THE CAMPUS-WIDE STRATEGIC ACCOUNTABILITY PROCESS

Embracing the Collective Impact Framework to Close Equity Gaps
A HISTORY

2017-18
Engagement & information sharing, pre-launch activities, & official Campus-wide Strategic Plan for Inclusive Excellence launch

2018-19
Campus-wide Strategic Plan for Inclusive Excellence finalized. VC-EDI introduces accountability process and profile to all Vice Chancellor and Dean units

2019-20
Inaugural Strategic Accountability Meeting

2020-21
Units review data, conduct self-analysis, and prepare accountability reports

2021-22
Second Strategic Accountability Meeting

- Engagement & data collection, data analysis & assessment, writing and review
- Units review data, conduct self-analysis, and prepare accountability reports
- VC-EDI meets with all participating units to review feedback & engage in action planning
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KEY TENETS

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.

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

Create and foster a positive and welcoming environment where we value, include, and support all at UC San Diego.
Executive leadership, Cabinet, School Deans, Provosts, & Vice Chancellors receive access to set of accountability profiles

1

Review data with change teams, write report, present at Strategic Accountability Meeting with executive leaders & EDI Advisory Council in attendance

2

Receive accountability letter, incorporating feedback from the EDI Advisory Council and executive leaders; VC Petitt meets with change teams to review & identify next action steps

3

THE PROCESS
In the past 5 years there has been an explosion of interest in understanding equity gaps & achieving EDI goals. How does the Strategic Accountability Process need to shift to accommodate these new realities?
The Campus-wide Strategic Plan for Inclusive Excellence continues to serve as the source for setting campus-wide EDI goals, providing a supportive framework for other campus-wide transformation initiatives, while the Strategic Accountability Process continues to focus on holding leaders responsible for EDI related outcomes.*

*Research shows accountability mechanisms, such as diversity managers & taskforces, lead to EDI results (Dobbin & Kalev 2016).
Adoption of three-year cycle
Enabling units to engage in process & practice improvement in between Strategic Accountability Meetings

Greater inclusion of UC San Diego Health Sciences and UC San Diego Health System
More and better quality data for Health Sciences and expansion of process to Health System

Expansion of accountability to new leaders
Chairs will now participate in accountability process alongside their School Deans

Alignment with emerging initiatives
Reducing workload burden and ensuring executive leadership, senior leaders, managers, faculty, and staff are all working toward the same goals through a Collective Impact framework

WHAT IS CHANGING

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Strategic Plan for Inclusive Excellence
Collective Impact
STEMM Equity Achievement (SEA) Change
Advancing Equity in the Major
THE PLAN

Academic Deans & Chairs
Faculty & Students

Non-Academic Departments
Staff

Health Sciences & Health System
Holistic review

Partners: IR, DUE, OSI, Advancing Equity in the Major, SEA Change, Collective Impact

Partners: IR, HR, OSI, Collective Impact

Partners: IR, OFA, CAO Health Equity, AVC Health Sciences EDI, Collective Impact

2022-23
2023-24
2024-25
2022-23 CYCLE

Review plan with Deans & Chairs

Current

Accountability profiles released

In Winter 2023, Deans & Chairs (GC & SIO) and their accountability teams get access to data to review access, success, & climate for faculty & students, with data tied to SEA Change & Advancing Equity in the Major initiatives

Accountability reports submitted

In Spring 2023, Deans & Chairs submit accountability reports to Office for Equity, Diversity, and Inclusion

Accountability Meetings

In Fall 2023, Deans & Chairs meet with executive leadership & EDI professionals to discuss strengths and opportunities, as it relates to embodying Inclusive Excellence in their units
"SEA Change aims to advance institutional transformation in support of diversity, equity, and inclusion, especially in Colleges And Universities."
American Association for the Advancement of Science initiated STEMM Equity Achievement (SEA) Change Initiative

SEA Change introduced as key initiative of UC President Michael Drake

One-time support to each UC campus to implement locally

Executive sponsorship from Chancellor Pradeep K. Khosla, EVC Elizabeth H. Simmons, and VC-EDI Becky R. Petitt

Core SEA Change team charged with coordinating among and collaborating with existing committees, units, & initiatives to investigate institutional policies, practices, and data to identify institutional strengths and opportunities for improvement
Focus Areas

- Context
- Composition
- Climate & culture
- Key transition points (recruitment, hiring, promotion, tenure, retention)
- Career & professional development
- Flexibility & career breaks
- Policies for diversity, equity, & inclusion
PROGRESS TO DATE

November 2021
UC commits to SEA Change
UC President Michael Drake asks all campuses to implement SEA Change

April 2022
Identified core change team members
Core SEA Change team guides the campus application process with intentionality

May 2022
Began conducting subject matter area expert interviews
Leveraging expertise of busy staff & faculty members

August 2022
Began document/data review
Leveraging existing resources and processes to build on past institutional efforts and reduce work burden on staff & faculty members

September 2022
Began educating campus leaders & beyond
Sharing how SEA Change fits into executive leadership’s broader vision for EDI work at UC San Diego
Core SEA Change Team

Kristine Kilanski, Equity, Diversity, and Inclusion Principal Research Analyst
SEA Change Team Lead

Victor Ferreira, Associate Vice Chancellor for Faculty Equity, Diversity, and Inclusion

Frank Silva, Associate Vice Chancellor for Equity, Diversity, and Inclusion

Julia Cai, Faculty Diversity and Inclusion Program Analyst

Fahad Alnimah, SEA Change Project Manager
WHAT'S AHEAD

1. Continue SME interviews, document & data review
2. Engage Deans & Chairs (GC & SIO) in self-review through Strategic Accountability Process in Winter 2023
3. Submit institutional application for SEA Change Bronze Award in mid-2023
Advancing Equity in the Major
BACKGROUND

1. WSCUC requires that our campus address equity gaps; the Academic Senate made discussion of these a requirement for program reviews, starting in 2021-22.

2. In 2021-22, student academic success profiles surfacing equity gaps and synchronous equity-minded data use training released to faculty engaged in program review.

3. In 2021-22, the Education Research + Assessment Hub launched pilot equity-minded assessment collaboration with volunteer faculty cohort.

4. Dean of Undergraduate Education, Teaching + Learning Commons, Office for Equity, Diversity and Inclusion, Institutional Research, and Student Retention & Success leverage collective impact to co-launch Advancing Equity in the Major initiative.
PROGRAM REVIEW & ASSESSMENT TIMELINE

- **Anually**
  - Submit Annual Update
  - Check-in with DUE

- **Year 1**
  - Review recommendations and identify priorities

- **Year 2-3**
  - Plan and implement assessment study

- **Year 4**
  - Review recommendations and identify priorities

- **Year 5-6**
  - Plan and implement assessment study

- **Year 7**
  - Prepare for program review

- Provided by the Division of Undergraduate Education & Teaching + Learning Commons
The Team

Becky R. Petitt
Vice Chancellor for Equity, Diversity, and Inclusion, Executive Sponsorship

John Moore
Dean of Undergraduate Education

David Ruiter
Faculty Director of the Teaching + Learning Commons

Carolyn Sandoval
Associate Director of the Teaching + Learning Commons and Director of Engaged Teaching

Laura Kertz
Director, Education Research and Assessment Hub

Karla Barrón Galván
Assessment Specialist, Education Research and Assessment Hub

Hailey Caraballo
Project Policy Analyst, Division of Undergraduate Education

Erin Espaldon
Principal Research Analyst, Institutional Research, Student Academic Success Profiles

Kristine Kilanski
Equity, Diversity, & Inclusion Principal Research Analyst, Institutional Research, Equity-Minded Data Use Training
WHAT'S AHEAD

1. Departments work with the Commons and Undergraduate Education on assessment cycles to help prepare for program reviews.

2. Deans & Chairs (GC & SIO) engaged in identifying internal equity gaps through Strategic Accountability Process.

3. Deans & Chairs raise awareness of equity gaps, and roll out of student academic success profiles to all faculty engaged in equity-minded assessment.
BACKGROUND
SLIDES
THREE PILLARS

In SEA Change's own words

Institute
An institute containing resource materials relevant to diversity, equity, and inclusion (DEI) in STEMM (science, technology, engineering, mathematics, and medicine) and higher education, including a research repository, convenings, courses, and trainings

Community
A supportive community of similarly committed institutions and allied organizations and individuals in the greater STEMM community

Awards
The Bronze, Silver, and Gold Awards that recognize institutions for their commitment to and creation of sustainable systemic change through self-assessment