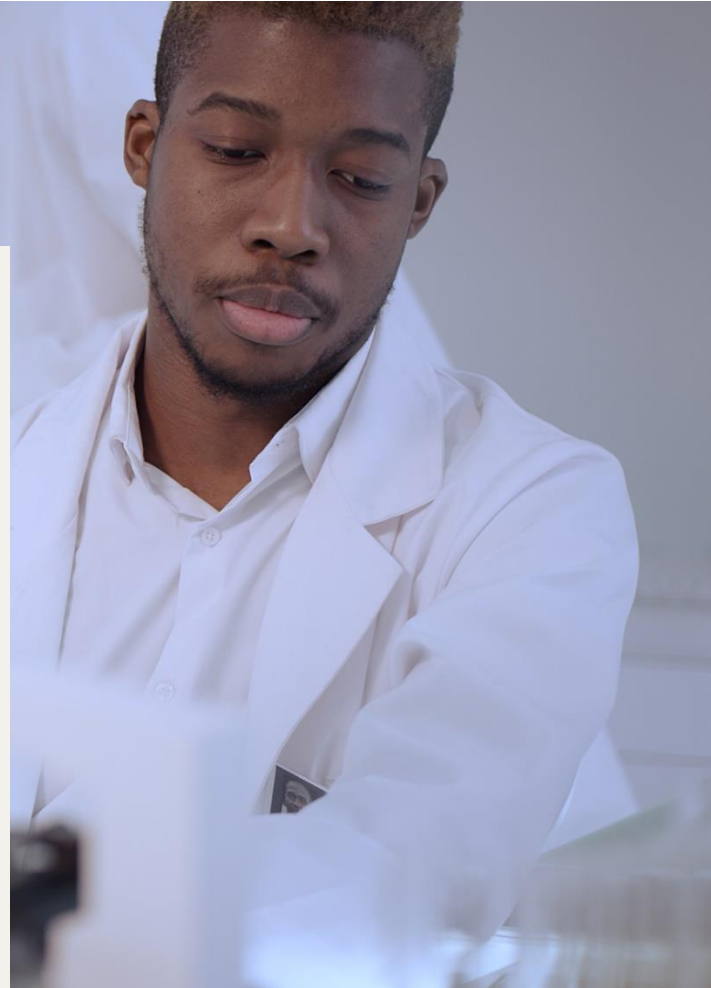


Section V: Inclusive Excellence and Leadership

Talmadge E. King, Jr., MD

Dean, University of California San Francisco (UCSF)

School of Medicine



Key events that shaped my leadership journey.

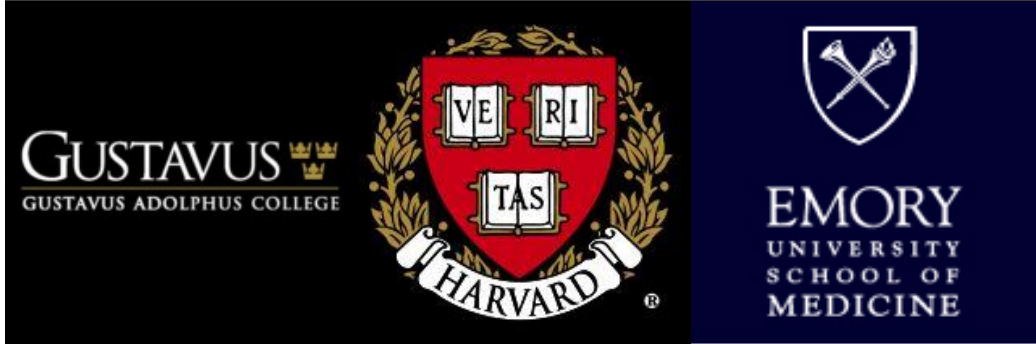
2

From Darien to Dean - Career path may be nonlinear, so need to lead from where you are.

Family/Upbringing



Education



Mentorship/Sponsorship



NATIONAL
ACADEMIES

Sciences
Engineering
Medicine

Taking Risks



**Sustained commitment to excellence,
inclusion, and health equity.**



“Differences Matter”

In 2015, 5-year comprehensive program to make UCSF the most diverse, equitable and inclusive academic medical system in the country



Led by faculty & staff



1. DIVERSIFY LEADERSHIP TEAM

From 2015-2020, half of our department chairs turned over and 42% of those leadership roles were filled by women or UIM appointees.

64%

UIM OR FEMALE APPOINTEES ON
DEANS COUNCIL

42%

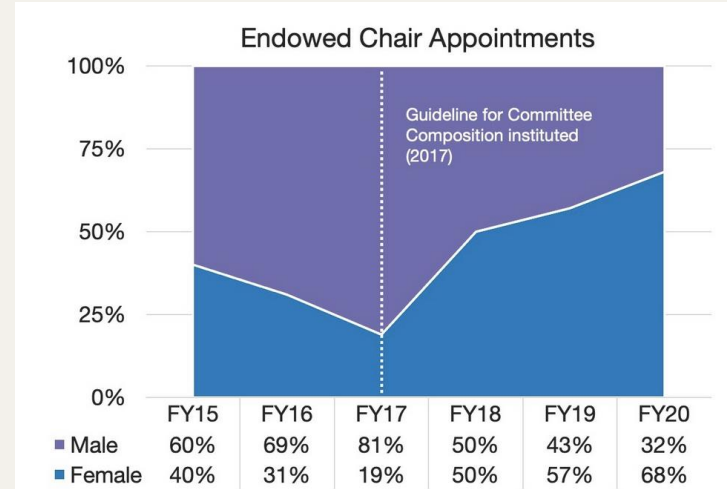
UIM OR FEMALE NEW CHAIR
APPOINTMENTS OVER THE LAST 5
YEARS

29%

UIM OR FEMALE DEPARTMENT
CHAIRS

2. EQUITABLE APPOINTMENTS PROCESSES

1. POLICY CHANGE – all committees appointed by the dean's office, departments, divisions, ORUs, and centers, MUST be comprised of 50% women or URM.
2. POLICY CHANGE -- each department must have open search process for leadership roles



3. FACULTY TRAINING AROUND DEI AND ALLYSHIP

Over half of our faculty have completed the Diversity, Equity, and Inclusion (DEI) Champion Training, which includes education on implicit biases and microaggressions, coaching in skills related to addressing these issues, and training in how to apply thoughtful, active listening and empathy to support a more diverse, equitable, and inclusive environment.

60%

OF OUR SOM FACULTY HAVE
COMPLETED THE TRAINING

1,657

TOTAL NUMBER OF FACULTY WHO
HAVE COMPLETED THE TRAINING

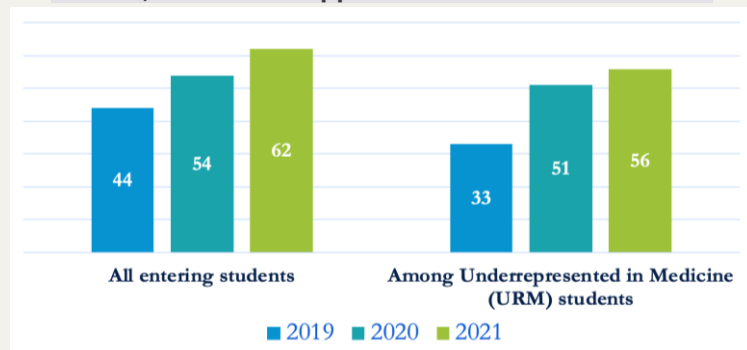
1,032

TOTAL NUMBER OF STAFF AND
TRAINEES WHO HAVE COMPLETED
THE TRAINING

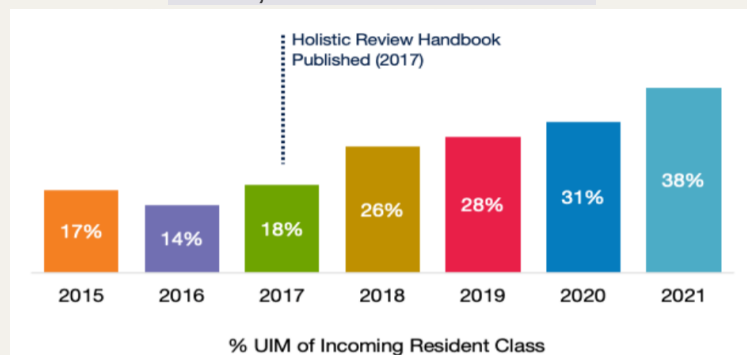
4. EQUITABLE RECRUITMENT PROCESSES – MEDICAL STUDENT AND RESIDENTS

- Increased **scholarship** support
- Implemented **holistic review**
- Developed **best practices** for diversifying GME handbook
- Expanded **visiting elective scholar** program
- Expanded **diversity second look** recruitment program

In 2021, 56% of UIM applicants matriculated at UCSF



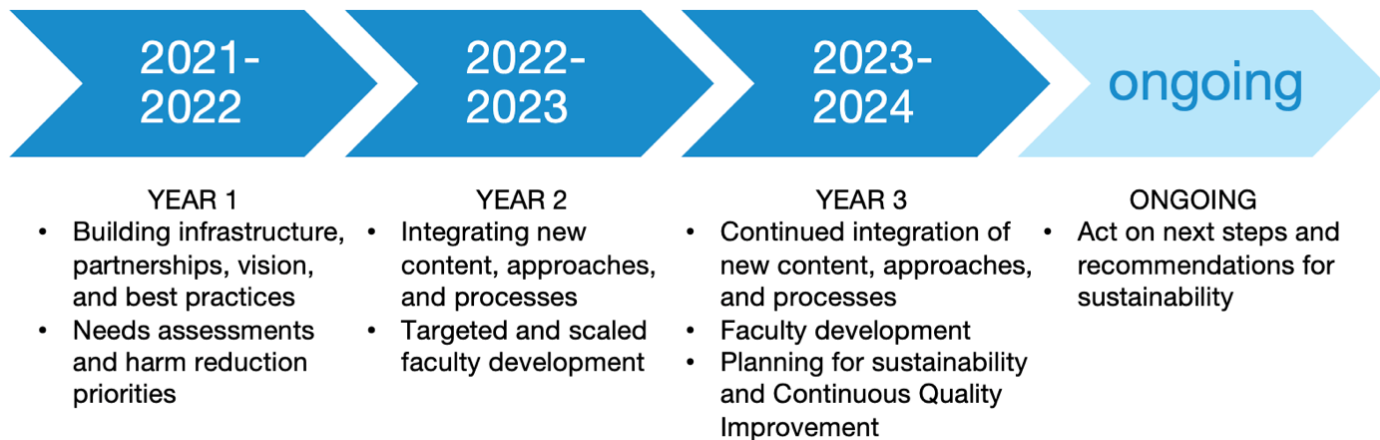
In 2021, 38% of Residents are UIM



5. INTEGRATING DEI AND ANTI-RACISM INTO OUR CURRICULUM & CULTURE



Denise Connor, MD,
Director, Anti-Oppressive
Curriculum



Investment in community-based programs to enhance the success of our UIM students.

2022 Class of John A. Watson Faculty Scholars (n = 59)



Black Men in Medicine

