

**San Diego State University**  
**Diversity and Inclusion Planning Template**  
**\* For Divisions and Auxiliaries \***

*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*

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1. Unit Name: Division of University Relations & Development  
(e.g., Division of Student Affairs, Associated Students)

2. Primary Contact Name: Tina Deesen

3. Primary Contact Email: tdeesen@sdsu.edu

4. Planning Committee Members (Attach full roster if there are more than seven members). Each planning committee should have faculty, staff and student representation (unless otherwise approved). Members should indicate completion of readings and participation with their initials.

Member 1 (Name and Title): Tina Deesen, Divisional Director of Human Resources  
Email: tdeesen@sdsu.edu  
Completed: Pre-readings\_\_ Implicit bias seminar X IAT\_\_ Institutes\_\_

Member 2 (Name and Title): Rajah Gainey, Associate Director of Development, Housingement  
Email: rgainey@sdsu.edu  
Completed: Pre-readings\_\_ Implicit bias seminar X IAT\_\_ Institutes\_\_

Member 3 (Name and Title): Alessandra Costigliola, Director of Development, College of Sciences  
Email: acostigliano@sdsu.edu  
Completed: Pre-readings\_\_ Implicit bias seminar X IAT\_\_ Institutes\_\_

Member 4 (Name and Title): Jenna Ponce, Donor Relations Specialist  
Email: jmponce@sdsu.edu  
Completed: Pre-readings\_\_ Implicit bias seminar X IAT\_\_ Institutes\_\_

Member 5 (Name and Title): Savannah Marshall, Administrative Coordinator, Vice President's Office  
Email: savannah.marshall@sdsu.edu  
Completed: Pre-readings X Implicit bias seminar X IAT X Institutes X

Member 6 (Name and Title): Jackie Fuller, Events Specialist  
Email: jfuller@sdsu.edu  
Completed: Pre-readings\_\_ Implicit bias seminar X IAT\_\_ Institutes\_\_

Member 7 (Name and Title): Amy Walling, Associate Vice President, Planned Giving

Email: awalling@sdsu.edu

Completed: Pre-readings\_\_ Implicit bias seminar\_X\_ IAT\_\_ Institutes\_\_

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 [X] No [ ]

### **5. Diversity and Inclusion Statement (400 words or less).**

**Each submission should include a diversity and inclusion statement that** a) establishes the unit's commitment to diversity and inclusion; b) outlines how diversity and inclusion contribute to excellence in the focal area or discipline; c) identifies the unit's long-term goals for equity, diversity, and inclusion; and d) is the product of discussions involving key unit stakeholders. **Once approved, this statement should be posted to the unit's website.**

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** – Please report what you learned about the representation of employees in the unit. For example, to what extent is the current employee demographic representative of the students and local community served? [1000 words or less]

### **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** – Please report what you learned about organizational climate. For example, to what extent do employees perceive the climate environment to be welcoming, affirming, and supportive of diversity and inclusion? [1,000 words or less]

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** – Please report what you learned about employee success. For example, to what degree are employees from different backgrounds making timely progress to promotion? [1000 words or less]

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**

Units should identify three goals for the next one to five years, informed by the unit's diversity and inclusion statement and the environmental assessment. Excellent goals will be SMART: Specific, Measurable, Attainable, Relevant and Timely.

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 100% 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***

Units should identify specific interventions to improve representation, climate, and success for employees. For each intervention, units should identify incentives, resources, and other factors that may affect the unit's ability to successfully implement their intended strategies, as well as how you intend to address any challenges.

### ***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:**

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

**Assessment:**

- Human Resources Manager 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 in order to continually influence the values and strategic plan of the division for years to come.

**Intervention 1:** 100% URAD employee participation rate in Diversity and Inclusivity trainings annually

### **Resources Needed:**

- Diversity and Inclusion trainings

### **Responsibility:**

- Diversity & Inclusion Committee to provide a variety of trainings for employee participation.
- URAD Diversity, Equity and Inclusion committee to promote a calendar of all upcoming training related to D&I and advertise upcoming training with RSVP links available at least 2-4 weeks before via divisional announcements.
- Human Resources Manager to maintain certification list to ensure that all URAD staff have completed a minimum of one D&I training

### **Assessment:**

- The Human Resources Manager will provide a report to the Diversity, Equity and Inclusion committee on URAD staff participation rate annually.
- URAD DEI Committee will provide an annual report to Division staff detailing the implementation of this intervention

## **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:*** *To the extent that they are applicable to your unit, please indicate how you will encourage and/or implement the following four recommended interventions:*

**Intervention:** Implicit bias training for all URAD staff

**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
- HR Manager to document progress toward 100% certification of all URAD personnel and provide periodic progress reports to URAD DEI and Senior Leadership, with a goal to have 100% compliance by 2022

**Intervention:** A certified Inclusion Representative on all URAD search committees

**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.
- Human Resources Manager to certify hiring committee includes an Inclusion Representative

**Assessment:**

- 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:**

- Human Resources Manager and/or Hiring Committee Chair

**Assessment:**

- Certification that every advertisement includes 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:**

- HR Manager to provide examples and questions to select from.
- Hiring Committee Chair to include questions related to diversity efforts and experience in interviews.

**Assessment:**

- Human Resources Manager 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 Human Resources Manager for advertisements

**Assessment:**

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

***V. Accountability***

Units should outline a specific plan, with timeline, for monitoring progress toward the goals. While some of this information is included in the charts above, under responsibility and assessment, please describe how the unit will implement mechanisms to help ensure 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 HR manager 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 bias training within 2 years

The second goal identified by the URAD DEI committee is for all URAD employees to participate in two D&I trainings 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 attendance back to committee on a bi-annual basis.

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.