

Academic Affairs Staff Affirmative Action Program Activities (2009-10) and Plan (2010-11)

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-Human Resources/Professional Development committee (HR/PDC). 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. 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 2011.

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.

The Office of the Senior Vice Chancellor this year charged the ABA HR/PDC with formalizing and expanding our diversity efforts as they relate to business officers and hiring managers, divided into three broad categories:

1. Developing standard language for tasks and KSAs that address responsibilities related to diversity, to be incorporated into every business officer's job card
2. Including at least one diversity-related question as part of the interview process for business officers and hiring managers
3. Ensuring that diversity efforts and achievements are acknowledged as part of the annual performance reviews of Assistant Deans, business officers and other hiring managers.

The ABA HR/PDC is gathering input on best practices from across campus in support of these efforts. The Office of EO/SAA has provided sample language for the first two items listed above, while Business and Financial services has developed detailed performance standards that Academic affairs is expected to adopt in support of item three. We are also developing an online performance evaluation tool that will utilize these standards and promote greater consistency in employee evaluations across our units. In addition, Academic Affairs is reviewing our Faculty Equity Advisor (FEA) program, to evaluate whether or not it would be worthwhile and cost effective for us to develop a parallel program on the staff side. The mission of the FEA program is to advance faculty diversity and excellence at UC San Diego by helping to remove barriers and ensure fairness in our policies and practices, and to facilitate an inclusive climate of advancement and growth for all faculty. Even if we decide not to develop a full-fledged staff equity advisor program, there are likely to be best practices that can be adopted from the FEA.

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. External outreach efforts remained at lower than normal levels this past year (due primarily to hiring freezes and other staffing reductions related to the poor budget climate), and we participated in fewer off-campus events and career fairs than in the past (six 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. However, 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 will continue to focus its strategic efforts towards "in-reach" – partnering across campus in support of professional development for our existing staff, concentrating on retention and succession planning.

In addition to the Office of the SVCAA, four Academic Affairs units participated in Community Outreach activities this past year - the Office of Graduate Studies, department of Philosophy and two units within University Extension (Digital Arts Center and English Language Institute). 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. 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.

Coordinated by the ABA HR/PDC, 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 42 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. In addition to coordinating the Mentorship Program, the committee provides advice on continuing education and professional development programs, specifically targeted towards Academic Affairs business officers. The committee meets monthly throughout the academic year, and collaborates with Staff Education

and other consultants to develop customized workshops. In 2011 we are planning on having two programs, one focusing on the business officer's role and responsibility as it relates to diversity, and another from among the topics of work/life balance, conflict management, organizational development and mindful leadership.

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 centers 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.

The BOA went on hiatus for one year so that we could conduct a comprehensive review to evaluate all aspects of the program. A Program Evaluation and Review Committee (PERC), consisting of past BOA participants and facilitators, was charged with making recommendations on how we might improve the BOA experience for all those involved. Upon completion of their review, the PERC issued a report to the Office of the SVC suggesting a number of program revisions, which have been adopted. The BOA will move from a twelve-month, calendar year program to a nine-month, academic year schedule, and will change from an annual program to one offered every two years. The organization of the program has also been revised to better integrate pre-training and module content into fewer sessions. By making more economical use of time, we believe these changes will increase the program's efficiency without sacrificing its effectiveness. A new program cycle began in fall 2010.

The Academy will continue to offer 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). Participants/graduates will be able to take advantage of the professional development programs that have been customized for business officers and described above. They 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 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. Of the 35 participants who have successfully completed the BOA thus far, 21 (60%) have attained upward reclassifications and/or promotions, with seven being promoted into business officer positions. The BOA has been open for applications campus-wide for the past three cycles, and Academic Affairs has been pleased to include participants from External & Business Affairs, Health Sciences, Marine Sciences and Student Affairs.

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. UExplore is presented in partnership with campus HR and UCSD Career Connection, and includes a series of half-day seminars that feature:

- Myers-Briggs Type Indicator (MBTI) personality sorter assessments and strategic career management tips based on type analysis
- 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 third year, UExplore is open to employees in entry-level represented and non-represented classifications. As in past years, the applicant pool for the program was very diverse, with at least 39% representing people of color (POC). We admitted a class of 19, of which 7 (37%) were POC. The selected participants work in a wide variety of functional areas in units across Academic Affairs. Feedback on the program, as evidenced by formal evaluations, continues to be extremely positive and UExplore, along with the BOA, has become a cornerstone of our career development efforts.

In 2009, we established the 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 was 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 continued budget cuts impacting the campus, the need to streamline administrative processes and eliminate inefficient workload has been ever-present. This initiative has allowed 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 reflects greater diversity than for all of Academic Affairs, comprised of 85% women (60% for all AA) and 43% people of color (35% for all AA).

The FOAG, consisting of fiscal and departmental managers from Academic Affairs, joined with members of the SVCAA Resource Administration unit to outline a program that 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. Like our HR Contact group, meetings include elements of information sharing, networking, training and professional development. Staff working in central offices such as Accounting, Budget, Travel & Disbursements and OPAFS

have been critical partners with us in the presentation of programs. Meetings of both groups will continue in 2011.

In fall 2010, we launched the Financial Management Academy (FMA), a 9-month training program with four main goals:

- Assist in the professional development of financial administrators and target their career advancement as a financial manager
- Broaden the base of financial knowledge of fiscal staff in Academic Affairs
- Teach concepts behind financial processes and requirements
- Prepare staff to confidently manage multiple fund sources and complex funding situations

The FMA is designed to supplement existing courses taught through Staff Education and Development, putting more emphasis on strategic thinking of financial operations. Through this framework of asking the “why” and “why not” of financial practices, FMA pushes its participants to develop the critical thinking skills necessary to carry out best practices. FMA is held monthly throughout the academic year, with half-day seminars taught by Academic Affairs financial officers and representatives from central financial offices, covering a broad spectrum of topics related to financial management and administration.

In its first year, 41 applications were submitted for the FMA, with at least 61% of the applicants representing POC. Nineteen staff members were accepted into the program, of which 63% were POC. The selected participants include financial assistants, specialists and fund managers working across Academic Affairs. This far, feedback from the participants and program instructors has been extremely positive, and we are optimistic that FMA will improve the bench-strength of our financial administrators and produce a competitive pool of next generation financial officers.

In an effort to duplicate our successes in the human resource and fiscal areas for student affairs, Academic Affairs established the Undergraduate Academic Advising Council (UAAC) in November 2010. The UAAC is composed of student affairs staff from the 6 undergraduate colleges, 25 academic departments and the academic programs that provide undergraduate academic advising services. The group meets monthly to exchange information, discuss relevant issues that affect academic advising, provide opportunities for professional development, share best practices, and solve problems that affect the provision of superior advising services. Over the course of the next year we will also consider whether or not a more formal training program would be beneficial to this employee group, and if so, how best to plan and implement it.

In fall 2010, Academic Affairs collaborated with the Health Sciences, Resource Management & Planning, Marine Sciences and Student Affairs vice chancellor areas to develop and present the Professional Staff Enrichment Program (PSEP) a professional development program for non-supervisory policy-covered staff employees in salary grades 2 through 5. This program was targeted specifically for this employee group, as they were among the hardest hit by employee

furloughs, salary reductions and increased workload last year. The PSEP provided these employees with a unique career development experience and a rare opportunity to network and interact with other staff from across campus facing work environments similar to their own.

The PSEP was a great success with over 300 staff employees in attendance. After a welcome from Chancellor Marye Anne Fox, the keynote address, *“Adapting, Succeeding and Thriving in the Workplace”* was presented by Sarita Maybin, a nationally known dynamic motivational speaker. During this seventy-five minute interactive presentation, participants learned how to stay motivated, respond to workplace challenges and rekindle passion for their careers. The second portion of the program highlighted the careers of four senior administrators at UCSD. The diverse set of panelists, representing four different VC areas, discussed their individual career paths, lessons learned, and offered tips and strategies for career advancement. Donna Mulcahy, Principal Personnel Analyst with Staff Education & Development, then presented *“Professional Development Resources -Tools You Can Use,”* providing information on campus resources for developing current job skills, attaining future career goals and for personal enrichment. Closing remarks were made by Penny Rue, VC Student Affairs.

We completed a survey after the event to obtain participant reactions and feedback. The overall reaction to the program content was very positive and participants agreed that the information provided was valuable and useful in their work. Although initially attended as a one-time program, we are exploring the possibility of organizing another PSEP for 2011.

The HR Analyst also serves on the UCSD Staff Association Executive Board, serving as a consultant to UCSD’s Committee on the Status of Women (CSW) and co-chairing its staff issues subcommittee. 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 subcommittee organized the second annual Women’s Conference in March 2010, *“Re/Defining the UC San Diego Woman: Striking the Balance,”* focusing on how female staff can take charge of their own careers while keeping a balance between professional and personal life. The conference also included a resource and vendor fair to acquaint attendees with UCSD work/life programs and career and professional development services. The conference had an audience of more than 600 participants, either in-person or via webcast. Another Women’s Conference is planned for 2011, and with the Chancellor’s support will now be an annual event.

Participation in Campus Programs: Academic Affairs continues to encourage all employees to take advantage of career development classes, programs and opportunities made available through Staff Education and via outside entities. In the past year, 70 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 29 staff members from Academic Affairs received SEOEP funds to assist them with tuition, book and related expenses for career development activities, a decrease of 18 (37%) from the prior year. Other VC areas did not experience a similar decrease in the number of individual applications or awards - and we will make greater efforts this year to encourage our employees to take advantage of this opportunity. Three departmental SEOEP proposals from Academic Affairs units were funded for 2010-11 (Office of the SVCAA-UExplore, Animal Care Training Program, and the Calit2 Training Program), similar to the number from past years.

A total of 1009 staff members from Academic Affairs units have now participated in UCSD Career Connection activities since its inception in 1996, increasing by 38 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), and Business Leadership Forum (BLF).

Of the 70 nominations received in 2010 for the campus wide Equal Opportunity/Affirmative Action (EO/AA) and Diversity Awards, Academic Affairs accounted for 22, a significant increase from the 12 nominations submitted last year and the most ever submitted from our area. We will continue to promote this program in 2011, with the goal of maintaining the number of nominations from Academic Affairs at this year's high level. From our nominations this year, six individuals and three groups were selected for recognition, also our most ever.

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 Gabriele Wienhausen, Associate Dean for Education in the Division of Biological Sciences. Since assuming her role as Associate Dean in 2007, Gabriele has shown a commitment to diversity that can be a model for others to emulate. She initiated a wide variety of programs for outreach to both undergraduate and graduate students, and worked with the Division's faculty equity advisor to transform the way that faculty search committees think about diversity. She has built diversity awareness into TA training, the Division's Postdoctoral Fellow Leadership Development Initiatives, and graduate student outreach efforts. The latter have resulted in a 300% increase in under-represented minority students who elect to attend UCSD for their graduate education in Biological Sciences in the last two years.

Selection and Monitoring:

Workforce Statistics: For the second consecutive year the overall workforce in Academic Affairs declined (down 90, from 2,137 to 2,047). This drop is even larger than the one experienced last year, which was the first ever recorded. The overall number of POC declined by 21 last year, representing 23% of the total drop, and less than their overall workforce representation of 35%. Although the raw numbers are small, this relative difference is worth noting. Our overall representation of female employees held steady from last year, at 60% of

the total workforce. A notable achievement last year is the fact that 49% of employment actions either met an affirmative action goal or diversified the workforce, a significant 5% increase from the prior year, and at its highest level since this statistic has been tracked.

Breaking down the numbers further, the overall percentage of POC working in Academic Affairs held steady at 35%. Our percentages of African-American and Hispanic employees also remained at last year's levels, but are still low when compared with availability. Academic Affairs continues to do well with our representation of Asian employees, which rose to 19%, its highest level ever. For the PSS program, representation by POC remained at 37%, while our representation of POC among MSP employees grew from 19% to 20%. Representation of females in the PSS and MSP programs was little changed, decreasing from 63% to 62% for PSS, while holding steady at 39% in MSP.

Total hires (new hires plus promotions) continued a multi-year decline, down another 23% from the prior year (from 288 to 223), and down 54% from our peak in 2006. These declines will have an impact on our ability to improve upon these statistics in the coming year, especially as it relates to external recruiting. As mentioned previously, we are concentrating our efforts more on retention and "in-reach," which will of course include all key employee groups, and hope to improve our representation numbers via internal actions (promotions and reclasses). We will focus our 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 seventh year of participation, Academic Affairs' response rate increased from 45% to 48%, our highest participation rate recorded. We noticed a decrease in ratings this year on 30 of the 53 questions with the lowest ratings and largest declines in questions relating to "satisfaction of total compensation, including salary and benefits" (from 2.9 to 2.5, out of 5) and "my department has adequate staffing to handle our workload" (3.2 to 2.9). While unfortunate, these lower ratings were not unexpected, given the perceived effects on employee morale of last year's furlough program, salary reductions,

workload increases and general employment uncertainty related to the University's budget situation.

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" (4.2) and "active support of a diverse working environment" (4.1). Our employees also rated their supervisors highly (4.0 and 4.1 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 ongoing difficult budgetary environment will translate into more changes in the survey results this year.