

UC San Diego

EQUITY, DIVERSITY, AND INCLUSION

Strategic Plan for Inclusive Excellence Fall 2021 Presentations

EDI BEST PRACTICES

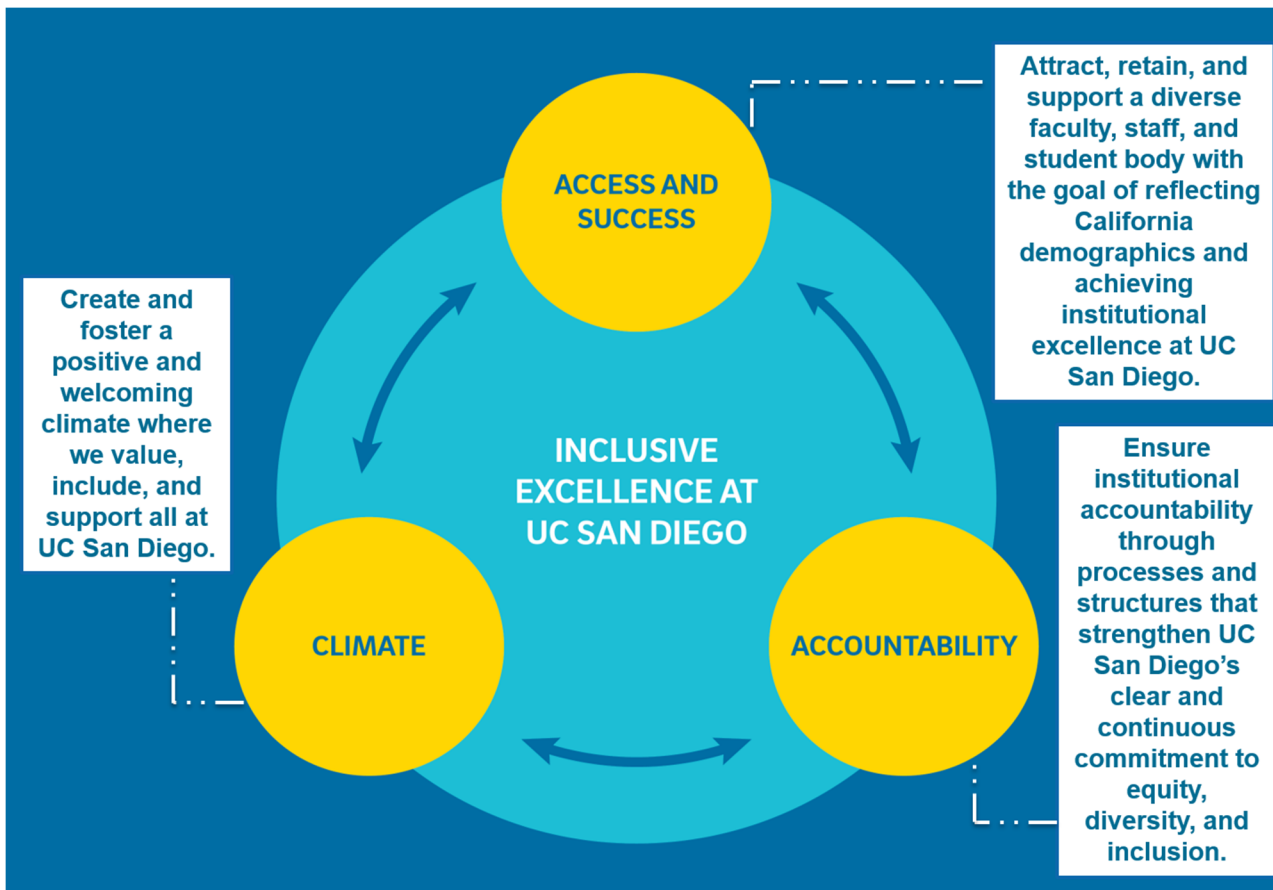
Faculty, Staff, and Students

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PREFACE

At UC San Diego, we recognize that equity, diversity, and inclusion are essential to fostering a positive and productive working, teaching, and learning environment for all. True inclusive excellence can only be achieved when all members of our community commit to creating a welcoming and respectful culture by holding ourselves accountable. This work is consistent with the core tenets of our campus-wide Strategic Plan for Inclusive Excellence: Access and Success, Climate, and Accountability. The diagram below illustrates how these three core tenets are shaping the future of our campus.



The following report summarizes ongoing efforts to uphold equity, diversity, and inclusion in every area of campus life through a collective impact approach. The practices outlined here have been compiled from the unit/divisional reports and presentations submitted for the UC San Diego Strategic Accountability meetings held in Fall 2021. Complete descriptions of these practices can be found on the pages that follow.

GLOSSARY OF ABBREVIATIONS AND ACRONYMS

Below is a glossary of abbreviations and acronyms used throughout this report to identify participating units and organizations.

Academic Personnel Services	APS
Chief Ethics & Compliance Officer	CECO
Department of Computer Science Engineering	CSE
Department of Education Studies	EDS
Design Lab	DLab
Division of Arts & Humanities	A&H
Division of Biological Sciences	Bio Sci
Division of Extended Studies	Ext
Division of Graduate Education and Postdoctoral Affairs	GEPA
Division of Physical Sciences	DPS
Division of Social Sciences	Soc Sci
Division of Undergraduate Education	UGrad
Halicioğlu Data Science Institute	HDSI
Herbert Wertheim School of Public Health and Human Longevity Science	HWSPH
Housing Dining Hospitality	HDH
Inclusion Diversity Excellence Achievement Engineering Student Center	IDEA
Jacobs School of Engineering	JSOE
Qualcomm Institute	QI
Rady School of Management	Rady
San Diego Supercomputer Center	SDSC
School of Global Policy & Strategy	GPS
School of Medicine	SOM
Scripps Institution of Oceanography	SIO
Skaggs School of Pharmacy and Pharmaceutical Sciences	SSPPS
Teaching + Learning Commons	TLC
UC San Diego Health	Health
UC San Diego Library	Lib
Underrepresented in Medicine	URiM
Underrepresented Minority	URM
University of California Office of the President	UCOP
Vice Chancellor - Chief Financial Officer	VC-CFO
Vice Chancellor for Advancement	VC-A
Vice Chancellor for Equity, Diversity, and Inclusion	VC EDI
Vice Chancellor for Health Sciences	VC-HS
Vice Chancellor for Research	VC-R
Vice Chancellor for Resource Management & Planning	VC-RMP
Vice Chancellor for Student Affairs	VC-SA

FACULTY EXCELLENCE BEST PRACTICES

FACULTY ACCESS & SUCCESS: Proven Strategies

- **Diversity and Inclusion Startup Funds (HDSI)**
- **Excellence Searches (A&H; GPS; JSOE; DPS)**
- **Faculty Search Committee Training for Inclusive Hiring (All Divisions)**
- **Hispanic Center of Excellence (HCOE) (SOM)**
- **Multi-Year Hiring Plan (A&H)**
- **Physician Champions for Diversity Program (Health)**
- **Recruitment of UC President's Postdoctoral Fellows (PPFP) (A&H; Bio Sci; DPS; GPS; JSOE; Soc Sci)**
- **Research Programs on Diversity Supporting URM Faculty (SOM)**
- **Scripps LEADS (Learn, Engage, Activate, Develop & Support) Pilot (SIO)**
- **Senior-Junior Mentorship Program (A&H)**
- **Targeted Recruitment of URM Faculty (JSOE; Soc Sci; Multiple Units)**
- **Transparent Preemptive Retention and Overall Retention Protocols (A&H)**
- **Young Investigator Seminar Series (Bio Sci)**

FACULTY ACCESS & SUCCESS: New and Emerging Strategies

- **Cultivating Culture Working Group (DLab)**
- **Dedicated Funding for Improving EDI (Bio Sci)**
- **Divisional EDI Committee Guidelines for Incorporating Diversity in Merit and Promotion Files (DPS)**
- **EMERGE (Evidence-Based Measures of Empowerment for Research on Gender Equity) Program (SOM)**
- **Health Sciences Gender Equity Committee (SOM)**
- **Innovation Grants for Inclusive Research (VC-R)**
- **Institutional Research Diversity Dashboards and the UC Information Center (VC-R)**
- **Mentoring Across Gender Race and Ethnicity Initiative (A&H)**
- **Natural Reserve System (NRS) (VC-R)**
- **Next Prof Pathfinder Workshop (JSOE)**
- **Search for Faculty with EDI Pedagogical Research (Bio Sci)**
- **UCOP Advancing Faculty Diversity Recruitment Grant 4-unit Collaboration (A&H)**

FACULTY CLIMATE: Proven Strategies

- **Distribution of Salary and Rank Data (JSOE)**
- **Diversity and Inclusion Startup Funds (HDSI)**
- **Excellence in Diverse Faculty in Health Sciences (SOM)**
- **Hispanic Center of Excellence (HCOE) (SOM)**
- **Inclusive Excellence Seminar Series (Bio Sci)**
- **Physician Champions for Diversity Program (Health)**
- **Quarterly Women's Faculty Luncheons (JSOE)**
- **Research Programs on Diversity Supporting URM Faculty (SOM)**

FACULTY CLIMATE: New and Emerging Strategies

- **Adoption of Core Mission of “Radical Hospitality and Inclusivity” (HWSPH)**
- **Health Sciences Gender Equity Committee (SOM)**
- **Hispanic Center of Excellence (HCOE) Faculty Development Program (SOM)**

FACULTY ACCOUNTABILITY: Proven Strategies

- **Appointment of Divisional Diversity Officers (A&H; Bio Sci; DPS; Health; HWSPH; JSOE; SIO; SSPPS)**
- **Divisional Task Force on the Status of Women (DPS)**
- **Divisional and Departmental EDI Strategic Planning (JSOE; DPS; Rady; SOM; SSPPS)**
- **Divisional Committee for EDI (DPS; SIO)**

FACULTY ACCOUNTABILITY: New and Emerging Strategies

- **Adoption of the Jackson Multicultural Organizational Development Model (TLC)**
- **Anti-Racism Audit, Impact Plan, and Recommendations (SOM)**
- **Health Sciences Anti-Racism Taskforce (VC-HS; VC EDI; SOM)**
- **HSI Summit (VC EDI; VC-SA; TLC)**

FACULTY ACCESS & SUCCESS: Proven Strategies

Diversity and Inclusion Startup Funds (HDSI)

All HDSI faculty offers include funds to create exemplary conditions for supporting and enhancing the effectiveness of efforts by faculty in outreach activities and in creating an inclusive environment. These funds are held in a separate escrow account by the Institute specifically designated for activities that contribute to diversity and create an inclusive environment.

Excellence Searches (A&H; GPS; JSOE; DPS)

This search process is annually reviewed and updated. An Excellence Search is an open faculty recruitment that seeks to hire an individual whose distinctive qualifications and accomplishments will contribute significantly to the academic mission of the university. One of the primary criteria of an excellence search, in addition to excellence in research and teaching, is extraordinary contributions to diversity. An Excellence Search does not consider race, sex, gender, or national origin. These searches utilize a detailed rubric for evaluating contributions to diversity, training the faculty on how to evaluate these contributions.

Faculty Search Committee Training for Inclusive Hiring (All Divisions)

This evidence-based training covers implicit bias; recent research findings related to recruiting, interviewing, and evaluating faculty candidates; relevant regulations and laws that govern the faculty search process; and hiring practices that promote inclusion. Faculty Search Committee members are required to complete this training every three years.

Hispanic Center of Excellence (HCOE) (SOM)

The School became a [Hispanic Center of Excellence](#) (HCOE) in 2017. The program promotes the recruitment, retention, and success of URiM faculty.

Multi-Year Hiring Plan (A&H)

Shifting recruitment plans from a yearly “separation and replacement” model to a multi-year hiring plan that prioritizes new areas of interdisciplinary research and curricular innovation. Hires are clustered around a number of senior chaired appointments accompanied by additional FTEs at the assistant and associate professor ranks in multiple departments. Studies show that clustering positions around strategic research areas maximizes chances for diverse hires.

Physician Champions for Diversity Program (Health)

Numerous programs aim to foster an inclusive and welcoming environment for patients. For example, the LGBTQ Health Leaders Committee developed clinical competencies and physician champions for each specialty. This group has also identified clinical champions in multiple specialties to begin delivering more coordinated transgender care for patients in a multidisciplinary team approach. These efforts directly align with the systems changes implemented through the Chancellor's Advisory Committee on Gender Identity and Sexual Orientation Issues (GISOI).

Recruitment of UC President's Postdoctoral Fellows (PPFP) (A&H; Bio Sci; DPS; GPS; JSOE; Soc Sci)

PPFP offers postdoctoral research fellowships, professional development, and faculty mentoring to outstanding scholars in all fields whose research, teaching, and service will contribute to diversity and equal opportunity at UC. The Faculty Hiring Incentive Program provides five years of partial salary and benefits support to campuses that hire former President's and Chancellor's Fellows and has been UCOP's most successful program at diversifying faculty across the system.

Research Programs on Diversity Supporting URiM Faculty (SOM)

The School has received extramural funding for research in diversity issues, including studies to promote URiM faculty development at both the post-doctoral and junior faculty levels. Health Sciences Faculty Affairs partners with the School's academic departments to apply for grants targeting the recruitment, retention, and success of women and URiM faculty. These programs align with the Health Sciences Office of Faculty Affairs, which has also developed a Faculty Mentor Training Program to train a cohort of senior faculty in effective mentoring and to facilitate junior faculty career development, with the goal of increasing faculty job satisfaction and engagement with the institution, and to cultivate a culture of mentoring excellence. This has resulted in climate scores for URiM similar to the other faculty in Health Sciences.

Scripps LEADS (Learn, Engage, Activate, Develop & Support) Pilot (SIO)

A cohort-based pilot program wherein participants engage around a particular topic, develop an "impact statement," and discuss how to translate that statement into positive contributions that enhance campus climate. Modeled after the VC EDI LEAD Fellows Program, the program focuses on building cultural competency and capacity amongst faculty and staff at SIO. The program targets participants with high student interaction and impact.

Senior-Junior Mentorship Program (A&H)

Through a UCOP Advancing Faculty Diversity Retention Grant, the Senior-Junior Mentorship Program links divisional faculty in different departments to broaden the horizons of junior faculty by providing additional perspectives on the university, the review process, campus politics, work-life balance, and more. The response to the program was enthusiastic and within days it created several new mentor-mentee teams.

Targeted Recruitment of URM Faculty (JSOE; Soc Sci; Multiple Units)

Actively recruiting potential URM faculty through networks, conferences, professional organizations, phone campaigns, and subfield targeting to increase diversity of hiring pools.

Transparent Preemptive Retention and Overall Retention Protocols (A&H)

Eliminating opacity from these processes helps redress real and perceived inequities. It is especially important to have competitive preemptive retention as studies show the importance of early action with historically underrepresented faculty.

Young Investigator Seminar Series (Bio Sci)

Hosts speakers from PPFP and URM scholars from national lists of excellence who could soon be on the job market to create a competitive advantage in recruiting these sought-after individuals.

FACULTY ACCESS & SUCCESS: New and Emerging Strategies

Cultivating Culture Working Group (*DLab*)

A cross-functional working group to help codify and deepen EDI efforts while building internal and shareable models for EDI.

Dedicated Funding for Improving EDI (*Bio Sci*)

Bio Sci has dedicated funding to improving EDI since 2019 and now has an annual budget for EDI efforts.

Divisional EDI Committee Guidelines for Incorporating Diversity in Merit and Promotion Files (*DPS*)

Divisional EDI Committee offers guidance for faculty and ad hoc committees on how to incorporate contributions to diversity in merit and promotion files.

EMERGE (Evidence-Based Measures of Empowerment for Research on Gender Equity) Program (*SOM*)

Housed in the Center on Gender Equity and Health, EMERGE seeks to conduct innovative multidisciplinary research to understand and eliminate gender inequities in health, and to provide academic and practitioner training toward achievement of these goal and address the gaps.

Health Sciences Gender Equity Committee (*SOM*)

The committee identifies key areas of strength and opportunity for improvement in gender equity and compiles an official report of their top recommendations for addressing salary inequity, career, advancement and leadership, and behavioral inequities.

Innovation Grants for Inclusive Research (*VC-R*)

Provides seed grants aimed at addressing the differential impacts of the COVID-19 pandemic on early career faculty.

Institutional Research Diversity Dashboards and the UC Information Center (*VC-R*)

To aid research development, VC-R uses UC San Diego Institutional Research Diversity Dashboards and the UC Information Center to help develop data-informed diversity plans; promotes awareness of funding opportunities that support EDI or broaden participation in STEM.

Mentoring Across Gender Race and Ethnicity Initiative (*A&H*)

A comprehensive, school-wide program that addresses issues of climate by designing and fostering school-wide support systems. Initial participation included monthly workshops with experts on various topics including mentoring, supporting, promoting, and teaching anti-racism, grant writing and fundraising, and preparing one's personnel file, among several others.

Natural Reserve System (NRS) (*VC-R*)

Supports diverse faculty, students, and community members through partnerships with the Kumeyaay Nation to provide tribal access to the Scripps Coastal Reserve and Kendall-Frost Marsh reserves for their own educational programming; funding to increase meaningful tribal access to the coast through Indigenous histories and outreach programs and Triton Summer Academy, a free residential program

for historically underrepresented high school students.

Next Prof Pathfinder Workshop (JSOE)

In partnership with the University of Michigan, the workshop aims to address challenges in recruiting URM faculty, including lower numbers of candidates in applicant pools.

Search for Faculty with EDI Pedagogical Research (Bio Sci)

A search for faculty with research focused on reducing achievement gaps and promoting EDI, and which is aligned with unit undergraduate student success initiatives.

UCOP Advancing Faculty Diversity Recruitment Grant 4-unit collaboration (A&H; VC EDI)

To leverage campus-wide strengths, A&H partnered with four academic divisions to submit a grant to support UC San Diego's transition from an emerging HSI to a full HSI by 2025. This grant is now managed by VC EDI.

FACULTY CLIMATE: Proven Strategies

Distribution of Salary and Rank Data (JSOE)

Anonymized salary and rank data are shared with all JSOE faculty with broad acceptance, helping to quell concerns about inequity.

Diversity and Inclusion Startup Funds (HDSI)

(See Faculty Access and Success: Proven Strategies page 7 for details)

Excellence in Diverse Faculty in Health Sciences (SOM)

Highly successful initiative which created positive momentum, yielded a highly diverse pool of candidates from across the country, and yielded three hires.

Hispanic Center of Excellence (HCOE) (SOM)

(See Faculty Access and Success: Proven Strategies page 7 for details)

Inclusive Excellence Seminar Series (Bio Sci)

Speakers visit classrooms to discuss a variety of topics related to equity, diversity, and inclusion.

Physician Champions for Diversity Program (Health)

(See Faculty Access and Success: Proven Strategies pages 7 for details)

Quarterly Women's Faculty Luncheons (JSOE)

This recurring affinity event provides opportunities for networking, fellowship, and professional development for women faculty.

Research Programs on Diversity Supporting URM Faculty (SOM)

(See Faculty Access and Success: Proven Strategies page 8 for details)

FACULTY CLIMATE: New and Emerging Strategies

Adoption of Core Mission of “Radical Hospitality and Inclusivity” (HWSPH)

HWSPH adopted the core mission of “Radical Hospitality and Inclusivity” while centering Justice, Equity, Diversity, and Inclusion (JEDI) in its approach to public health research, education, and service. JEDI efforts also explicitly include and address social determinants of health as legitimate and routine aspects of public health research and practices, and include but are not limited to anti-racist strategies.

Health Sciences Gender Equity Committee (SOM)

Formed and charged with identifying key areas of strength and opportunity in gender equity. The Committee shares their top recommendations for addressing salary inequity, career, advancement and leadership, and behavior inequities.

Hispanic Center of Excellence (HCOE) Faculty Development Program (SSPPS; SOM)

Designed to improve the recruitment, retention, and success of all URM faculty in academic medicine. The program enhances the academic skills of faculty and will provide funding for career development, research, innovative clinical care, and curriculum development, and will create a community of diverse faculty at UC San Diego Health Sciences.

FACULTY ACCOUNTABILITY: Proven Strategies

Appointment of Divisional Diversity Officers

The following divisions have appointed diversity officers in the last two years:

- *A&H*: Senior Associate Dean of Academic Personnel and EDI
- *Bio Sci*: Director of Mentorship and Diversity
- *DPS*: Associate Dean for Equity, Diversity, and Inclusion
- *Health*: Chief Administrative Office for Health Equity, Diversity, and Inclusion
- *HWSPH*: Associate Dean for Justice, Equity, Diversity, and Inclusion
- *JSOE*: Associate Dean for Equity, Diversity and Inclusion
- *SIO*: Director of Diversity Initiatives and Associate Dean of Equity & Inclusion
- *SSPPS*: EDI Project Manager

Divisional Task Force on the Status of Women (DPS)

A division-wide task force that studies the status of women faculty and students across the physical sciences, looking at a variety of aspects of their experience.

Divisional and Departmental EDI Strategic Planning (JSOE; DPS; Rady)

- *JSOE*: As part of a school-wide strategic planning effort, faculty and staff subcommittees provide recommendations around areas such as education, research, resources, and EDI. The EDI subcommittee prepared a draft report that includes recommendations for access and success, climate, and accountability. Recommendations are reviewed and evaluated by the Deans’ Faculty Council, consisting of the Dean, Associate and Assistant Deans,

Department Chairs, and one additional faculty member from each department. The broader JSOE committee evaluates the final recommendations.

- *DPS*: Recommendations from the divisional Task Force on the Status of Women were expanded to include URM and has been developed into a detailed Divisional EDI Strategic Plan. For each recommendation, the plan identifies leadership, timeframe, and measurable outcomes. This plan, in turn, forms the basis for departmental EDI strategic plans currently being developed.
- *Rady*: The current strategic plan was developed in 2013 and the proposed initiatives have largely been completed. A new strategic planning process began in 2020 and EDI is deeply ingrained in the new plan.

Divisional Committee for EDI (*DPS*; *SIO*)

Comprised of three faculty members from each department, the committee helps increase the visibility of EDI efforts across the division, demonstrates the high priority of EDI efforts, and cultivates a welcoming, diverse, equitable, and inclusive climate. It is responsible for reviewing contributions to diversity records for Excellence Search candidates, implementing recommendations from the Task Force on Women and the APS Site Visit in Physics, and monitoring the demographic and climate indicators for equity going forward. The committee is reviewing EDI-related programs across the division and has implemented a grant program to seed new EDI initiatives. The committee helps to develop and review departmental strategic plans for EDI.

FACULTY ACCOUNTABILITY: New and Emerging Strategies

Adoption of the Jackson Multicultural Organizational Development Model (*TLC*)

TLC utilized the Jackson Multicultural Organizational Development (MCO) Model to interpret their findings related to their EDI Accountability annual report. This allowed an understanding of where the unit was developmentally. The six stages of MCO characterize the “consciousness and culture” of the organization as it pursues diversity and social justice goals.

Anti-Racism Audit, Impact Plan, and Recommendations (*SOM*)

In response to student requests, the School hired an outside health equity consulting firm to perform an anti-racist audit of the Medical Education Division. The audit consists of four phases, conducted across nine to twelve months. The phases include background research, one-on-one interviews and focus groups; a review of administrative policies and Undergraduate Medical Education (UME) curricular content; information analysis and a review of equity assets and gaps; and the development of an anti-racism impact plan and report with recommendations for implementation.

Health Sciences Anti-Racism Taskforce (*VC-HS*; *VC EDI*; *SOM*)

To address the concerns and demands raised by the Black Medical Students, URiM residents, fellows, staff, and faculty co-sponsored the creation of a taskforce comprised of faculty, staff, residents/fellows, and students. Six of nine Taskforce Working Groups directly support Medicine constituents, specifically

in the areas of recruitment/retention/representation, health disparities and inequities, organizational training and enrichment, and UME/GME academics and research.

HSI Summit *(VC EDI; VC-SA; TLC)*

UC San Diego convened a [Virtual HSI Summit](#) in collaboration with campus partners to advance collective impact across campus.

STAFF EXCELLENCE BEST PRACTICES

STAFF ACCESS & SUCCESS: Proven Strategies

- Facilities Management Skilled Trade Apprenticeship Program (*VC-RMP*)
- Gender Inclusive Recruitment Language (*APS*)
- Inclusive Hiring Pilot (*SIO*)
- Outreach Programs for Veterans (*Health*)
- Partnerships with Local Diversity Nursing Associations (*Health*)
- Scripps LEADS (Learn, Engage, Activate, Develop & Support) Pilot (*SIO*)

STAFF ACCESS & SUCCESS: New and Emerging Strategies

- (Equity Minded) Assessment Day 2021 (*VC-SA*)
- Centering EDI throughout Strategic Planning Process (*Lib*)

STAFF CLIMATE: Proven Strategies

- Climate Related Training and Development (*EVC Offices*)
- CulturePlays (*DLab*)
- gallery@calit2 (*QI*)
- Library Diversity & Inclusion Committee (*Lib*)

STAFF CLIMATE: New and Emerging Strategies

- Anti-Racism Guide (*Lib*)
- Comprehensive implementation of EDI best practices in all HR functions (*VC-A*)
- Dean's Council on EDI (DEDI) focus on staff inclusion and belonging (*Ext*)
- Extensive anti-bias training for Office Leadership (*VC-A*)
- Gayatri Singh Diversity and Inclusion Professional Development Award (*Lib*)
- Hiring of new principal Institutional Research Analyst to expand EDI-related Data (*Ext*)
- Race Talk Sessions (*A&H*)
- Unit-wide Comprehensive EDI Audit by External Expert (*VC-A*)

STAFF ACCOUNTABILITY: Proven Strategies

- Departmental DEI Committee (*JSOE*)
- Divisional and Departmental EDI Strategic Planning (*JSOE; DPS; Rady*)
- Divisional Committee for EDI (*DPS; SIO*)
- EDI Component of Annual Reviews (*TLC*)
- MyPerformance Staff Evaluations Diversity and Climate Competencies (*Health*)

STAFF ACCOUNTABILITY: New and Emerging Strategies

- Adoption of an Asset-Based, Equity-Minded Framework (*TLC*)
- Adoption of the Multicultural Organizational Development Model (*TLC*)
- Anti-Racist Education and Implicit Bias Training for all Staff (*Multiple Units*)
- Braille Retrofit of Campus Signage (*VC-RMP*)

- **Chief Administrative Officer (CAO) for Health Equity** (*Health*)
- **DPS Staff EDI-Climate Group** (*DPS*)
- **HireOnline availability and diversity data** (*CECO; VC-CFO*)
- **Inclusion, Diversity, Equity and Action (IDEA) Task Group** (*VC-RMP*)
- **Integrate EDI Best Practices throughout hiring process** (*CECO*)
- **Integrate EDI competencies into all new job descriptions** (*CECO*)
- **Launching an Anti-Racist Learning Community** (*TLC*)
- **Ongoing Efforts to Enhance Quality of Campus Life for Individuals with Disabilities** (*VC-RMP*)
- **People of Color Collective (POCC)** (*TLC*)
- **Repatriation Coordinator** (*VC-RMP*)
- **Rotation of all Staff through EDI Work Group** (*CECO*)
- **Selection of Individual Staff EDI-related performance goal** (*CECO*)
- **UCSD Police Department Transformational Policing Initiative** (*VC-RMP*)
- **VC-R EDI Staff Committee** (*VC-R*)

STAFF ACCESS & SUCCESS: Proven Strategies

Facilities Management Skilled Trade Apprenticeship Program (VC-RMP)

The program aims to advance opportunities by providing professional development and vertical career path opportunities. Given the demographics of facilities management staff, the majority of the candidates in the program are African American and Latinx.

Gender Inclusive Recruitment Language (APS)

Job descriptions are reviewed to ensure non-binary language and to avoid gender specific pronouns.

Inclusive Hiring Pilot (SIO)

The Director of Diversity Initiatives utilizes the data provided by UC San Diego's Equal Opportunity Office to build strategic outreach plans. The pilot also provides training on implicit bias and best practices for inclusive resume screening and interviewing.

Outreach Programs for Veterans (Health)

Outreach efforts for veterans including participation in a job fair at the Naval Medical Center San Diego for transitioning service members and veterans.

Partnerships with Local Diversity Nursing Associations (Health)

Partnerships with the San Diego Black Nurses Association (SDBNA), the Philippine Nurse Association of San Diego (PNASD), and the San Diego National Association of Hispanic Nurses (SDNAHN) have led to new scholarships, increased support, leadership development, belonging, and special events.

Scripps LEADS (Learn, Engage, Activate, Develop & Support) Pilot (SIO)

(See Faculty Access & Success: Proven Strategies page 8 for details)

STAFF ACCESS & SUCCESS: New and Emerging Strategies

(Equity Minded) Assessment Day 2021 (VC-SA)

A day-long professional development opportunity hosted by VC-SA in collaboration with VC EDI, the Colleges, and the Commons focuses on how to approach assessment from an equity-minded lens.

Centering EDI throughout Strategic Planning Process (Lib)

The Library centers EDI thought their strategic planning process, employing a campus-wide engagement approach.

STAFF CLIMATE: Proven Strategies

Climate Related Training and Development (EVC Offices)

The Office of the EVC offers trainings to enhance climate focused on implicit bias (e.g., Implicit Bias with Life Theater Workshop) and workplace civility.

CulturePlays (DLab)

CulturePlays is a method and framework for organizational culture change designed to assess and change the organizational culture and equity, diversity, and inclusion from the top down. CulturePlays aims to build an understanding of how to design positive and impactful culture shifts within organizations, using the Design Lab as a living laboratory and potential model for campus. The team uses examples of creative culture change from companies, cities, and government organizations, developing an archive of plays for reference and insight. The workshop method and accompanying workbook can be deployed in any organization or team where culture change is desired and/or needed.

gallery@calit2 (QI)

QI's gallery@calit2 and Initiative for Digital Exploration of Arts and Sciences (IDEAS) initiatives encourage artists to venture into new frontiers where art and technology meet. Both programs provide educational and professional opportunities to artists from diverse backgrounds. Gallery@calit2 exhibitions have a strong track record of exhibiting work by women and highlighting a diverse group of performers and ideas.

Library Diversity & Inclusion Committee (Lib)

The Library Diversity & Inclusion Committee (LDIC) sponsors approximately 10 events per year with speakers, webinars, book talks, and informal meet ups exploring topics related to EDI to advise the University Librarian and Library leadership.

STAFF CLIMATE: New and Emerging Strategies

Anti-Racism Guide (Lib)

A publicly available guide that includes resources for education and action, and actively shares information via the Library's monthly newsletter and social media.

Comprehensive implementation of EDI best practices in all HR functions (VC-A)

A collaboration with Human Resources departments Staff Education and Development, Talent Acquisition, and Equal Opportunity Services to develop a plan to provide hiring supervisors tools and "toolboxes" to recruit, screen, and hire a more inclusive workforce. All aspects of each stage of HR processes are reviewed and revised to reflect EDI best practices. A robust, standardized onboarding plan for new employees is also being established to include education on organizational values, including Principles of Community, inclusivity, diversity, implicit bias, and gender recognition.

Dean's Council on EDI (DEDI) focus on staff inclusion and belonging (Ext)

Formed through a democratic recruitment process of eight staff members from across the division, DEDI has established the key strategic objective for increasing sense of inclusion and belonging at work for staff.

Extensive Anti-Bias training for Office Leadership (VC-A)

Advancement-wide activities include Advancement Management Training for all Advancement

managers through an EDI lens, with EDI topics such as Emotional Intelligence, Implicit Bias in Leadership, and Building Inclusive Teams.

Gayatri Singh Diversity and Inclusion Professional Development Award (*Lib*)

Coordinated by the Library’s Diversity and Inclusion Committee (LDIC), this is a professional development scholarship and a long-term commitment to the scholarship. The “DiversiTea” program also supports sharing of learning/outcomes from this award.

Hiring of new principal Institutional Research Analyst to expand EDI-related Data (*Ext*)

The Center for Research and Evaluation in the Division of Extended Studies is expanding the Department’s institutional research function and working to shift capabilities beyond reactive data analysis to a more proactive position that includes predictive analytics to inform decisions at the student, instructor, staff, and organizational level. This capability reinforces the division’s commitment to monitor and evaluate progress on EDI priorities on a regular basis.

Race Talk Sessions (*A&H*)

The campus LEAD Fellows Program hosts Race Talk Sessions with staff.

Unit-wide Comprehensive EDI Audit by External Expert (*VC-A*)

Assessment of the current state of EDI within the organization through an external EDI consultant. Based on the consultant’s findings, including surveys, interviews, and more, leadership and staff are focused on identifying opportunities to propel Advancement’s desired business outcome from a comprehensive and sustainable EDI perspective. Findings were shared with Senior university leadership, unit leadership, and the EDI Steering Committee. The inaugural accountability report contained an impressive level of candor in sharing challenging assessment results regarding climate and representational diversity.

STAFF ACCOUNTABILITY: Proven Strategies

Departmental DEI Committee (*JSOE*)

CSE has formed a [Diversity, Equity, and Inclusion Committee](#) whose mission is to address DEI issues across the department. In addition to a climate survey, the committee has also established a top-level diversity page on the department’s website, organizes a quarterly DEI Seminar Series, recruits students and faculty at diversity conferences, and organizes an annual CSE Celebration of Diversity Day along with two promotional videos highlighting the importance of diversity in CSE.

Divisional and Departmental EDI Strategic Planning (*DPS; SIO*)

(See Faculty Accountability: Proven Strategies page 11 for details)

Divisional Committee for EDI (*DPS; SIO*)

(See Faculty Climate: New and Emerging Strategies page 12 for details)

EDI Component of Annual Reviews (TLC)

Directors' annual reviews include an assessment of their success in "providing vision and leadership to strategically and effectively implement UC San Diego's values of Diversity, Equity and Inclusion into the Commons' values, planning, operations, and assessment of all services and programs delivered."

MyPerformance Staff Evaluations Diversity and Climate Competencies (Health)

Provides an opportunity to evaluate staff on competencies related to diversity and the climate we foster. For example, two new competencies entitled Partnering with Others and Communicating & Connecting include aspects of diversity within the respective definitions. Staff employees are evaluated on these competencies on an annual basis.

STAFF ACCOUNTABILITY: New and Emerging Strategies

Adoption of an Asset-Based, Equity-Minded Framework (TLC)

The unit is piloting a protocol from Bensimon & Associates for reviewing internal artifacts and outward facing communications, and launching a learning community that offers professional development and equity-minded assessment for all staff.

Adoption of the Jackson Multicultural Organizational Development Model (TLC)

(See Faculty Accountability: New and Emerging Strategies page 12 for details)

Anti-Racist Education and Implicit Bias Training for all Staff (Multiple Units)

The UC Managing Implicit Bias Series is a six-course online training series designed to increase awareness of implicit bias and reduce its impact. The series reinforces the diversity, equity, and inclusion values that enable the University to attract and retain a top talent workforce, and it further supports the UC commitment to developing effective leaders and managers of people.

Braille Retrofit of Campus Signage (VC-RMP)

VC-RMP the process to purchase a Braille printer to provide all Braille signage and retrofits for all of campus and campus projects while insourcing the work.

Chief Administrative Officer (CAO) for Health Equity (Health)

This new executive reports directly to the health system CEO and VC EDI, and is responsible for overseeing the development and implementation of strategies, initiatives, policies, and changes to improve diversity, equity, and inclusion across the health system.

DPS Staff EDI-Climate (EDI-C) Group (DPS)

This group utilizes the membership of the division and departmental EDI group, as well as department Management Service Officers, to create a divisional staff community to address climate, support an inclusive environment for staff in the division, and improve URM presence within the divisional staff. As part of their efforts to support EDI at the departmental level, one of the departments created a new Vice Chair for Equity, Diversity, Inclusion, and Climate position. The position chairs the new departmental EDI-C Council, which has broad representation from faculty, staff, and students.

HireOnline availability and diversity data (VC-CFO)

Availability and diversity data are now available in HireOnline. The data is reviewed against applicant and referral pools to determine whether additional outreach is needed before screening and interviewing candidates.

Inclusion, Diversity, Equity and Action (IDEA) Task Group (VC-RMP)

The group is charged with developing action-oriented recommendations for the Vice Chancellor. Membership reflects a broad representation of the RMP workforce.

Integrate EDI Best Practices throughout hiring process (CECO)

The unit integrates EDI best practices into each phase of the hiring process from outreach to recruitment, expanding pool diversity, avoiding bias by staying current on required training, and requiring accountability throughout the recruitment process. As part of recruitment planning, hiring managers and the HR contact discuss goals and review the full underutilization report for a broader understanding of representation in the VC area or campus as a whole. An additional step is utilized to determine where the pool remains diverse or whether there has been a significant drop in the inclusivity of the pool at each stage.

Integrate EDI competencies into all new job descriptions (CECO)

All new and existing job descriptions are reviewed to ensure EDI competencies are integrated in the job description.

Launching an Anti-Racist Learning Community (TLC)

The unit has leveraged their experience launching an anti-racist learning community grounded in the literature on anti-racism and informed by the work of scholars of color to scale training for more educators and to strengthen our internal capacity. With facilitators, participants engage in readings, reflection exercises, and discussions designed to deepen their understanding of anti-racist pedagogy in the teaching and learning community.

Ongoing Efforts to Enhance Quality of Campus Life for Individuals with Disabilities (VC-RMP)

Ongoing efforts to enhance the quality of campus life for our colleagues and campus members who experience disabilities, including continuing sponsorship and management of Aira, technology for individuals who are blind or have low vision; provision of subtitles and voice narration for all RMP outreach videos, creating greater accessibility for individuals with vision or hearing disabilities; and continued efforts to improve access at UC San Diego and ensure ADA compliance through initiatives such as the installation of touchless door entry systems at major entrances for the majority of core-funded buildings on campus.

People of Color Collective (POCC) (TLC)

A self-organized group working to advance concrete actions as part of the annual accountability report assessment and review process.

Repatriation Coordinator (VC-RMP)

A new Repatriation Coordinator develops processes and structures to ensure accountability and

compliance with state and federal laws. RMP also focuses on outreach to Indigenous communities through consultations with external organizations and tribal leaders to address Native American Graves Protection and Repatriation Act projects on campus.

Rotation of All Staff through EDI Work Group (CECO)

By rotating staff participation, the Division is building competencies across all levels, from entry-level positions to high level managers, and will continue to engage and develop EDI thought leaders.

Selection of Individual Staff EDI-related performance goal (CECO)

Staff propose at least one EDI-related goal for the upcoming performance cycle that is personally meaningful. In subsequent evaluation cycles, staff are expected to work with their supervisors to identify specific and measurable EDI-related goals.

UCSD Police Department Transformational Policing Initiative (VC-RMP)

A program to promote justice and equity, fostering trust and collaborative community relationships. The program empowers officers to make positive change to the benefit of the communities they protect.

VC-R EDI Staff Committee (VC-R)

Supports a positive climate by relying on a grassroots, rather than top-down, approach to identifying EDI goals and objectives that resonate most deeply with staff. They have conducted several staff-wide surveys to identify unit priorities and have identified Advancement/Promotion, Culture, and Hiring/Recruitment as areas of particular priority.

UNDERGRADUATE STUDENT EXCELLENCE BEST PRACTICES

UNDERGRADUATE STUDENT ACCESS & SUCCESS: Proven Strategies

- Arts and Community Engagement (ACE) (A&H)
- Breakfast with the Deans (JSOE)
- Burbidge Visiting Professorships (DPS)
- Expanded Partnerships with Career Services and Private Sector (Bio Sci)
- Mentor Assistance Program (SDSC)
- Scripps Undergraduate Research Fellowship (SURF) (SIO)
- SIO INCLUDES Support and Retention Program (SIO)
- StartR Inclusion Accelerator (Rady)
- StartR Veteran (Rady)
- Student Leadership and Development (A&H)
- Student Success Center (DPS)
- Summer Engineering Institute and Summer Program for Incoming Students (JSOE)
- Transfer Summer Academy (A&H)
- Triton Arts & Humanities Academy (TAHA) (A&H)

UNDERGRADUATE STUDENT ACCESS & SUCCESS: New and Emerging Strategies

- Bookstore Equitable Book Distribution Program (VC-RMP)
- BUMMP-Biology Undergraduate and Master's Mentorship Program (Bio Sci)
- DPS First-Year Cohort Program (DPS)
- DREAM Externship Program for Student Nurses (Health)
- EDI Specialization with Human Development Sciences B.S. degree and Native American and Indigenous Studies Minor (Soc Sci)
- Equity, Diversity, Inclusion Fellowship Program (GPS)
- Expanded PATH Program Supporting URM Transfer from SDCCD (A&H)
- Income Share Agreements (ISA) to reduce reliance on student loans (Ext)
- Spanish Language Programming (Ext)
- Triton Research and Experimental Learning Scholarship (TRELS) (UGrad)
- VC-SA Device Lending Program (VC-SA)

UNDERGRADUATE STUDENT CLIMATE: Proven Strategies

- Arts and Community Engagement (ACE) (A&H)
- Departmental DEI Committee (JSOE)
- Partners at Learning (PAL) Program (Soc Sci)

UNDERGRADUATE STUDENT CLIMATE: New and Emerging Strategies

- The Basement's Latinx Leadership Program (VC-R)
- Food Diversity (VC-CFO; HDH)

UNDERGRADUATE STUDENT ACCOUNTABILITY: New and Emerging Strategies

- Strategic Commitments to Address Anti-Blackness Publications (VC-SA)

UNDERGRADUATE STUDENT ACCESS & SUCCESS: Proven Strategies

Arts and Community Engagement (ACE) (A&H)

Responding to a desire to connect more meaningfully with local diverse communities and to provide high-impact experiences for UC San Diego students, ACE is developing activities that highlight art to engage community members in cultural and social dialogue, including continuing the University's partnership with the San Diego Unified School District's Visual and Performing Arts Department (VAPA) Foundation.

Breakfast with the Deans (JSOE)

The IDEA Engineering Student Center coordinates a breakfast for admitted engineering freshmen (during Triton Day) and transfer students (during Transfer Triton Day) from underrepresented backgrounds. Hosted by the Dean of JSOE, this event provides an opportunity for students and their families to meet current engineering students, faculty, and staff, and to learn about programs that promote their academic success. Conducted in partnership with the National Society of Black Engineers (NSBE); the Society of Women Engineers (SWE); the Society of Hispanic Professional Engineers (SHPE); Women in Computing (WIC); Out in Science, Technology, Engineering, and Mathematics (oSTEM); and the Society of Asian Scientists and Engineers (SASE).

Burbidge Visiting Professorships (DPS)

A visiting professorship program in physics designed to attract eminent women physicists to UC San Diego for collaborative research interactions within the department, motivated in part by the few numbers of senior women physicists on campus. The faculty serve as role models to students and provide them with insight on how to build a career in physics. In addition, they provide mentorship to junior faculty and in the longer term serve as references for tenure and promotion cases.

Expanded Partnerships with Career Services and Private Sector (Bio Sci)

Expanded partnerships with the Career Services Center and local technology companies provide diverse undergraduate and graduate students with additional opportunities for career development, including internships and training programs focused on developing the soft skills necessary to succeed in their chosen careers.

Mentor Assistance Program (SDSC)

A campus-wide program that engages high school students in a mentoring relationship with an expert from a broad range of disciplines, including History, Marine Physical Sciences, Computer Science, and others. An essential component of this program is the involvement of women, URM, and people with disabilities in fields where these groups have traditionally been underrepresented.

Scripps Undergraduate Research Fellowship (SURF) (SIO)

A National Science Foundation (NSF) funded REU that has made a significant impact not only in increasing diversity within the field of geosciences, but also by creating a pipeline of diverse SURF alumni who are now graduate students at SIO.

SIO Inclusion across the Nation of Communities of Learners of Underrepresented Discoverers in Engineering and Science (INCLUDES) Support and Retention Program (SIO)

A program that provides additional support and retention efforts for underrepresented students at SIO. Programming includes individualized check-ins, monthly gatherings, and quarterly activities designed to build community, improve academic performance, and offer professional development opportunities.

StartR Inclusion Accelerator (Rady)

StartR Inclusion is a one-of-its-kind accelerator created to increase and encourage diversity in entrepreneurship. The program is open to all UC San Diego undergraduate, graduate, and postdoctoral students, as well as recent alumni, with a business idea. Teams are encouraged to have a member of a historically underrepresented population in a leadership role. Participants take part in workshops focused on various aspects of launching startups. Each startup is introduced to mentors and meets regularly with advisors to monitor and encourage progress.

StartR Veteran (Rady)

StartR Veteran engages the campus veteran population in entrepreneurial activities led by and for veterans of the armed forces. Participants engage in workshops focused on enterprise development, one-on-one mentoring sessions, and pitch preparation, all led by veterans. StartR Veteran combines an accelerator program with community outreach to engage veterans who have started or are in the process of starting a company with those who may only have an idea.

Student Leadership and Development (A&H)

The division employs and trains students with the goal of creating strong URM leaders on campus and in the community. Training workshops include outreach and public speaking; best practices for cover letters, resumes, and interviews; entrepreneurship; and financial literacy. Medical students also complete intensive mentor training in preparation for the summer academy. These training programs are a key element in retention and students have expressed feelings of fulfillment for the opportunity to be in a leadership role. Typically, more than half of the summer academy mentors are URM and represent diversity in many additional ways (socioeconomic, veteran status, LGBTQ, etc.).

Student Success Center (DPS)

The Student Success Center has a dedicated physical space and three primary mission goals:

1. Increasing retention and graduation rates through services tailored for and focused on students in the physical sciences.
2. Providing students in the physical sciences with opportunities for training experiences beyond the classroom and for professional development beyond a degree.
3. Fostering a sustainable culture of academic excellence while preparing a diverse workforce of future leaders in the physical sciences and within the community.

Efforts within the Center include working with existing student organizations to create a clear funding model moving forward and creating a divisional Student Council, which meets quarterly. Ongoing efforts focus on increasing research and internship opportunities for students, facilitating alumni

mentoring, and increasing professional development. Future planned efforts include developing additional EDI-focused student organizations and facilitating expanded tutoring efforts for underrepresented students.

Summer Engineering Institute and Summer Program for Incoming Students (JSOE)

Deployed by the [IDEA \(Inclusion, Diversity, Excellence, Achievement\) Center](#) and CSE, the [Summer Engineering Institute](#) (SEI) and the [Summer Program for Incoming Students](#) (SPIS) provide first-year engineering students the opportunity to take engineering courses and relevant projects prior to the start of the fall quarter. Students gain hands-on experience and access to tutoring sessions throughout the academic year and are welcomed into a supportive and encouraging community of engineers.

Transfer Summer Academy (A&H)

Funded through a grant from the Mellon Foundation and in partnership with the San Diego Community College District, the five-week summer academy provides newly admitted transfer students academic and career preparation with eight units of coursework. As a result, the program increases representation and yield of URM transfer students.

Triton Arts & Humanities Academy (TAHA) (A&H)

Rising high school seniors interested in studying arts and humanities can participate in this one-week summer program, conducted in partnership with UC San Diego Admissions. Each year, students from URM communities attend the program and a majority of students apply to UC San Diego. Divisional undergraduate students, trained by Dean's Office staff, participate in outreach events with San Diego high schools to better diversify the student population.

UNDERGRADUATE STUDENT ACCESS & SUCCESS: New and Emerging Strategies

Bookstore Equitable Book Distribution Program (VC-RMP)

Students pay a fixed per unit fee and receive access to 100% of their required course materials regardless of major or curriculum, reducing the cost of their materials by 30-40% and eliminating inequity by major.

BUMMP-Biology Undergraduate and Master's Mentorship Program (Bio Sci)

Provides mentorship for undergraduate and Master's students, particularly URM students, and recruits directly through the Black Resource Center and the Raza Resource Centro. Students also receive scholarships through BUMMP Research Apprenticeship Program.

DPS First-Year Cohort Program (DPS)

To abate transfer of undergraduate physical sciences majors, the First-Year Cohort Program created a cohort of first-generation college students and students from underrepresented backgrounds to take all of their first-year math, chemistry, and physics courses together. Students also participate in the Summer Bridge Program, during which they take a mathematics course together to provide the foundation needed for the first-year math, chemistry, and physics courses.

Diversity Retention Equity Aspire Mentor (DREAM) Externship Program for Student Nurses (*Health*)

This externship program is geared toward underrepresented students and is designed to increase the clinical confidence and competence of nursing students. Under direct supervision, the extern can observe and participate in a variety of clinical experiences, developing the necessary skills to advance their careers at UCSD Health and beyond.

EDI Specialization with Human Development Sciences B.S. degree & Native American and Indigenous Studies Minor (*Soc Sci*)

Human Development Sciences launched an EDI specialization to focus on transforming education in a diverse society, and the Ethnic Studies Department offers a minor in Native American and Indigenous Studies (NAIS).

Equity, Diversity, Inclusion Fellowship Program (*GPS*)

To facilitate outreach to applicants from underrepresented groups and mentorship for first-generation graduate students, the Fellowship Program created a cohort of three Fellows who propose and institute outreach and mentorship projects.

Expanded PATH Program Supporting URM Transfer from San Diego Community College District (SDCCD)(*A&H*)

A Mellon Foundation grant to Arts & Humanities and SDCCD provides expansion of the PATH Program to support existing and new opportunities for transfer students from historically disadvantaged communities and creates professional training programs for graduate students.

Income Share Agreements (ISA) to reduce reliance on student loans (*Ext*)

In order to diversify the technology talent pipeline and increase access to education, ISAs are being piloted in a cohort model in collaboration with the San Diego Workforce Partnership. The majority of ISA recipients have included students from underrepresented backgrounds, first-generation college students, and women.

Spanish Language Programming (*Ext*)

UCTV and UCSD-TV, which reach 5 million viewers monthly with a YouTube subscriber list of 500,000, broadcast Spanish language programs. All programming reflects the UC San Diego Principles of Community in terms of topics and representation on camera.

Triton Research and Experimental Learning Scholarship (TRELS) (*UGrad*)

The undergraduate colleges oversee TRELS. With the support of the Chancellor, the program provides students with stipends to conduct mentored research and other experiential projects. The program is particularly focused on ensuring equitable access to research in diverse disciplines.

VC-SA Device Lending Program (*VC-SA*)

Coordinated in partnership with Information Technology Services (ITS) and the Bookstore, the program has provided almost 850 students with more than 1,000 devices including laptops and hot spots.

UNDERGRADUATE STUDENT CLIMATE: Proven Strategies

Arts and Community Engagement (ACE) (A&H)

(See Undergraduate Student Access and Success: Proven Strategies page 23 for details)

Departmental DEI Committee (JSOE)

(See Staff Accountability: Proven Strategies page 18 for details)

Partners at Learning (PAL) Program (Soc Sci)

The program, part of EDS, provides opportunities for undergraduate students to work with underserved P–12 students and schools while earning upper division course credit and fulfilling graduation requirements. PAL service-learning courses provide students with an introduction to theoretical and practical issues in P–12 education by incorporating both academic work and fieldwork components into the course structure.

UNDERGRADUATE STUDENT CLIMATE: New and Emerging Strategies

The Basement’s Latinx Leadership Program (VC-R)

The Latinx Leadership Program is a year-long pilot program open to all. The goal of the program is to empower students with leadership skills and exposure to real life entrepreneurial experiences through mini-practicums and summer internships with local start-ups.

Food Diversity (VC-CFO; HDH)

HDH offerings have expanded in existing locations to include a glatt-certified kosher kitchen inspired by Mediterranean, Persian, North African, and Latin American global cuisine. Warren College hosts the largest halal-certified restaurant at any university in the country. Muir College houses a plant-based dining location featuring a variety of vegan options. A first-generation Chinese restaurateur and UC San Diego alum owns and operates a restaurant on campus serving Chinese recipes from the Hunan Province. Authentic Middle Eastern street food, traditionally prepared ramen, and small Japanese plates can be found on campus as well.

UNDERGRADUATE STUDENT ACCOUNTABILITY: New and Emerging Strategies

Strategic Commitments to Address Anti-Blackness Publications (VC-SA)

All units in the Division created a set of strategic commitments to address anti-Blackness, which include both short-term and long-term actions to better support the health and well-being of Black students, colleagues, and community members.

GRADUATE STUDENT EXCELLENCE BEST PRACTICES

GRADUATE STUDENT ACCESS & SUCCESS: Proven Strategies

- **Burbidge Visiting Professorships** (*DPS*)
- **Community Engagement & Inclusion Fellows** (*SIO*)
- **Dean's Diversity Fellowship and Relocation Allowance** (*Bio Sci*)
- **Dissertation Writing Workshop** (*A&H*)
- **Diversity Committee Participation in Recruitment** (*Bio Sci*)
- **Expanded Partnerships with Career Services and Private Sector** (*Bio Sci*)
- **Graduate Health Action Committee (GradHAC)** (*Bio Sci*)
- **GRE Optionality** (*Bio Sci*)
- **HBCU and HSI Recruitment** (*Bio Sci; GPS; Rady; Soc Sci*)
- **Holistic Review of Applicants** (*Bio Sci; Soc Sci*)
- **Recruitment of UC President's Postdoctoral Fellows (PPFP)** (*A&H; Bio Sci; DPS; GPS; JSOE; Soc Sci*)
- **StartR Inclusion Accelerator** (*Rady*)
- **StartR Veteran** (*Rady*)
- **Summer Institute for Emerging Managers and Leaders (SIEML)** (*Rady*)
- **Scripps Undergraduate Research Fellowship (SURF)** (*SIO*)
- **SIO INCLUDES Support and Retention Program** (*SIO*)
- **Student Advisor and Wellness Program (SSPPS)**

GRADUATE STUDENT ACCESS & SUCCESS: New and Emerging Strategies

- **The Basement's Latinx Leadership Program** (*VC-R*)
- **Community Connections Fellowship Program** (*A&H*)
- **Faculty Mentor Training Series via the Center for the Improvement of Mentored Experiences in Research (CIMER)** (*Bio Sci*)
- **NSF California Consortium for Inclusive Doctoral Education (C-CIDE)** sponsored holistic admissions workshops and new dashboards (*GEPA*)
- **Preparing Accomplished Transfers to the Humanities (PATH) Integrated Internship Fellows** (*A&H*)
- **Restorative Education about Plants (REAP) community-based program** (*Bio Sci*)
- **Spanish Language Programming** (*Ext*)
- **STARTneuro program** (*Bio Sci*)

GRADUATE STUDENT CLIMATE: Proven Strategies

- **Connections Program** (*Bio Sci*)
- **Departmental DEI Committee** (*JSOE*)
- **Student Review of Faculty Mentorship** (*Bio Sci*)

GRADUATE STUDENT CLIMATE: New and Emerging Strategies

- **4-Year Health Equity Thread** (*SOM*)

- **Black Graduate LLC** (*VC-CFO; HDH*)
- **Program in Medical Education for the Health Equity (PRIME-HEq)** (*SOM*)
- **Scripps LEADS (Learn, Engage, Activate, Develop & Support) Pilot** (*SIO*)
- **Women and Minorities in Science (WMIS)** (*SIO*)

GRADUATE STUDENT ACCOUNTABILITY: Proven Strategies

- **Graduate Admissions Review** (*DPS*)

GRADUATE STUDENT ACCOUNTABILITY: New and Emerging Strategies

- **Health Sciences Anti-Racism Task Force** (*VC-HS; VC EDI*)

GRADUATE STUDENT ACCESS & SUCCESS: Proven Strategies

Burbidge Visiting Professorships (DPS)

(See Undergraduate Student Access & Success: Proven Strategies page 23 for details)

Community Engagement & Inclusion Fellows (SIO)

Graduate Student Fellows support the Director of Diversity Initiatives and serve as direct liaisons to the graduate student community.

Dean's Diversity Fellowship and Relocation Allowance (Bio Sci)

For students who contribute to diversity, to ensure that the division's offers remain competitive for highly sought-after students.

Dissertation Writing Workshop (A&H)

To address feelings of isolation and lack of support associated with writing dissertations, this workshop offers graduate students interdisciplinary feedback on chapter work beyond what is currently available within their disciplinary fields.

Diversity Committee Participation in Recruitment (Bio Sci)

Diversity Committee members participate in the graduate admissions committee and throughout the recruitment process.

Expanded Partnerships with Career Services and Private Sector (Bio Sci)

(See Undergraduate Student Access & Success: Proven Strategies page 23 for details)

Graduate Health Action Committee (GradHAC) (Bio Sci)

Student-initiated and divisionally-sponsored group that identifies and addresses areas of concern for graduate students ranging from mental health and work-life balance, to international student concerns, mentor selection, and parking.

GRE Optionality (Bio Sci)

Substantial evidence suggests that the GRE test is biased against URM students and is not an accurate predictor of graduate school success. Therefore, the division has made the GRE an optional metric in order to broaden the diversity of graduate applicant pools.

HBCU and HSI Recruitment (Bio Sci; GPS; Rady; Soc Sci)

Outreach to Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs) for graduate student recruitment with some units providing summer research and professional development experiences, open to all. A critical goal of the UC-HBCU and Hispanic-Serving Institutions-Doctoral Diversity Initiative (UC-HSI DDI) is to enable more HBCU and HSI alumni to complete UC PhD programs.

Holistic Review of Applicants (*Bio Sci; Soc Sci*)

Mission aligned selection process that utilizes the applicant's whole file for consideration of a wide range of applicant attributes, experiences, and skills in addition to academic metrics.

Recruitment of UC President's Postdoctoral Fellows (PPFP) (*A&H; Bio Sci; DPS; GPS; JSOE; Soc Sci*)

(See Faculty Access & Success: Proven Strategies page 8 for details)

StartR Inclusion Accelerator (*Rady*)

(See Undergraduate Student Access & Success: Proven Strategies page 24 for details)

StartR Veteran (*Rady*)

(See Undergraduate Student Access & Success: Proven Strategies page 24 for details)

Summer Institute for Emerging Managers and Leaders (SIEML) (*Rady*)

SIEML is an immersive business leadership experience for students currently enrolled at HBCUs and HSIs. Students from all fields of study are encouraged to apply, but must have an interest in developing their leadership and professional skills, and should have an interest in attending a UC graduate business program.

Scripps Undergraduate Research Fellowship (SURF) (*SIO*)

(See Undergraduate Student Access & Success: Proven Strategies page 23 for details)

SIO INCLUDES Support and Retention Program (*SIO*)

(See Undergraduate Student Access & Success: Proven Strategies page 24 for details)

Student Advisor and Wellness Program (*SSPPS*)

A program implemented to provide student wellness support for integrating academic decisions with personal care and dealing with stressors.

[GRADUATE STUDENT ACCESS & SUCCESS: New and Emerging Strategies](#)

The Basement's Latinx Leadership Program (*VC-R*)

(See Undergraduate Student Climate: New and Emerging Strategies page 27 for details)

Community Connections Fellowship Program (*A&H*)

The program supports meaningful partnerships between graduate students and community organizations throughout the San Diego-Tijuana region.

Faculty Mentor Training Series via the Center for the Improvement of Mentored Experiences in Research (CIMER) (*Bio Sci*)

A train-the-trainers based series that empowers faculty to develop mentorship skills in fellow faculty in order to support graduate students.

National Science Foundation (NSF) California Consortium for Inclusive Doctoral Education (C-CIDE) sponsored holistic admissions workshops and new dashboards (GEPA)

Through the C-CIDE Project, GEPA sponsors two workshops on Holistic Review in Graduate Admissions. C-CIDE campus team includes representatives from Chemistry/Biochemistry, Neurosciences, Physics, and SIO.

Preparing Accomplished Transfers to the Humanities (PATH) Integrated Internship Fellows (A&H)

An initiative geared to professional training and leadership development of graduate students in collaboration with San Diego Community College district. Activities include Pathways Retreats to address anti-Black racism, cabinet and senate meetings, shadowing/mentorship, and the Title V Taskforce for HSI Compliance.

Restorative Education about Plants (REAP) community-based program (Bio Sci)

UCSD-National City REAP, a program created by PhD students, promotes community gardening, reduces food insecurity, and increases science education in the predominantly Latinx National City community.

Spanish Language Programming (Ext)

(See Undergraduate Student Access and Success: New and Emerging Strategies page 26 for details)

STARTneuro program (Bio Sci)

Trains and mentors diverse transfer students as they enter neuroscience research, beginning with a summer research training program, and provides ongoing mentorship and workshops to prepare students for PhD programs, including at UC San Diego.

GRADUATE STUDENT CLIMATE: Proven Strategies

Connections Program (Bio Sci)

A program that uses professional storytelling and networking to create space for graduate students and URM students to connect with students and faculty.

Departmental DEI Committee (JSOE)

(See Staff Accountability: Proven Strategies page 18 for details)

Student Review of Faculty Mentorship (Bio Sci)

First-year students evaluate the quality and effectiveness of faculty mentorship during their research rotations.

GRADUATE STUDENT CLIMATE: New and Emerging Strategies

4-Year Health Equity Thread (SOM)

Focuses on historical injustices, social determinants of health, anti-racist practices, integration, and advocacy.

Black Graduate LLC (VC-CFO; HDH)

VC EDI partnered with the Black Resource Center, GEPA, and graduate students to launch the Black Graduate LLC in Nuevo East. In response to resident feedback, this program supports academic and social affinity of its community members through centering the Black graduate experience in its programming and connections with community partners.

Program in Medical Education for the Health Equity (PRIME-HEq) (SOM)

A 5-year dual degree program wherein students pursue electives focused on health disparities and pursue a Master's degree as well.

Scripps LEADS (Learn, Engage, Activate, Develop & Support) Pilot (SIO)

(See Faculty Access & Success: Proven Strategies page 8 for details)

Women and Minorities in Science (WMIS) (SIO)

An existing program with volunteers transformed into an award-winning team that organized a wide variety of events designed to build community throughout SIO. The group engaged in activities around anti-Blackness, such as community discussions on being anti-racist.

GRADUATE STUDENT ACCOUNTABILITY: Proven Strategies

Graduate Admissions Review (DPS)

Departments annually write and submit their graduate admissions policies and procedures for review and feedback from their divisional Committee for EDI and GEPA. In their submission, departments include their selection criteria, how the GRE is being utilized in the admissions review, how peer institutions are utilizing the GRE (if at all), and how they plan to increase the diversity of their admitted student cohort.

GRADUATE STUDENT ACCOUNTABILITY: New and Emerging Strategies

Health Sciences Anti-Racism Taskforce (VC-HS; VC EDI)

(See Faculty Accountability: New and Emerging Strategies page 12 for details)