perceptions and treatment of others. Negative implicit assumptions can impact our relationships with colleagues, fellow students and patients in our care. Becoming aware of our implicit biases allows us to address them to support an inclusive and diverse School community.

Taskforce

- Donald Curtis, Professor, Department of Preventive and Restorative Dental Sciences
- Maria Rina Simon, Director, Staffing and Strategic Programs
- Student TBD
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
Explore the validity of the IAT in promoting awareness and reflection to support mandatory use within the School of Dentistry	August 10	Sampeter Odera

Discuss with relevant associate deans the appropriate and effective administration of the IAT for faculty, staff and students	August 21	Sampeter Odera, Sara Hughes, George Taylor, Larisa Kure and Sunita Mutha, Eunice Stephens
Determine requirements for making the IAT mandatory for faculty (i.e., credentialing/privileging approval, etc.)	August 21	Sampeter Odera and Sunita Mutha
Develop specific implementation plans and timeline for staff and student launch. Include venues to discuss reflections and process results (e.g., workshops, affinity group meetings, etc.)	September 14	Sampeter Odera, Larisa Kure, Sara Hughes, Eunice Stephens
Anticipated staff and student launch	October 5	Sampeter Odera, Larisa Kure, Sara Hughes, Eunice Stephens
Encourage all faculty to voluntarily take the IAT and leverage the resources referenced below to reflect on their results	October 5	Sampeter Odera and Sunita Mutha
Provide School of Dentistry community of faculty, staff and students, with resources to mitigate bias	October 5	Sampeter Odera, George Taylor, Sara Hughes, Sunita Mutha, Larisa Kure, Eunice Stephens

Action: Engage School of Dentistry on Diversity

Leadership

- Stuart Gansky, Associate Dean of Research
- Larisa Kure, Associate Dean, Administration & Finance
- Caroline Shiboski, Chair, Department of Orofacial Sciences

Student demands addressed

- Increase in sponsored/funded events to provide opportunities for Black students to network, build community and integrate into the School community
- Commitment to recruitment of Black faculty through bringing potential candidates to campus via a speaker series
- Support compilation of anti-racist resources

1. Grand Round Speaker Series on Diversity, Inclusion and Science Topics

A Grand Round speaker series that includes diversity and inclusion topics, and scientific presentations from our community of Black and Brown scientists and scholars, serves a dual purpose: 1) promotes education on structural racism and how to be actively anti-racist among faculty and students; and 2) provides Black and Brown students with professional role models, and broadens mentoring capacities outside of the School of Dentistry. In addition, this program would widen our pool of potential applicants for future faculty positions.

Taskforce

- Sarah Knox, Assistant Professor, Department of Cell and Tissue Biology
- Roger Mraz, Program Administrator, Office of Graduate and Research Affairs
- Student TBD
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
Develop a list of potential speakers on diversity and inclusion topics. Liaise with Renee Navarro, Vice Chancellor, Diversity and Outreach and Howard Pinderhughes, Chair, Social and Behavioral Sciences	August 1	Stuart Gansky and Caroline Shiboski
Develop a list of potential scientist and scholar speakers from our communities of color	August 1	Caroline Shiboski and Sarah Knox
Finalize both lists	August 14	Taskforce
Begin outreach to potential speakers	August 17	Stuart Gansky, Caroline Shiboski and Sarah Knox
Develop series schedule for Fall/Winter/Spring 2020-21 (b-monthly)	September 1	Stuart Gansky, Caroline Shiboski and Sarah Knox
Inaugural presentation	October, date TBD	Stuart Gansky, Caroline Shiboski and Sarah Knox

2. Launch the School of Dentistry Black Film Forum

Education on structural racism, bias, white privilege, among other topics, is needed at all levels of the School of Dentistry, including faculty, staff and students. Film can be an accessible way for members of our community to gain knowledge on these topics. Each monthly screening will be followed by a facilitated discussion to allow open and constructive conversation. The film series will be held in conjunction with, or in support of, the activities planned by the Social Justice Anti-Racism Coalition (ARC) Registered Campus Organization (RCO) described below.

Taskforce

- Joseph Casarez, Clinic Coordinator, Orofacial Sciences
- Terri Hunter Davis, Manager, Communications and Content Development
- Student TBD
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
Meet with Social Justice ARC leadership to ensure film series supplements planned learning activities	July 31	Joseph Casarez
Identify facilitation training resources (e.g., UCSF Office of Diversity & Outreach)	August 10	Joseph Casarez
Develop application process for prospective film discussion facilitators	August 10	Joseph Casarez
Promote facilitation opportunity/application via School communications channels and through student leadership	August 12	Terri Hunter Davis
Develop calendar of film events for academic year. A subcommittee of ARC and Taskforce members will select films	August 14	Joseph Casarez
Deadline for facilitator applications	August 28	Joseph Casarez
Taskforce to select facilitators	August 31	Larisa Kure and Joseph Casarez
Train facilitators	September 4	Larisa Kure and Joseph Casarez
Host first film and discussion	September: TBD	Taskforce

3. Provide Funding for New Registered Campus Organization (RCO)

Students have taken the lead to create the Social Justice and Anti-Racism Coalition (ARC) which is a Registered Campus Organization (RCO) educating our community on structural racism and the steps we need to take to be actively anti-racist. ARC will invite all members of the community to read a book or article on a topic related to structural racism and join in a discussion of the reading. In addition, ARC will provide media (films, podcasts, articles, etc.) to supplement monthly topics and allow entry to the discussion to everyone, not just those who have the time for the reading. ARC will receive funding to support purchasing books and media that align with the monthly topic and will consider distributing tools such as laminated cards to help people facilitate anti-racist actions (e.g., checklists, phrases).

Taskforce

- Diana Nguyen, Assistant Professor, Department of Preventive and Restorative Dental Sciences
- Stephanie Wallace, Director of Curriculum Support
- Priyanka Srivastava, Treasurer, Anti-Racism Coalition
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
Funding secured for first ARC-selected book	July 1	Larisa Kure
Determine estimated funding needs for Year 1	July 31	Priyanka Srivastava
Provide FY 2020-21 budget	July 31	Priyanka Srivastava
Submit application for Faculty/Staff Morale Grant, which provides funding of up to \$5,000	July 31	Larisa Kure
Develop guidelines and expectations for reimbursement	July 31	Larisa Kure
Identify additional budget needs. Finance group will meet with RCO leadership to determine budget for the year and meet quarterly to review projections	August 28	Larisa Kure

Action: Increase Communication

Leadership

- Diane Barber, Chair, Department of Cell and Tissue Biology
- Terri Hunter Davis, Manager, Communications and Content Development
- Maricella Miranda, Manager, Executive Communications
- Melissa Telli, Director of Marketing & Strategic Relations

Student demands addressed

- Increase transparency of communication regarding School of Dentistry efforts to create tangible and structural long-term changes, hiring practices, expression of PRIDE values via budget allocations and required trainings

1. Improve Diversity Section of Website

The School of Dentistry website currently has a page dedicated to the School's mission, vision, values and policy for diversity. Improvements to the website, and the addition of a Diversity sub-site will provide rich, meaningful content that:

- Publicly shares the School’s commitment to diversity, equity and inclusion to internal and external audiences
- Highlights programs, action plans, resources and policies that demonstrate commitment
- Shares updates and reports progress on diversity, equity and inclusion initiatives
- Provides a gateway for the School community to get involved and share ideas for improving cultural climate

Taskforce

- Stephen Floor, Assistant Professor, Department of Cell and Tissue Biology
- Brennan Crilly, Assistant Director, Admissions & Outreach
- Student TBD
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
Enhance current Diversity content on School of Dentistry website. Expand content on “Mission and Vision” page, with link to other campus organizations and resources; develop independent section within School site	July 31	Terri Hunter Davis
Create structure and wireframe for a Diversity sub-site within dentistry.ucsf.edu (see below for details on content)	August 15	Terri Hunter Davis
Statement/letter of commitment from School of Dentistry leadership voice (e.g., George Taylor, Dean Reddy) speaking to both internal and external audiences. Will serve as an introduction to DEI sub-site	September 1	Maricella Miranda
Add content to sub-site: - Components of Leadership Response Action Plan; provide monthly progress updates - School and UCSF programs and resources	September 1	Terri Hunter Davis

- Regular curation of upcoming events (ODO, RCO, et al)		
Use website calendar function to highlight events		

2. Increase Frequency of Diversity Communications School-wide

Communicating frequently and openly about diversity, equity and inclusion topics will help the School of Dentistry gain momentum in its efforts to shine a spotlight on these issues, including areas where the School is making progress and also needs to improve. More communication is expected to:

- Highlight diversity, equity and inclusion as a School priority
- Create familiarity and understanding of critical topics
- Increase the likelihood of participation and activism among the School community
- Increase transparency

Taskforce

- Matthew Kutys, Assistant Professor, Department of Cell and Tissue Biology
- Victor Jimenez, Director, Administrative Operations, Department of Preventive and Restorative Dental Sciences
- Student TBD
- Student TBD

Deliverables/Timeframe/Accountability

Deliverables	Due Date	Accountability/Lead
Launch Leadership-focused School of Dentistry blog within dentistry.ucsf.edu. Objective: provide new communications channel for School leadership to discuss DEI and other issues. Posts will align with overarching editorial strategy	October 1	Terri Hunter Davis
Editorial strategy and plan completed for DEI content across all School of Dentistry communications channels (e.g. Spotlight, Newsbrief, social). Strategically surface DEI content to School community. Identify DEI themes/issues that will be consistently featured across all channels	October 1	Melissa Telli

Launch quarterly interactive events (e.g., town halls, etc.) featuring DEI content	December 1	Maricella Miranda and Taskforce
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Additional Long-Term Actions

Dean Reddy is working to identify funding toward additional long-term goals of increasing recruitment of Black faculty, staff and students; increasing resources for education and training all members of the School community; and the addition of events that promote community-building, networking and inclusion for Black students. The leadership Taskforce, in partnership with Black students, faculty and staff, commits to finalizing the long-term action plan by January 2021.

Accountability Process and Related Resources

The university has processes for accountability when any member of our community experiences discrimination and harassment, including racism, or witnesses such acts. Adherence to these processes and policies supports our work to promote anti-racism and build support structures that improve School climate for Black students, faculty, and staff.

The UCSF Office for the Prevention of Harassment and Discrimination and the Office of Diversity and Outreach oversee complaints and adhere to the Procedures for Reporting Discrimination, Harassment and Retaliation AA/EO Complaint Resolution University Policy. At the School of Dentistry, complaints may also be reviewed by Interim Associate Dean of Academic Affairs, Sunita Mutha (if they involve a faculty member); Associate Dean for Administration and Finance, Larisa Kure (if they involve a staff member); and Associate Dean for Education and Student Affairs, Sara Hughes (if they involve a student/educational issue). The dean, associate deans and/or division chairs do not decide the outcome. Once a complaint has been reviewed, the university will make a recommendation. Recommendations and final decisions are not made public and input is not accepted from outside sources. The following resources provide information on the process and university policies:

- [Procedures for Reporting Discrimination, Harassment and Retaliation AA/EO Complaint Resolution University Policy](#)
- [Addressing Bias, Discrimination and Hate](#)
- [The Office of Diversity and Outreach](#)
- [The Office of the Prevention of Harassment and Discrimination](#)
- [Policies and Guidelines of the Office of the Prevention of Harassment and Discrimination](#)

Chancellor's Commitment

Our efforts are supported and amplified by the UCSF-wide Anti-Racism Initiative. Focused on centering Black voices and those of other marginalized groups, UCSF leadership is committed to implementing anti-racist curricula, policies, practices and structures to create a diverse and inclusive culture grounded in accountability and transparency.

These efforts include:

- Focusing on our role as an Anchor Institution, incorporating restorative justice, youth/pipeline focus, jobs, purchasing, and coordinating community programs
- Increasing diversity in leadership, faculty, staff, students
- Professional/career development opportunities for Black faculty/staff
- Fundraising efforts
- DEI/Anti-Racism academy
- Restorative justice
- Training – mandatory and routine
- Support – reporting, healing, and mental health resources
- Curriculum review

Accomplishing these objectives will be achieved through a variety of approaches. Anti-racism is to be woven in to the fabric of UCSF and all its missions and operations. This may include statements in offer letters, required training, and implementing overtly anti-racist policies, practices, and structures and moving forward to nurture our internal pipeline. If you come to UCSF, you are becoming part of an anti-racist culture. Black voices and those of other marginalized groups will be centered and listened to prior to setting a plan. Black colleagues should not bear all the burden of participation, but rather we should move forward to support the efforts as One UCSF. Accountability and transparency will be increased by publicizing the work done. By demonstrating courageous leadership, UCSF is committed to the long term and building a resilient system.