

Academic Affairs Staff Affirmative Action Program Activities (2011-12) and Plan (2012-13)

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:

- Assistant Deans and Academic Business Administrators (ABA) groups
- Human Resources Advisory and Contact Groups
- Fiscal Officers Advisory and Contact Groups
- Student Affairs Undergraduate Academic Advising Council and Organization of Department and Program Advisors

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, these groups 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.

EVC staff participate in 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 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 on areas with underutilization. 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.

This past year, the VCAA HR Contact served on the Equal Employment Opportunity Staff Advisors Advisory Committee, charged with designing a pilot program intended to improve upon the

selection process of higher PSS level and MSP employees. Academic Affairs participated in this committee to identify ways to carry forward the diversity of the applicant pools from the time of referral to the time of hire. The implementation date of the program has not yet been finalized.

For MSP recruitments, Academic Affairs expects that units develop a recruitment plan for 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 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 workplace climate at UCSD, once here. We initiated discussions with central HR to consider this for future implementation.

After piloting an online performance appraisal tool last year to replace the paper-based process, Academic Affairs rolled out an enhanced tool for widespread use in 2012. This tool adopts VC-wide performance standards that contain detailed descriptions and examples of job values and work principles. In its second year of use, approximately 454 employees across 31 departments used the interface to complete their performance appraisals. This represents a 30% increase in the evaluations completed using the tool and an 82% increase in the number of departments that participated. This initiative promotes 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 2012. The VCAA HR Contact who serves on the UCSD Outreach Council attended one off-campus recruitment event this past year. This number continues to decrease (from four in 2011 and six in 2010) 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, six Academic Affairs units participated in Community Outreach activities this past year – Calit2, Chemistry and Biochemistry, Division of Social Sciences, Office of Graduate Studies, Physics and University Extension. 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)
- Leadership Academy for Functional Managers (LAFM)

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

Since its inception, the ABA Mentorship Program has provided mentoring to 46 business officers. In 2012, two new business officers were hired and successfully paired with more senior managers. In the past year, we conducted a comprehensive survey to evaluate the value of this program and identify opportunities to improve the experience. The results indicate that a majority of the mentees feel that the Program does an excellent job of helping them gain experience and insight into their new job and finding peer support, and they would recommend it to their colleagues. The comments that respondents shared about the survey reinforced that mentors have been great resources and that the program structure is a contributing factor to the success of mentor-mentee relationships.

After taking a one-year hiatus in 2010-11, UExplore was offered again in 2012-13. Past participants have worked in a wide variety of functional areas in units across Academic Affairs and represent a diverse population, with at least 44% (38 employees) representing people of color (POC). This program has been successful in providing professional development resources to these employees. Of UExplore's 87 participants, a total of 31 (36%) have attained upward reclassifications and/or promotions, with 14 of those representing POC. This statistic is significant in that it shows that a higher proportion of the POC in UExplore (37%) had career advancement than its non-POC population (35%).

The Financial Management Academy (FMA) completed its first year in 2010-2011, with 63% (12 employees) representing POC. Since then, eight (42%) of its 19 original participants have attained upward reclassifications and/or promotions, with of those representing POC. This statistic is impressive because a higher proportion of the POC in FMA (50%) had career advancement than its non-POC population (29%). It is clear that as openings have arisen for Academic Affairs financial managers, FMA's participants have been competitive for those placements.

Although it has been on hiatus for the past two years, graduates from the Business Officer Academy (BOA) continue to find 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, 32 (71%) have attained upward reclassifications and/or promotions, with nine representing POC. This is 64% of the total POC (14) who have completed BOA, a commendable statistic as it is highest rate of advancement of a POC population for our staff enrichment programs.

Within the non POC population, 74% have advanced in their careers via upward reclassifications and/or promotions.

In fall 2012 Academic Affairs launched its newest professional development program, the Leadership Academy for Functional Managers (LAFM). LAFM accepted 12 staff members for its inaugural class, with 50% representing POC. With a growing number of larger-sized units resulting from administrative consolidations, effective functional managers must possess strong management and supervisory skills, knowledge of inter- and intra-organizational relationships, and the ability to effectively communicate and problem-solve across all functional areas. LAFM employs the Leadership Pipeline theory and emphasizes case studies, small group discussions, role play and formal group presentations to help new/existing functional managers work more effectively with each other and the MSO for the optimal functional of the department/unit. 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 2012 the ABA HR/PDC partnered with the Office of the EVC to host two workshops for its business officers and senior human resources managers:

- National Conflict Resolution Center: Strategies for Managing Conflict in the Workplace
- Transforming Uncertainty into Positive Change

These workshops taught real-time strategies for proactively managing conflict and transforming stress, resistance, fear and negativity towards forced change. These concrete techniques support our managers in creating more success, happiness and well-being in the midst of change. 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.

In December 2011, a 10-question survey was administered by the UAAC Training and Professional Development Committee to assess the training needs and preferences of its constituency. Based on the results of the survey, the UAAC organized a series of 6 workshops focused on virtual advising, counseling and conflict resolution, ethical and legal issues in advising and ISIS training. The workshops were well-attended, and the UAAC is evaluating the survey results to determine future training opportunities.

An EVC HR analyst serves on UCSD's Committee on the Status of Women (CSW), which hosted its fourth annual Women's Conference in March 2012 with the theme: "Re/Defining the UC San Diego Woman: Keeping the Momentum." The goal of this year's conference was to inspire its attendees to have the gumption and grace to take their careers from successful to extraordinary. 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 2013 Women's Conference.

Participation in Campus Programs: Academic Affairs encourages all employees to take advantage of career development classes, programs and opportunities made available through Staff Education and elsewhere. In the past year, 15 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 30 staff members from Academic Affairs received approximately \$14,500 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 increase (of two) from the prior year, but a 32% increase in the dollar value of funds awarded. The number of groups requesting and receiving SEOEP funding also increased, growing from one proposal to four and from approximately \$10,000 to \$17,000. The increase in awards for both individuals and groups is a positive indicator that employees will partake in training activity to further their professional development and assist in career advancement.

A total of 1206 staff members from Academic Affairs units have now participated in UCSD Career Connection activities since its inception in 1996, increasing by 77 (7%) during the past year. This is less than last year's increase of 12% but still more than double the prior year's 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 Culturally Competent Management Program, Professional Development Program, Middle Management Advance, Management Skills Assessment Program (MSAP), Business Officer Institute (BOI) and Business Leadership Forum (BLF).

This year Academic Affairs submitted 36% (19) of the 53 nominations for the campus wide Equal Opportunity/Affirmative Action (EO/AA) and Diversity Award, more than doubling last year's percentage. This statistic is notable when comparing it to the campus' overall 10% increase in total nominations received. Of the 10 nominations selected for recognition by the Chancellor, 6 were from Academic Affairs—the most of any VC area for the second year in a row. This attests to the quality of the nominations put forward by our VC area. We will continue to promote this program in 2013, 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 Robert Arnold, Director of UCSD's Mathematics Diagnostic Testing Project, for his efforts in promoting math and science to underrepresented students in regional elementary, middle, high school and community colleges. He is responsible for establishing the San Diego Math Circle. Since 2003, the program has grown from an initial cadre of

half dozen students to one of the largest math circles in the national where more than 200 elementary, middle, and high school students meet every Saturday morning to broadly explore challenging areas of mathematics with real mathematicians. Robert has also worked with SAIC, NDIA, ESET, San Diego Supercomputer Center to establish the San Diego Mayor's Cyber Cup for high school and middle school students to compete in computer security, assurance, and forensics competition where students apply their knowledge of computer networks in a real-world environment to protect computer systems from internal and external attacks. Hundreds of students from throughout southern California have participated in this event. Robert also coordinated two other math and science focused competitions (San Diego High School Honors Mathematics Contest and MATHCOUNTS) that brings hundreds of middle school and high schools to UCSD. Robert was also instrumental in establishing the San Diego Area Intersegmental Mathematics Articulation conference, which has met annually since 2006 to discuss mathematics curricular and instructional issues for the nine regional community colleges. Robert is an incredible UC San Diego ambassador who has had a strong impact on diverse populations of young people.

Selection and Monitoring:

Workforce Statistics: Extending our recent trend to four years, last year Academic Affairs once again saw a reduction in its overall career staff workforce. This year's decrease of 19 brings our cumulative reduction to 180 since 2008, representing an 8.4% drop. During this same period, the campus saw overall growth of 3.8%, or 475 positions. Despite this continued limited recruiting environment, however, Academic Affairs held steady in representation of women in the workforce (60%) and saw significant gains in the representation of people of color (POC), up 3% to 39%.

Breaking down the POC statistics, the overall gain as a percentage of the workforce was fueled by an increase of 52 staff (7.3%), from 710 to 762, despite the drop in the overall number of staff. Both the PSS and MSP programs reached new highs for POC representation, 40% and 27% respectively. Of 378 total job placements in 2011-12, 51% either met a goal or diversified the workforce, the first time we've exceed the 50% threshold for this measure. Of particular note is the fact that for POC, their percentage of new hires (42%), promotions (40%) and reclassifications (51%) all significantly exceeded their percentage of separations (33%). These figures illustrate that Academic Affairs has not only succeeded in increasing staff diversity by recruitment, but also via advancement and retention. And our emphasis on increasing diversity of our MSP population continues to show positive results. While our total number of MSP positions has decreased 2.1% (from 240 to 235) over the past four years, the number of POC in those positions increased 42% (from 45 to 64) during that same period. This has raised the MSP representation of POC in Academic Affairs significantly, from 19% to 27%, outpacing total campus growth from 21% to 25%.

While it's too soon to draw certain conclusions from these figures, it may be that Academic Affairs is at or near a point of "critical mass," where the proliferation of POC throughout the organization creates an environment that allows diversity efforts to become more self-sustaining. Future progress and improvement in our representation numbers may help confirm this supposition. In the meantime, however, our efforts will continue to focus on areas with the greatest underutilization. Although this year we saw progress across all employee groups, our representation of both Black and Hispanic employees still lags workplace availability in more than half of the job groups tracked. We must strive to increase these numbers such that our workforce is more reflective and

representative of our community. As always, we will emphasize the recruitment and advancement of POC into MSP and other leadership and supervisory positions, which have a significant impact on hiring.

Following our annual EO/SAA progress briefing with campus HR, we review current Academic Affairs' affirmative action issues, efforts and activities at both an Assistant 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.

Academic Affairs Climate and Culture: To help gauge workplace climate, Academic Affairs participates in 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 ninth year of participation, Academic Affairs' response rate increased once again, from 55% to 59%, reaching another high water mark. Ratings on 18 of the 53 questions increased from 2011, 2 decreased and 23 remained steady. Four of the questions showed statistically significant improvement: "overall satisfaction," "my department has adequate staffing," "the amount of stress associated with my job is appropriate for my position" and "satisfied with my total compensation, including salary and benefits." Last year we noted that ratings on 9 out of 11 questions in the supervisor effectiveness dimension had decreased from the prior year. That trend reversed in 2012, as 7 of the 11 questions in the supervisor dimension increased, with the other 4 holding steady. On 40 of 53 questions surveyed, Academic Affairs rating is higher than the overall campus average.

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" (4.1) and "active support of a diverse working environment" (4.1). For all four of these questions, Academic Affairs' rating exceeded the campus average. 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.

Vice Chancellor Equity, Diversity and Inclusion: In fall 2012, following a comprehensive nationwide search, the Chancellor announced the appointment of Linda S. Greene as UC San Diego's first Vice Chancellor for Equity, Diversity and Inclusion (VC-EDI). VC-EDI Greene joined the campus in January 2013 and leads the development of a diversity strategic plan for UC San Diego. This work will be integrated into the campus' overall strategic planning effort and will provide an important foundational element in furthering UCSD's academic mission.

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)

Leadership Academy for Functional Managers - A nine-month staff enrichment program launched in 2012 designed to help new and existing functional managers understand their leadership role and enhance their ability to work effectively with other functional managers and the MSO for the optimal functional of the department/unit. LAFM employs the Leadership Pipeline theory and emphasizes case studies, small group discussions, role play, and formal group presentations as part of its curriculum. (Launched 2012)

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)