THE CAMPUS-WIDE STRATEGIC ACCOUNTABILITY PROCESS
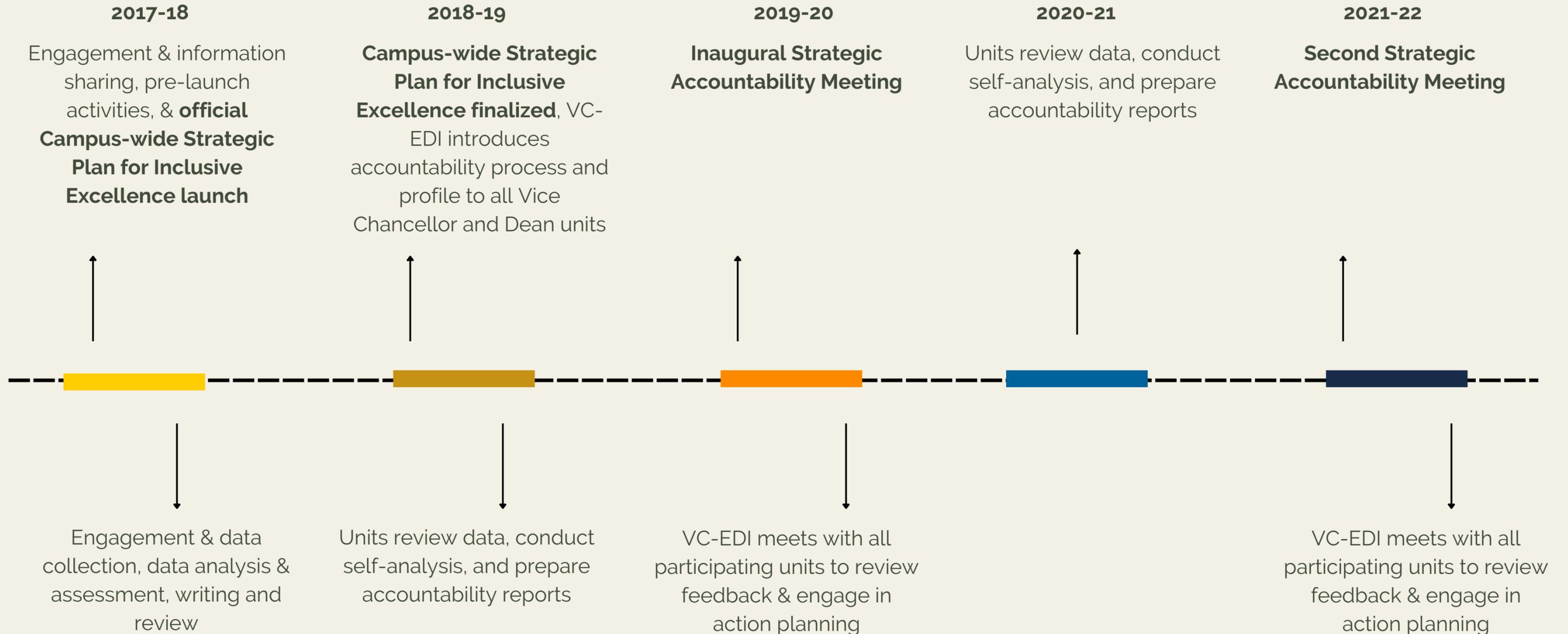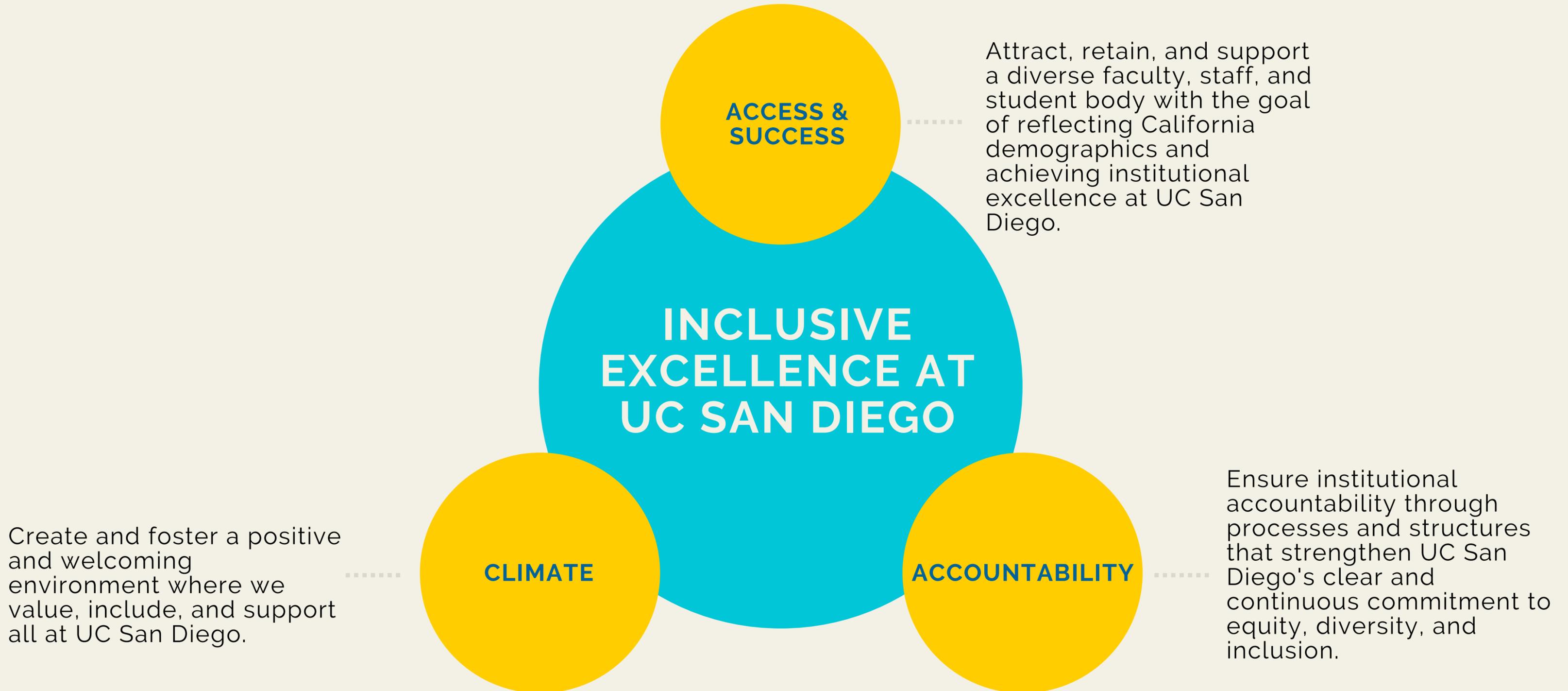
Embracing the Collective Impact Framework to Close Equity Gaps

A HISTORY

2017-18

Engagement & information sharing, pre-launch activities, & **official Campus-wide Strategic Plan for Inclusive Excellence launch**

2018-19

Campus-wide Strategic Plan for Inclusive Excellence finalized, VC-EDI introduces accountability process and profile to all Vice Chancellor and Dean units

2019-20

Inaugural Strategic Accountability Meeting

2020-21

Units review data, conduct self-analysis, and prepare accountability reports

2021-22

Second Strategic Accountability Meeting

Engagement & data collection, data analysis & assessment, writing and review

Units review data, conduct self-analysis, and prepare accountability reports

VC-EDI meets with all participating units to review feedback & engage in action planning

VC-EDI meets with all participating units to review feedback & engage in action planning

KEY TENETS

INCLUSIVE EXCELLENCE AT UC SAN DIEGO

ACCESS & SUCCESS

Attract, retain, and support a diverse faculty, staff, and student body with the goal of reflecting California demographics and achieving institutional excellence at UC San Diego.

CLIMATE

Create and foster a positive and welcoming environment where we value, include, and support all at UC San Diego.

ACCOUNTABILITY

Ensure institutional accountability through processes and structures that strengthen UC San Diego's clear and continuous commitment to equity, diversity, and inclusion.

THE PROCESS

1

Executive leadership, Cabinet, School Deans, Provosts, & Vice Chancellors receive access to set of accountability profiles

2

Review data with change teams, write report, present at Strategic Accountability Meeting with executive leaders & EDI Advisory Council in attendance

3

Receive accountability letter, incorporating feedback from the EDI Advisory Council and executive leaders; VC Petitt meets with change teams to review & identify next action steps

A changing landscape...

In the past 5 years there has been an explosion of interest in understanding equity gaps & achieving EDI goals. How does the Strategic Accountability Process need to shift to accommodate these new realities?

Demand for Nuance
Questions about data smarter & more focused

Demand for Data
Greater internal and external demand for EDI data and analyses

Demand for Action
Increased internal & external demand for change

Data Availability
More demographic data & analyses focused on closing equity gaps provided by external sources

Demand for Accountability
Increased internal & external demand that institutions be held accountable to EDI goals

WHAT IS NOT CHANGING

The Campus-wide Strategic Plan for Inclusive Excellence continues to serve as the source for setting campus-wide EDI goals, providing a supportive framework for other campus-wide transformation initiatives, while the Strategic Accountability Process continues to focus on <u>holding leaders responsible</u> for EDI related outcomes.*

*Research shows accountability mechanisms, such as diversity managers & taskforces, lead to EDI results (Dobbin & Kalev 2016).

WHAT IS CHANGING

Strategic Plan for Inclusive Excellence

Collective Impact

STEMM Equity Achievement (SEA) Change

Advancing Equity in the Major

Adoption of three-year cycle

Enabling units to engage in process & practice improvement in between Strategic Accountability Meetings

Greater inclusion of UC San Diego Health Sciences and UC San Diego Health System

More and better quality data for Health Sciences and expansion of process to Health System

Expansion of accountability to new leaders

Chairs will now participate in accountability process alongside their School Deans

Alignment with emerging initiatives

Reducing workload burden and ensuring executive leadership, senior leaders, managers, faculty, and staff are all working toward the same goals through a Collective Impact framework

THE PLAN

Academic Deans & Chairs

Faculty & Students

GC & SIO

Partners: IR, DUE, OSI, Advancing Equity in the Major, SEA Change, Collective Impact

2022-23

Non-Academic Departments

Staff

Partners: IR, HR, OSI, Collective Impact

2023-24

Health Sciences & Health System

Holistic review

Partners: IR, OFA, CAO Health Equity, AVC Health Sciences EDI, Collective Impact

2024-25

2022-23 CYCLE

Review plan with Deans & Chairs

Current

Accountability profiles released

In Winter 2023, Deans & Chairs (GC & SIO) and their accountability teams get access to data to review access, success, & climate for faculty & students, with data tied to **SEA Change** & **Advancing Equity in the Major initiatives**

Accountability reports submitted

In Spring 2023, Deans & Chairs submit accountability reports to Office for Equity, Diversity, and Inclusion

Accountability Meetings

In Fall 2023, Deans & Chairs meet with executive leadership & EDI professionals to discuss strengths and opportunities, as it relates to embodying Inclusive Excellence in their units

Alignment with....

SEA CHANGE

"SEA Change aims to advance institutional transformation in support of diversity, equity, and inclusion, especially in Colleges And Universities."

BACKGROUND

1. American Association for the Advancement of Science initiated STEMM Equity Achievement (SEA) Change Initiative

2. SEA Change introduced as key initiative of UC President Michael Drake

3. One-time support to each UC campus to implement locally

4. Executive sponsorship from Chancellor Pradeep K. Khosla, EVC Elizabeth H. Simmons, and VC-EDI Becky R. Petitt

5. Core SEA Change team charged with coordinating among and collaborating with existing committees, units, & initiatives to investigate institutional policies, practices, and data to identify institutional strengths and opportunities for improvement

Focus Areas

- Context
- Composition
- Climate & culture
- Key transition points (recruitment, hiring, promotion, tenure, retention)
- Career & professional development
- Flexibility & career breaks
- Policies for diversity, equity, & inclusion

AAAS

SEA CHANGE
INSTITUTIONAL
BRONZE AWARD

CRITERIA &
GUIDELINES

All self-assessment materials are available within your Cohort group in the SEA Change Community, accessible on Port of Call at:
https://aaasseachange.force.com/s/

ABOUT
This document provides scaffolding to guide institutions in conducting their self-assessments and developing their related action plans. The aim of the SEA Change Bronze criteria and process is ultimately to provide an institution and the peer reviewers of its application a "30,000-foot view" of the principal barriers, challenges, and opportunities to advance equity, diversity, and inclusion at an institution. To present the expected scope and depth of information in a Bronze application in manner that helps peer reviewers gauge whether the institution has identified and is proposing an action plan that addresses key barriers and challenges, and seizes on key opportunities to address them, an institution's self-assessment team will need to use these detailed self-assessment guidelines.

NOTE: While some general awareness-raising guidance on policy and law is provided, and we hope you find it helpful, nothing in this Criteria & Guidelines document or the SEA Change program constitutes legal advice to any institution. Institutions should consult their own legal counsel for legal advice specific to their facts and circumstances. This is noted in some places but applies throughout.

We rely on, and need, your feedback about this document. Please send comments to seachange@aaas.org

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PROGRESS TO DATE

November 2021 ——— **April 2022** ——— **May 2022** ——— **August 2022** ——— **September 2022**

UC commits to SEA Change

UC President Michael Drake asks all campuses to implement SEA Change

Identified core change team members

Core SEA Change team guides the campus application process with intentionality

Began conducting subject matter area expert interviews

Leveraging expertise of busy staff & faculty members

Began document/data review

Leveraging existing resources and processes to build on past institutional efforts and reduce work burden on staff & faculty members

Began educating campus leaders & beyond

Sharing how SEA Change fits into executive leadership's broader vision for EDI work at UC San Diego

Core SEA Change Team

Kristine Kilanski,
Equity, Diversity, and
Inclusion Principal
Research Analyst
SEA Change Team
Lead

Victor Ferreira,
Associate Vice
Chancellor for Faculty
Equity, Diversity, and
Inclusion

Frank Silva,
Associate Vice
Chancellor for Equity,
Diversity, and Inclusion

Julia Cai,
Faculty Diversity and
Inclusion Program
Analyst

Fahad Alnimah,
SEA Change Project
Manager

Alignment with....

Advancing Equity in the Major

BACKGROUND

1   WSCUC requires that our campus address equity gaps; the Academic Senate made discussion of these a requirement for program reviews, starting in 2021-22.

2   In 2021-22, student academic success profiles surfacing equity gaps and synchronous equity-minded data use training released to faculty engaged in program review.

Bringing an equity-minded lens to program review data

January 2022

3   In 2021-22, the Education Research + Assessment Hub launched pilot equity-minded assessment collaboration with volunteer faculty cohort.

The Equity-Minded Curriculum

Using institutional data to uncover patterns, interrogate systems, and promote equitable outcomes for our students

UC San Diego

4   Dean of Undergraduate Education, Teaching + Learning Commons, Office for Equity, Diversity and Inclusion, Institutional Research, and Student Retention & Success leverage collective impact to co-launch Advancing Equity in the Major initiative.
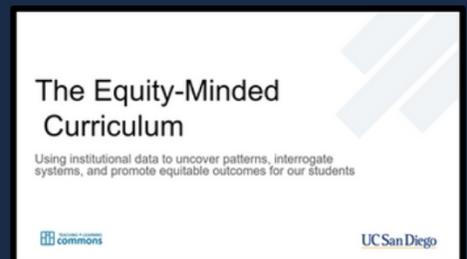
PROGRAM REVIEW & ASSESSMENT TIMELINE

Annually

Submit Annual Update
Check-in with DUE

Year 1

Review recommendations and
identify priorities

Year 2-3

Plan and implement
assessment study

Year 4

Review recommendations and
identify priorities

Year 5-6

Plan and implement
assessment study

Year 7

Prepare for program review

-Provided by the Division of Undergraduate Education & Teaching + Learning Commons

The Team

Becky R. Petitt, Vice Chancellor for Equity, Diversity, and Inclusion, Executive Sponsorship

John Moore, Dean of Undergraduate Education

David Ruiter, Faculty Director of the Teaching + Learning Commons

Carolyn Sandoval, Associate Director of the Teaching + Learning Commons and Director of Engaged Teaching

Laura Kertz, Director, Education Research and Assessment Hub

Karla Barrón Galvan, Assessment Specialist, Education Research and Assessment Hub

Hailey Caraballo, Project Policy Analyst, Division of Undergraduate Education

Erin Espaldon, Principal Research Analyst, Institutional Research, Student Academic Success Profiles

Kristine Kilanski, Equity, Diversity, & Inclusion Principal Research Analyst, Institutional Research, Equity-Minded Data Use Training

WHAT'S AHEAD

1

Departments work with the Commons and Undergraduate Education on assessment cycles to help prepare for program reviews

2

Deans & Chairs (GC & SIO) engaged in identifying internal equity gaps through Strategic Accountability Process

3

Deans & Chairs raise awareness of equity gaps, and roll out of student academic success profiles to all faculty engaged in equity-minded assessment

BACKGROUND SLIDES

THREE PILLARS

In SEA Change's own words

Institute

An institute containing resource materials relevant to diversity, equity, and inclusion (DEI) in STEMM (science, technology, engineering, mathematics, and medicine) and higher education, including a research repository, convenings, courses, and trainings

Community

A supportive community of similarly committed institutions and allied organizations and individuals in the greater STEMM community

Awards

The Bronze, Silver, and Gold Awards that recognize institutions for their commitment to and creation of sustainable systemic change through self-assessment