

**UC Tech Awards 2023 Candidate**

**Category:** DEI LEADERSHP & OPERATIONAL EXCELLENCE
**Name:** Diversifying Leadership Development (20)
**Number of people**: ~20
**Location**: UCSF

1. **Person submitting the application/nomination**
	1. Erik Wieland, Assoc. Director – Web Applications & Software Development, UCSF IT (staff)
	2. **Email address:** erik.wieland@ucsf.edu
	3. **The name of your organization:** UCSF
2. **Award category:** DEI Leadership, Operational Excellence
3. **Name of person, name of the team, or name of the project to receive the award** Diversifying Leadership Development
4. **All project team members - if applicable Technology Leadership Development Program (Tech LDP) Steering Committee**

Name, Role(s) (Tech LDP Year) – Title, Dept, Org

1. **Christina Bronsky**, Co-chair – Enterprise Imaging Manager, Clinical Systems, UCSF Health
2. **Armanda Edwards-Newman**, Co-chair (2018) – Technical Project Manager, IT, UCSF
3. **Linda Branagan** – Director of Telehealth Programs, Telehealth, UCSF Health
4. **Tom Chen**, Culture & Engagement WG lead (2018) – Sr. Network Engineer, IT, UCSF Health
5. **Susan Chim** (2019) – Informatics Program Director, Health Informatics, UCSF Health
6. **Thea Daniels** (2019) – Project Manager, Clinical Systems, UCSF Health
7. **Erica DeMarco** (2018) – Collaboration Tools Analyst, IT, UCSF
8. **Brett Gerstenberger**, Projects WG lead (2021) – MuleSoft Supervisor, IT, UCSF
9. **Kate Jungerberg**, Mentoring WG lead (2021) – Research Applications Billing Lead, Clinical Systems, UCSF Health
10. **Rebecca Larson**, Programs WG lead (2021) – Sr. Lead Technician, IT Service Desk, IT, UCSF
11. **Sam Marcus** – Professional Billing APeX Lead, Clinical Systems, UCSF Health
12. **Ed Martin** – Director of Technology, Center for Digital Health Innovation, UCSF
13. **Evelyn Narito** (2021) – Clinical Applications Professional 3, Clinical Systems, UCSF Health
14. **Alissa Porter** – Director of Clinical Applications, Clinical Systems, UCSF Health
15. **Emma Sebastian** (2021) – Sr. Business Systems Analyst, IT, UCSF
16. **Sandy Stall** – Assoc. Director, Enterprise Analytics, IT, UCSF Health
17. **Sara Tao** (2018) – Depot Lead, IT Field Services, IT, UCSF
18. **John von Eichhorn** – Assoc. Director, IT Service Desk, IT, UCSF Health
19. **Winnie Wat** (2016) – Business Intelligence Developer, Office of Clinical Research, UCSF
20. **Erik Wieland**, Founder, Futures WG lead – Assoc. Director, Web Applications & Software Development, IT, UCSF
21. **Which location was affected by the work?** (the name(s) of the organization affected)

UCSF

1. **Summary** Visibly diverse leadership represents the strongest evidence to our staff of our commitment to diversity, equity, inclusion, accessibility, and anti-racism (DEIA-AR). We measurably improved our leadership development program’s focus on DEIA-AR in both the outreach and selection processes to lay a strong foundation that will help us build more diverse leadership teams year over year.
2. **Narrative**

**Diversifying Leadership Development**

[Note: this topic has also been selected as a UC Tech 2023 session]

The [UCSF Technology Leadership Development Program](https://techldp.ucsf.edu/) (Tech LDP) is a highly competitive and sought-after professional development and mentorship program. The Tech LDP combines a year-long mentorship program that matches staff mentees and technology leader mentors with classroom learning of professional and interpersonal skills, including unconscious bias and microaggressions, psychological safety, Lean and A3 thinking, change management, and leadership theory. The mentees are assigned to small project teams according to their strengths, and those teams present a proposed solution to a problem that they’ve worked on with a coach and subject matter experts.

Since it was founded in 2015, the Tech LDP has graduated four cohorts for a total of 57 alumni. Our alumni continue to give back to the program through mentoring, presenting, and serving on the program steering committee (where twelve of our twenty members are alumni). The program’s success and impact have increased its popularity, as evidenced by the application of fifty staff for the twenty coveted spots in our latest cycle. The Tech LDP was founded to serve central IT, but the program has steadily expanded to more groups across the UCSF technology community. As a result, we have also expanded the cohort size over the years, from 12 to 16 to the current size of 21.

In 2022, we expanded eligibility beyond our central IT departments, increasing the eligibility pool by a third. With a larger number of potential applicants, it was more important than ever to ensure that we actively support the university’s goals to create a diverse, open, and inclusive community to mirror the organization’s diverse characteristics, beliefs, and affiliations in our mentee cohort. We did this by adapting our campus’s hiring best practices around Diversity, Equity, Inclusion, Accessibility, and Anti-Racism (DEIA-AR) to our application and selection process. Until this time, the program's application and selection process did not have any focused efforts to address or integrate our campus's hiring best practices around Diversity, Equity, Inclusion, Accessibility, and Anti-Racism (DEIA-AR). Over the course of a few months, prior to outreach to applicants, we were able to advance or re-engineer our own internal practices by adapting multifocal areas to infuse DEIA-AR best practices into the application and selection process.

* We added an open-ended diversity statement to the application.
* We greatly revised and enhanced our scoring rubric to ensure that we were using consistent evaluation criteria across all scorers and reducing variation between scorers.
* Our reviewers were all trained on DEI and unconscious bias.
* We completely redacted each application and assigned a random name to help the scorers keep track of the applicants.
* We assigned one person who wasn’t reviewing applications to manage the score collection and analytics.
* We agreed to select the cohort from the top scoring applications, and only then reveal the cohort members’ names.

After removing as much bias as possible from the cohort selection process, we embarked on a comprehensive outreach campaign to attract the broadest selection of applicants. From an eligible pool of almost 700 staff, we tracked outreach against department, role, personnel program, job grade, gender, and ethnicity. We emailed all eligible staff and their managers, held multiple information and separate application support sessions, and followed up with direct outreach at the department, group, and individual levels to encourage people to apply and to ask them to encourage others. Close to 100 people attended our information and application support sessions, and in the end, we received a record 50 applications.

While some of the improvements can be explained by the expansion of our eligibility pool and our ongoing efforts to attract and retain a more diverse workforce, the result was the most diverse cohort in the program’s history. This diversity is across all categories: age, gender, ethnicity, role, job grade, years of service, and unit. Our focus on diversity, equity, and inclusion in both the outreach and selection processes lays a strong foundation to help us build more diverse leadership teams year over year, as visibly diverse leadership represents the strongest evidence to our staff of our commitment to diversity, equity, and inclusion.

**Historical Acceptance Rates**

n=applicants

**Percentage Acceptance by Ethnicity**

Is there an equal chance that you will be accepted to the Tech LDP, regardless of ethnicity?

**2023 Cohort: Eligibility Pool, Applicants, and Acceptance**



