

Executive Summary

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.

During the last five years, we have collectively generated ideas about the future of our campus through more than 250 individual suggestions and we engaged thousands of campus community members to increase awareness and engagement in the process through focus groups; multiple presentations with groups of diversity champions, senior leadership, student government groups, staff, faculty, Staff Association board members, LEAD Fellows, and others; and through experience surveys from student, faculty, and staff that provided us with data about campus climate.

We also launched an online campaign through Ideawave in the fall of 2017 for the UC San Diego community to share their ideas online.

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.

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.

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

Accountability: Ensure institutional accountability throughout UC San Diego departments and divisions.

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 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: examine their data (recruitment, retention, climate, equity, etc.); reflect on the effectiveness of their unit strategies; describe impact of their strategies; compare to peers and aspirant peers; describe future strategies; and provide an approximate timeline for organizational changes.

An annual accountability meeting will be instituted beginning in spring 2019 where Vice Chancellors will present 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.