

Academic Affairs Staff Affirmative Action Program Activities (2010-11) and Plan (2011-12)

Dissemination and Training of EO/AA Policy:

The Academic Affairs equal opportunity/affirmative action (EO/AA) plan emphasizes a collaborative relationship between the Executive Vice Chancellor (EVC), academic Deans and managers of other operating units with Academic Affairs. The plan focuses on education and outreach, with a strong focus on information sharing, training and professional development. Our programs target a wide audience of faculty and staff, from Deans to business officers and managers to entry-level staff. Through the breadth of our efforts, we encourage local accountability, good decision-making, open communication, and cultural diversity.

Information and training is disseminated in a variety of ways, including regular meetings sponsored by the Office of the EVC for faculty, managers and personnel in charge of human resources, financial administration and student services. Under the leadership of the EVC, Academic Affairs has a number of advisory and other staff groups through which information is shared:

- Asst Deans and Academic Business Administrators (ABA) groups
- Human Resources Advisory and Contact Groups
- Fiscal Officers Advisory and Contact Groups

The efforts of these groups include sharing best practices and promoting issues of affirmative action, and they have been key partners in identifying local strategies to meet our diversity goals. As part of Academic Affairs' culture of collaboration and local empowerment, they work in partnership with staff in the Office of the EVC to design, implement and participate in, and sometimes lead, our diversity initiatives. Through these cumulative efforts, we hope to achieve a workforce makeup that mirrors the availability in the population.

Staff from the Office of the EVC also participate on campus wide committees and groups that regularly address 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.

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.

Last year, the Office of the Executive Vice Chancellor charged the ABA HR/PDC with formalizing and expanding our diversity efforts as they relate to business officers and hiring managers. After soliciting input on best practices from the Office of EO/SAA, Business and Financial Services, and other offices from across campus, we implemented:

- Standard language for tasks and criteria statements about knowledge, skills, and abilities that address responsibilities related to diversity for integration into every business officer's job card. Language is incorporated as job cards are written or updated.
- A set of sample interview questions for inclusion in interviews for business officers and other managers. These questions are intended to evaluate a candidate's commitment to and experience with workplace diversity. The questions were distributed to all business officers and human resources personnel and are available on the Academic Affairs staff human resources website.

Building on these improvements to the selection process, we will next evaluate the applicant flow process. We want to ensure that the diversity of the applicant pools carries forward from the time of referral to the time of hire.

For MSP recruitments, Academic Affairs expects that units develop a recruitment plan for these 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. To enhance our focus on enhancing workforce diversity for these managerial positions, we target adopting an additional requirement wherein all applicants must provide a statement outlining their experiences and accomplishments in diversity and their plans for improving that climate at UCSD, once here. We hope to coordinate efforts with central HR to implement this in the near future.

Academic Affairs also took steps this year to enhance and improve the annual performance appraisal process. We adopted VC-wide performance standards that contain detailed descriptions and examples of job values and work principles. We also piloted an online performance appraisal tool to replace the paper-based appraisal process. In its first year of use, approximately 350 employees across 17 departments used the interface to complete their performance appraisals. Initial feedback has been very positive, and we will roll out an enhanced tool for widespread use in 2012. Both initiatives promote greater consistency in the conduct of employee evaluations across our units.

Individual staff members, both in the Office of the EVC and across departments in Academic Affairs, participated in external outreach efforts in 2011. The EVC HR Analyst who serves on the UCSD Outreach Council attended four off-campus events and career fairs this past year. This number continues to decrease (from six in 2010 and ten in 2009) due to reduced numbers of recruitments as a result of administrative consolidations and a general reduction in the size of the overall staff workforce. However, even in this changed recruiting environment, we believe it important to have continuous visibility in the community. Looking ahead, we will continue to target our external outreach efforts to ethnic and community groups, veterans, and people with disabilities

In addition to the Office of the EVC, five Academic Affairs units participated in Community Outreach activities this past year – Division of Social Sciences, Rady School of Management, Institute for Neural Computation, Center for Research in Language, and Office of Graduate Studies. We will encourage additional units to participate in these valuable activities over the coming year. It is difficult to accurately measure the impact of these efforts because current tracking tools only allow applicants to select one option as their source of where they learned about job openings. However, based on anecdotal evidence, we believe that these efforts have improved our visibility with underutilized populations.

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. As part of the annual performance appraisal process, supervisors are expected to develop career development and training plans with their employees. By holding this as a standard, Academic Affairs promotes the professional development of all staff.

Programmatically, the EVC HR unit is charged with the creation and implementation of career development programs, which are an integral part of our efforts to retain high performing staff and support our succession planning efforts. Our body of staff enrichment programs now includes:

- ABA Mentorship Program
- UExplore
- Financial Management Academy (FMA)
- Business Officer Academy (BOA)

Program descriptions are detailed in the addendum to this report. Status updates are provided here:

Since its inception, ABA Mentorship Program has provided mentoring to 44 business officers. In the past year, two new business officers were hired and successfully paired with more senior managers. In the year ahead, we will conduct a comprehensive survey to evaluate the value of this program and identify opportunities to improve the experience.

In the 2010-2011 academic year, UExplore took a one-year hiatus but will be offered again in 2012-2013. Past participants have worked in a wide variety of functional areas in units across Academic Affairs and represent a diverse population, with at least 42% (28 employees) of its participants representing people of color (POC). This program has been successful in providing professional development resources to these employees. Of UExplore's 67 participants, a total of 22 (36%) have attained upward reclassifications and/or promotions, with 11 of those representing POC. This statistic is significant in that it shows that a higher proportion of the POC in UExplore (39%) had career advancement than its non-POC population (28%).

After completing a successful first year, the FMA took a hiatus in 2011-2012 and is being evaluated for future offering. As openings arise for Academic Affairs financial managers, the FMA's 19 participants will be competitive for those placements.

After going on hiatus for one year, the Business Officer Academy (BOA) returned September 2010. Those who have gone through the Academy are finding success in advancing their careers, either through promotion, reclassification or transfer to new positions throughout UCSD. Of the 45 participants who have successfully completed the BOA, 27 (60%) have attained upward reclassification and/or promotion, with nine being promoted into business officer positions. The BOA is open for application campus-wide, and Academic Affairs has includes participants from External & Business Affairs, Health Sciences, Marine Sciences and Student Affairs.

Looking ahead, the BOA program committee considered how the Academy should evolve, and recommended that a new training program targeting functional unit managers replace it in the short term. On-going budget reductions have necessitated administrative consolidation of a number of units, resulting in larger departments and fewer business officer positions. A by-product of this restructuring is the creation of more functional unit head positions (fiscal, student affairs, etc.), requiring stronger management and supervisory skills, knowledge of inter- and intra-organizational relationships, and the

ability to effectively communicate and problem-solve across functional areas. Academic Affairs is in the process of developing this new program, whose structure will be similar to the BOA, with a target implementation date in fall 2012. Our hope is that this training program will mirror the success of UExplore, FMA, and BOA in cultivating strong managers and supervisors, spreading the use of best practices, and developing a strong pool of high-quality professionals ready to take on leadership roles in the University.

In addition to coordinating staff training and development programs, the Office of the EVC supports professional development initiatives spearheaded by the ABA Human Resources/Professional Development Committee (HR/PDC), Undergraduate Academic Advising Council (UAAC), and UCSD's Committee on the Status of Women (CSW).

In 2011, the ABA HR/PDC partnered with VC Health Sciences and the Medical Center to host an interactive presentation addressing issues of diversity and combating bias in the workplace. The presentation was delivered by Life Theatre Services, an Emmy Award winning production group that uses theater as a forum to reflect the challenges that face faculty and staff members of both genders and all races, cultures and lifestyles as they navigate today's multi-ethnic workplace. Participants in the workshop observed familiar concepts played out in live dramatizations and then had the opportunity to speak directly to the characters in the dramatizations. Through interactive discussion between the characters and the audience, the attendees were able to share their opinions and ask questions in a safe environment. Of the 286 business officers, department chairs, managers, and supervisors that attended the workshop, 72 were from Academic Affairs. Feedback gathered informally from attendees was very positive, and the ABA HR/PDC is exploring additional one-time training programs to address similar critical issues for business officers.

The UAAC Training and Professional Development Committee met with the Director of Staff Education and Development in 2011 to identify possible training and professional development programs for the UAAC constituency. Several years ago, Staff Education collaborated with the six college Deans of Academic Advising and department staff advisors on the Academic Advising Training Certificate Program (AATCP), which was designed but never implemented. The committee determined that the best course of action moving forward was to survey UAAC members to formally query their training needs and preferences. In December 2011, a 10-question survey was administered to assess those needs. The results of the survey will be evaluated in January 2012 to inform future professional development initiatives.

An EVC HR analyst serves on UCSD's Committee on the Status of Women (CSW), which hosted its third annual Women's Conference in March 2011 with the theme: "Re/Defining the UC San Diego Woman: Marketing Yourself." The goal of this year's conference was to address a perceived need for attendees to learn about proven strategies and effective tools to determine and fulfill professional aspirations; establish personal brand identity; and share valuable experiences and the benefits of dedicated networking opportunities. The conference also included a resource and vendor fair to acquaint attendees with UCSD work/life programs and career and professional development services. Always immensely popular, this year's conference drew an audience of more than 650, either in-person or via webcast. The Office of the EVC will continue to have a representative on CSW to ensure a strong presence for Academic Affairs in the development of the 2012 Women's Conference.

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 elsewhere. In the past year, 19 additional Academic Affairs staff members attended the Diversity Education program offered through Staff Education. Departments are routinely encouraged to send their new supervisors and staff 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 approximately \$11,000 in Staff Enrichment Equal Opportunity Program (SEOEP) funds to assist them with tuition, book and related expenses for career development activities. This represents a slight decrease (of one) from the prior year. One departmental SEOEP proposal from Academic Affairs was also funded for 2010-11 (Animal Care Training Program).

A total of 1129 staff members from Academic Affairs units have now participated in UCSD Career Connection activities since its inception in 1996, increasing by 120 (12%) during the past year. This is almost three times as many new participants as last year and reflects the strong desire of staff for professional development opportunities. Academic Affairs staff members are also 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).

This year, Academic Affairs submitted 8 of 48 nominations (17%) for the campus wide Equal Opportunity/Affirmative Action (EO/AA) and Diversity Awards. While this is a decrease from the number submitted last year (12), all 8 nominations from Academic Affairs were selected for recognition by the Chancellor—the most of any VC area and 44% of the campus total (18). This attests to the quality of the nominations put forward by our VC area. We will continue to promote this program in 2012, with the goal of maintaining or increasing the number of quality nominations from Academic Affairs.

As part of the annual campus wide EO/AA and Diversity Awards program, the EVC recognizes a unit or individual in Academic Affairs for their contributions to diversity, equal opportunity, and affirmative action. This year's recipient was the Jacobs School of Engineering Excellence Search Committee, for its efforts advancing contributions to diversity in faculty recruitment. In fall 2010, the Jacobs School designated one of its faculty positions for the recruitment of an excellent faculty member who had already demonstrated strong contributions to increasing diversity in science and engineering and who would help shape and expand the School's diversity initiatives. The Search Committee designed a process to yield strong candidates in both research and contributions to diversity. As a result, the School was able to hire three outstanding candidates in three different departments, including the first African-American faculty member in Engineering. The appointment of faculty who are champions of diversity has an enormous impact in promoting fairness in the workplace, celebrating cultural differences, and promoting UCSD's Principles of Community.

Selection and Monitoring:

Workforce Statistics: Last year, the overall career workforce in Academic Affairs declined by 54 (from 2,047 to 1,993), continuing a three year trend. Since 2008, Academic Affairs career workforce has declined by 161 employees, or 7.5%. The overall number of POC declined by 11 last year, representing 20% of the total drop, but less than their overall workforce representation of 36%. Although the raw numbers are small, this relative difference is worth noting. Of the 362 placements in 2011, 47% either met an affirmative action goal or diversified the workforce, down slightly from 2010. Our overall representation of female employees remained at 60%, a percentage which has held steady for 5 years.

The number of new hires increased slightly from last year (189 vs. 178) but is still far below our peak level of 318 in 2007. 36% of our placements were hired via internal recruitment, the highest level in 5 years. Total hires (new hires plus promotions) increased by 34% (from 223 to 299). Altogether, these numbers reflect a small increase in hiring in Academic Affairs compared to last year, with a greater proportion of the employment activity coming from internal promotions. On one hand, the increase in promotions may be attributed to the effectiveness of our retention and “in-reach” efforts. However, the increase in the number of hires is nominal and should not be considered a reversal of the recent trend without reinforced confirmation from future data.

Breaking down the numbers further, the overall percentage of POC working in Academic Affairs rose to a 5-year high of 36%. The percentages of Asians and American Indians remained at last year’s levels, while the percentage of Hispanics increased 1% (to 13%) and Blacks decreased 1% (to 3%). For the PSS program, representation by POC remained at 37% and representation by women increased by 1% (to 63%). A notable achievement is the 4% increase in the representation of POC among MSP employees, bringing the percentage to a historical high of 24%. Within the MSP program, there were increases of 1% each in the representation of Hispanic and Black employees and an increase of 2% of Asian employees. Although these increases appear nominal, the raw numbers show a doubling of the population of Black MSP employees (from 3 to 6) and about 30% increases each for Asian (from 34 to 43) and Hispanic (from 10 to 13) employees.

The consistent decline of our total workforce numbers has an impact on our ability to improve upon these statistics in the coming year, especially as it relates to external recruiting. We hope to maintain, at the least, a steady growth of our numbers by continued retention and in-reach efforts, which will include all key employee groups. To boost our applications from underutilized populations, we will undertake discussions with department managers and central human resources to determine our key focus recruitment areas.

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 Dean and HR Advisory Group meeting. 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 real-time data is now accessible to departments directly via a web-based application which makes monitoring our efforts and success in this area much easier.

Academic Affairs Climate and Culture: To help gauge workplace climate, Academic Affairs participates in the UCSD’s annual Staff@Work Survey, an employee satisfaction measurement tool that gauges employee sentiment with 53 questions across four dimensions (employee, supervisor, leadership and department). In our eighth year of participation, Academic Affairs’ response rate increased from 48% to 55%, a phenomenal one-year increase and our highest participation rate yet. Ratings on 4 of the 53 questions increased from 2011, 17 decreased, and 32 remained steady. Our mean score is higher than the overall UCSD score on 40 of 53 questions. However, 9 out of 11 questions in the supervisor effectiveness dimension decreased. We will work in 2012 to try to investigate the cause of this drop and implement remedies aimed at reversing it.

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” (4.3 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 4.3 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.

Vice Chancellor Equity, Diversity and Inclusion: In early 2011, following campus and community consultation, UCSD announced plans to establish the position of Vice Chancellor for Equity, Diversity and Inclusion (EDI) and to conduct a national search for an experienced leader to guide our diversity initiatives. Reporting to the EVC-Academic Affairs and with an indirect reporting relationship to the Chancellor, the VC EDI will have direct responsibility for a range of diversity offices and activities for faculty, staff and students. We expect the position to be filled in early 2012.

The decision to establish the VC EDI position within Academic Affairs will ensure greater collaboration among faculty, staff, and student diversity offices, programs and initiatives. Prior the hiring of the VC EDI, the campus community centers (Cross-Cultural, Women’s and LGBT Resource Centers), have been moved organizationally from the Chancellor’s office to Academic Affairs and we have spent the past several months integrating those units into our VC area. We believe this integration will serve Academic Affairs and the broader campus well once the VC EDI is on board, and allow for enhanced efforts in the broad areas of diversity. We expect to have more to report on these initiatives in next year’s report.

Addendum – Academic Affairs Advisory Groups, Training and Development Programs

Academic Business Administrators (ABA) Mentorship Program– A staff enrichment program that pairs experienced UCSD managers from academic departments and units and central administration 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. (Launched 2004)

Academic Business Administrators Human Resources Professional Development Committee (ABA HR/PDC) - An advisory committee representative of the various units reporting to the EVC to facilitate professional development for academic business officers and to provide feedback and consultation to the EVC and the Assistant Vice Chancellor, Human Resources, regarding issues relating to Human Resources policies and procedures.

Business Officer Academy (BOA) - A nine-month staff enrichment program launched in 2005 that 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 features 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). (Launched 2005)

Financial Management Academy (FMA) - An eight-month staff enrichment program designed for finance professionals and intended to supplement existing courses taught through Staff Education and Development. The FMA emphasizes strategic thinking for financial operations, teaching them the concepts behind financial processes and requirements. (Launched 2010)

Fiscal Officers Advisory Group - Comprised of lead financial managers from each academic division and major unit, members meet regularly to discuss financial policies and procedures and provide recommendations on training and development programs related to financial management and online and analytic tools. (Launched 2009)

Fiscal Contact Group - Comprised of financial services representatives from each academic division and major unit, members meet regularly to ensure consistency in financial procedures and proper adherence to protocols and compliance efforts. (Launched 2009)

Human Resources Advisory Group - Comprised of lead human resources representative from each academic division and major unit, members meet regularly to serve as a sounding board for new policies and procedures that could be initiated in Academic Affairs and to identify, develop and implement strategies to effectively inform department administrators about issues pertaining to EO/AA . (Launched 2001)

Human Resources Contact Group - Comprised of human resources representatives from each department/unit, this group meets regularly to discuss general good business practices and promote the UCSD Principles of community. 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 as 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. (Launched 2001)

UExplore - A nine-month staff enrichment program launched in 2008 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. (Launched 2008)

Undergraduate Academic Advising Council (UAAC) – Comprised of student services representatives, members meets regularly to discuss campus issues related to undergraduate advising, share best practices, network with colleagues and develop leadership skills. (Launched 2010)