

Academic Affairs Staff Affirmative Action Program Activities (2006-2007) and Plan (2007-2008)

Dissemination and Training of EO/AA Policy:

Academic Affairs is a very large and highly decentralized organization, with a culture of local administrative authority. The Academic Affairs equal employment/affirmative action (EO/AA) plan emphasizes a collaborative relationship between the SVCAA, divisions and operating units. There is a focus on awareness and education, providing information to help managers make good decisions and developing local accountability.

Under the leadership of the Senior Vice Chancellor, Academic Affairs engages in a continuous effort to promote awareness of UCSD's EO/AA policy. Key administrators from SVCAA meet regularly with unit managers to advise and consult on EO/AA issues. Information and training is disseminated in a variety of ways, including regular meetings of the Academic Affairs HR Contact Group, HR Advisory Group, Academic Business Administrators (ABA), and divisional business officer and departmental faculty and staff meetings. Issues of affirmative action are also discussed in various subcommittees of these groups, such as the ABA-HR and ABA-Professional Development committees. Academic Affairs' Director of Staff Human Resources is also an active participant on campus wide committees and groups that regularly tackle EO/AA-related issues, including the HR Council, VC Affirmative Action Workgroup and Succession Planning workgroup. These groups review relevant University policies and campus procedures and discuss strategies for implementing the campus and Academic Affairs affirmative action program. EO/AA policy and diversity resources are also disseminated via the Academic Affairs HR website.

Monthly meetings of the Academic Affairs HR Contact Group provide HR representatives from each department/unit with information and training that allows them to foster an environment that promotes the UCSD Principles of Community as well as general good business practices. Topics from the last year included: "Corrective Measures: An Overview" (The Progressive Discipline Process)," "Ready, Set, Go! The First Six Months" (Dealing with Probationary Employees), "Live Life Laughing," Rules Governing Union Representatives Communicating with Employees, and Academic Affairs Outreach & Diversity Initiatives. Sessions will continue throughout 2008.

The Academic Affairs HR Advisory Group, with lead HR representatives from each academic division and major unit, meets bi-monthly to identify, develop and implement strategies to effectively inform department administrators about issues pertaining to EO/AA and diversity. Members are asked to keep departments/units informed and up to date about the campus affirmative action program as a whole, and that of Academic Affairs in particular. During the past year, this group partnered with Office of the Senior Vice Chancellor's HR Analyst on a project to develop job summaries to be disseminated as part of Academic Affairs' outreach efforts at job fairs throughout San Diego. This project is discussed in more detail later in this report and will continue into 2008.

Staff from the Divisional Deans' and other senior administrators' offices discuss the organization's commitment to equal opportunity and affirmative action at departmental and division meetings. SVCAA staff work with business officers and representatives from all Academic Affairs units to explore campus and system wide resources to leverage informational and instructional materials in the EO/AA arena. Efforts to engage departments in brainstorming and problem solving to identify local strategies and to develop a sense of local empowerment will continue.

Outreach Programs and Efforts to Increase Diversity and Remedy Underutilization:

Academic Affairs is committed to the assurance of fairness and nondiscrimination by encouraging departments to closely monitor the staff selection process for recruitments and promotions, focusing its recruitment efforts on areas with underutilization. Unit managers are responsible for staff diversity efforts in their area, but we feel that extra efforts are warranted for our focus recruitment areas, especially MSP level positions. For MSP and other key positions, department hiring managers work closely with campus HR's Executive Recruiter and Outreach Manager to design recruitment plans that will attract qualified applicants to positions, with a focus on enhancing workforce diversity. In 2006-07, Academic Affairs departments and units participated in many campus and University sponsored outreach and development activities, both at UCSD and in the community. Representatives from six departments participated in community outreach activities.

Academic Affairs expects that units develop a recruitment plan for all MSP level vacancies prior to job posting. This plan should include information on avenues to be utilized for outreach and advertising, the composition of the search committee (diversity is expected in all MSP search committees), and the name of the individual responsible for the affirmative action aspects of the search. Units are also encouraged to develop recruitment plans for other key positions, especially those titles with significant underutilization as well as for PSS titles that are in feeder groups to MSP positions.

In 2006 the Senior Vice Chancellor provided permanent funding for a new HR Analyst position with two primary functions: (1) to implement Academic Affairs' diversity action plan with the goal of increasing the representation of women and people of color in the staff workforce, and (2) to develop and implement leadership development programs to address talent management (succession planning) issues with the goal of identifying, preparing and mentoring potential future staff leaders. The Analyst works centrally in the Office of the SVCAA and is charged with working with and coordinating between Academic Affairs units and campus HR.

In order to current diversity/outreach initiatives (as they relate to staff recruitment) and discuss ways in which the Senior Vice Chancellor's office can serve as a resource to Academic Affairs units, the HR Analyst in 2007 met with MSOs and HR managers in all divisions and major units in the VC area. These meetings were a free-flowing exchange of ideas and will be used to develop a set of best-practices for staff affirmative action. Once fully developed, this information, along with expanded data on diversity progress, job flyer templates for applicants and diversity advertising venues, etc. will be posted to an expanded Diversity & EO/AA section of the Academic Affairs web site.

This new position has allowed us to have a much greater presence at community outreach events and job fairs throughout San Diego. During the past year, our HR Analyst participated in the Diversity Works! Urban League Job Fair, the Fiesta del Sol community event, the Jobing.com job fair and the Hire a Hero and Fleet Family job fairs, which target the military community, including active duty, reservists, retirees and their families. We are striving to attain a balance between attendance at general interest job fairs as well as those that target a particular ethnic or community group. The HR Analyst is also active the newly created campus HR Outreach Council and is strengthening our partnership with the Outreach & Employment unit of campus HR. As an example of this, the HR Analyst is being trained to provide such HR recruitment program as “How to Get Hired at UCSD,” both on campus in and in the community.

As mentioned previously, the HR Analyst is working with the HR Advisory group on a job series summaries project. This project entails the creation of one-page flyers for typical job groups in Academic Affairs (such as administrative assistant, staff research associate, staff HR and academic personnel professional, department business manager, etc.) These flyers will include a position overview, typical duties of incumbents, and required knowledge, skills & abilities. This project was initiated when it became apparent during our attendance at community job fairs that interested outside applicants were often confused or intimidated by the nomenclature and UCSD-specific terminology used in many of our job postings. We are hoping these flyers will help to alleviate those concerns and make our positions postings more “friendly” to those without prior UCSD or higher education experience.

Employee Career Development: Academic Affairs continually strives to create and endorse training and development opportunities for staff in order to promote a culture of tolerance, understanding and equal opportunity. The additional capacity created by the addition of the HR Analyst position has allowed us to plan a number of programs to promote and advance this cause. Four programs are currently under development and expected to be introduced during the 2008 calendar year. These programs include:

- Orientation program for new employees in Academic Affairs - to welcome and acclimate them to the VC area and make them aware of career development and other opportunities
- Student internship program – to allow students from UCSD and area colleges to gain valuable work experience via a short-term assignment in one of our departments. The hope is that these interns may will become a valuable source of future career employees
- Training and development program for administrative assistants and other early-career staff – to assist them understanding how their work contributes to the mission of UCSD and to think about potential career paths
- Training programs for fiscal management staff – to include the establishment of a Fiscal Contact group modeled after the successful Academic Affairs HR Contact group

In addition to the training programs still in the planning stages, Academic Affairs continues to offer a number of successful existing programs that promote employee career development. The ABA Mentorship Program pairs experienced UCSD managers from Academic Affairs with newer business officers seeking to enhance their management skills, better understand the UCSD organizational culture and develop a network of resources on campus to assist them in their daily

work. The program provides mentors and mentees a mechanism in which to establish a relationship and a loose framework for the activities that interactions with professional colleagues might encompass. Since 2004 the program has provided mentoring to 20 business officers since its inception, and includes all new business officers in Academic Affairs as they are hired. Both the mentor and mentee groups include business officers from underutilized areas.

Academic Affairs launched its Business Officer Academy (BOA) in fall 2005. This innovative staff enrichment program provides training, guidance and support to staff members with an interest in becoming business officers. The BOA is a two-year program centered on case study, small group discussions and personal interactions such that the participants gain an understanding and appreciation of the role of the business officer at UCSD. During the first year of training, the Academy consists of seven modules covering the functional areas for which a business officer is typically responsible (staff HR, academic personnel, fiscal management, student affairs, instructional technology, facilities management/safety and leadership). In the second year, participants are invited to attend training classes customized for business officers, which are adapted from existing courses offered through Staff Ed. This element of the program has been made possible, in part, by a grant from the SEOEP to help defray instructor costs. The BOA also includes a mentoring component and provides opportunities for job shadowing, min-internships, resume assistance and mock interviews.

BOA participants' career paths are tracked after program completion, and preliminary evidence shows that those who have gone through the Academy are finding success in advancing their careers, either through promotion, reclass or transfer to new positions. After two years of offering the BOA exclusively to employees working in Academic Affairs units, this year the program was expanded campus-wide, and the 2008 Academy class will include three participants (of seven) from outside Academic Affairs (one each from Health Science, Student Affairs and Marine Sciences). Academic Affairs is very pleased to be able to make this valuable program available to the entire campus.

Both the business officer academy and mentorship program are intended to make a positive impact on our population of underrepresented groups in these positions, and there has been significant interest across campus in them. Already mentioned is Academic Affairs' expansion of the BOA campus-wide, there has also been discussion with other VC areas, such as Business Affairs, to create parallel programs to prepare individuals for business officer positions in non-academic units. It is expected that programs such as these will become integral components of the campus' overall succession management planning.

Every supervisor has responsibility for employee development and career planning, which are vital components of performance management. As part of this process, supervisors are expected to develop annual career development/training plans with individual employees with an emphasis on helping all employees, including women and people of color, attain their career goals. Performance reviews are also crucial for developing and evaluating managerial excellence. It is our expectation that job descriptions of all managers and designated supervisors incorporate responsibilities and language related to diversity and EO/AA. We will continue to work to ensure that diversity efforts are formally incorporated into the performance reviews of

Assistant Deans and business officers as well as other managers who have an opportunity to influence staff hiring.

Participation in Campus Programs: Academic Affairs continues to encourage all employees (including women, people of color, covered veterans and people with disabilities) to take advantage of career development classes, programs and opportunities made available through Staff Education and via outside entities. In the past year 45 additional Academic Affairs staff members attended the Diversity Education program offered through Staff Education. Departments are routinely encouraged to send their supervisors to diversity training to enable them to instruct their staff and faculty on EO/AA and diversity issues.

Last year 38 staff members from Academic Affairs applied for SEOEP funds to assist them with tuition, book and related expenses for career development activities, with 21 of the applications selected for funding. In addition, three of four departmental SEOEP proposals were funded for 2006-07 (Office of the SVCAA - "Business Officer Academy, University Extension – "On-Line Learning: The Essentials" and Office of Animal Research – "Animal Care Training Program").

A total of 805 staff members from Academic Affairs units have now participated in UCSD Career Connection activities since its inception in 1996. This number represents an increase of 60 participants during the past year. Our staff are also very active as participants and facilitators in leadership training and development programs offered at both the campus and University level, including the Administrative Professionals Development Program, Middle Management Advance, Management Skills Assessment Program (MSAP), Business Officer Institute (BOI), Business Leadership Forum (BLF) and UC Leadership Institute (UCLI).

As part of the campus wide EO/AA and Diversity Awards program, the Senior Vice Chancellor demonstrates his support by recognizing an academic unit or individual in Academic Affairs for their contributions to diversity, equal opportunity, and affirmative action at UCSD. This year's recipient was Jon Welch, Director of the Office of Academic Diversity and Equal Opportunity (ADEO). As ADEO Director, Jon manages the academic personnel affirmative action program for the entire UCSD campus. Over the course of the past 17 years, Jon has been extremely committed to UCSD's goal of developing a more diverse academic workforce. The senior management of academic affairs, including the Senior Vice Chancellor, rely heavily on Jon to be an ambassador for campus diversity, and he has developed a strong and active partnership with Associated Chancellor and Chief Diversity Officer Jorge Huerta to promote efforts in this area. In addition to his regular work-related duties, Jon has served on a number of campus committees dedicating to addressing and promoting affirmative action at all levels. Jon's long-standing efforts to support the excellence of the University and the diversity of its workforce were deemed highly deserving of the special recognition inherent in this award.

Of the 45 nominations received in 2007 for the campus wide Equal Opportunity/Affirmative Action and Diversity Awards, Academic Affairs accounted for four. We will continue to promote this program in 2008, with the goal of increasing the number of nominations from Academic Affairs, both for individuals and units. Divisions will continue to be encouraged to actively promote this goal, but also to recognize staff members throughout the year who exemplify the qualities of "Diversity Champion."

Selection and Monitoring:

Workforce Statistics: The most recent report on the UCSD Career Workforce shows the percentage of People of Color (POC) working in Academic Affairs at 34%, same as the previous year. In absolute numbers Academic Affairs realized an increase of 22 POC within the overall workforce, while the total workforce increased by only 11 during the same time frame. Although the increase in POC was not significant enough to change the overall percentage of representation, that group clearly makes up a larger portion of the workforce than it did a year ago. For the PSS program, representation by POC also remained unchanged from the prior year at 36%. Once again, however, in raw numbers the increase of 23 POC matches the increase of 23 employees in the overall PSS program, showing some progress in overall representation of POC.

Continuing our successful trend of the past several years, Academic Affairs again shows progress in representation among MSP employees, with the percentage of POC rising 1% to 21%. In the past 5 years the number of POC employed in the MSP program in Academic Affairs has almost tripled from 17 to 50, with representation rising from 14% to 21%. Academic Affairs is especially proud of the fact that its representation of Asian employees in both the MSP (13%) and PSS (18%) employee groups exceeds the availability for those groups. While more progress can certainly be made, especially among Black and Hispanic employees, these gains show that Academic Affairs continues to move steadily, albeit slowly, in a positive direction. We would also like to note the representation of women and POC in an important subgroup of employees – Academic Affairs business officers. This group is comprised of departmental managers (primarily, although not exclusively, in the MSO classification) who play a lead role in promoting workforce diversity in their units. Of the 55 current business officers in Academic Affairs, 49 (89%) are women and 21 (38%) are people of color. In 2008 Academic Affairs will focus its recruitment efforts in areas with the greatest underutilization, with continuing emphasis on MSP managers and other leadership and supervisory positions which have a significant impact on hiring.

Following our annual EO/SAA progress briefing with campus HR, we review current Academic Affairs' affirmative action issues, efforts and activities at both an Assistant Deans and HR Advisory Group meeting. A report is prepared for each Assistant Dean/major unit head that includes issues raised at the briefing, focus recruitment areas for the current year, and potential initiatives and activities. We provide managers with statistics on the composition of the Academic Affairs staff workforce, summary data and detail on employment activities by unit. This information is then disseminated and discussed with department business officers, who are expected to incorporate it into their unit's staff diversity efforts. Some of this information has now been made available directly to departments via a web-based application. Making this data readily accessible to appropriate departmental staff will improve our monitoring efforts.

Academic Affairs Climate and Culture: To help gauge workplace climate, Academic Affairs participates in the annual Staff@Work Survey, an employee satisfaction survey that measures how employees feel about working at UCSD. In our fourth year of participation, Academic Affairs' response rate increased to 47% (our response has improved every year). Results of this year's survey indicate our employees are generally more satisfied with their working

environment, with overall satisfaction rising from 3.8 to 3.9 (out of 5), it's highest level since we started participating. Three questions which deal specifically with issues related to diversity at the department level continue to be among the highest-rated for Academic Affairs. These questions asked about "fair treatment of people of all ethnic groups, cultures and backgrounds" (4.3 rating out of 5), "fair treatment of people of all sexual orientations" (4.4), and "active support of a diverse working environment" (4.1). Our employees also rated their supervisors highly (4.0) on the question regarding "opportunities to develop new skills to support career advancement." We will continue to participate in the annual survey so that changes in employee sentiment can be measured over time and areas of concern can be identified and targeted for improvement.