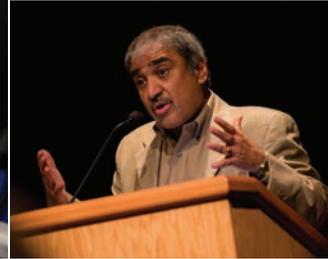


# UC San Diego

Office for Equity, Diversity,  
and Inclusion



OFFICE FOR

# Equity, Diversity, and Inclusion

*Unit Plan 2014–17*



# *Equity, Diversity, and Inclusion*

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Built on collaboration and innovation, UC San Diego is a preeminent student-centered, research-focused, service-oriented public university. Striving for excellence and leadership in research, discovery, teaching, and service requires a culture of interconnectedness, where people from various backgrounds and disciplines share ideas openly and respectfully. The collective talents and abilities of our diverse faculty, staff, and students are exactly what have defined UC San Diego as a leader in public higher education. The greatest asset to ensure our continued excellence is through the diversity of talents, backgrounds, and experiences of our people.

To remain at the forefront of research, discovery, teaching, and service, UC San Diego must strategically and purposefully integrate equity, diversity, and inclusion into all of its efforts. The UC San Diego Strategic Plan, published in 2014, states that a primary goal for the university is to, “cultivate a diverse inclusive community that encourages respectful and open dialogue, and challenges itself to take bold actions that will ensure learning is accessible and affordable for all.”

# Positioned to Lead

## *The Office of the Vice Chancellor for Equity, Diversity, and Inclusion (EDI)*

Under the guidance of the vice chancellor for Equity, Diversity, and Inclusion (EDI), and using the UC San Diego Strategic Plan to direct our efforts, the Office for EDI, which includes the Campus Community Centers and two associate vice chancellors for Faculty Diversity and Equity, works to improve campus climate for current and future faculty, staff, and students. Scholarly and creative excellence is only attainable when all members of our community are included, respected, and encouraged.

It is our mission to initiate programs and provide resources that increase understanding and awareness of social justice, remove barriers for historically underrepresented groups, improve cross-cultural relations, and contribute to a campus climate that is safe and welcoming to all.

## *About the Associate Vice Chancellors for Faculty Diversity and Equity*

The two associate vice chancellors for Faculty Diversity and Equity are experienced campus leaders who provide professional development and support to faculty equity advisers, deans, chairs, and search committees on issues related to diversity, equity, mentoring, and family accommodation policies. The associate vice chancellors also assist with monitoring campus demographics on faculty recruitment, hiring, and retention.



## Key Accomplishments

### **A UC San Diego Equity, Diversity, and Inclusion Dashboard**

An interactive web-based demographic dashboard to measure and communicate progress on established diversity goals for students, faculty and staff. The dashboard provides a public accountability of UC San Diego's diversity progress and access to demographic data from different units on campus.

### **Teaching Diversity Conference**

Held in 2015, the conference goals were to explore identity and develop student-centered pedagogy and practices with an aim to build a more inclusive campus environment.

## ***About the Campus Community Centers***

As units within EDI, the Campus Community Centers affect institutional change by challenging traditional notions and historical structures of diversity and equity. As places of engagement and belonging, they facilitate interactive learning, promote self-awareness, foster leadership, and encourage dialogue. Working with undergraduate and graduate students, staff, faculty, alumni, and the San Diego community, the centers contribute significantly to the evolution of a socially just campus climate. The centers include the Black Resource Center, the Cross-Cultural Center, the Lesbian Gay Bisexual Transgender Resource Center, the Raza Resource Centro, Women's Center, and the Inter-Tribal Resource Center. The Campus Community Centers share the belief that ending oppression for one group requires ending oppression for all. With this philosophy as a foundation for campus inclusion, they partner with two additional centers that offer important resources for underrepresented members of our campus community: Student Veteran's Resource Center and Undocumented Student Services.

## ***Development of the Plan***

To inform the campuswide Strategic Plan and to develop a basis for the EDI Unit Plan, EDI staff gathered information about past diversity efforts as well as current equity, diversity, and inclusion perspectives from various campus constituents. Information was gathered through town hall meetings, student feedback sessions, faculty feedback sessions, and Chancellor's Advisory Committee discussions. EDI staff assessed reports and surveys relative to campus climate and diversity and linked the resulting feedback to the emerging campus goals and strategies. EDI also gathered quantitative data from various institutional

### **Student Success Pipeline**

The directors of the Black Resource Center and the Raza Resource Centro developed programs to increase the yield and retention of historically underrepresented students. These high touch programs (Success Institute, Avazando Juntos) were implemented in 2014.



research units and compared UC San Diego data with California demographics and peer institutions to evaluate UC San Diego's status relative to diversity and campus climate.

The qualitative data and institutional research reports confirmed that although UC San Diego has formally embraced the values of equity, diversity, and inclusion, intergroup disparities still exist among undergraduate students, graduate students, faculty, and staff. To correct these inequities, EDI has established measurable goals and the chancellor has dedicated resources to EDI to achieve the objectives of equity, diversity, and inclusion within its unit plan. Programs and efforts will be aligned, and mechanisms to monitor progress and accountability will be established.

EDI will partner with other vice chancellor areas to guide campus efforts, consult, evaluate progress, and make ongoing recommendations to the chancellor and senior administration. The unit plan that follows is a summary of these efforts.



## Key Accomplishments (continued...)

### **National Center for Faculty Development and Diversity (NCFDD)**

NCFDD is an independent online service for professional and leadership development in academia. UC San Diego invested in an institutional membership to support retention efforts and to enhance the success of all faculty. EDI managed NCFDD registration and promotion; cosponsored twenty-five professors and postdoc scholars to participate in NCFDD's Faculty Success Program (a fifteen-week virtual boot camp); collected data on boot camp outcomes; developed a program evaluation tool; and will conduct an annual survey of NCFDD membership to assess value added. There are currently more than 120 members of NCFDD at UC San Diego.

# The Equity, Diversity, and Inclusion Unit Plan

EDI's Unit Plan has defined the efforts through four strategic goals:

## *Strategic Goals:*

- 1. Through partnership with other vice chancellor areas, ensure campuswide collaboration, shared responsibility, and accountability for equity, diversity, and inclusion.**
- 2. Collaborate with divisions, schools, and campus leaders to implement policies, programs, and practices that create and sustain a faculty culture of inclusive excellence.**
- 3. Work with campus units to eliminate intergroup disparities in enrollment, retention, and graduation rates for students.**
- 4. Partner across campus units to improve climate for staff, students and faculty.**

EDI's four strategic goals will be accomplished through targeted initiatives. These strategic initiatives outline how the goals will be achieved through specific activities that have been completed, are underway, or are forthcoming.

## **Family Accommodations**

Convened in fall 2014, a task force to assess and improve family accommodation policy and services made recommendations for a competitive and flexible policy to better support faculty who care for children, elder family members, or family members with serious illness. In spring 2015, the task force submitted a final report to the Academic Senate for consideration.



# 1

## Strategic Goal 1

**Through partnership with other vice chancellor areas, ensure campuswide collaboration, shared responsibility, and accountability for equity, diversity, and inclusion.**

### Initiatives

1. Work with vice chancellors and other campus leaders to determine organizational structures, policies, accountability, and reward systems that will embed equity, diversity, and inclusion into campus culture, hiring, educational practices, fund raising, planning, and day-to-day operations.
2. Develop a diversity demographic dashboard to measure and communicate progress on defined diversity goals.
3. Develop and implement a diversity faculty accountability profile to measure the success of faculty-related equity, diversity, and inclusion activities.

## Key Accomplishments (continued...)

### **Inclusive Excellence Speaker Series**

An annual series to bring high profile speakers to campus who can promote dialogue on current and relevant issues on equity, diversity, and inclusion. Myrlie Evers-Williams and Dolores Huerta are two of the prominent speakers featured in 2015.

### **EDI Excellence Award and Innovation Grants**

EDI developed criteria for two programs to fund innovative ideas and incentivize faculty and staff contributions to diversity.

# 2

## Strategic Goal 2

**Collaborate with divisions, schools, and campus leaders to implement policies, programs, and practices that create and sustain a faculty culture of inclusive excellence.**

### *Initiatives*

1. Incentivize contributions to diversity.
2. Create a strong Faculty Equity Advisor (FEA) program to ensure faculty hiring reflects availability pools.
3. Improve campus climate for faculty.
4. Improve faculty retention and equitable advancement.
5. Assess and strengthen family accommodation policies.
6. Conduct research on faculty equity goals (gender equity, pay equity, promotion, tenure, career satisfaction) to determine best practices and areas of need.

### **A Faculty Diversity Accountability Profile**

An internal mechanism to measure the success of EDI-related faculty efforts, the accountability profile evaluates gender, race, and ethnic diversity across divisions. The goal is to provide deans and department chairs with the data needed to improve the faculty recruitment and retention efforts within their units.



## 3 Strategic Goal 3

**Work with campus units to eliminate intergroup disparities in enrollment, retention, and graduation rates for students.**

### *Initiatives*

1. Through partnership with Admissions and Enrollment Services, participate in high school outreach efforts.
2. Develop culturally focused yield and retention programming through existing centers, with focused emphasis on Latino students at the Raza Resource Centro and Black students at the Black Resource Center.
3. In alignment with Admissions and existing faculty-sponsored community college pipelines, strengthen community college outreach through the Black Resource Center and Raza Resource Centro.
4. Collaborate with the vice chancellor for Student Affairs on Chancellor's Associates Scholars curriculum and retention initiatives.
5. Review current outreach and support for Native American Students; develop or expand existing efforts in collaboration with Native American students, faculty, staff, and community members.
6. Review current outreach and support for Asian-Pacific Islander (API) students; develop or expand existing efforts in collaboration with API students, faculty, staff, and community.

## Key Accomplishments (continued...)

### **Equity, Diversity, and Inclusion Training**

EDI is partnering with UC San Diego Education and Staff Development to create and implement a staff training program. The proposed curriculum will be offered both online and face-to-face and is slated to be available in 2015.

After completing the training participants will be able to:

1. Recognize the diverse makeup of the UC San Diego community.
2. Understand how to respectfully challenge any exclusionary aspect of the culture of our campus.
3. Recognize their contributions to the campus climate.

# 4

## Strategic Goal 4

**Partner across campus units to improve climate for staff, students, and faculty.**

### Initiatives

1. Utilize feedback from the UC San Diego community and results of the UC Climate Study to establish a baseline for the campus to build upon and improve.
2. Pilot new, innovative, diversity programs through Equity, Diversity, and Inclusion Innovation Grants.
3. Provide professional development for teaching and learning in diverse classroom environments through the biannual Teaching Diversity Conference.
4. Develop and promote VC EDI's Inclusive Excellence Speaker Series.
5. Work with Human Resources and any other affiliated units to develop, implement, and evaluate diversity training for staff.

## Moving Forward

While many of the EDI activities underway will have a positive impact on our students, faculty, and staff, there is still much work to do. Working together with students, campus leaders, faculty, and staff we are encouraged about what can be accomplished, for the best interest of the entire UC San Diego community.

### Student Leader EDI Training

Implemented in 2014, this two-day Equity, Diversity, and Inclusion training for student organization leaders was developed in collaboration with the Education Studies Program and OASIS.

### Faculty Leadership Seminar

A seminar, organized in partnership with the UC Office of the President, convened on October 20, 2014 for chairs, deans, and faculty equity advisers to build and nurture a productive, inclusive academic climate.



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