

## **Academic Affairs Staff Affirmative Action Program Activities (2007-2008) and Plan (2008-2009)**

### **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. We believe that working together and communicating effectively in our culturally diverse environment is essential to the mission of the university, and one of our major goals is to educate our business officers, hiring managers and HR contacts on the importance and benefits of diversity.

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 our lead professional staff member for this area, and is an active participant on campus wide committees and groups that regularly tackle EO/AA-related issues, including the HR Council and VC Affirmative Action Workgroup. These groups review relevant University policies and campus procedures and discuss strategies for implementing and promoting 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: Hiring Winners, Classification Demystified, Flexible Work Arrangements for Staff, FMLA and Catastrophic Leave. Sessions will continue throughout 2009.

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 units informed and up to date about the campus affirmative action program as a whole, and that of Academic Affairs in particular. This group acts a key conduit to disseminate information coming from campus HR out to our units, as well as ensuring that "the pulse of Academic Affairs is taken" when policy changes are proposed that may affect staff. We do our best to ensure that any major issues and concerns that have been cited are expressed back to campus HR and UCOP as appropriate. During the past year, this group also partnered with one of the Office of the SVCAA's HR Analysts on a project to develop job summaries which are

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.

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 take primary responsibility for staff diversity efforts in their area, but we feel that extra efforts are warranted for our focus recruitment areas. For MSP and other key positions, department hiring managers work closely with campus HR's Executive Recruiters and Outreach Manager to design recruitment plans that will attract qualified applicants to positions, with a focus on enhancing workforce diversity.

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.

The Director is supported by an HR Analyst who takes primary responsibility for developing outreach programs and promoting diversity in Academic Affairs. As part of her duties, she serves on the UC San Diego Outreach Council, which is charged with conducting recruitment, public relations and outreach for the campus (and the members' respective VC areas), in order to support staff diversity initiatives. As a member of the Outreach Council and in support of our staff diversity efforts, the Analyst participated in eleven different outreach events and career fairs during the past year. We strive to attain a balance between attendance at general interest job fairs as well as those that target a particular ethnic or community group, as well as veterans and people with disabilities. We believe it imperative that we have continuous visibility in the community to support our outreach efforts. The Analyst also co-facilitated the "How to Get Hired at UCSD" program three times in 2008, both on and off campus.

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. To address this issue, the Analyst developed some marketing materials to be distributed at outreach events. Two flyers were created, one which lists the units and types of positions in Academic Affairs, and the other, updated for each event,

which lists our current job openings. These materials provide potential applicants with a brief introduction to Academic Affairs and are meant to alleviate the some of the apprehension for job seekers, while making our position postings more “friendly” to those without prior UCSD or higher education experience. The current job openings listing is also updated weekly and circulated to Academic Affairs units as an email announcement, to be distributed widely to staff.

As a complement to these flyers, the Analyst worked with the HR Advisory group on a job series summaries project. This involved the creation of tri-fold pamphlets entitled “Position Info for Prospective Employees – What is the job? and What does it take?” These pamphlets include a summary of a UCSD job series, listing typical functions and tasks and required knowledge, skills and abilities. Thus far flyers have been completed for the functional areas of administrative support, fiscal administration, information technology, research support and library assistants. In 2009 this project will be completed with the development of pamphlets for human resources, academic personnel, departmental management (business officers), program administration & student affairs administration. These materials have been extremely well-received at outreach fairs and by our hiring managers and HR contacts.

The Analyst also currently serves on the UCSD Staff Association Executive Board, providing another vehicle to promote Academic Affairs campus wide. As a Board Member, she was given the opportunity to serve as a consultant to UCSD’s Committee on the Status of Women (CSW). The mission of the CSW is to identify and analyze issues relating to the status of women at UCSD, including faculty, staff and students; inform and educate the campus community about conditions that affect the status of women within the University; and advise and make recommendations to the Chancellor regarding policies and procedures that would improve conditions for women. The CSW is focusing on staff issues for 2009, for which the HR Analyst will serve as co-chair its subcommittee on staff issues. The main charge of the sub-committee is to organize the first annual Women’s Conference on March 11, 2009, “Re/Defining the UC San Diego Woman: Empowering YOU During Changing Time.” The conference will focus on how female staff can advance themselves; market themselves during these changing times, and take charge of their own careers. The conference will also include a resource fair to acquaint attendees with UCSD work/life programs and career and professional development services.

Through these activities, the HR Analyst serves as an unofficial “ambassador” for Academic Affairs on campus and in the community. She is becoming increasingly recognized as a campus leader in promoting diversity within Academic Affairs and at UC San Diego. She will continue to collaborate with fellow staff and assist hiring managers, departments and the University in achieving its diversity goals.

In addition to the Office of the SVCAA, five Academic Affairs units participated in Community Outreach activities this past year – the Center for Iberian and Latin American Studies (CILAS), University Extension’s Digital Arts Center and English Language Institute and the departments of History and Literature. We will encourage additional units to participate in these valuable activities over the coming year.

**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. 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.

The HR Director, along with two staff Analysts, is charged with the creation and implementation of programs in support of employee career development. Academic Affairs has a number of programs already in place, with several others planned for this coming year.

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. The program has provided mentoring to 26 business officers since its inception in 2004, and involves all new Academic Affairs business officers 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. Second year participants also have the opportunity to attend a divisional business officer and ABA meeting, take part in campus and system wide training (such as the BOI and BLF) and go through a mock interview for a business officer position. The BOA also includes a mentoring component and provides opportunities for job shadowing, min-internships and resume assistance.

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 throughout UCSD. Four participants have thus far been promoted into business officer positions. The BOA has been open to participation campus-wide for the past two years, and has included individuals from Health Science, Student Affairs and Marine Sciences (SIO). Academic Affairs was pleased to be able to make the BOA available to the entire campus and encourages applications from other VC areas.

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. In addition to offering of the BOA campus-wide, we have consulted with other VC areas and campus HR about further expansion the program. This might entail the creation of a parallel BOA to prepare individuals for business officer positions in non-academic units. Programs such as these are expected to be integral components of the campus' overall succession management planning.

In spring 2008 we launched the Academic Affairs Student Apprenticeship Program (AASAP), designed to offer substantive, practical work-learning experiences to undergraduate and graduate students at UCSD and other local universities in the areas of business and program administration, fiscal management, human resources, information technology, academic research and student affairs. The program allows students from UCSD and area colleges to gain valuable work experience via short-term assignments in one of our departments, with the potential for them to become future career employees. Interest in this program has initially been fairly light, but we will make additional efforts to promote it in 2009.

Fall 2008 brought the launch of another new program which we are very excited about. UExplore is a nine-month staff enrichment program designed for early-career and entry-level Academic Affairs employees. The mission of UExplore is to assist participants in identifying realistic and appropriate professional development goals, providing them with the tools to make educated decisions regarding their careers. Presented in partnership with campus HR and UCSD Career Connection, the program includes a series of half-day seminars that feature:

- Meyers-Briggs Type Indicator (MBTI) personality sorter assessments and reviews
- Overviews of various UC San Diego career fields
- Career panels spotlighting professional experts
- Career enrichment presentations focused on goal setting, skills assessment, listening and communication, and career planning
- Self-reflective activities and exercises to create a professional portfolio

Open to employees in entry-level represented and non-represented classifications, UExplore's first application pool was extremely diverse, with 26 POC among 48 applicants (54%). We admitted a class of 26, of which 14 (56%) were POC. The selected participants work in a wide variety of functional areas in units across Academic Affairs. We were very pleased to be able to put together such a diverse group, especially in the program's first year. Preliminary feedback on the program has been extremely positive and we expect UExplore, along with the BOA, to become a cornerstone of our career development efforts.

Additional programs are currently under development and expected to commence during the 2009 calendar year. Our greatest effort will be in support of a major new initiative to establish a support group and devise programs for Academic Affairs employees working in the budget and fiscal areas. This initiative will be similar to our successful human resources contacts group, but will be more far-reaching and comprehensive in order to encompass the complexity and diversity of employees working in the financial arena. Goals of this effort include ensuring consistency in

financial procedures and operations across Academic Affairs, proper adherence to protocols and compliance efforts, and a shared understanding of policies. In addition, with ever-increasing activity in instruction and research, as well as the prospect of significant budget cuts facing the campus, the need to streamline administrative processes and eliminate inefficient workload has never been greater. We feel that this new initiative will allow us to take steps forward to ensure best practices are adopted across Academic Affairs, maximizing opportunities to accomplish more with less. We intend to involve fiscal and departmental managers from throughout Academic Affairs, as well as those working in central offices such as accounting, travel, disbursements and OPAFS, in the programs' development and implementation.

The first step in this effort is the establishment of a Fiscal Officers Advisory Group (FOAG) in winter 2009, to help us plan and roll out the program(s). The FOAG will work with members of the SVCAA Resource Administration unit to outline a program, which may include forums for discussing and learning about issues, policies and procedures, training and development sessions related to financial responsibilities, and online management and analytic tools. We anticipate targeting the program to current staff working in a broad range of fiscal areas. Our planned timeline includes the roll-out of one or more fiscal contact groups in spring 2009, followed by more formal training programs in fall 2009 and beyond.

The six college Deans of Academic Advising, in partnership with department staff advisors, Staff Education and Development, and University Extension, have designed a comprehensive training program to expand mentoring opportunities and encourage career advancement for academic advisors. The Academic Advising Training Certificate Program (AATCP) will provide on-going training opportunities for new and existing college, department, and other campus professionals who advise and counsel students at the undergraduate and graduate level. The program will consist of a series of thirteen training modules designed to expand the participants' skills and knowledge in student affairs administration. The modules will be augmented by quarterly Academic Advising Best Practice Forums and an annual Academic Advising Recognition Program. The proposed training program is designed to:

- Identify and adopt nationally recognized core advising best practices
- Establish partnerships and increase dialogue among faculty undergraduate advisors, college, and department advising professionals
- Ensure uniformity in implementing University academic policies and regulations
- Attract career staff and students by offering mentoring opportunities to those who may have an interest in pursuing academic advising as a professional career
- Increase the available pool of trained academic advisors for succession planning
- Develop a model that could be adopted at other UC campuses

The AATCP will be open to all career professional and support staff working in, or with an interest in working in, student affairs administration. Initial steps have already been taken to market the AATCP to the campus community. The organizing group has prepared an application to the University wide Staff Development program, in hopes of attaining seed money to launch AATCP. Once program details, parameters and funding issues are resolved, we expect a short turn-around time to program launch, possibly as early as spring 2009.

Finally, in 2009 we hope to create a quarterly orientation program for new employees in Academic Affairs. New UCSD hires, as well as transfers from other VC areas, will be invited to this meeting to be welcomed into the Academic Affairs “family,” acclimate them to the Academic Affairs organization, and make them aware of the training and career development and other opportunities available to them. Our goal with this program is to create a sense of belonging in our staff, instilled in them from day one.

**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 18 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 28 staff members from Academic Affairs received SEOEP funds to assist them with tuition, book and related expenses for career development activities, an increase of 7 (33%) from the prior year. In addition, four departmental SEOEP proposals were funded for 2008-09 (Office of the SVCAA - “Business Officer Academy, Graduate School of IR/PS – “NASPA Conference,” San Diego Supercomputer Center – “Fiscal Administrator Training” and Office of Animal Research – “Animal Care Training Program”).

A total of 908 staff members from Academic Affairs units have now participated in UCSD Career Connection activities since its inception in 1996, significant increasing by 103 during the past year. Academic Affairs staff members are also very active as organizers, 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).

Of the 41 nominations received in 2008 for the campus wide Equal Opportunity/Affirmative Action (EO/AA) and Diversity Awards, Academic Affairs accounted for nine, a significant increase from the four nominations submitted last year. We will continue to promote this program in 2009, 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.”

As part of the annual campus wide EO/AA and Diversity Awards program, the Senior Vice Chancellor demonstrates his support by recognizing a unit or individual in Academic Affairs for their contributions to diversity, equal opportunity, and affirmative action at UCSD. This year’s recipient was the HR unit of the Senior Vice Chancellor in recognition of their efforts in support of staff outreach, diversity and career development and training, many of which are described in this report. The success of these activities has not gone without notice on campus, as numerous groups and VC areas have consulted with us on how they might create similar programs of their own. We are quite proud whenever one of our programs is cited as an inspiration or model for

another program on campus and are pleased to share our insights to further enhance the quality of any and all programs developed.

**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 remained at 34% for the third consecutive year. For the PSS program, representation by POC also remained unchanged from the prior two years, at 36%. Our overall representation of female employees also held steady from last year, at 60% of the total workforce.

In a slight reversal of our positive trend of the past several years, Academic Affairs' representation of POC among MSP employees dropped 2%, from 21% to 19%. We will attempt to resume our progress in 2009, stepping up outreach efforts to attract qualified POC to our MSP positions. Representation of females in the MSP group, however, increased from 38% to 40% in the past year, continuing a five year upward trend.

We would like to continue to note the representation of women and POC in an important subgroup of employees in Academic Affairs - business officers. We have been successful in our diversity efforts in the department business officer group, 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 19 (35%) are people of color.

In 2009 Academic Affairs will focus its recruitment efforts in areas with the greatest underutilization, with renewed emphasis on MSP managers and other leadership and supervisory positions which have a significant impact on hiring. Additional efforts will also be made to increase the representation among the Black and Hispanic populations, where Academic Affairs saw small net decreases in their numbers over the past year. We will work with campus HR and our units to devise outreach and recruitment strategies to assist us towards these goals.

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 has improved 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 fifth year of participation, Academic Affairs' response rate increased to 47% (our response rate has improved every year). Results of this year's survey indicate our employees are generally satisfied with their working environment, with overall satisfaction holding steady at 3.9 (out of 5), matching its highest level since we



started participating. Four 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” (4.3), “promotes a work environment where all people are welcomed” (4.1) and “active support of a diverse working environment” (4.1). Our employees also rated their supervisors highly (4.0 each) on the questions “gives me opportunities to develop new skills to support career advancement” and “supports my participation in training and education programs related to my job responsibilities.” 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.