

## **Academic Affairs Staff Affirmative Action Program Activities 2005-2006 and Plan 2006-2007**

### **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.

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. These groups review relevant University policies and campus procedures and discuss strategies for implementing the 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: How to Make a Successful Job Offer, Flexible Work Arrangements for Staff, FMLA, ABC's of Staff Layoffs and On-Line Workforce Report applications. Sessions will continue throughout 2007.

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 departments/units informed and up to date about the campus affirmative action program as a whole, and that of Academic Affairs in particular. In 2007 staff from the Office of the SVCAA will work with this group to develop and maintain unit-specific diversity/outreach programs for their respective areas.

Staff from the Divisional Deans' and other senior administrators' offices discuss the organization's commitment to equal opportunity and affirmative action at departmental and division meetings. SVCAA staff will continue to work with business officers and representatives from all Academic Affairs units to explore campus and system wide resources to leverage informational and instructional materials in the EO/AA arena. Efforts to engage departments in brainstorming and problem solving to identify local strategies and to develop a sense of local empowerment will also continue.

In the past year 26 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. Academic Affairs continues to support employee participation in career

development classes and programs offered both through Staff Education and via outside entities. Training is encouraged for all Academic Affairs employees including women, people of color, covered veterans and people with disabilities. Last year 36 staff members from Academic Affairs applied for SEOEP funds to assist them with tuition, book and related expenses for career development activities, with 23 of the applications selected for funding. In addition, two of four departmental SEOEP proposals were funded for 2006-07 (Extension – “On-Line Learning: The Essentials” and Animal Care Program – “Animal Care Training Program”).

**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 are responsible for staff diversity efforts in their area, but we feel that extra efforts are warranted for our focus recruitment areas, especially MSP level positions. For MSP and other key positions, department hiring managers are expected to work closely with campus HR’s Professional Recruitment & Community Outreach Manager to design recruitment plans that will attract qualified applicants to positions, with a focus on enhancing workforce diversity.

As reported in our 2005 Staff Diversity Plan to the Chancellor, Academic Affairs will also develop a web-based tool for units to provide SVCAA with a recruitment plan for all MSP level vacancies prior to job posting. This plan will be patterned after those required for academic recruitments, and include information on avenues to be utilized for outreach and advertising, the composition of the search committee (diversity will be expected in search committees), and the name of the individual responsible for the affirmative action aspects of the search. Units will also be encouraged to develop recruitment plans (to be kept at the department level) for other key positions, including titles in information technology and other technical areas as well as for PSS titles that are in feeder groups to MSP positions. We had hoped to have this tool in place in 2006, but implementation has been delayed because of our desire to link the tool with the campus-wide on-line hire system, which has yet to be rolled out. Implementation is expected in 2007.

**Participation in Campus Programs:** As part of the campus wide EO/AA and Diversity Awards program, the Senior Vice Chancellor demonstrates her support by recognizing an academic unit or individual in Academic Affairs for their contributions to diversity, equal opportunity, and affirmative action at UCSD. This year’s recipient was the Student Affairs and Admissions Unit of the Office of Graduate Studies. The Unit, under the leadership of former Dean of Graduate Studies Dick Attiyeh and current Dean Kim Barrett, and headed by Assistant Dean Tim Johnston, reaches thousands of underrepresented students annually who are prospective recruits to our graduate programs. Staff members also provide peer mentoring, support and workshops for minority students once they have matriculated here. The Unit has also recruited at least one diversity coordinator from every graduate program and department on campus and has established the Diversity Outreach Collaboration that involves current students, postdoctoral fellows, staff and faculty in visiting institutions with large enrollments of underrepresented undergraduates, and making presentations at national conferences and graduate fairs. While there is additional progress yet to be made in making our graduate student body truly representative of the diversity inherent in California, the efforts of the Student Affairs Unit have resulted in more than a 34% increase in the number of minority graduate students at UCSD over the past five

years. Additional gains have been made in retaining minority students. In the past year alone, underrepresented minority enrollments have increased by more than 12%.

Of the 40 nominations received in 2006 for the campus wide Equal Opportunity/Affirmative Action and Diversity Awards, Academic Affairs accounted for eight, two more than 2005. We will continue to promote this program in 2007, 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."

In 2005-06, Academic Affairs departments and units participated in many campus and University sponsored outreach and development activities, both at UCSD and in the community. Representatives from seven departments participated in community outreach activities. A total of 745 staff members from Academic Affairs units have now participated in UCSD Career Connection activities since its inception in 1996.

Academic Affairs was a leading participant in the first UCSD Career Fair, held in October 2006. Our units sponsored 14 booths at the Fair, representing more than one-third of the total departmental booths. Academic Affairs staff played an active role on several of the Fair's organizing committees, including the Steering Committee and the Booth, Program, Advertising and Volunteer subcommittees. Our staff were also well-represented at the programs offered at the Fair, as Academic Affairs staff led 7 of the 12 presentations describing specific job series and programs. Response to participation in the Fair has been extremely positive as departments are already inquiring as to when the next on-campus Fair will be. In addition, several units have expressed an interest in accompanying campus HR recruiters to Career Fairs held off-campus throughout the county.

Staff members from Academic Affairs units are very active as 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).

**Employee Career Development:** Academic Affairs continually strives to create and endorse training and development opportunities for staff in order to promote a culture of tolerance, understanding and equal opportunity. Every supervisor has responsibility for employee development and career planning which are vital components of performance management. As part of this process, supervisors are expected to develop annual career development/training plans with their employees with an emphasis on helping all employees, including women and people of color, attain their career goals.

Performance reviews are 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. Consequently, in 2007 we will 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.

In fall 2004, SVCAA, in concert with the ABA, instituted a mentorship program for new business officers. 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 16 business officers since its inception, and includes all new business officers in Academic Affairs as they are hired. Both the mentor and mentee groups include business officers from underutilized areas.

Academic Affairs launched its Business Officer Academy (BOA) in fall 2005. Adapted from a pilot program developed in our Division of Social Sciences, 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. To be eligible to participate in the BOA, an individual must be a career staff member actively employed in an Academic Affairs unit at UCSD who is at the PSS 4 level (or equivalent) or higher, has completed their probationary period, is committed to long-term employment at the University of California, has achieved a "Above Expectations" or better on their most recent performance evaluation, and is seeking advancement to a higher level position within the University/Academic Affairs.

The first year of the Academy commenced in January 2006, consisting of seven training modules on the functional areas for which a business officer is typically responsible (staff human resources, academic personnel, fiscal management, student affairs, instructional technology, facilities management/safety and leadership). The program also includes a mentoring component and provides opportunities for job shadowing, min-internships, resume assistance and mock interviews. The Academy will welcome a new class of participants each year.

In December 2006 Academic Affairs published a business officer handbook, intended to give new and potential academic business officers at UCSD basic information about the various functional areas for which they may be responsible. Developed over the past several years by the ABA-HR committee, the handbook was written by and for academic business officers, with the goal of providing, for each subject area, strategies for success as well as pitfalls to avoid, serving as a "virtual mentor." Original conceived as a complement to the Mentorship Program, the handbook is also being used in the Business Officer Academy, and will be a resource to all business officers no matter how long their tenure in their position. We intend this handbook to be a "live" document and will update it as appropriate over time.

Both the business officer academy and mentorship program are intended to make a positive impact on our representation of underrepresented groups in these positions. Across campus there has been significant interest in participating in or adapting these programs for implementation

elsewhere. The Women's Leadership Alliance, National Center for Leadership in Academic Medicine (NCLAM, which includes a strong faculty mentoring component) and other vice chancellor areas have all expressed such interest, as such these programs may become integral components of the campus' overall succession management planning.

In 2006 Academic Affairs was successful in its application for funding via the University wide Staff Development Program. Matching funds have been provided by the Office of the President to support two current UCSD employees who will intern in the Office of the SVCAA for the equivalent of 50% time for 6 months each. Interns will work closely with Academic Affairs' Director of Staff Human Resources Policy and Programs to implement Academic Affairs' diversity action plan with the goal of increasing the representation of women and people of color in the staff workforce, and develop and implement leadership development programs to address talent management (succession planning) issues with the goal of identifying, preparing and mentoring potential future staff leaders.

Work began on these programs with the assistance of a campus-funded intern in 2005 – we hope to build upon that foundation of success with these new interns. And we are extremely pleased to report that the Senior Vice Chancellor has agreed to provide permanent funding for a new staff position in this area once these internships are complete, allowing for on-going program development and implementation. Preliminary plans for new programs include an Academic Affairs orientation for new employees, a training program for lower level administrative staff as a precursor to the Business Officer Academy, and formation of a fiscal contacts group modeled after the successful HR contacts group.

### **Selection and Monitoring:**

**Workforce Statistics:** The most recent report on the UCSD Career Workforce shows the percentage of People of Color (POC) working in Academic Affairs at 34%, an increase of 2% from the previous year. In absolute numbers Academic Affairs realized an increase of 66 POC within the overall workforce, while the total workforce increased by 104 in the same time frame. As a result, POC represented 63% of the total growth, marking the third consecutive year that POC accounted for greater than 60% of the overall work force growth. As of October 2006, POC represent 36% of the PSS workforce, also up 2% from as last year. Notable is a 31% increase in representation by People of Color in the MSP program (an increase of 12 in absolute numbers), which includes a 44% increase in Hispanic MSP employees (from 9 to 13). In the past 5 years the number of POC employed in the MSP program has increased almost fourfold from 14 to 51, with representation rising from 12% to 20%. Academic Affairs is especially proud of the fact that its representation of Asian employees in both the MSP (14%) and PSS (18%) employee groups now exceeds the availability for those groups (MSP-13%, PSS-16%). While more progress can certainly be made, especially among Black and Hispanic employees, these gains show that Academic Affairs continues to move steadily in a positive direction. In 2007 Academic Affairs will continue to focus its recruitment efforts in areas with the greatest underutilization, with emphasis on MSP managers and technical professionals and upper level administrative professionals (MSO II, MSO III, Senior and Principal Administrative Analyst, etc.). These are the job groups where Academic Affairs has made the least progress in the past year in terms of increasing workforce diversity.

We would also like to note the representation of POC in an important subgroup of employees – Academic Affairs business officers. This group is comprised of departmental managers (primarily, although not exclusively, in the MSO classification) who play a lead role in promoting workforce diversity in their units. Of the 54 current business officers in Academic Affairs, 21 (39%) are people of color, and 5 of the 8 business officer positions recruited for in 2006 were filled with people of color.

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 will improve our monitoring efforts.

The Office of the SVCAA has worked with Campus Human Resources to expand and improve the accuracy of the hiring and workforce data we use. As data becomes more readily available and new data tools come on-line, we are better able to identify areas we've made progress in as well as pinpoint areas for targeted efforts. We are looking forward to working with the EO Compliance Specialist (position currently under recruitment) to continually enhance the utilization of data for our affirmative action and diversity efforts.

**Academic Affairs Climate and Culture:** To help gauge workplace climate, Academic Affairs participates in the annual Staff@Work Survey, an employee satisfaction survey that measures how employees feel about working at UCSD. In our third year of participation, our response rate increased slightly to 42%. Results of this year's survey indicate our employees are generally more satisfied with their working environment, with overall satisfaction rising from 3.6 to 3.8 (out of 5). Three questions which deal specifically with issues related to diversity at the department level continue to be among the highest-rated for Academic Affairs. These questions asked about "fair treatment of people of all ethnic groups, cultures and backgrounds" (4.3 rating out of 5), "fair treatment of people of all sexual orientations" (4.3), and "active support of a diverse working environment" (4.1). Our employees also rated their supervisors highly (4.0) on the question regarding "opportunities to develop new skills to support career advancement." 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.