

WACUBO 



Rising to the Challenge

2023 WACUBO ANNUAL CONFERENCE



Anti-Racism in Business & Finance

What Does That Mean & What Can You Do?

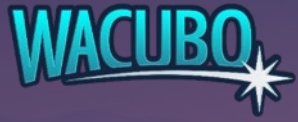
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UC San Francisco

May 2, 2023





Welcome, Introductions, and Opening

WORKSHOP AGENDA



- I. Welcome, Introductions, Opening
- II. Part One: Our Journey to Anti-Racism Work
- III. Part Two: Approaches to Dismantling Racism
- IV. Part Three: Small Group Discussion
- V. Part Four: Basics of an Anti-Racism Workshop

Workshop Agreements

1

Please remember that we are not experts.

2

Speak and listen from the heart.

3

Share what feels comfortable (stretch/don't break).

4

Be mindful of the time to allow for equal sharing of ideas.

5

Slow down if someone experiences harm.

6

Honor privacy.

7

Take care of yourself.



University of California, San Francisco (UCSF)

- Dedicated entirely to health science and life science
- Academic medical center: medicine, nursing, pharmacy, dentistry, physical therapy, graduate education
- No undergraduates
- 75+ buildings, 12 million square feet
- 3,200 students, 22,000 non-academic and 5,000 academic employees, 400+ campus facilities employees
- #2 employer in San Francisco, generates 43,000 jobs, estimated \$8.9 billion in economic impact



Terms and Definitions

Diversity, Equity and Inclusion

Diversity

Being comprised of elements, variety

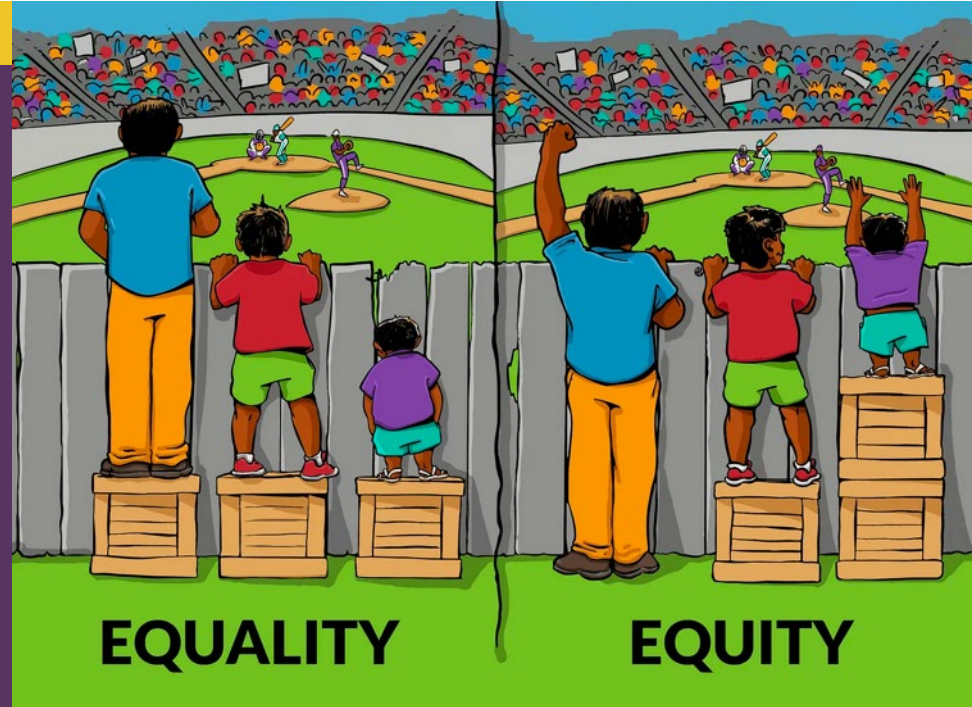
Equity

Valuing all individuals and populations, rectifying historical injustices and providing resources according to need

Inclusion

Including and accommodating people who have historically been excluded

Photo Credit: Interaction Institute for Social Change | Artist: Angus Maguire



Terms and Definitions

By: Dr. Camara Phyllis Jones, MD, MPH, PhD | 2021-22 UCSF Presidential Chair Award Recipient

Racism

A system of structuring opportunity and assigning value based on the social interpretation of how one looks (which is what we call "race")

Levels of Racism

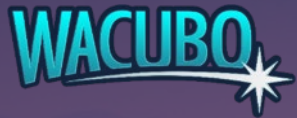
- Institutionalized / Structural
- Personally-mediated
- Internalized

Jones CP. Confronting Institutionalized Racism. *Phylon* 2003;50(1-2):7-22

Jones CP, Truman BI, Elam-Evans LD, Jones CA, Jones CY, Jiles R, Rumisha SF, Perry GS. Using "Socially assigned race" to probe White advantages in health status. *Ethn Dis* 2009; 18(4): 496-504

Jones CP. Levels of Racism: A Theoretic Framework and a Gardener's Tale. *Am J Public Health* 2000;90(8):1212-1215





Part One: Our Journey to Anti-Racism Work

The Path to the Workshop: 2+ Years

- DEIA-AR Steering Committee was formed to promote growth and address issues in the Finance & Administrative Services Division of UCSF; 1600 employees; multiple departments
- The Steering Committee developed goals and action plans; one goal was “education” and the action plan was to host a FAS DEAI-AR Speaker Series
- One of the speakers, Dr. Camara Jones, challenged the FAS audience to “Do The Work” of anti-racism; ***moving beyond traditional “diversity” work***
- The Steering Committee accepted that challenge and had to determine how to start that process; our answer was the workshop



Form a Steering Committee and Lessons Learned

UCSF Finance & Administrative Services DEIA-AR Steering Committee

- Gain executive sponsor support
- Ask for volunteers from each area
- Define a clear vision and goals
- Request a budget
- Include in decision-making
- Chair(s) meet with leadership
- Carve out the time for members
- Address the issue of “double-work”
- Recognize their contributions



Diversity, Equity, Inclusion, Accessibility and Anti-Racism (DEIA-AR) Steering Committee

UCSF Finance & Administrative Services (FAS)

Accomplishments

- Set DEIA-AR Goals and Action Plans
- Launched Speaker Series
- Developed Website with Resources
- Piloted Lunch and Learns
- Provided Leadership with input on Gallup Employee Engagement Results
- **Held first Anti-Racism Workshop within FAS resulting in 17 specific action plans**

Photo Credit: Marco Sanchez, UCSF Documents & Media



Dr. Camara Jones

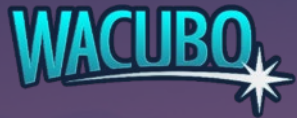


Naming Racism and Moving to Action

In this video, Dr. Camara Jones uses storytelling to discuss race and racism, empowering people to take action. "The Restaurant Saga" describes how one can identify racism, its structure in society, and the impact on communities of color.

Dual Reality 06:45





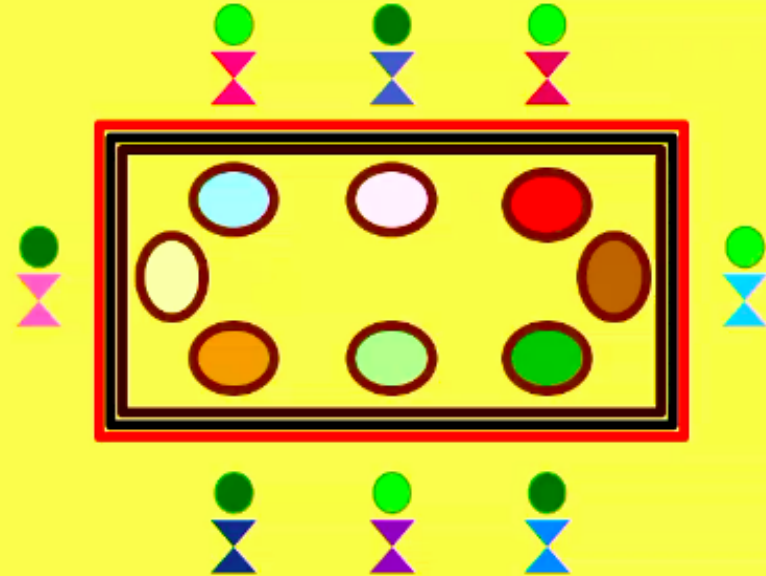
Part Two: Approaches to Dismantling Racism

National Campaign Against Racism

By: Dr. Camara Phyllis Jones, MD, MPH, PhD | 2021-22 UCSF Presidential Chair Award Recipient

1. Name Racism
2. Ask "How is racism operating here?"
3. Organize and strategize to act

Jones CP. Toward the Science and Practice of Anti-Racism: Launching a National Campaign Against Racism. *Ethnicity and Disease* 2018;28(Suppl1):231-234



Naming Racism

By: Dr. Camara Phyllis Jones, MD, MPH, PhD | 2021-22 UCSF Presidential Chair Award Recipient

- Key Messages in Naming Racism
 - Racism exists
 - Racism is a system
 - Racism saps the strength of the whole society
 - We can act to dismantle racism

Jones CP. Toward the Science and Practice of Anti-Racism: Launching a National Campaign Against Racism. *Ethnicity and Disease* 2018;28(Suppl1):231-234



"How is Racism Operating Here?"

By: Dr. Camara Phyllis Jones, MD, MPH, PhD | 2021-22 UCSF Presidential Chair Award Recipient

■ Identify mechanisms

- Structures: *the who?, what?, when?, and where? Of decision-making*
- Policies: *the written how?*
- Practices and norms: *the unwritten how?*
- Values: *the why?*

Jones CP. Confronting Institutionalized Racism. *Phylon* 2003;50(1-2):7-22



Organize and Strategize to Act: Anti-Racism Action Team

By: Dr. Camara Phyllis Jones, MD, MPH, PhD | 2021-22 UCSF Presidential Chair Award Recipient

Organizational Excellence

- How do we answer the question "How is racism operating here?" in each of our settings?
- How do we examine structures, policies, practices, norms, and values?

Four Classes of Policies that are Mechanisms for Structural Racism

- Allow segregation of resources and risks
- Create inherited group disadvantage or advantage
- Favor the differential valuation of human life by "race"
- Limit self-determination

Jones CP. Toward the Science and Practice of Anti-Racism: Launching a National Campaign Against Racism. *Ethnicity and Disease* 2018;28(Suppl1):231-234



Organize and Strategize to Act: Anti-Racism Action Team

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Policy and Legislation

- What are current policy and legislative strategies to address and dismantle racism?
- What new strategies should we propose?

Early Ideas for Action

- Catalog formal anti-racism policies adopted by US jurisdictions
- Develop and disseminate model legislation addressing the many mechanisms of structural racism

Jones CP. Toward the Science and Practice of Anti-Racism: Launching a National Campaign Against Racism. *Ethnicity and Disease* 2018;28(Suppl1):231-234



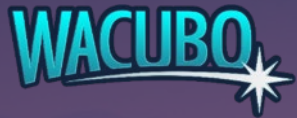
Examples of Racist and Anti-Inclusive Policies



Interviews requiring English when it is not required for the job. UCSF would like to be an employer of choice by providing best in class services to job applicants and new hires that are more comfortable speaking a language other than English.



One considerable barrier to employment is the Drivers Licenses (DL) requirement. UCSF employees are required to have DLs upon hiring. However, a majority of our security guards do not drive. This creates a barrier for those who do not have a license to drive and those who choose not to drive due to the social and environmental impact of cars.



Part Three: Small Group Discussion

"How is Racism Operating Here?"

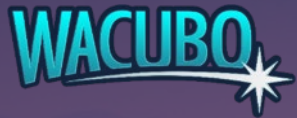
Small Group Discussions

Identify how racism exists within your own organization.

- Structures: *the who?, what?, when?, and where? of decision-making*
- Policies: *the written how?*
- Practices and norms: *the unwritten how?*
- Values: *the why?*

Example Categories: Hiring, Promotions, Pay, Decision-Making, Power, Leadership Budget, Fundraising, Location, Culture, Programs, Student Policies, etc.





Part Four: Basics of an Anti-Racism Workshop

Planning an Anti-Racism Workshop

Moving the Needle Towards an Anti-Racist Organization

Choose a Framework

Find a consultant that has your best interest in mind

Define your Purpose

Obtain support from the executive leadership team and make sure your goals are aligned with organizational goals

Strategize for Success

Develop meaningful content and plan for continued progress

Photo Credit: Marco Sanchez, UCSF Documents and Media



WORKSHOP GOAL



To identify the ways racism, lack of diversity, inaccessibility, and lack of inclusion operate in FAS and the areas that FAS has direct influence over and start the process of addressing and dismantling these constructs – with a commitment to follow through on action plans and learn from this process.

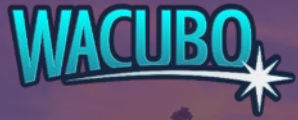
"How is Racism Operating Here?" Workshop Outline

Session	Lead
Welcome & Purpose	Executive Leader
Current Campus Anti-Racism Goals & Programs	DEI Leader
Part 1: Anti-Racism Framework	DEI Consultant
Part 2: Examining our History of Racism	DEI Consultant
Part 3: Anti-Racism Exercise and Group Work	DEI Consultant
Closing	Executive Leader

Advice and Questions to Address

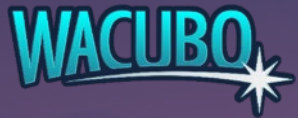
1. Are you ready? Has a foundation been provided to help ensure success?
2. You will need logistical support; this workshop extended beyond the means of the Steering Committee
3. Can you allocate funds to pay a consultant to do the bulk of the strategic work?
4. We focused on racism in one area; the question was raised about what other areas and experiences will we cover in the future?
5. What structure will you use to select the final Action Plans from the workshop and keep them on track?
6. Provide support to the Action Plan Teams, if needed
7. Celebrate Action Plan success
8. What's next?





THANK YOU!

Contact Ailene & Jon with Questions or for Support



Appendix

A. WORKSHOP GOAL

To identify the ways racism, lack of diversity, inaccessibility, and lack of inclusion operate in FAS and the areas that FAS has direct influence over and start the process of addressing and dismantling these constructs – with a commitment to follow through on action plans and learn from this process.

B. WORKSHOP AGENDA - FACILITATORS

Time	Session	Speaker / Lead	Purpose & Outcomes
9:00 AM <i>30 mins</i>	Breakfast		
9:30 AM <i>15 mins</i>	Welcome & Purpose	Erin Gore Senior Vice Chancellor	SLIDE: Welcome, Land Acknowledgement, Recognition Talking Points: Ground Rules. Expectations of attendees for today and beyond. Acknowledge power-imbalance, uncomfortable discussions. Allow people to say what is on their mind, give them the opportunity to use their voice. Re-iterate Dante's welcome letter.
9:45 AM <i>15 mins</i>	UCSF Anti-Racism Initiative	Alejandra Rincon ODO Chief of Staff Asst. Vice Chancellor	Set stage with what we are doing in relation to rest of enterprise. Brief overview of Anti-Racism Initiative.
10:00 AM <i>1 hour</i>	Session I: What Does It Mean to Be Anti-Racist? Part I	Dante King	Examine historical (and perpetual) cultural, institutional, and interpersonal racism and racial bias (i.e., White supremacy, antiblackness, and anti-non-Whiteness, etc.). Part 1 Framework on Anti-Racism; increase our understanding of how certain policies and norms impact racism in organizations like UCSF
11:00 AM <i>15 mins</i>	Break		
11:15 AM <i>30 mins</i>	Session II: What Does It Mean to Be Anti-Racist? Part II	Dante King	Examine historical (and perpetual) cultural, institutional, and interpersonal racism and racial bias (i.e., White supremacy, antiblackness, and anti-non-Whiteness, etc.). Part 2 Learn how to identify specific policies, cultural norms, and barriers in FAS that are or may be contributing to racism, lack of diversity, inaccessibility, and lack of inclusion
11:45 AM <i>10 mins</i>	Break		
11:55 AM <i>20 mins</i>	Identification Exercise	Dante King	Small group exercise to evaluate where we are as an organization in terms of stages of anti-racist organizational development.
12:15 PM <i>15 mins</i>	Break – Afternoon Seat Assignment Announcement by Ailene: Fifteen minutes to 1) sanitize your tables 2) find your new table 3) grab lunch You may eat outside if you feel more comfortable or you can eat inside, but please come back to your afternoon seat assignment seats by 12:30pm for our working lunch session		

Time	Session	Speaker / Lead	Purpose & Outcomes
12:30 PM <i>1 hour</i>	Department Groups Working Lunch	Dante King	Teams will work in small groups of 5-7 and facilitate themselves Self-select group facilitator and report-out rep Prepare to report out on potential areas to address key areas that need improvement or focus
1:30 PM <i>45 mins</i>	Session III: Report Out Top Ideas	Dante King Group representatives	Departments report out their top 2-3 ideas on flipcharts Attendees to highlight, support or call attention to issues considered of high importance. Three dots per person
2:15 PM <i>15 mins</i>	Session IV: Example on Dismantling Racism	Dante King	Review Recruitment and Hiring Policy
2:30 PM <i>15 mins</i>	Break		
2:45 PM <i>45 mins</i>	Session V: Team Action Planning	Dante King	PRINT OUT ACTION PLANNING TEMPLATE Create and agree to initial action steps to address and dismantle a select number of policies, norms, and barriers identified. Identify constituent groups that should be consulted. Leadership for each action plan should be identified.
3:30 PM <i>30 mins</i>	Closing: Follow-up and Accountability	Erin Gore & Dante King	Agree to a culture of accountability, learning, and routine check-ins or follow-up that will support the learning and actions from this workshop. Participants will report out at future FET Meetings.
4:00 PM	Workshop Ends		
4:15 PM <i>30 mins</i>	Book Signing	Dante King	Mingling and/or book signing with attendees