Imagining an Anti-Racist UC

Focusing on staff as a catalyst for change

UC-CORO Systemwide Leadership Collaborative
Northern California Cohort Final Project
April 8, 2021
Who We Are
Land Acknowledgment

Native People of This Place

In all of North America, California has always been home to the largest number of different Native people and their cultures. Many of the tribal groups you see on this map speak different languages and have different traditions. Their homelands—established for thousands of years—extend far beyond state boundaries.

These Native cultures overlap in ways that this map cannot show, through shared resources, trade, and family relationships.

Language is a reflection of our environment, unique to each area.

—Richard Burger (Lakeville, shared by Kameyajay)
Anti-racism is the commitment to fight racism wherever you find it including in yourself. — Ijeoma Oluo
Take a breath
What We Are Talking About Today

“Imagining an Anti-Racist UC”
1. The Socio-Historical Context

Reckoning with the past to move toward an anti-racist future.
Anti-racism is an active form of action against racial hatred, bias, systemic racism and the oppression of marginalized groups. Anti-racism is usually structured around conscious efforts and deliberate actions to provide equitable opportunities for all people on an individual and systemic level.
Pervasiveness of Racism

ANTI-BLACK
A specific kind of racial prejudice directed toward Black people.

INTERPERSONAL
The expression of racism between individuals.

STRUCTURAL
System in which public policies, institutional practices, and other norms perpetuate racial group inequity.

INSTITUTIONAL
Discriminatory treatment, policies, and practices, within organizations and institutions.
Bringing Light to UC’s Racist Legacy

1862
Morrill Act gives “public” lands to establish universities

1868
UC Founded (Oakland)

1873
UC moves to Berkeley

UC President John LeConte (1869 - 1881)
Wrote that Europeans and white people were the only 'great historical race,' and that, 'the black lacks an inherent passion for freedom'.

John Bolt (1882)
A leading figure in the movement to ban those of Chinese ancestry from the U.S. in the 19th and early 20th centuries; Chinese exclusion act signed by US govt. A building was previously named in his honor at UCB.

UCB Professor Alfred Louis Kroeber (1909 - 1947)
Collected sacred objects and remains of Native American ancestors from their graves without getting consent from their tribes or descendants.

UC President David Prescott Barrows (1910 - 1923)
Claimed Filipinos had “an intrinsic inability for self-governance” were an "illiterate and ignorant class." He underscored that Europeans and white people were the only "great historical race."

2017
UCB forms Building Name Review Committee

2020/2021
Buildings renamed
Focusing on Staff as a Catalyst for Change

109.8K UC Career Staff (April 2020)
Staff and managers are the largest populations in the UC system

Only 68% of UC staff feel “employees at my campus are treated with dignity/respect regardless of their position or background.”
down 4% from 2017 8% lower than the US norm

Sources:
2020 UC Staff Workforce Profile and CUCSA and UCOP HR 2019 Employee Engagement Survey
https://www.ucop.edu/human-resources
2. Anti-Racism Learning and Reflection Tool

An Institutional First Step.
A Place to Start

THE AUDIENCE:

SUPERVISORS OF STAFF

TOOLS AND RESOURCES BUILT:

- Anti-Racism Learning and Reflection Tool
- User guide for managers on how to use the tool
- Survey prototype
The 10 Anti-Racist Principles and Practices

1. Embraces and enacts professional development to lead diverse groups.

2. Promotes the inclusion of racially diverse voices.

3. Cultivates psychological safety.

4. Builds understanding of and takes steps to eliminate, racial microaggressions.

5. Recognizes the contributions of BIPOC staff.

6. Develops and mentors BIPOC staff acknowledging their unique context.

7. Incorporates understanding of racism, discrimination and allyship into leadership practices.

8. Ensures equitable distribution of anti-racism workload across team members.

9. Embraces best practices of hiring and onboarding racially diverse staff.

Measurement Scale

RESISTS
Anti-Racist Practices

Perpetuates a climate of exclusion based on racial identities.

ACCEPTS
Anti-Racist Practices

Acknowledges exclusionary practices, but makes little effort toward making change.

EMBRACES
Anti-Racist Practices

Makes sincere efforts toward equitable practices with visible success.

EXEMPLIFIES
Anti-Racist Practices

Regularly invites staff to help identify & eliminate exclusionary practices.

CHAMPIONS
Anti-Racist Practices

Models inclusive behavior & regularly identifies & eliminates exclusionary practices with tangible success.

Link to PDF of full version of tool:
Measurement Scale, Applied

Practice #1: Embraces and enacts professional development to lead diverse groups.

RESISTS Anti-Racist Practices
1. Resists or is hostile toward recommendations to develop skills to manage/supervise racially and culturally diverse groups.

ACCEPTS Anti-Racist Practices
2. Has made minimal effort to develop skills to manage/supervise racially and culturally diverse groups.

EMBRACES Anti-Racist Practices
3. Is receptive to development opportunities to build skills in management/supervision of racially and culturally diverse groups, with demonstrable impacts.

EXEMPLIFIES Anti-Racist Practices
4. Embraces opportunities to develop skills in managing a diverse workforce; Understands and implements stereotype threat interventions as appropriate.

CHAMPIONS Anti-Racist Practices
5. Embraces self-development of leadership skills in managing a diverse workforce, and creates programs and opportunities to enhance the overall capacity for the successful management of diverse groups in the organization.

UC-Coro SLC Self-Assessment

- **21** responses
- Total # of direct and indirect reports: **620**
- Average overall self-assessment score: **3.28**
- Average respondent rating of “value of tool” (based on 1-5 scale, 5 being “very valuable”): **4.05**

“I found the tool to be user friendly. The survey forced me to be honest with myself, caused me to be aware of my current state, and made me want to learn more and do better. Being directed to the Anti-Racism Resources page at the end of the survey was brilliant.”

- UC CORO MEMBER
Three Ways to Implement the Tool

1. Onboarding and employee expectations
2. Self assessment and development
3. In conjunction with performance management system
Use 1 - Onboarding

Included in HR onboarding process

Manager discussion and expectations
Use 2 - Self Assessment and Development

Self assessment survey
Learning resources
Enact learnings consistently
Use 3 - Performance Review

1. Self assessment survey
2. Manager assessment
3. Set SMART goals with manager
4. Resource tools to enact learning
5. Reassess and persist
Next Steps to Develop and Implement Tool

1) We encourage YOU to take the prototype survey: http://bit.ly/AntiRacismSurvey

2) Convene a systemwide advisory group to coordinate tool piloting and development

3) Integrate stories of anti-racist supervisory practices

4) Include tool as part of existing programs and trainings:
   - UC onboarding and orientation processes
   - Integration with UC Learning Center, e.g. Implicit Bias Training
   - Link to UC anti-racism educational resources
3. The Power of Story

Contextualizing Anti-Racism.
The Power of Story

Project Deliverable:

- A treasury of stories told by the voices of UC Colleagues at every campus and at every level
- Positive affirmations of anti-racism actions that caused real impact
- Real stories of anti-racism actions big and small
- Audio stories, powerpoint slides, and inspirational quotes
Would you mind developing a set of bylaws for how the governance structure and the
"We are role-models no matter if we think about it or not, modeling in both directions. How this is connected to dismantling structural racism... it says something about the way we want to treat one another."

- DAN LOWENSTEIN, EXECUTIVE VICE CHANCELLOR AND PROVOST, UCSF
“Success is not that we have a DEI representative in every meeting or in every initiative. Success is when everyone at the table, regardless, has integrated DEI into their thinking.”

- BRANDEN BROUGH, LAWRENCE BERKELEY NATIONAL LAB
Treasuring Our Stories and Storytelling

A Story Collection Model:

- Allow for anonymous storytelling through a form
- Extensive review, corroboration and approval process
- Put the care for the person first, before the final product
Not everything that is faced can be changed, but nothing can be changed until it is faced.

- James Baldwin
Call to action: Everyone Can Do Something Today

- Everyone can take the prototype survey at http://bit.ly/AntiRacismSurvey and see where you and your department land.
- Discuss the 10 Anti-Racism Practices with your team
- Share the Anti-Racism Learning and Reflection Tool with your team
- Have a discussion with your direct reports
Thank You!

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Feedback and Questions?

Our Cohort is excited to engage in follow-up questions and discussion after today’s presentation. Please contact any of project co-leaders directly:

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