

# UC SAN DIEGO **STRATEGIC PLAN** *for* **INCLUSIVE EXCELLENCE**



UC San Diego



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Thank you to the thousands of students, faculty, staff, and community members who work every day to make UC San Diego a more diverse, inclusive, and vibrant campus. Our university is renowned for its local and global impact, and the innovation and progress that occurs here radiates out to the wider world. Therefore, I am excited to share with all of you our university's first ever Strategic Plan for Inclusive Excellence.

This plan contributes to one of the major goals outlined in UC San Diego's overall Strategic Plan: "Cultivating a diverse and inclusive university community that encourages respectful open dialogue, and challenges itself to take bold actions that will ensure learning is accessible and affordable for all."

Achieving this goal will not be possible without each of us doing our part within our spheres of influence to live up to our vision of a campus where all members of our community can thrive. Let us continue to explore and support promising new strategies that strengthen our collective impact, move the needle, and continue to make UC San Diego an exceptional place for us all to do our best work.

Thank you for your commitment to our progress,

Pradeep K. Khosla  
Chancellor, UC San Diego



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UC San Diego is a community of changemakers who look deeper and break boundaries to solve some of today's challenges. As Tritons, we value a wide array of perspectives and skills. With the tools contained in the Strategic Plan for Inclusive Excellence, we can continue to build on our outstanding record as a service-oriented, research-focused, student-centered university.

Our collective efforts to advance equity, diversity, and inclusion have several common objectives: demonstrating measurable improvements in diversifying our faculty, staff, and student cohorts; improving the campus climate; removing barriers to full opportunity and inclusion for all; fostering a lively intellectual environment where difficult topics are engaged respectfully; and promoting

accountability for living by our Principles of Community.

It has been gratifying to see so many of us across units and disciplines mobilizing around a shared purpose in the conceptualization and creation of this plan. I look forward to continuing to work with you as we leverage UC San Diego's cumulative expertise to become the exemplar for inclusive excellence in higher education.

Elizabeth H. Simmons  
Executive Vice Chancellor, UC San Diego

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UC San Diego is at an exciting moment in its young history, a crossroads of opportunity and impact. This Strategic Plan for Inclusive Excellence represents our roadmap for the university's future of equity, diversity, and inclusion. It was created not only for but by the university, guided by three core tenets:

**Access and Success:** Attract, retain, and support a diverse faculty, staff, and student body at UC San Diego with the goal of reflecting California demographics and achieving institutional excellence at UC San Diego.

**Climate:** Create and foster a positive and welcoming climate where we value, include, and support all at UC San Diego.

**Accountability:** Ensure institutional accountability through processes and structures that strengthen UC San Diego's clear and continuous commitment to equity, diversity, and inclusion.

In recent years, we have made gains toward our goal of creating a more inclusive and dynamic campus community. We also recognize how much further we can go in our efforts to attract and retain a diverse student population, a broadly representative faculty, and a widely skilled workforce. This is our moment of opportunity.

Individual and institutional accountability will ensure our success. As you will read below, the Strategic Plan for Inclusive Excellence establishes not only our goals for the campus at-large, but mechanisms for accountability at the departmental and unit levels to help reach our shared goals. This is our potential for impact.

Finally, I want to extend sincere gratitude to the countless campus community members who contributed their time, ideas, and feedback toward the plan's creation. I hope that every member of our community will read this plan and consider how they can help create the most welcoming environment for living, learning, and working—an environment where all faculty, staff, and students can make their best contributions to the university's collective genius. This is our Strategic Plan for Inclusive Excellence.

Becky Petitt  
Vice Chancellor for Equity, Diversity, and Inclusion,  
UC San Diego



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## INTRODUCTION

The University of California San Diego has been ranked first in the nation by *Washington Monthly* in research, civic engagement, and social mobility and continues to be distinctive in higher education across many areas. As a campus, we strive to be a leader in inclusive excellence—to foster a more positive and supportive climate and to live out our strong commitment to equity, diversity, and inclusion on our campus.

The UC San Diego Strategic Plan for Inclusive Excellence, deeply connected to the UC San Diego Strategic Plan, is a roadmap to fulfill our vision to be a student-centered, research-focused, service-oriented, public university. The plan demonstrates our collective commitment to academic and institutional excellence through strategic diversity, equity, and inclusion efforts and it outlines a bold vision for UC San Diego's future that will ensure that the campus has an intellectual and competitive advantage.

Goal 2 in our campus Strategic Plan provides the foundation for the areas we will develop and implement:

***“Cultivating a diverse and inclusive university community that encourages respectful open dialogue, and challenges itself to take bold actions that will ensure learning is accessible and affordable for all.”***

In order to fully live up to the ideals and potential of a top-ten public research institution, UC San Diego must continue to value diversity to secure a strong foundation for our entire campus community—students, faculty, and staff. As a collective framework for campus engagement, strategic action, assessment, and accountability that will shape the future of our campus, the Strategic Plan for Inclusive Excellence identifies core tenets central to achieving our vision for inclusive excellence. These core tenets are Access and Success, Climate, and Accountability.

# WHAT IS ONE THING YOU PLAN TO DO TO ADVANCE EQUITY, DIVERSITY, AND INCLUSION AT UC SAN DIEGO?



*"I am honored and proud to have had the opportunity to contribute to our campuswide efforts to attract and retain diverse and talented students and faculty members over the years at UC San Diego—in my roles as a researcher, faculty member, and administrator. My one thing is to continue to support and model inclusive leadership, particularly in STEM fields, to be more representative of historically marginalized groups and to develop stronger pipelines in these disciplines."*

**Suresh Subramani**  
Distinguished Professor Emeritus, Molecular Biology



*"My one thing is promoting a positive environment that supports professional and personal growth for all staff. To this end, I seek and set-up professional and safety training, promote vanpools to provide reliable transportation to work for all shifts, participate in the planning of staff team-building events, and facilitate access to campus resources so that limited English-speaking staff members—who comprise a significant part of Facilities Management staff—do not miss out on any benefits or opportunities."*

**Lorre Escalona**  
Administrative Assistant, Facilities Management



*"My one thing is encouraging more women to enter STEM fields and supporting them during their time in those fields. I'm realizing how important it is to not only get women into the field but to encourage them to succeed as well. It's not enough to just get them in, they have to be supported."*

**Alison Coil**  
Division of Physical Sciences, Professor of Physics  
Associate Dean for Equity, Diversity, and Inclusion  
and Faculty Equity Advisor



*"My one thing is shifting the campus climate for underrepresented and marginalized students by creating experiences that honor and are salient to their culture and interests."*

**Porsia Curry**  
Director, Black Resource Center



*"My one thing is creating more opportunities for people to talk and be in community with one another, especially outside of their own work, school, or friendship circle. In theory, my one thing is simple; however, in practice, it has been humbling to see how challenging it can be to bring people who do not regularly interact with one another together. It has been a humbling reminder how important it is to step out of our comfort zones and get to know each other."*

**Luis Legaspi**  
Student Affairs Officer

*"What's important to me is that our current students, faculty, and staff feel like they are included... they feel welcome. They feel like this is a place where they can thrive."*

**Becky Petitt, PhD**

Vice Chancellor for Equity, Diversity, and Inclusion

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## APPROACH

We have adopted a holistic and integrative approach that promotes shared responsibility and accountability across the entire campus as we work to realize our strategic goals.

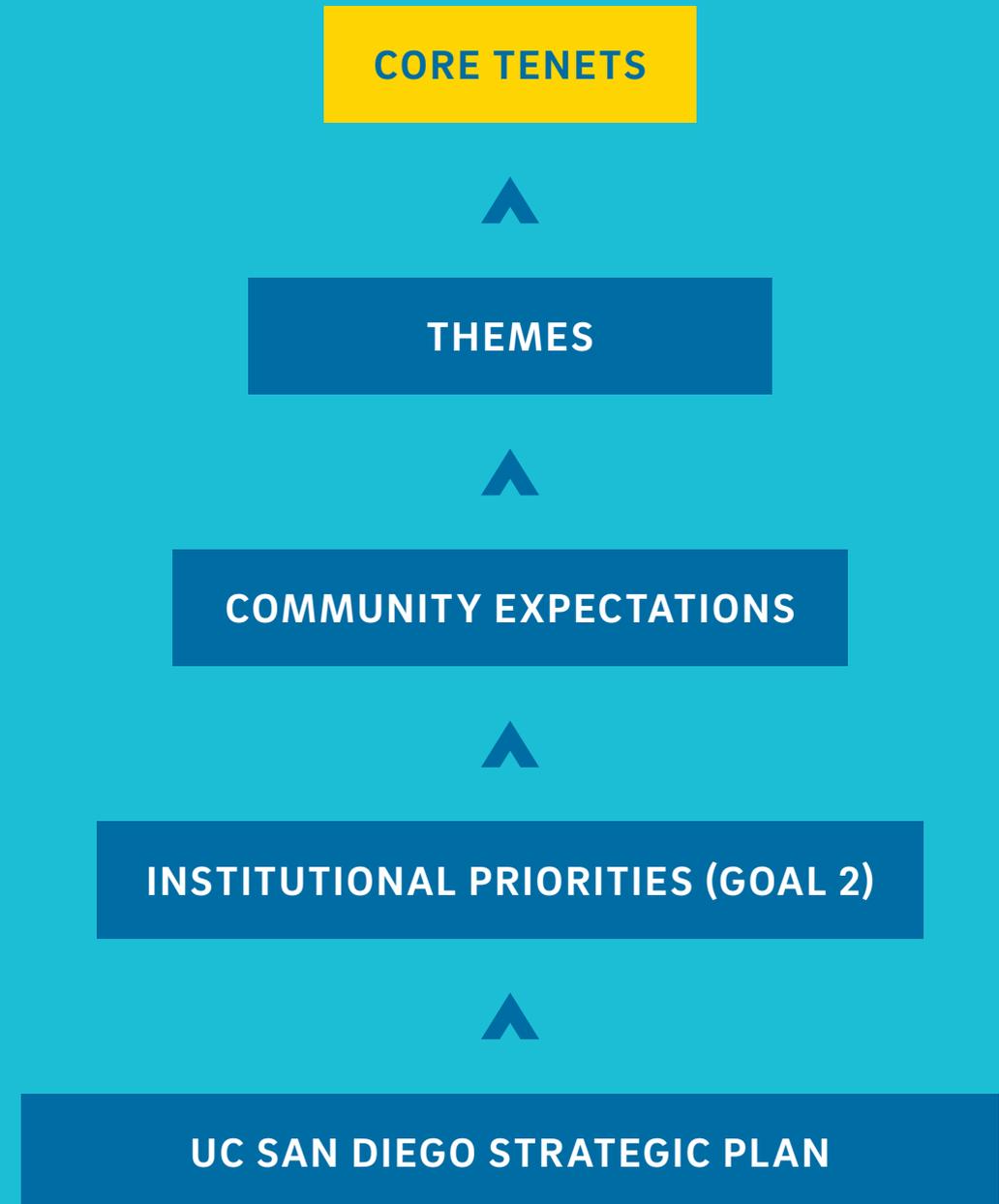
In our campus Strategic Plan, we pledged:

***"Over the next year and beyond, we will continue our efforts to think boldly to identify and implement the unprecedented solutions that are necessary to ensure our continued level of excellence, and that fulfill our Strategic Plan goals."***

In order to realize this continued level of excellence, we will need a comprehensive and coherent

framework for our future that integrates and advances equity, diversity, and inclusion in all areas of campus life.

All members of our campus community are responsible for the success of the Strategic Plan for Inclusive Excellence. While the Office of the Vice Chancellor for Equity, Diversity, and Inclusion provides leadership in the development and advancement of these issues, we will be successful when all members of the UC San Diego community own and collectively share the work and responsibility of creating a campus where equity, diversity, and inclusion are institutional priorities, and all can thrive.



*"Taking that first step, and putting your voice out there, really is the hurdle and really is the first step in how one person can affect change."*

**RD Lomahan**

Undergraduate Student, Cognitive Science with Specialization in Human Computer Interaction



**Official Campus Launch of The UC San Diego Strategic Plan for Inclusive Excellence:** The official launch of the Strategic Plan for Inclusive Excellence was held on October 19, 2017 with strong support from Chancellor Pradeep K. Khosla, Executive Vice Chancellor Elizabeth H. Simmons, and Vice Chancellor for Equity, Diversity, and Inclusion Becky Pettit.

During the last five years, campus community members submitted more than 250 individual suggestions and expectations that would improve our campus in the areas of equity, diversity, and inclusion. From these expectations, the EDI Advisory Council worked together to identify focus areas to guide our broader campus engagement and strategic planning. Through an intensive yearlong engagement with the entire campus—students, faculty, and staff—we collectively generated ideas about the future of our campus. From the summer of 2017—in addition to our ongoing work with the EDI Advisory Council—the Office of the Vice Chancellor for Equity, Diversity, and Inclusion team met with groups of diversity champions, advocates and influencers who are student, faculty, and staff leaders on campus—Campus Community Center directors, deans, Diversity Award recipients, provosts, student government representatives,

faculty, Staff Association board members, LEAD Fellows, and others.

These campus partners supported community and outreach efforts, joined us for quarterly workshops and discussions, shared ideas to shape the process, and hosted discussion groups and forums in their units to discuss how our campus could be a leader in equity, diversity, and inclusion. We also launched an online campaign through IdeaWave in the fall of 2017 for the UC San Diego community to share their ideas online. We hosted close to twenty focus groups with student, faculty, and staff groups, and experience surveys from student, faculty, and staff also provided us with data about campus climate. Multiple presentations were delivered that engaged thousands of campus community members to increase awareness and engagement in the process.

*"If you're not in the room at a time when we're inviting you, then we miss a critical piece of the whole. Each voice is important and valuable to us."*

**Diane Forbes Berthoud, PhD**  
Assistant Vice Chancellor for Equity, Diversity, and Inclusion

**di-verse-ty n.**

Diversity refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, gender identity, socioeconomic status, geographic region, and more.

**e-qui-ty n.**

Equity constitutes equality of opportunity and parity in access to information and resources for all students, faculty, and staff.

**in-clu-sion n.**

Inclusion exists when we create an environment that promotes and values collaborative input, mutual respect and recognition, and diverse perspectives. Inclusion is reflected in our institutional practices and actions that encourage full participation of all campus members.

*Diversity as defined by the University of California Policy on Diversity.*  
<http://regents.universityofcalifornia.edu/governance/policies/4400.html>

*Equity as defined by the Ford Foundation.*  
<https://www.fordfoundation.org/about/people/diversity-equity-and-inclusion/>

*Inclusion as defined by the Association of American Colleges & Universities.*  
<https://www.aacu.org/making-excellence-inclusive>



## STRATEGIC PLAN OVERVIEW

UC San Diego's commitment to equity, diversity, and inclusion is evidenced in multiple initiatives across campus such as the Chancellor's Associates Scholars Program (CASP), our Campus Community Centers, the UC San Diego School of Medicine's Hispanic Center of Excellence (HCOE), the Center for Faculty Diversity and Inclusion (FDI), the Leaders for Equity Advancement and Diversity (LEAD) Fellows program, the Black Academic Excellence Initiative, and resources for first-generation students, veterans, persons with disabilities, and undocumented students.

## Diversity of Students

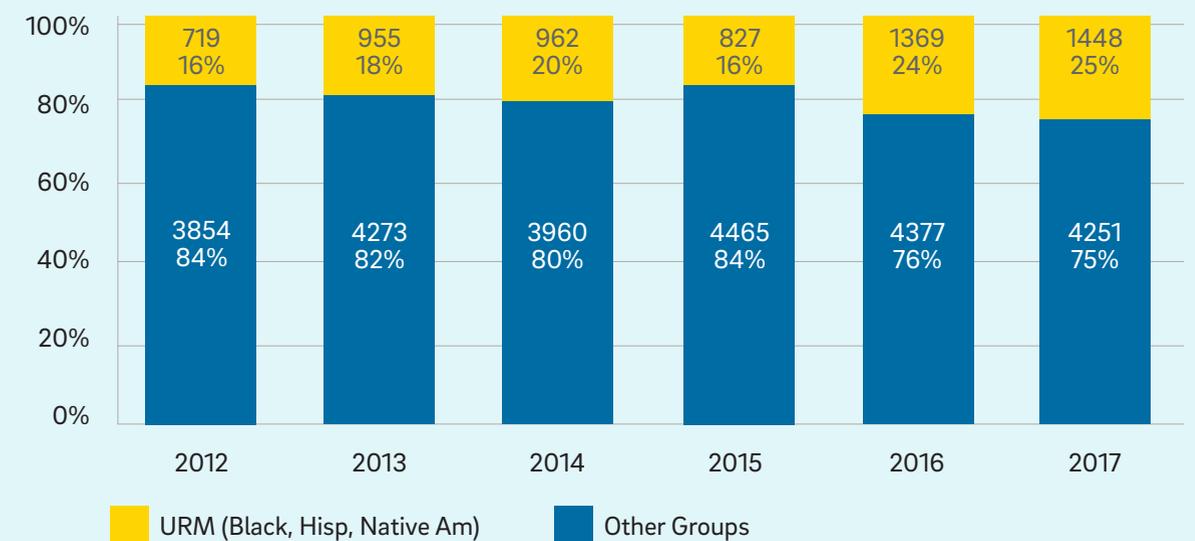
### UNDERGRADUATE STUDENTS

The number of new freshmen from underrepresented groups has more than doubled since 2012.

For more information see our **undergraduate diversity dashboards**.

<https://diversity.ucsd.edu/accountability/undergrad.html>

New Freshman Enrollments by Year



Source: <https://diversity.ucsd.edu/accountability/undergrad.html> 2018

### GRADUATE STUDENTS

UC San Diego's diversity-focused initiatives help increase access to graduate education for underrepresented groups through scholarship and research awards. **375 awards have been granted to date and the number of new graduate students from underrepresented groups has increased forty-three percent since 2012.**

For more information see our **graduate diversity dashboards**.

<https://diversity.ucsd.edu/accountability/grad.html>

### INITIATIVES THAT INCREASE ACCESS TO GRADUATE EDUCATION

- Competitive Edge
- Chancellor's Research Excellence Scholarship (formerly FISP)
- San Diego/Cota Robles Fellowship
- SEED Fellowship
- Tribal Membership Initiative
- UC HBCU Bridge

## Diversity of Faculty and Staff

### FACULTY

Underrepresented faculty make up nine percent of ladder ranks. **The number of ladder rank faculty from underrepresented groups has increased by nearly thirty percent since 2012.** Ladder rank faculty are any faculty that hold the position of Assistant Professor, Associate Professor, or Professor.

Over the last five years, the total research amount awarded to women has steadily grown. The graph on the opposite page shows data for the top forty research awards across campus, including Health Sciences and General Campus Research, won by women principal investigators (PIs).

For more information see **A Steady Increase in Women Leading the Biggest Research Grants.** <https://ucsdnews.ucsd.edu/feature/a-steady-increase-in-women-leading-the-biggest-research-grants>

In 2017, projects led by women were awarded fourteen of the top twenty monetary awards in Health Science and General Campus Research, bringing in over \$73 million.

For more information see our **faculty diversity dashboards.** <https://diversity.ucsd.edu/accountability/academic-personnel.html>

### STAFF

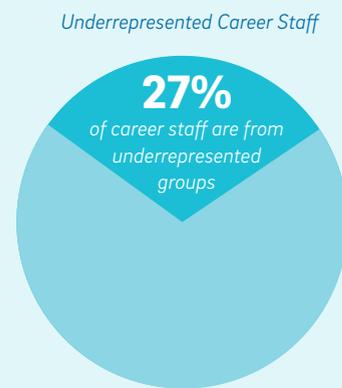
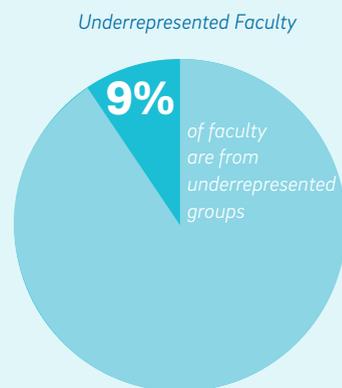
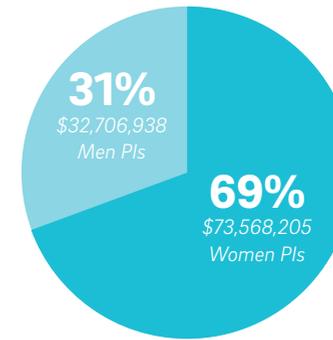
Underrepresented employees make up twenty-seven percent of career staff. **The number of career staff from underrepresented groups has increased by more than thirty percent since 2012.**

For more information see our **staff diversity dashboard.** <https://diversity.ucsd.edu/accountability/staff.html>

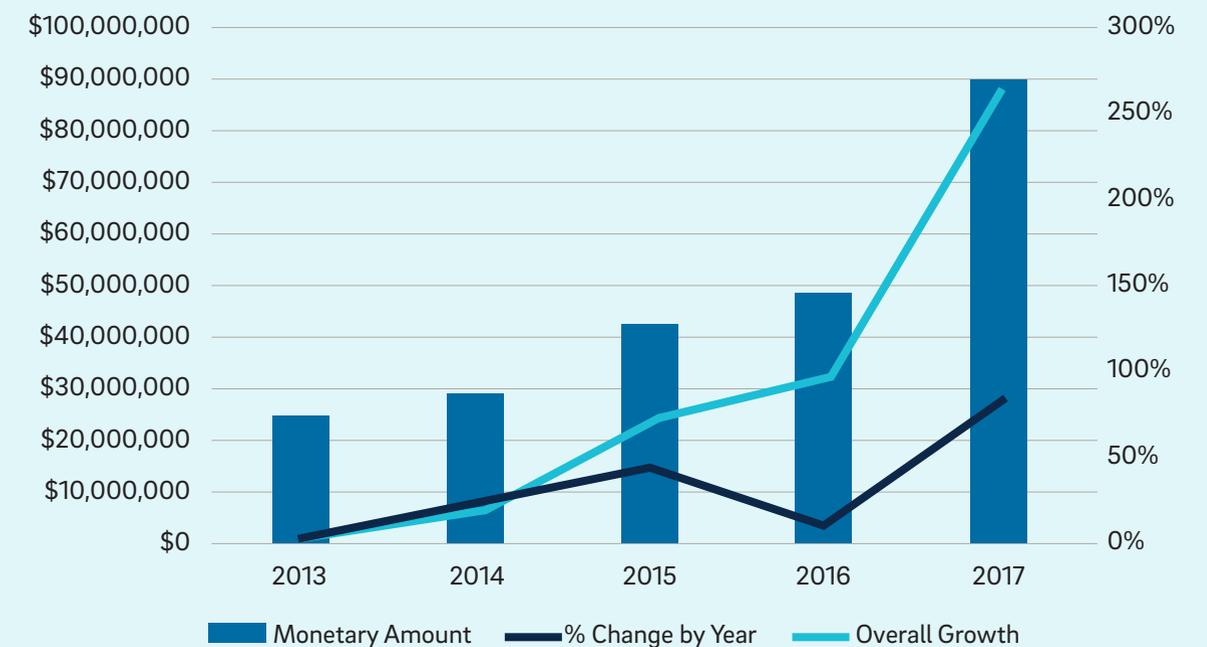
Professor Rachel Dutton and student in the Division of Biological Science's Dutton Lab.



Awards by Monetary Amount



Award Amount by Women PIs



Source: <https://ucsdnews.ucsd.edu/feature/a-steady-increase-in-women-leading-the-biggest-research-grants> 2018

*The Office of the Vice Chancellor for Equity, Diversity, and Inclusion provided leadership and worked collaboratively across campus to initiate policy, programmatic, and systems changes that advance inclusion and equity. Below are a few achievements from 2015–2018:*

- Launched the **UC San Diego Strategic Plan for Inclusive Excellence** campaign to collect the diverse perspectives and talents of the community that will help shape the future of UC San Diego.
- To further promote and communicate UC San Diego’s Principles of Community, a series of initiatives to emphasize the principles as central tenets for a more equitable campus climate were implemented. The series—Engaging Our Principles of Community—included seminars and workshops, as well as **Campus Climate Enhancement Grant** opportunities, ranging from \$2,500 to \$10,000. Selected climate grants address issues of bias, advance scholarly work in black girlhood, enhance UC San Diego police-community relations, encourage student-to-student dialogue on polarizing topics, and celebrate contributions to equity and inclusion.
- Developed and charged a **Black Academic Excellence advisory committee** to make recommendations to improve the experiences for black faculty, staff, and students.
- Convened a Joint Academic Senate-Administrative Task Force on exploring **Hispanic Serving Institution (HSI)** designation for UC San Diego. The task force was charged to develop recommendations to enable UC San Diego to increase Hispanic student enrollment and expand educational opportunities for Hispanic students.
- Strengthened programs and services for **Asian, Pacific Islander, Middle Eastern, and Desi American (APIMEDA)** students through the hiring of an APIMEDA program manager to develop cocurricular and other support programming.
- Developed meaningful and simplified performance standards and measurement criteria for the Principles of Community to ensure EDI’s goals and expectations are comprehensively integrated throughout the **Staff Performance Appraisal instrument**.
- Launched the **Women’s Faculty Network** and the **Faculty of Color Network**. Both were created to foster equity and scholarship throughout campus, for and by women/faculty of color, and to provide peer mentoring, collaboration, networking, and professional development through formal symposia and informal gatherings.
- Developed the **Center for Faculty Diversity and Inclusion**. The purpose of the Center is to collaboratively guide and coordinate practice, policy, and professional development with the objective of increasing accountability and measurable progress in diversifying our faculty.

- Seeded EDI innovation across campus through **Innovation Grants of up to \$15,000 to fund promising pilot projects that advance equity, diversity, and inclusion**. These mini-grant opportunities allow broad, campuswide engagement in achieving our shared goals for diversity and inclusion. Many of these pilots have been institutionalized either by the department, division, or through extramural funding, including: Summer Program for Women in Philosophy; Black Studies Research Collaborative; Morehouse-Spelman Physics Bridge Program; Community College Partnership Program in Bioengineering; Explore, Prepare, Innovate, Connect (EPIC) Program; REACH and BioChemCoRe 2015; Arts and Humanities Advantage Outreach Internship Program; California Shaman; Dependent Care Professional Travel Grant Program for Postdoctoral Scholars; GPS Promoting Public Service Weekend; Xavier Summer Program in Biological Sciences; and Peer Educators for Greek Life.
- Launched the **Faculty Peer Mediation Program**, designed to empower faculty to help resolve disagreements between colleagues through facilitated negotiation and civil discourse.
- Launched collaborative effort between the **Office of the Vice Chancellor for Equity, Diversity, and Inclusion** and the **Teaching + Learning Commons** to fully integrate equity-minded teaching and learning practices.
- Launched the **EDI Grant for Faculty Leadership in Excellence and Diversity** to support faculty who want to enhance their

leadership capacity in support of diversity and equity.

- Developed and launched Black and Latinx transition programs—the **Black Resource Center Success Institute** and the **Raza Resource Centro’s Avanzando Juntos**—to support and facilitate smooth campus and academic adjustment. Programs deliberately involve family members who are influencers of college choice.
- Established the **Hispanic-Serving Institution (HSI) Work Group**, cochaired by the Vice Chancellor for Equity, Diversity, and Inclusion and Vice Chancellor for Student Affairs. The group was created to work towards systematic coordination and implementation of the HSI Task Force Report and includes students, faculty, and staff from essential units across campus.





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## THE UC SAN DIEGO 2017 STAFF@WORK SURVEY

UC San Diego staff members have made their voices heard through the 2017 Staff@Work Survey. Inclusion improves the entire campus and changes made to the 2017 survey reflect that. The 2017 Survey incorporated questions created in partnership with the Office for Equity, Diversity, and Inclusion to receive more specific climate and diversity data and to gain a more holistic picture of staff experiences. Read more about the results in the Office for Operational Strategic Initiatives results page.

<https://tritonalytics.ucsd.edu/uc-san-diego-surveys/staff-at-work-survey/index.html>

## UC SAN DIEGO HEALTH PARTNERS



*"If you want to drive change, you have to make that explicit decision up front and then drive it."*

**Patty Maysent, MPH, MBA**  
Chief Executive Officer, UC San Diego Health



*"You don't have to be a particular race, color, creed, or gender to want to get involved. We can all be innately diverse regardless of where you come from. Things of this caliber can't be ignored."*

**Brendon Bagley, MD**  
Resident Physician, Radiology Department



## STRATEGIC PLAN GOALS AND IMPLEMENTATION

The Inclusive Excellence framework—drawing on Damon A. Williams' *Strategic Diversity Leadership: Activating Change and Transformation in Higher Education* and the American Association of Colleges and Universities' *Committing to Equity and Inclusive Excellence: A Campus Guide for Self-Study and Planning*—advances the perspective that equity, diversity, and inclusion are at the core of institutional excellence. Central to inclusive excellence at UC San Diego is the cohesive and comprehensive integration of diversity into the campus' processes and practices: admissions, recruitment, retention, training, curriculum, cocurriculum, and efforts geared toward capacity building in university administration and leadership.



# GOAL 1: ACCESS AND SUCCESS

Attract, retain, and support a diverse faculty, staff, and student body with the goal of reflecting California demographics and achieving institutional excellence at UC San Diego.

*Create stronger pathways for strategic outreach, recruitment, and retention of historically underrepresented and underserved students, faculty, and staff.*

## Students

**Work with campus units to achieve equitable outcomes in retention, academic success, and graduation rates for students.**

In order to achieve our goals of greater student success and access at UC San Diego, we will partner across campus to holistically enhance the student experience.

### STRATEGIES

- Develop and strengthen the work of our units.
  - Deliver culturally appropriate programming that enhances the student experience and sense of belonging
  - Offer population-specific yield, retention, and academic success programming

- Contribute to community building initiatives aimed at students
- Implement initiatives geared toward professional, personal, cultural, and leadership development
- Engage in cross collaboration, education, and engagement efforts among the Campus Community Centers
- Partner with Admissions, the Graduate Division, and other units to bolster outreach, recruitment, and retention efforts.
  - Strengthen community relationships with San Diego, Imperial County, and state schools and organizations to support outreach, access, and recruitment initiatives
  - Build existing K–12, community college, and college pipelines through bridging and other campus programs
  - Expand outreach to groups and organizations that will contribute to increased access, recruitment, and enrollment of underrepresented and underserved students

- Work to improve outcomes for underrepresented students.
  - Provide coordinated and comprehensive academic, professional, and career advising across all colleges, departments, and units
  - Develop curriculum and pedagogy to improve retention and graduation rates and increase student and faculty engagement
  - Strengthen the connection between academic and high-impact cocurricular experiences

## Faculty

**Develop and strengthen programs for effective outreach, recruitment, and retention of talented and diverse faculty at UC San Diego.**

Our faculty are critical to cultivating enriching and meaningful teaching and learning environments at UC San Diego. Recruiting and retaining diverse faculty will support the campus in advancing our mission of academic excellence and innovation.

### STRATEGIES

- Partner with the Center for Faculty Diversity and Inclusion and related vice chancellor areas to strengthen faculty outreach, recruitment, and retention.
- Implement and develop outreach strategies to strengthen faculty diversity.
- Develop more inclusive policies, practices, training, and mentoring initiatives.
- Cultivate faculty success and leadership to promote a positive and supportive climate.
- Develop, promote, and build a pipeline of scholars who will contribute to diversity, equity, and inclusion at UC San Diego (e.g., postdoctoral fellowship programs).

## Staff

Create and develop initiatives that support the recruitment, retention, and advancement of a diverse staff workforce at UC San Diego.

Staff are central to our work here at UC San Diego. As we work toward institutional excellence, we will need to expand programs that contribute to capacity building and more effective organizational performance.

### STRATEGIES

- Strengthen training and development efforts that effectively integrate equity, diversity, and inclusion principles and practices.
- Implement and assess the new Staff Appraisal Performance System that actively integrates equity, diversity, and inclusion values and standards.
- Build retention strategies that support and develop a talented staff body.
- Develop programs that create a pathway for diverse students to become UC San Diego career professionals.
- Expand outreach programs that engage our local community to promote UC San Diego as an employer dedicated to building a diverse and thriving workforce.
- Develop mentoring programs that promote staff advancement.
- Build supervisory and leadership capacity through training and development geared toward staff recruitment, retention, and advancement.

## GOAL 2: CLIMATE

Create and foster a positive and welcoming climate where we value, include, and support all at UC San Diego.

## GOAL 3: ACCOUNTABILITY

Ensure institutional accountability throughout UC San Diego departments and divisions.

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*A positive and supportive climate at UC San Diego is our collective responsibility and we each have a critical role in fostering and sustaining a healthy climate. When faculty, staff, and students are engaged, feel a sense of belonging, and feel valued, we maximize our potential, provide opportunities for everyone to thrive, and achieve our goals of institutional excellence.*

### STRATEGIES

- Promote training and development programs that educate our community on the principles and practices of a positive and supportive climate.
- Strengthen communication and outreach efforts for programs that highlight the importance and centrality of equity, diversity, and inclusion in achieving institutional excellence.
- Expand community building programming among faculty, staff, and student groups to encourage collaborative relationships on campus.
- Highlight and support programs and individuals who exemplify the UC San Diego Principles of Community.
- Develop leadership capacity in achieving equity, diversity, and inclusion goals.
  - Host informational discussion forums to clarify leadership expectations and standards
  - Increase awareness about UC Learning Center programs
  - Implement professional development initiatives to increase cultural and managerial competence

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*Establishing processes and structures that emphasize accountability will help ensure that UC San Diego departments and divisions demonstrate a continuous commitment to equity, diversity, and inclusion.*

### STRATEGIES

- Promote and expand accountability metrics and other assessment tools that show faculty, student, and staff presence, enrollment, recruitment, retention, success, and advancement.
- Collect and share EDI-related data to support unit analysis and organizational change.
- Develop and widely communicate the new incentive-based accountability program.
  - Conduct individual consultations with unit leaders about accountability process
  - Host information sessions for units to discuss and contribute to the process

# WHAT IS ONE THING YOU PLAN TO DO TO ADVANCE EQUITY, DIVERSITY, AND INCLUSION AT UC SAN DIEGO?



*"My one thing is providing department diversity reports in the Jacobs School of Engineering at the beginning of each school year to keep diversity in people's minds, improve faculty and student recruiting, and develop departmental best practices."*

**Karen Christman**  
Jacobs School of Engineering  
Associate Dean; Professor of Bioengineering



*"My one thing is creating a positive environment for students to come and build connections in the community. Through resource center events, I hope to make the center visible to all students who need it and increase inclusion."*

**Sergill Johnson**  
BRC Undergraduate Student, First Year, Environmental Engineering



*"My one thing is teaching and mentoring students at every level of higher education. I generate programming that intertwines local communities with UC San Diego. I create opportunities for students to practice being leaders, scholars, activists, and thoughtful human beings."*

**Thandeka Chapman**  
Department of Education  
Associate Professor



*"My one thing is mentoring a first-generation student, so they can go on to graduate school. For example, I've helped direct the dissertation of a first-generation Latino graduate student. He is now an assistant professor at Western Washington State University—one of four tenure-track jobs he was offered."*

**John Moore**  
Dean of Undergraduate Education



*"Inclusive excellence at UC San Diego means prioritizing the continued and future prosperity of American Indian people and communities. Be it through teaching, research, or service, ensuring American Indian students at every level of higher education have support on campus to graduate and give back to their tribal homes is my one thing."*

**Theresa Jean Ambo**  
Department of Education  
University of California President's Postdoctoral Fellow



*"My one thing is creating pre-college pipelines to UC San Diego that enable students to learn, dream, and create at our world-class university where they develop the confidence and vision to compete globally, solve world problems, and advance humanity to a better place."*

**Edward Abeyta**  
Associate Dean for Community Engagement  
Director, Pre-Collegiate and Career Preparations Programs at UC San Diego Extension



## STRATEGIC PLAN ASSESSMENT AND ACCOUNTABILITY

As we continue to fulfill our collective vision to be a student-centered, research-focused, service-oriented public university and strive for institutional excellence, we will consistently measure our progress. An outcome-based assessment plan will ensure that we remain dedicated to continuous change and excellence at UC San Diego as we promote exemplary and innovative organizational practices that are the hallmarks of a top-ten public university.

The assessment tools and strategies we currently use in our accountability process include student and faculty experience surveys like the Student Satisfaction Survey, the University of California Undergraduate Experiences Survey (UCUES), and the Staff@Work Survey; focus group data; IdeaWave campaign; ongoing discussions about campus equity, diversity, and inclusion; student, staff, and faculty demographic data; an examination of university policies; bias reports; and Resource Center data.



*"In any complex community, especially like an academic community, the community knows the problems and the community knows the solutions. It's no individual that knows every problem and every solution. So that's why if we are inclusive in listening to each other, we can identify the problems and we can identify the solutions."*

**Pradeep K. Khosla, PhD**  
Chancellor, UC San Diego

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The implementation process for the UC San Diego Strategic Plan for Inclusive Excellence is dynamic and iterative: all data will be revisited from year-to-year to support decision-making and organizational change. A distinctive feature will be a performance-based incentive model that recognizes and highlights the work of UC San Diego Vice Chancellor areas that are exemplary in their advancement of institutional goals of equity, diversity, and inclusion.

Units will assess the state of equity, diversity, and inclusion in their units. In these assessments, units will:

1. Examine their data (recruitment, retention, climate, equity, etc.)
2. Reflect on the effectiveness of their unit strategies
3. Describe impact of their strategies
4. Compare to peers and aspirant peers
5. Describe future strategies
6. Provide an approximate timeline for organizational changes

In sum, unit self-assessment will involve a discussion of past, present, and future: what is the current state of equity, diversity, and inclusion in the unit? How did the unit come to this point? How does the unit plan to improve?

An annual accountability meeting was instituted beginning in fall 2019 where Vice Chancellors and Deans presented their unit self-assessments to the EDI Advisory Council, the Chancellor, Executive Vice Chancellor, and Vice Chancellor for Equity, Diversity, and Inclusion with plans for continuous improvements. Based on the council and executive ratings, units will receive incentives for unit improvements. Each Vice Chancellor unit will craft its own priorities related to the plan.

The UC San Diego Strategic Plan for Inclusive Excellence centers around Access and Success, Climate, and Accountability and demonstrates our collective commitment to academic and institutional distinction at UC San Diego. Together, we can achieve our goals. **Join us!**





# UC San Diego

**EQUITY, DIVERSITY, AND INCLUSION**

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