

# THE CAMPUS-WIDE STRATEGIC ACCOUNTABILITY PROCESS

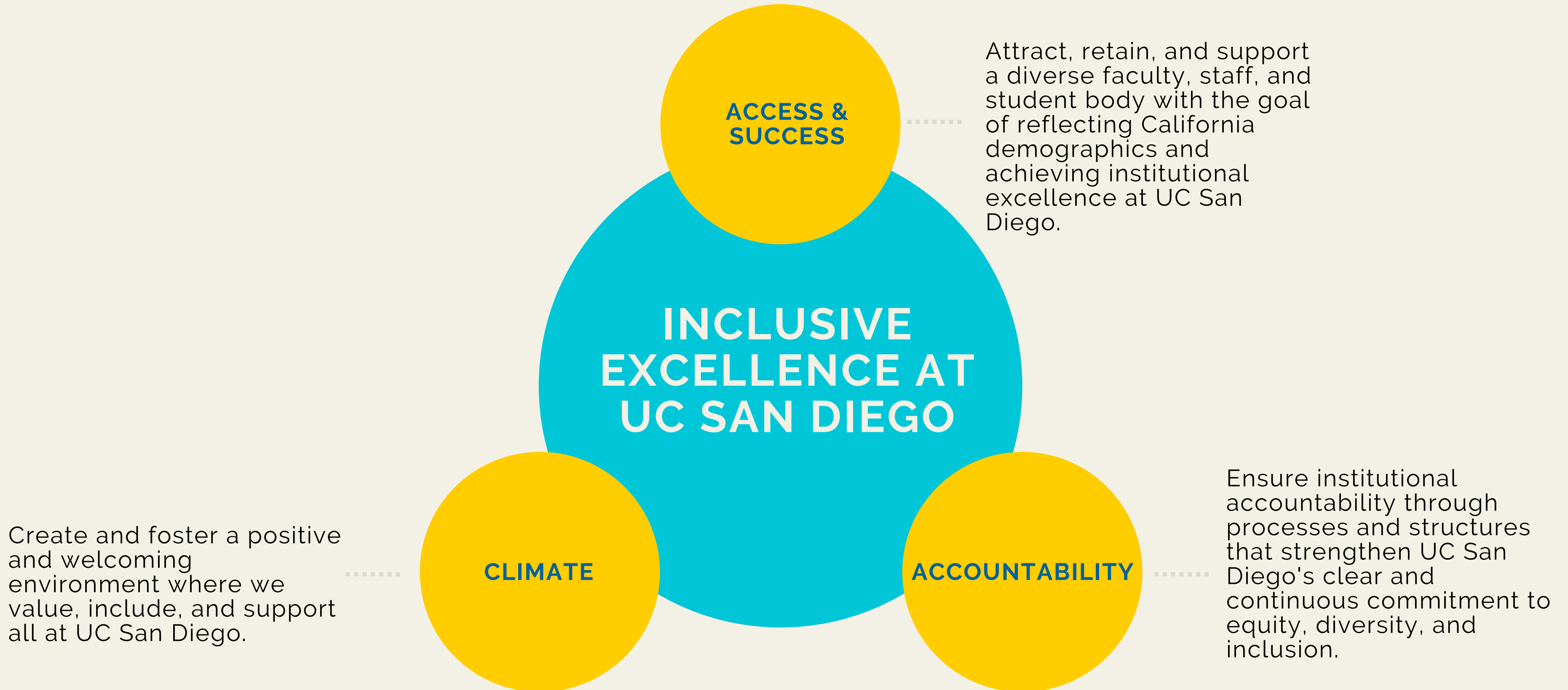
Embracing the Collective Impact Framework to  
Close Equity Gaps

Vice Chancellor Becky R. Petitt

# A HISTORY



# KEY TENETS



# 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 Pettitt 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

## Demand for Accountability

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

## Data Availability

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

# 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 holding leaders responsible for EDI related outcomes.\*

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

# WHAT IS CHANGING

## **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 STEM 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



## 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](mailto:seachange@aaas.org)

# PROGRESS TO DATE

**November  
2021**



**UC commits to SEA Change**

UC President Michael Drake asks all campuses to implement SEA Change

**April  
2022**



**Identified core change team members**

Core SEA Change team guides the campus application process with intentionality

**May  
2022**



**Began conducting subject matter area expert interviews**

Leveraging expertise of busy staff & faculty members

**August  
2022**



**Began document/data review**

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

**September  
2022**



**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



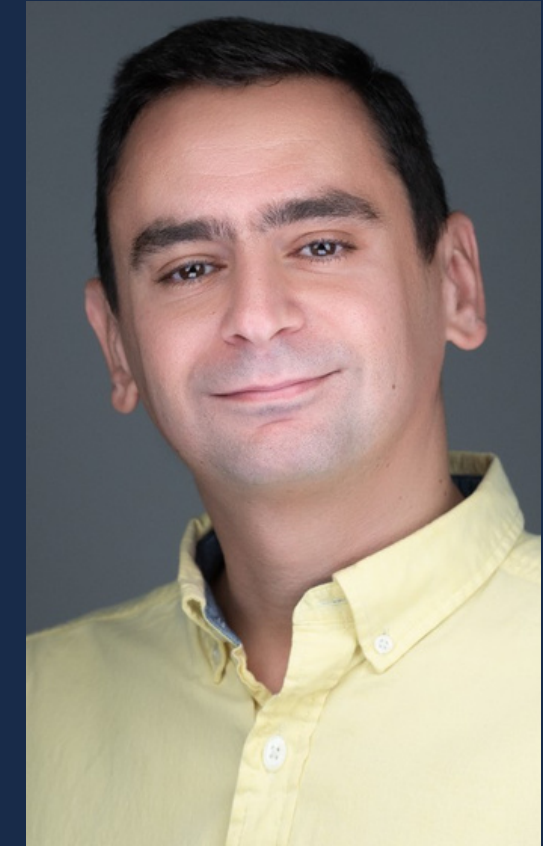
**Victor Ferreira,**  
Associate Vice  
Chancellor for Faculty  
Equity, Diversity, and  
Inclusion



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



**Julia Cai,**  
Faculty Diversity and  
Inclusion Program  
Analyst



**Fahad Alnimah,**  
SEA Change Project  
Manager

# WHAT'S AHEAD

1

Continue SME interviews, document & data review

2

Engage Deans & Chairs (GC & SIO) in self-review through Strategic Accountability Process in Winter 2023

3

Submit institutional application for SEA Change **Bronze Award** in mid-2023

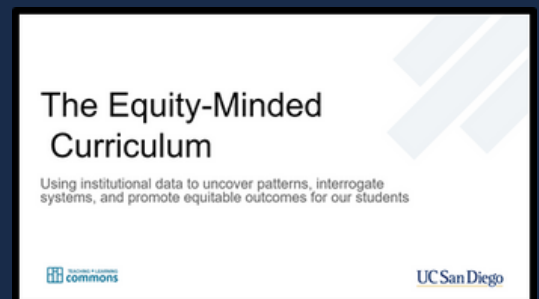
Alignment with....

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

# The Team



**Becky R. Pettit,**  
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,**  
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**Karla  
Barrón Galvan,**  
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Principal Research  
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Academic Success  
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**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