

**San Diego State University
Diversity and Inclusion Plan
Division of University Relations & Development**

A University Senate resolution approved on Feb. 6, 2018, requires all units to engage in diversity and inclusion planning. It stated:

“LET IT BE RESOLVED, that San Diego State University creates a campus-wide diversity plan and that all academic and administrative units/divisions also create individual diversity plans that are congruent with the University plan. The University shall provide training and support for developing these plans. This requirement shall be in place by the year 2020.”

After receiving the resolution, President Roush supported the implementation of the resolution and further provided that all units have diversity plans by fall 2020. Any units without an approved plan will not be able to hire beginning Jan. 1, 2021, until the criteria are satisfied. The Diversity and Inclusion Plans are meant to be expansive in nature; according to the resolution language, “all academic and administrative units/divisions” are required to have a plan on file. Beyond the wider university plan for equity, diversity, and inclusion, this includes all 54 academic departments and schools, eight colleges, Library, Imperial Valley Campus, Mission Valley Campus, four divisions (Academic Affairs, Business and Financial Affairs, Student Affairs, University Relations and Development), and campus auxiliaries.

*Based on the recommendation of the University Senate standing committee on Diversity, Equity and Inclusion (DEI), **All** plans will be evaluated using the following seven criteria for evaluation:*

- 1. All plan components are to be described clearly and written with detail*
- 2. Plans should include data that evidences which groups are experiencing disproportionate impact*
- 3. Plans should demonstrate a meaningful, deep-dive into the data*
- 4. A committee and data-gathering process that has broad representation*
- 5. Direct alignment between challenges, goals, and planned interventions*
- 6. Each plan should clearly delineate who is responsible for which tasks*
- 7. A plan that provides intentional and meaningful efforts that (if implemented) are likely to affect desired changes*

**San Diego State University
Diversity and Inclusion Plan**

1. Unit Name: Division of University Relations & Development

2. Primary Contact Name: Sarah Vanderburgh

4. Planning Committee Members

Member 1 : Sarah Vanderburgh, Divisional Director of Human Resources

Member 2: Aura Despres, Coordinator to the VP for Development

Member 3: Kevin Decker, Director of Data Analytics

Member 4: Cheryl Lemox, Associate Director, Donor Relations

Member 5: Savannah Marshall, Administrative Coordinator, Vice President's Office

Member 6: Travis McCauley, Assistant Director, SDSU Alumni

4.a. The Diversity and Inclusion Statement that has been developed and approved as part of the planning process has been posted to the unit's website: Yes No

5. Diversity and Inclusion Statement

University Relations and Development at San Diego State University is committed to upholding, as a foundational belief, a supportive working **environment of inclusion that values, honors, and respects, all members of our team and the University community.**

We strive to engage in and promote the fair and equitable recruitment and training of URAD staff members, develop meaningful relationships with all groups in our diverse campus community, and share philanthropic stories that highlight the impact of and opportunity for diverse giving by our SDSU community.

University Relations and Development firmly believes that an inclusive environment facilitates critical and creative thinking, and that differences in identities, values, beliefs, and perspectives are fundamental to our mission of generating philanthropic support for the university and its student body.

Within University Relations and Development, the term diversity implies a respect for all and an understanding of individual differences and other characteristics protected by applicable state or federal law, **so that all members of the community are treated at all times with dignity and respect.**

We value diversity and inclusion in the working environment and believe it is vital to the fulfillment of the university's mission.

6. Results from the Unit's Environmental Assessment

Representation

Part 1: Staff Representation by Gender/URM Analysis Regarding Representation

females and non-underrepresented minorities comprise the majority of employees in the University Relations and Development team as derived from the Staff Representation information provided by Division of Student Affairs and Campus Diversity.

When compared to other divisions at the University, URAD's female representation of 75% represents the highest female representation of all university divisions. This data also shows that URAD's non-underrepresented minorities representation of 24% is one of the lowest among all university divisions.

URAD's gender representation of 75% female and 25% male is inflated in comparison to the current campus student population, which is comprised of 58% female and 42% male [as shown](#) by SDSU's department of Analytic Studies and Institutional Research.

URAD's URM/Non-URM percentages of 24% and 76% (respectively) is out of alignment with the current campus student population, which is comprised of 38% URM and 62% Non-URM [as shown](#) by SDSU's department of Analytic Studies and Institutional Research.

Part 2: Climate Survey Analysis Regarding Representation

The status of representation of employees in University Relations and Development was overall positive as derived from the results of the Climate Survey that was sent out for assessment from the nearly 100 employees in the division. The survey received a 56% response rate.

67 - 77% of all survey takers shared that they either agree or strongly agree that their presence, expertise, contributions, and perspectives are valued.

In addition to this, over 61% of survey takers felt that University Relations and Development has demonstrated commitment to hiring, retaining, career advancement, and supporting initiatives designed to help employees of diverse backgrounds.

Most notably, the large majority of underrepresented minority survey takers indicated a positive response to feeling appreciated and represented within the division. This positive response encompasses employees of richly diverse backgrounds, ability levels, ethnicities, religions, position levels, and genders.

Although generally positive, the survey also identified some areas of improvement for the population of employees with 6-10 years of service. For this group, the percentage fell from an average of 70% to 42% of those survey takers who agreed that their contributions and expertise were valued.

The survey also identified an area of improvement for the population of employees who identified as a sexual minority [Lesbian, Gay, Bisexual, Queer, Pansexual, Asexual, Other], where about 50% somewhat disagreed that University Relations and Development was supportive of employees of diverse backgrounds.

These findings helped influence the committee's decision to create goals 2 and 3 of increased training and improved communication about diversity. The findings analyzed in parts 1 and 2 will also be shared with the division to make all employees aware of the alignment with URAD's representation of gender and underrepresented minorities to other divisions across the campus as well as our student population.

Climate

The organizational climate in University Relations and Development was overall positive as derived from the results of the Climate Survey that was sent out for assessment from the nearly 100 employees in the division. The survey received a 56% response rate.

It was clear from the climate survey that over 75% of survey takers felt that their work environment within University Relations and Development was welcoming, collaborative, supportive, and respectful of employees of diverse backgrounds.

Most notably, over 90% of the survey takers agreed that if given the choice, they would still choose to return to SDSU's Division of University Relations and Development.

In addition to this, many survey takers provided additional feedback about the organizational climate in the division and noted that:

- "SDSU is a very welcoming place for all."
- "University Relations and Development seems to be a very welcoming, caring, kind place to work."

- “The values of equity, diversity and inclusion are reflected in our existing staff in URAD, which is diverse (referring to an array of identities and experiences that define people), collaborative and cohesive.”
- “I believe our division does value DEI because we have a strong awareness that our personnel should reflect our student body and that diversity in its many forms makes us stronger.”
- “The division embraces diversity and is inclusive in its daily practice including: asking opinions/consultation, inviting staff to meetings and asking them to participate.”

These findings confirmed that the Division of University Relations and Development must continue promoting a culture of diversity and inclusion to be an example of a positive organizational climate on campus and within the broader San Diego community of SDSU donors and alumni.

Success

University Relations and Development's environmental assessment regarding employee success was overall positive. The survey was sent to nearly 100 division employees and received a 58 percent response rate (6 administrators, 52 staff members).

Over 80% of those taking the survey (including 80% staff members and nearly 84% of administrators) agree (somewhat or strongly) URAD has a demonstrated commitment to the career advancement of employees of diverse backgrounds.

The results of the respondents in other demographics categories were:

- Service-time - Nearly 89% of employees with over 11 years of service and 84% of employees with 1-5 years of experience feel URAD has a demonstrated commitment to the career advancement of employees of diverse backgrounds. Employees responding with less than one year of service (60% agree) and employees with 6-10 years of (70% agree) were below the overall average of an 80% approval rating.
- Gender – Over 85% of women in URAD, while only 60% of men (6 out of 10) agree.
- URM vs. Non-URM – Over 84% of underrepresented minorities and 79% of non-underrepresented minorities agree.
- Sexual preference – Nearly 81% of the sexual majority, while only 50% of the sexual minority agree.
- Religion – Over 90% of Christians, while only 62% of other faiths (including Atheist, Agnostic, Buddhist, Hindu) agree.

In addition, a few comments related to career advancements and resurgence of the URAD mentoring program:

- *"Yes. Emphasis is placed on support for colleagues of diverse backgrounds (e.g., access to resources and pathways to promotion)."*

- *"Revitalize formal mentoring program within - maybe expand across - division and prioritize access/matching up to leadership for employees of diverse backgrounds."*
- *"Continue our inter-department mentoring program."*

These findings confirmed that over 80% of University Relations and Development employees who completed this survey agree that employees from different backgrounds experience employee success. While these are positive results, our division must grow our diversity and inclusion efforts through our division's goals related to hiring, training, and community-building actions.

7. The Unit's Goals for Diversity and Inclusion

Goal 1: Implement hiring practices for URAD that facilitate aligned representation with the SDSU student population and greater SDSU community. By 2022, URAD will implement recruitment and hiring practices that support an inclusive and diverse environment that is representative of the greater San Diego State University community.

Goal 2: Equip all employees within University Relations and Development with the tools and awareness to improve the division's climate as it relates to diversity and inclusivity. By 2022, our goal is to generate a 90% participation rate of URAD employees to participate in a minimum of one Diversity, Equity and Inclusion training offerings, annually.

Goal 3: Encourage diversity in giving to SDSU by showcasing diverse philanthropy through donor stories of individuals from underrepresented minority backgrounds or philanthropic efforts that support diversity on campus. By 2022, URAD will develop and share with the greater San Diego State University community stories, initiatives, and engagement efforts that support a culture of diversity and inclusion.

8. Planned Strategies and Interventions

Overall Strategies and Interventions

Goal Area 1: Staff hiring and representation

Objective: Diversity amongst the applicant pools and individuals selected for interviews will more closely align with SDSU student body.

Intervention 1: Advertise job postings widely and in outlets that are readily accessible to diverse audiences.

Resources Needed: Additional budget/funding for recruitment costs to ensure that advertisements reach diverse groups.

Responsibility:

- Divisional Director of Human Resources for advertising job announcements
- Finance Director/Chief Financial Officer to authorize additional budget to support advertising

Assessment:

- Divisional Director of Human Resources to provide analysis of applicant pools, tracking and pre-interview assessment of applicants as part of an annual report to DEI/URAD Senior Leadership.

Goal Area 2: Climate

Objective: Equip all employees within University Relations and Development with the tools and awareness to improve the division's climate as it relates to diversity and inclusivity and assess progress via a divisional climate survey, using data and findings to continually influence the values and strategic plan of the division for years to come.

Intervention 1: The URAD DEI Committee will work together to promote and organize division-wide attendance to trainings by: identifying all upcoming trainings and workshops held by SDSU's Division of Diversity, Equity, and Inclusion, promptly advertising to URAD of these upcoming trainings via divisional announcements, and arranging calendar invitations to go out to URAD to ensure optimal training/workshop attendance. The attendance of each training will be tracked through calendar events and participation rosters and will be reported on to show the progress toward Goal 2 as an assessment metric.

Resources Needed:

- Diversity and Inclusion trainings offered
- Google calendar for notification and tracking of event attendance
- List-serv for division-wide communications related to upcoming trainings and workshops and for distributing climate survey

Responsibility:

- Diversity & Inclusion to provide variety of trainings for employee participation
- URAD Diversity, Equity and Inclusion committee to maintain an up-to-date list of upcoming training and workshops that can be attended by URAD staff, manage invitations to division for optimal attendance via Google Calendar and Email, and gather attendance metrics for assessment as needed.

Assessment:

- Divisional Director of Human Resources to report on aggregate divisional participation by staff in D&I training to the DEI committee and senior leadership to show progress in attaining 90% divisional staff participation annually.
- URAD DEI Committee will provide an annual report to division staff and leadership detailing the implementation of Intervention 1, aiming for 90% divisional staff participation annually in Diversity and Inclusivity training.

Intervention 2: The URAD DEI Committee will arrange for a divisional climate survey to be distributed to the division annually, and will benchmark findings against previous survey results

to evaluate divisional climate. The findings will be shared with division leadership to influence the values and strategic plan for the division, as well as to improve the division's climate as it relates to diversity and inclusivity.

Resources Needed:

- Google form/Qualtrics for climate survey administration

Responsibility:

- URAD Diversity, Equity and Inclusion committee, in coordination with URAD's Director of Data Analytics will be responsible for creation and maintenance and distribution of an annual climate survey. During this process, it will be the committee's responsibility to create measurable, quantitative questions for the purpose of collecting data that can be averaged and compared year over year against benchmarks of previous survey response data. The committee will also be responsible for presenting the survey results to senior leadership for influencing improved division culture and future strategic planning.
- URAD leadership is responsible for taking into account the climate survey in their decision making as it relates to improving the division's culture and developing future strategic plans.

Assessment:

- The URAD DEI Committee and divisional leadership will assess the climate survey results year-over-year to determine whether and how the division's climate has improved as it relates to inclusivity and diversity.

Goal Area 3: Culture

Objective: URAD will develop and share philanthropic stories, initiatives, and engagement efforts that support a culture of diversity and inclusion. The short term desired results are to create a bank of five to ten donor stories that differ in giving area, donor backgrounds, donors' reasons for giving, donors' way of giving or giving directly to diversity and inclusion. In the long term, establish a practice of sharing diverse donor stories with the campus community regularly, as outlined above.

Intervention 1: Various URAD departments will share potential diverse donor story ideas with the URAD marketing team to be developed and shared with the campus community. URAD will work with division and campus partners to:

- Distribute the philanthropic stories in campus e-newsletters, including SDSU NewsCenter, SDSU Alumni eNews, State Up to Date, Student Affairs, and Colleges;
- Distribute the stories via campus social media sources, including SDSU Alumni, Student Affairs, SDSU, and various Colleges.

Resources Needed:

- Time to develop various donor stories (selecting donor stories, interviewing donors, drafting and editing the stories).
- Divisional promotion and cross campus collaboration for publishing/sharing these stories in various newsletters and social media pages or by sharing with donors during visits.

Responsibility:

- Various URAD departments will share potential diverse donor story ideas with the URAD marketing team to be developed and shared with the campus community.
- URAD Marketing works with Stratcomm and SDSU Alumni to interview and write the stories and various division and campus partners to distribute stories appropriately.

Assessment:

- DEI Committee to report on diverse stories in annual DEI Update to URAD senior leadership to be shared with division. Progress will be tracked by tallying the amount of donor stories collected that reflect the diverse philanthropic giving at San Diego State University.

Based on the recommendation of the University Senate standing committee on Diversity, Equity and Inclusion (DEI), ***ALL*** departments must include in their plans the following four interventions for recruiting a diverse faculty and staff:

1. Implicit bias training for all search committees;
2. Including a certified Inclusion Representative on all search committees;
3. Incorporate at least two of the following Building on Inclusive Excellence (BIE) criteria into search efforts:
 - Integrates understanding of underrepresented populations and communities into research
 - Shows expertise in cross-cultural communication and collaboration
 - Has research interests that engage underrepresented communities or contribute to diversity and equal opportunity in higher education
 - Demonstrates knowledge of barriers for underrepresented students and faculty in higher education
 - Demonstrates commitment to teaching and mentoring underrepresented students
 - Extends knowledge of how to achieve artistic or scholarly success as a member of an underrepresented group
 - Engages in service with underrepresented populations in higher education
4. Strategies that will lead to an applicant pool (of those who meet the basic qualifications) with a proportion of historically underrepresented groups that is similar to the proportion among those holding terminal degrees in the discipline.

Senate DEI Recommended Strategies and Interventions:

Intervention: Implicit bias training for all URAD staff who will serve on search committees.

Resources Needed:

- Training/workshops provided by Student Affairs and Campus Diversity.
- Divisional professional development plan;
- Time to allow for URAD Staff to complete training

Responsibility:

- Student Affairs & Campus Diversity /DDI
- Human Resources Manager to integrate Implicit Bias and other DDI training into professional development plan and new employee onboarding plan; URAD DEI

Committee to advertise Implicit Bias and other DDI training opportunities via divisional announcements.

Assessment:

- Assessment of learning outcomes via DDI
- Divisional Director of Human Resources to certify URAD personnel have completed Inclusive Bias training prior to serving on divisional recruitment/search committees.

Intervention: A certified Inclusion Representative on all URAD search committees (ON HOLD per SA+CD)

Resources Needed:

- DDI Training for Inclusion Representatives,
- DDI to provide Inclusion Representatives

Responsibility:

- Hiring committee chair to staff committee with at least one Inclusion Representative.
- Divisional Director of Human Resources to certify hiring committee includes an Inclusion Representative

Assessment:

- Divisional Director of Human Resources to provide annual reports on recruitments to URAD DEI and Senior Leadership.

Intervention: Incorporate at least two of the BIE criteria into search efforts: Include the URAD Diversity Statement in all recruitment advertisements.

Resources Needed:

- URAD Diversity Statement

Responsibility:

- Divisional Director of Human Resources and/or Hiring Committee Chair

Assessment:

- Certification that every advertisement includes the URAD Diversity Statement

Intervention: Incorporate at least two of the BIE criteria into search efforts: All recruitments include interview questions asking for examples of experience with and commitment to cross-cultural communication and collaboration, diversity, equity and inclusion

Resources Needed:

- Stable of questions to choose from to enquire about experience with and/or commitment to principles of diversity, equity and inclusion.

Responsibility:

- Divisional Director of Human Resources to provide examples and questions to select from.
- Hiring Committee Chair to include questions related to diversity efforts and experience in

interviews.

Assessment:

- Divisional Director of Human Resources to certify inclusion of interview questions related to Diversity, Equity and Inclusion interview prior to interview.

Intervention: Strategy that will lead to a proportional applicant pool (of those who meet the basic qualifications): Advertise job postings widely and in outlets that are readily accessible to diverse audiences

Resources Needed:

- Increased recruitment budget for additional advertising

Responsibility:

- Director of Finance/CFO for budget
- Hiring Committee Chair and/or Divisional Director of Human Resources for advertisements

Assessment:

- Divisional Director of Human Resources to provide annual report on inclusive hiring practices and applicant pools for recruitments

V. Accountability

The URAD DEI committee identified the goal of creating recruitment and hiring practices that support an inclusive and diverse environment that is representative of the greater San Diego State University community within URAD. Our accountability practices to see this goal to fruition by 2022 are for the Divisional Director of Human Resources to record the websites/advertisements utilized for job announcements, review job announcements to ensure inclusive language prior to posting, and to ensure that every search committee will include a diversity advocate and all committee members will have completed inclusive bias training within 2 years

The second goal identified by the URAD DEI committee is for 90% of URAD employees to participate in one D&I training or workshop annually. Our accountability practices to see this goal to fruition by 2022 are for the URAD D&I committee to be informed of all available D&I trainings, to appoint a D&I committee liaison responsible for communicating with the division when D&I training is available for participation, tracking the attendance of URAD staff, and report aggregate divisional attendance back to committee on a bi-annual basis. URAD will document progress toward divisional perception of a culture that supports diversity, equity and inclusion by sending out a climate survey annually, benchmarking and reviewing response data against previous climate surveys.

The third goal identified by the URAD DEI committee is that URAD will develop and share with the greater San Diego State University community stories, initiatives, and engagement efforts that support a culture of diversity and inclusion. Our accountability practices to see this goal to fruition by 2022 are to share this goal with our marketing team who will then coordinate with

the division's various areas to create a list of diverse donor stories to develop and share periodically with the campus community throughout the academic year. Progress will be tracked by tallying the amount of donor stories collected that reflect the diverse philanthropic giving at San Diego State University.