THE CAMPUS-WIDE STRATEGIC ACCOUNTABILITY PROCESS

Embracing the Collective Impact Framework to Close Equity Gaps

Vice Chancellor Becky R. Petitt
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

A HISTORY

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
VC-EDI meets with all participating units to review feedback & engage in action planning
KEY TENETS

ACCESS & 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.

ACCOUNTABILITY

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

CLIMATE

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.

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

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.
A changing landscape...

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?

- **Data Availability**: More demographic data & analyses focused on closing equity gaps provided by external sources.
- **Demand for Data**: Greater internal and external demand for EDI data and analyses.
- **Demand for Nuance**: Questions about data smarter & more focused.
- **Demand for Action**: Increased internal & external demand for change.
- **Demand for Accountability**: Increased internal & external demand that institutions be held accountable to EDI goals.
WHAT IS NOT CHANGING

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).
WHAT IS CHANGING

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
THE PLAN

**Academic Deans & Chairs**

Faculty & Students

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

**2022-23**

**Non-Academic Departments**

Staff

Partners: IR, HR, OSI, Collective Impact

**2023-24**

**Health Sciences & Health System**

Holistic review

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

**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

<table>
<thead>
<tr>
<th>November 2021</th>
<th>April 2022</th>
<th>May 2022</th>
<th>August 2022</th>
<th>September 2022</th>
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<tr>
<td>UC commits to SEA Change</td>
<td>Identified core change team members</td>
<td>Began conducting subject matter area expert interviews</td>
<td>Began document/data review</td>
<td>Began educating campus leaders &amp; beyond</td>
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<td>UC President Michael Drake asks all campuses to implement SEA Change</td>
<td>Core SEA Change team guides the campus application process with intentionality</td>
<td>Leveraging expertise of busy staff &amp; faculty members</td>
<td>Leveraging existing resources and processes to build on past institutional efforts and reduce work burden on staff &amp; faculty members</td>
<td>Sharing how SEA Change fits into executive leadership’s broader vision for EDI work at UC San Diego</td>
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Core SEA Change Team

Kristine Kilanski, Equity, Diversity, and Inclusion Principal Research Analyst

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

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<th>Annually</th>
<th>Year 1</th>
<th>Year 2-3</th>
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<td>Submit Annual Update Check-in with DUE</td>
<td>Review recommendations and identify priorities</td>
<td>Plan and implement assessment study</td>
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<th>Year 4</th>
<th>Year 5-6</th>
<th>Year 7</th>
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<tr>
<td>Review recommendations and identify priorities</td>
<td>Plan and implement assessment study</td>
<td>Prepare for program review</td>
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*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 Galvan, 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