

Learning &
Organization
Development

at UCSF

FY25 ANNUAL REPORT

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UCSF

EXECUTIVE SUMMARY

In FY25, UCSF's Learning & Organization Development (L&OD) department strengthened the university's culture of growth, adaptability, and inclusion through five core functions:

- Course Development, Curation & LMS Administration
- Workforce Development
- Staff Engagement
- Organization Development & Change Management
- Talent Development, Performance Management & Succession Planning

The department's impact was felt across the enterprise — enabling over half a million course completions, advancing staff into new roles, scaling engagement initiatives, expanding leadership development pathways, and preparing the institution for the rollout of UCSF's new Human Capital Management (HCM) system. These efforts not only advanced UCSF's strategic priorities of Empowering Our People, Fostering Innovation, Financial Resiliency, and Forging Partnerships but also positioned L&OD as a catalyst for long-term organizational success.

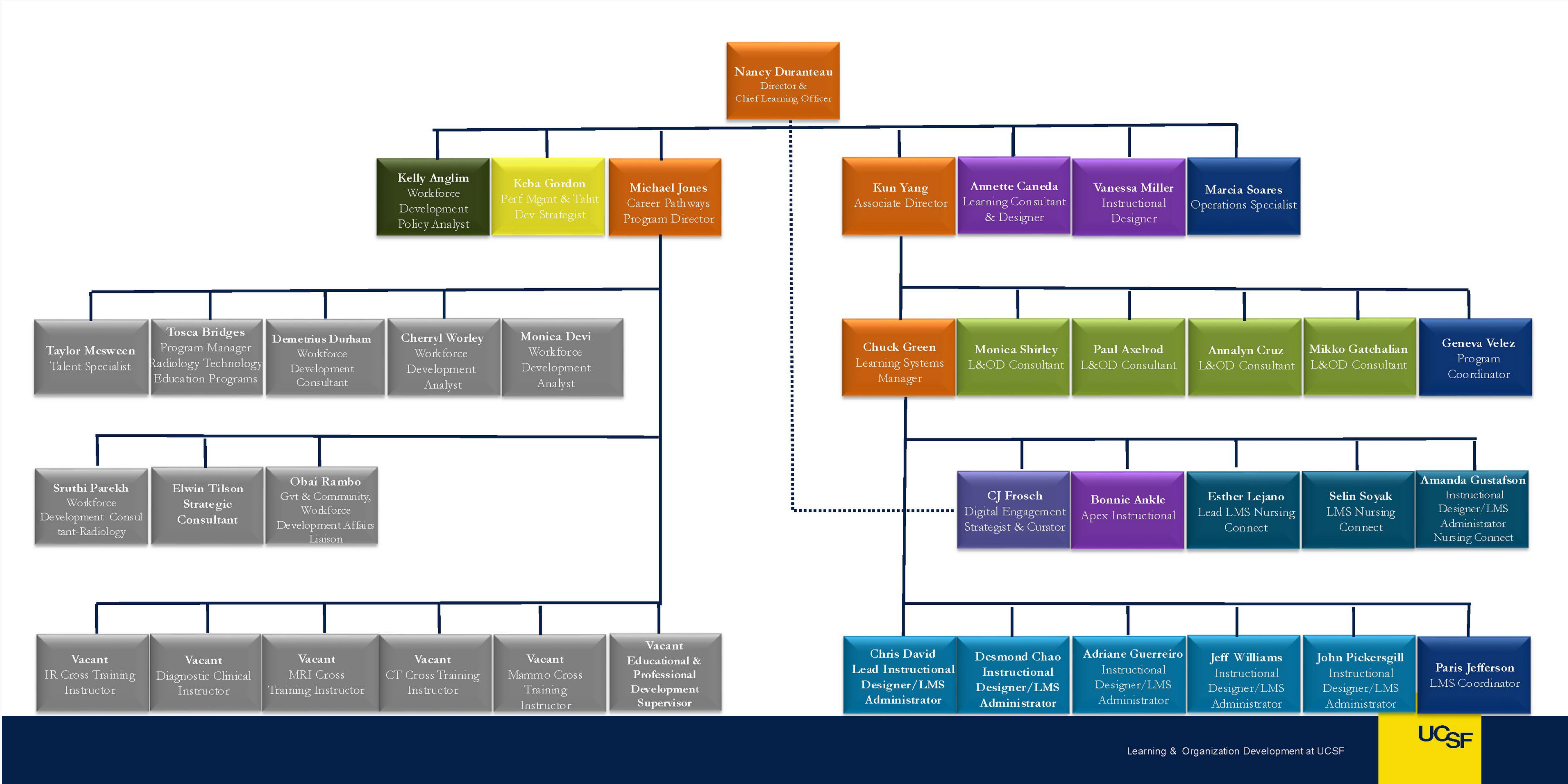


INTRODUCTION

Learning & Organization Development (L&OD) plays a pivotal role in UCSF’s mission by supporting more than 40,000 staff, faculty, learners, and community partners to develop, grow, and thrive. In FY25, L&OD demonstrated resilience, innovation, and measurable progress while stewarding a broad portfolio that touches every corner of UCSF’s footprint.

From powering enterprise-wide learning systems, to building equitable workforce pipelines, to cultivating an engaged workplace culture, to developing leaders and shaping performance systems, L&OD’s contributions underscore its role as both a service provider and a strategic partner. This report details the department’s highlights and achievements in FY25, and sets the stage for future priorities in FY26.

ORGANIZATIONAL STRUCTURE



DEPARTMENT-WIDE ACHIEVEMENTS

Across its functions, L&OD delivered impact at scale:

- 52,000+ unique users completed over 512,000 courses in the UC Learning Center.
- 449 individuals engaged in workforce pipeline and mobility programs, resulting in 28 staff promotions.
- The annual Staff Engagement Survey achieved a 62% participation rate with 18,000+ responses.
- 1,760 staff completed the CliftonStrengths assessment, embedding a shared language of strengths into teams.
- The Talent Marketplace launched, activating UCSF's career pathways strategy through AI-driven matching.

These achievements collectively illustrate L&OD's role in strategically advancing UCSF organizational priorities.

FUNCTIONAL HIGHLIGHTS

COURSE DEVELOPMENT, CURATION & LMS ADMINISTRATION

In FY25, the Course Development, Curation & LMS Administration team ensured that learning at UCSF was not only delivered at scale but also delivered with precision, impact, and accessibility. Their work quietly powers the backbone of learning across the enterprise, enabling faculty, staff, students, and clinicians to focus on development and growth rather than administrative barriers.

Transforming Training Administration Through the Mandatory Training Committee Project

In a major organizational development initiative, the team spearheaded the centralization of training requirements, enhanced communication systems, and standardized processes across the enterprise. Key deliverables included the launch of a new MTCP Dashboard, enhanced cybersecurity access protocols, comprehensive compliance website improvements, detailed FAQs and supervisor guides, and customized SumTotal reports.

This transformation reached the entire UCSF community: 35,836 campus employees, 17,212 health system staff, and 3,000 affiliates—representing a total impact of over 56,000 individuals. These improvements streamlined compliance processes while ensuring consistent, accessible training administration across all UCSF entities.

Expanding Access to Learning Content

The team uploaded 131 Apex/Epic eLearning modules serving over 5,200 learners, alongside 90 St. Mary's/Francis modules reaching more than 2,000 users, with strong ratings averaging 4.49 out of 5 being the highest. In addition, 50 new St. Mary's/Francis curricula were created and assigned to nearly 1,300 learners, while 10 BCH Oakland modules reached 2,383 users. Together, these efforts ensured critical knowledge was available and accessible to learners when and where they needed it.



...we faced a high-stakes situation where three separate mandatory training modules had to be published and assigned to large and complex user audiences in UC Learning... On top of this, we were working under an extremely tight regulatory deadline related to a moderate TJC compliance finding, and our request came with very little lead time... Thanks to the efforts of [an L&OD team member], we avoided a significant compliance risk and ensured critical education reached almost 1,000 employees right on time.

Strengthening Course Development and Consultation Services
Beyond content delivery, the team developed, updated, and rigorously tested 61 courses throughout FY25, while providing expert consultations to departments across the enterprise. This development work ensured that UCSF's learning content remained current, relevant, and aligned with evolving organizational needs, directly supporting the university's commitment to delivering exceptional customer experiences.

Supporting Learners through Service Behind the Scenes
The team resolved 4,618 UC Learning Center (UCLC) issues and 1,228 Nursing Connect issues. Each resolution helped learners stay focused on development and growth rather than system frustrations—a powerful enabler of UCSF's commitment to staff success.

Delivering at Scale through LMS Administration
The learning platforms carried extraordinary reach this year: UC Learning Center (UCLC)- 52,649 unique users completed over 512,000 courses. HealthStream(HLC) -2,573 users completed 58,642 courses. NursingConnect- 4,369 UCSF nurses logged 28,666 completions, while also supporting 11,010 internal and 1,472 external learners.

These figures underscore the massive learning infrastructure stewarded by this function, ensuring compliance, professional development, and career growth opportunities across the UCSF community.

Curating and Elevating Digital Learning

Beyond compliance training, the team broadened access to professional learning through curated platforms: LinkedIn Learning: 18,460 active seats (+8% above benchmarks) drove 25,241 course views and 118,684 video views. Skillsoft: 12,572 active users engaged in 7,738 course views, 38,402 video views, and 2,380 book views. These platforms put thousands of high-quality courses and resources directly into the hands of UCSF learners, empowering self-directed growth at scale.

Building the Digital Gateway for Learning

Finally, the L&OD website served as the enterprise-wide front door to development opportunities, recording 637,415 visits. This digital hub connects learners to training, events, and curated content — reinforcing UCSF's culture of continuous learning.

Strategic Alignment

The team's achievements advanced the Chancellor's Financial Resiliency goal by delivering scalable, efficient learning solutions, while also Empowering Our People by expanding equitable access to resources that support career growth and lifelong learning.

WORKFORCE DEVELOPMENT

In FY25, Workforce Development advanced UCSF's commitment to building equitable career pathways, both by opening doors for new talent and by helping current staff grow into the next stages of their careers. The team's programs not only scaled in reach but also delivered measurable results that directly supported UCSF's talent needs.

Opening Doors to UCSF Careers

Through pipeline programs and partnerships, the team supported 346 community participants, introducing them to UCSF's career opportunities. This included 43 medical assistant students who advanced through internships into externships, preparing them to step into UCSF roles. Another 21 interns benefited from streamlined onboarding, reducing delays in placement and ensuring a smoother transition into the workforce. In addition, a new high school training pathway reached 90 students, helping build early awareness of healthcare careers, while the broader Career Pathways Initiative launched with 342 participants — spanning 186 medical assistants, 66 patient care roles, and 90 high school students. Together, these initiatives created multiple on-ramps for individuals who might not otherwise have considered a UCSF career, further diversifying the pipeline.

Empowering Staff Through Career Mobility

The Career Development Program for Staff engaged 103 UCSF employees in structured advancement pathways. Of these, 28 staff members achieved new UCSF jobs or promotions—a tangible reflection of how intentional development opportunities translate into real career growth.

Building Partnerships to Strengthen the Talent Pipeline

Workforce Development expanded collaborations with community colleges and local training providers, developing curricula aligned with UCSF's most pressing workforce needs. Programs such as Radiology Pathways engaged 30+ stakeholders and were successfully launched on schedule, supporting hard-to-fill roles. A cross-agency referral system engaged 186 participants, out of 700+ requests for support in just six months, highlighting both the demand for services and UCSF's responsiveness in addressing workforce needs. Outreach efforts also built interest among 300+ UCSF candidates, while formal union approval was secured for pathway expansion—ensuring sustainability and broader reach.

Securing Resources To Expand Opportunities

The Workforce Development team also strengthened the financial foundation for its programs, securing \$350,000 in additional external funding, including \$100,000 from Crankstart. These resources allowed UCSF to expand its reach and sustain critical workforce pathways.

Scaling impact across the Institution

In total the team reached over 449 individuals across external pipelines and internal career mobility programs. These numbers reflect the dual mission of Workforce Development: to attract new, diverse talent from the community while empowering current staff to grow their UCSF careers.



Strategic Alignment

Every number tells a bigger story. By engaging 346 community members, advancing 103 employees, celebrating 28 staff promotions, creating 90 high school training opportunities, and securing \$350K in new funding, Workforce Development directly advanced the Chancellor’s priorities of Empowering Our People and Forging Partnerships. These outcomes underscore UCSF’s role not only as a leading healthcare institution but also as a driver of economic mobility and opportunity in the Bay Area.

43

MEDICAL ASSISTANT STUDENTS
ADVANCED THROUGH INTERNSHIPS
INTO EXTERNSHIPS, PROGRESSING
INTO UCSF ROLES

90

STUDENTS WERE REACHED THROUGH A
NEW HIGH SCHOOL TRAINING PATHWAY

WHILE THE CAREER PATHWAYS
INITIATIVE LAUNCHED WITH

342 PARTICIPANTS.

WORKFORCE EFFORTS SECURED

\$350,000

IN ADDITIONAL EXTERNAL FUNDING



[Learn more about the full impact](#)

STAFF ENGAGEMENT

The Learning and Organization Development (L&OD) department administers the annual Staff Engagement Survey, manages UCSF's collaborative partnership with Gallup, and supports leaders and teams in turning insights into action. In FY25, the Staff Engagement Survey achieved a 62% participation rate, with more than 18,000 staff responding—a strong signal of staff commitment to shaping UCSF's culture and workplace experience.

The fiscal year kicked off with LOD hosting the bi-annual Staff Engagement Town Hall. The action plan created in response to the 2024 survey results required rapid design of two leadership engagement courses: Unlocking Engagement and Strengthening Team Engagement.

These courses moved beyond awareness-building to equipping leaders with the practical skills and tools to turn data into meaningful, local-level change. These efforts also aligned directly with UCSF's broader cultural transformation goals:

- Facilitating paths for staff to navigate UCSF
- Supporting leaders in becoming advocates
- Creating a UCSF workplace that works for us all

The Unlocking Engagement eCourse reached 1,288 leaders, representing 92% participation among UCSF's 1,396 people leaders, and earned 82% positive evaluations. Meanwhile, the Strengthening Team Engagement workshops trained 596 health managers, who rated the program 92% positively. Together, these flagship programs created a strong foundation for building a culture of accountability and empowerment.

 *Programs like Strengthening Team Engagement are helpful to refocus and reflect, prior to taking action*

To further build leader confidence and capability, L&OD continued to deliver Engagement Action Labs, serving 235 people managers in FY25 with targeted support on conducting effective engagement planning sessions. Participants rated the program 90% positively, underscoring its value in helping leaders translate organizational priorities into unit-level action.

Grassroots energy also grew in FY25. The Engagement Ambassador Program expanded to 747 active ambassadors, with 408 attending the annual summit, creating a powerful peer network to champion engagement locally.

Complementing this, 12 office hour sessions reached 577 leaders and ambassadors, providing customized guidance on implementing effective unit-level action planning.

Accountability remained a priority. 93.5% of people leaders entered engagement action plans, exceeding the organizational target of 90%.

To meet evolving needs, the department also responded to 269 consulting requests, ensuring tailored expertise was available to support departments across the enterprise.

Finally, recognizing the importance of long-term alignment, L&OD facilitated a cross-functional process to review UCSF's engagement partnership with Gallup, which has been in place since 2011. The RFP process was subsequently paused for future review as UCSF has pivoted resources to address more imminent priorities, while still maintaining focus on engagement outcomes.

ORGANIZATION DEVELOPMENT & CHANGE MANAGEMENT

In FY25, the OD/CM function advanced UCSF's commitment to building a resilient, engaged workforce by scaling tools and consulting that foster both individual growth and organizational adaptability.

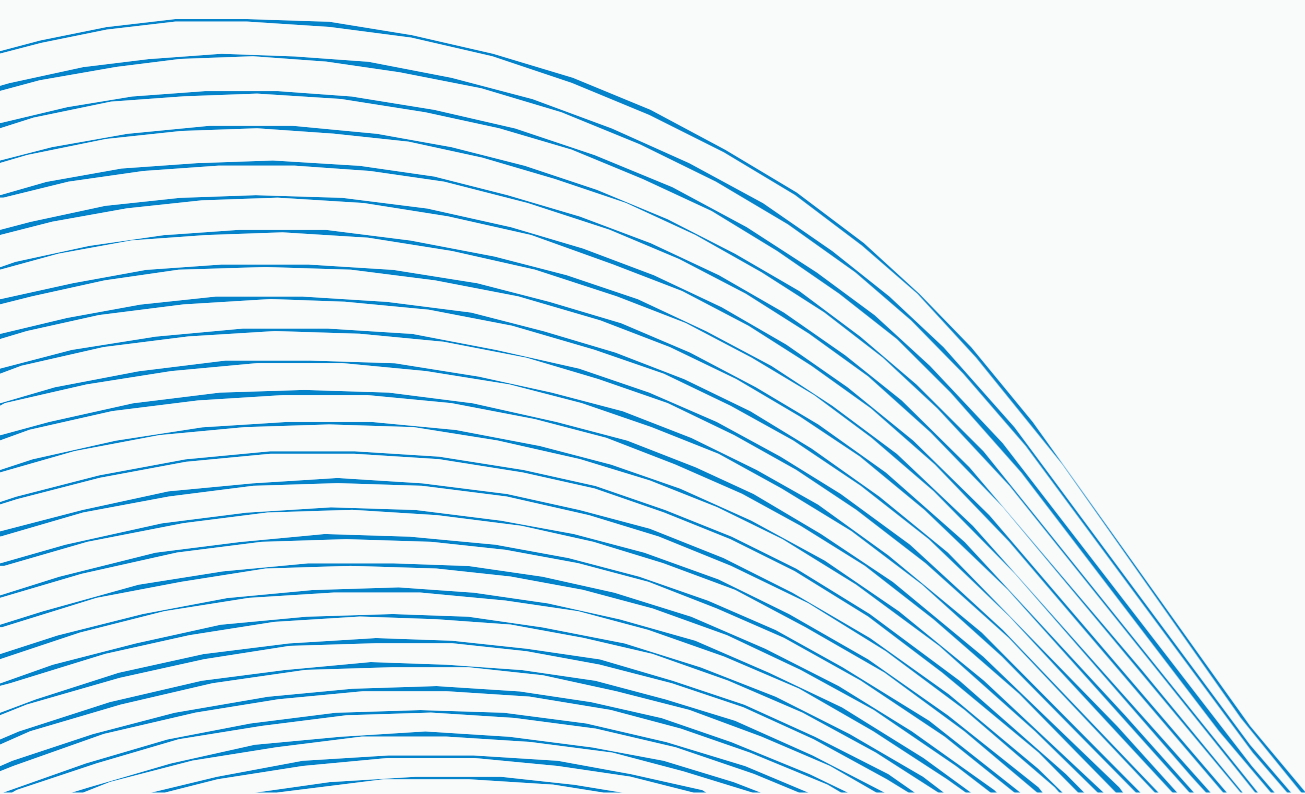
Embedding a Strengths-Based Culture: 1,760 employees completed the CliftonStrengths Assessment, equipping staff and leaders with greater self-awareness and a shared framework for collaboration.

UCSF data show that individuals who complete the assessment consistently report higher scores on key engagement and satisfaction measures—a pattern also observed across peer healthcare organizations.

Boosting Team Effectiveness: CliftonStrengths team workshops continued to deliver measurable value, with a 93.5% positive evaluation rating. These sessions helped teams improve trust, communication, and collective problem-solving, reinforcing the connection between strengths awareness and operational excellence.

Responding to Growing Demand: The OD/CM team fielded 31 consulting requests from across the organization, signaling the critical role this function plays in helping departments navigate change and pursue strategic alignment.

Together, these outcomes highlight how OD/CM supports UCSF in cultivating a workforce that not only adapts to change but also thrives in it—positioning the university to meet its clinical, research, and educational mission with greater agility.



TALENT DEVELOPMENT, PERFORMANCE MANAGEMENT & SUCCESSION PLANNING

FY25 marked a pivotal year in laying the groundwork for a stronger, more connected performance and development culture at UCSF. The year was defined by a balance of innovation, measurable progress, and cultural investment—with the launch of UCSF’s talent marketplace serving as the cornerstone. By harnessing AI to match staff with projects, learning opportunities, and mentors, the marketplace became an essential catalyst for operationalizing UCSF’s career pathways strategy, directly enhancing the Workforce Development portfolio while also building equitable opportunities for professional development, “Outside in and Inside up.”

Strengthening Leadership Pipelines

L&OD worked intentionally to support leaders at multiple levels, beginning with those new to UCSF and those newly promoted into supervisory roles. The New Leader Onboarding program served 120 leaders in FY25, equipping them with critical foundations for success in their roles. Program evaluation results underscore its impact: 88% of participants rated the experience positively, noting that the tailored content and resources helped them transition more effectively into leadership.

At the same time, Striving For Your Best—a program designed for individual contributors—saw an unexpected surge in participation from people leaders. With the sunset of UCSF’s flagship leadership development program, many leaders sought out Striving For Your Best as one of the few accessible, relevant pathways to continued growth. This shift highlights both the adaptability of L&OD’s portfolio and the clear demand for scalable leadership development opportunities.

Expanding Access to Coaching and Reflection

To ensure leadership development addresses lived experiences and identity, L&OD facilitated Affinity Group Coaching Cohorts for Leaders, delivering six group sessions per cohort. These sessions created space for candid dialogue and deep self-reflection, helping leaders explore how identity shapes leadership style, decision-making, and team dynamics. The approach not only built individual self-awareness but also supported leaders in cultivating more inclusive practices across UCSF.

In parallel, L&OD continued administering customized 360 assessment tools tailored to UCSF’s context, as well as partnering with Korn Ferry International to oversee and offer executive coaching engagements to senior leaders. Together, these offerings provided insights and personalized support that strengthen leadership effectiveness and readiness across the enterprise.

Building Performance Culture Foundations

Alongside program delivery, L&OD mobilized to support Project One, making significant progress on designing a performance management strategy and framework that will anchor UCSF’s Human Capital Management (HCM) system, launching in FY26. This framework will establish the cultural and operational foundation for integrated, campus-wide performance management, ensuring feedback, recognition, and growth are embedded into UCSF’s DNA.

While succession planning remains on the roadmap with no tangible FY25 progress, these investments—talent marketplace activation, leader development, group coaching, 360 assessment administration, executive coaching partnerships, and HCM performance planning—represent deliberate steps toward building the systems, habits, and culture that will ultimately enable UCSF to identify, develop, and retain its future leaders.

IMPACT ON ORGANIZATIONAL HEALTH

- Secured \$350K in external funding, expanding program sustainability.
- Strengthened partnerships across academic, community, and labor stakeholders.
- Embedded equity into program design, ensuring accessibility for staff across roles and levels.
- Enhanced UCSF's national reputation as an innovator in workforce and leadership development.

LOOKING AHEAD - FY 26 PRIORITIES

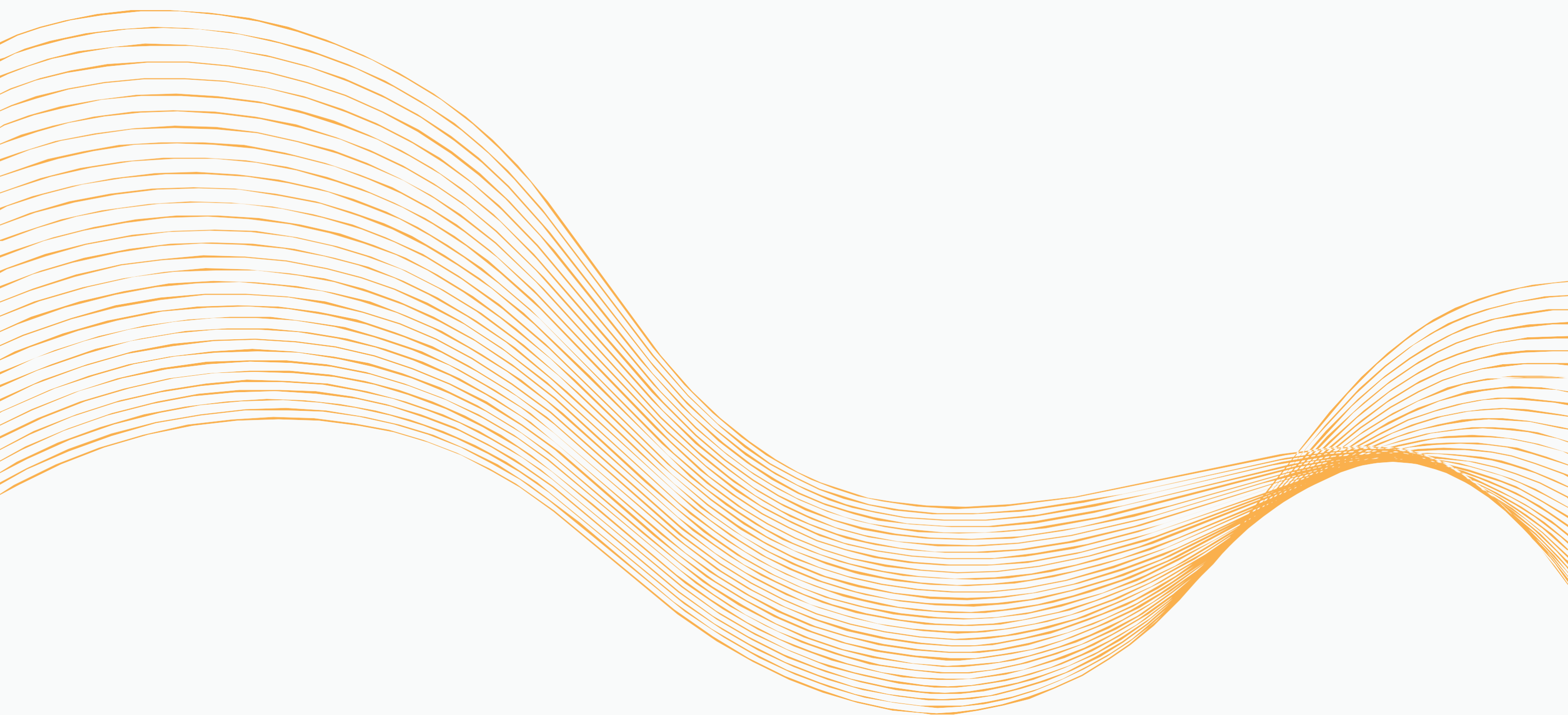
As UCSF enters FY26, L&OD is poised to accelerate impact in several key areas:

- Supporting the successful rollout of the new HCM/ERP system with an integrated performance management framework.
- Expanding career pathways and talent marketplace adoption to scale access and equity and facilitate the HCM change management process.
- Driving staff engagement with deeper analytics, focused interventions aiding teams in bottom quartile, streamlined processes, and more targeted development opportunities.
- Accessibility Compliance Standards Project (Deadline: April 2026) requiring remediation of all eLearning content to meet accessibility standards.
- Physician Training Redesign - Apex/Amplifier Project: Beginning mid-July and expanding to RNs by Fall.
- Strengthening partnerships across UCSF to sustain a culture of learning, inclusion, and performance.



CLOSING NOTE

FY25 was a year of scale, innovation, and alignment for Learning & Organization Development. As UCSF prepares for the next phase of its transformation, L&OD remains committed to ensuring that every team member has the tools, opportunities, and support to thrive — and that the university as a whole is equipped to adapt and lead in a changing healthcare and academic landscape.



For more information

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