

Academic Affairs Staff Affirmative Action Program Activities (2008-09) and Plan (2009-10)

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 he and his staff are active participants on campus wide committees and groups that regularly tackle EO/AA-related issues, including the HR Council, VC Affirmative Action Workgroup and Outreach Council. 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: Flexible Work Arrangements, FMLA Changes, UCSD Babysitting Resource, the ABC's of Staff Lay-offs, Career Compass and the UCSD Career Transitions Program. Similarly, 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. Meetings of both groups will continue throughout 2010.

Staff from the Divisional Deans' and other senior administrators' offices discuss the organization's commitment to equal opportunity and affirmative action at department and division meetings. SVCAA staff work with Assistant Deans, 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. Because campus recruiting efforts slowed dramatically this past year as a result of the University's worsening budget situation, we participated in fewer off-campus events and career fairs than in the past (five such events vs. our typical eight to twelve). We targeted our outreach efforts last year more towards particular ethnic or community groups, as well as veterans and people with disabilities. Even in this changed recruiting environment, we believe it imperative that we have continuous visibility in the community to support our outreach efforts. Academic Affairs has, however, shifted its strategic efforts towards "in-reach" – partnering across campus in support of professional development for our existing staff, with a focus on retention and succession planning.

The HR Analyst also serves on the UCSD Staff Association Executive Board, providing another vehicle to promote Academic Affairs campus wide. As a Board Member, she served 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's focus this year was on staff issues, and the HR Analyst served as co-chair of its subcommittee on this topic. The main charge of the subcommittee was 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 focused on how female staff can advance themselves; market themselves during these changing times, and take charge of their own careers. The conference also included a resource fair to acquaint attendees with UCSD work/life programs and career and professional development services. The conference was a huge success with over 500+ staff participants, in-person and via webcast. As a consequence of this success, the CSW will hold another Women's Conference in 2010 with the goal of making it an annual event.

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 and 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 on-going programs, with additional initiatives under 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. The program has provided mentoring to 36 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. This program is coordinated by the Academic Business Administrators' (ABA) Professional Development Committee, on which the HR Analyst serves as a consultant. In addition to coordinating the Mentorship Program, the committee provides advice on staff training and development efforts, focusing on Academic Affairs business officers. The committee meets monthly throughout the academic year, and is collaborating with Staff Education consultants to develop customized workshops for 2010. Possible workshop topics are organizational development, change management, mindful leadership and influence.

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, mini-internships and resumé assistance.

BOA participants' career paths are tracked after program completion and evidence thus far 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. A large percentage of the program's past participants have attained upward reclassifications and promotions, with six having been promoted into business officer positions. The BOA has been open for application campus-wide for the past two years, and Academic Affairs has been pleased to include participants from Health Sciences, Student Affairs and Marine Sciences (SIO).

Over the past couple of years, Academic Affairs experienced significant turnover in MSO positions, resulting in ten MSO recruitments during 2008. We anticipate fewer MSO retirements in the next several years as well as the possible consolidation of management positions for budgetary reasons; as a consequence we expect to fill significantly fewer MSO positions over the next couple of years than we have in the recent past. As a result, the Business Officer Academy is taking a one year hiatus and did not accept new applications for the program for 2010. (We will continue year 2 activities for the 2009 class, focusing on enhancing mentorship and internship opportunities, as well as providing customized training workshops. We are taking this opportunity to conduct an exhaustive review of the overall BOA program in 2010. We have assembled a Program Evaluation Review Committee, consisting of prior BOA committee members and participants, to review the overall BOA program (modules, application process, committee structure, eligibility criteria) with an eye towards reintroducing an invigorated an improved BOA in 2011.

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. We successfully placed a student apprentice in the Conflict of Interest Office this past year and expect to place two more in this same office in 2010. While interest in this program has thus far been fairly light, we will continue to promote it in 2010, especially as resources to hire permanent staff continue to diminish.

In Fall 2008 we launched UExplore, 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. Now in its second year, UExplore is presented in partnership with campus HR and UCSD Career Connection, and 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

Now in its second year, UExplore is open to employees in entry-level represented and non-represented classifications. Our application pool this past year was very diverse, with 42.3% of the applicants representing people of color (POC). We admitted a class of 23, of which 10 (43.4%) were POC. The selected participants work in a wide variety of functional areas in units across Academic Affairs. We were very pleased to again be able to assemble such a diverse group of participants, as we were in the program's first year. 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.

We unveiled a major new initiative in 2009 to establish a Fiscal Officers Advisory Group (FOAG) and Fiscal Contact group to support and develop programs for Academic Affairs employees working in the budget and fiscal areas. This initiative is modeled on our successful human resources contact group, but is more far-reaching, 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, proper adherence to protocols and compliance efforts, and developing a shared understanding of policies across Academic Affairs. 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 initiative will allow us to take steps forward to ensure best practices are adopted across our vice chancellor area, maximizing opportunities to accomplish more with less. The target employee group for this initiative is fully reflective of the diversity of staff in academic affairs, comprised of 85% women and 43% people of color.

The FOAG, consisting of fiscal and departmental managers from Academic Affairs, was established in winter 2009. The group joined forces with members of the SVCAA Resource Administration unit to outline a program, which includes forums for discussing and learning about issues, policies and procedures, training and development sessions related to financial responsibilities, and online management and analytic tools. Monthly Fiscal Contact Group meetings commenced in April 2009, and are open to fund managers, financial managers and financial assistants. Topics this past year included What's New in FinancialLink, Travel and Entertainment Updates, Fiscal Closing, Managing Your Permanent Budget, and Monitoring Funds Awarded Through the Federal Stimulus Package. Staff working in central offices such as accounting, travel, disbursements and OPAFS have been critical partners in the presentation of programs. Initial feedback from participants has been extremely positive, and meetings of both groups will continue in 2010.

Efforts have also been made to develop training programs for our large group of Academic Advising staff. The six college Deans of Academic Advising, in partnership with department staff advisors, Staff Education and Development, and University Extension, have designed the Academic Advising Training Certificate Program (AATCP) which, provides 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 consists 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.

This past year, a group of Academic Affairs Graduate Student Advisors (GradNet) organized a one-day conference to provide tools and resources to graduate coordinators. An inaugural mini-conference, "Surfing the Waves of Change" was held on August 31, 2009 with guest speaker, Bernadette Han, organization development consultant and trainer from UCSD Staff Education. Under the broader topic of "Individual Transition in Organizations," the mini-conference included two 40-minute break-out sessions with discussion topics such as Juggling

the Money: Making Sense of the Funding Circus, The Two R's: Recruitment and Retention, How to Be an Advisor Extraordinaire, and Building Community. Sixty-five Academic Affairs student affairs officers were in attendance. The planning committee received very positive feedback from attendees and additional sessions are planned for 2010.

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 28 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 53 staff members from Academic Affairs received SEOEP funds to assist them with tuition, book and related expenses for career development activities, a significant increase of 25 (89%) from the prior year. In addition, four departmental SEOEP proposals were funded for 2009-10 (Office of the SVCAA-Business Officer Academy, Office of the SVCAA-UExplore, Animal Care Training Program, and the Calit2 Training Program).

A total of 971 staff members from Academic Affairs units have now participated in UCSD Career Connection activities since its inception in 1996, increasing by 63 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 46 nominations received in 2009 for the campus wide Equal Opportunity/Affirmative Action (EO/AA) and Diversity Awards, Academic Affairs accounted for 12, an increase from the 9 nominations submitted last year. We will continue to promote this program in 2010, 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 Sonia Rosas, Student Affairs Officer in the Jacobs' School's Engineering Student Services (ESS) unit in recognition of her efforts working in support of diversity initiatives as they relate to engineering student organization. Sonia serves as advisor to the National Society of Black Engineers (NSBE), Society of Hispanic Professional Engineers (SHPE), and Society of Women Engineers (SWE), promoting participation by women and POC in engineering academic programs and the engineering career field. 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: This year the most notable data point in our annual report on the UCSD Career Workforce is that, for the first time, the overall workforce in Academic Affairs declined year over year (down 17, from 2,154 to 2,137). The number of new hires dropped 21% (from 275 to 218), while the number of separations dropped 12% (from 316 to 277). While the overall workforce declined by 17, the overall number of POC actually climbed by seven during the same period. Although the raw numbers are small, the relative improvement in the percentage of POC compared to white employees is worth noting. Our overall representation of female employees held steady from last year, at 60% of the total workforce. 44% of employment actions either met an affirmative action goal or diversified the workforce, a statistic which has held fairly constant over the last several years.

Breaking down the numbers further, the percentage of POC working in Academic Affairs overall increased from 34% to 35% during the past year, our highest percentage recorded. Our percentage of African-American employees climbed back to 4% of the workforce, after dropping to 3% last year, but is still low when compared with availability. Academic Affairs is doing relatively better with the Hispanic (12%) and Asian (18%) employee populations. For the PSS program alone, representation by POC also increased to its highest level, from 36% to 37%, while our representation of POC among MSP employees remained constant from last year at 19%. Representation of females in the PSS and MSP programs was little changed, increasing from 62% to 63% for PSS, while decreasing 40% to 39% in MSP.

We will attempt to build upon our progress this year, but it will be difficult given the on-going decline in recruitments, expected to continue at least through 2010. As mentioned previously, we are concentrating our efforts more on retention this year, which will of course include all key employee groups. In 2010 Academic Affairs will focus its recruitment efforts in areas with the greatest underutilization, with continued emphasis on MSP managers and other leadership and supervisory positions which have a significant impact on hiring. 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 annually participates in the Staff@Work Survey, an employee satisfaction survey that measures how employees feel about working at UCSD. In our sixth year of participation, Academic Affairs' response rate dropped slightly to 45% (it has been in a range of 43% to 47% the past four years). Of more note is the fact that ratings increased this year on 36 of the 52 questions, many to their highest points since our participation commenced, reflecting an improved perception of the work environment. One of these "high water marks" was achieved in the overall satisfaction question, which rose to 4.0 (out of 5).

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 ask about "fair treatment of people of all ethnic groups, cultures and backgrounds" (4.4 rating out of 5), "fair treatment of people of all sexual orientations" (4.4), "promotes a work environment where all people are welcomed" (4.3) and "active support of a diverse working environment" (4.2). Our employees also rated their supervisors highly (4.1 and 4.2 respectively) 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. We are especially interested to see if the difficult budgetary environment will translate into changes in the survey results this year.