Leading with Diversity

UC as a National Model for Cultivating Diverse Leaders
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<tr>
<th>Paul Atwood, Office of the President</th>
<th>Leti McNeill Light, UC Berkeley</th>
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<tr>
<td>Donald Barclay, UC Merced</td>
<td>Mary McNally, UC Davis</td>
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<td>Gwynn Benner, UC Santa Cruz</td>
<td>Matthew Mednick, UC Santa Cruz</td>
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<td>Emily Bustos, UC Merced</td>
<td>Stephanie Metz, UC San Francisco</td>
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<td>Cynthia Chiarappa, UC San Francisco</td>
<td>Zishan Mustafa, UC Davis Health</td>
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<td>John Elliott, Lawrence Berkeley National Lab</td>
<td>Christopher Payne, Lawrence Berkeley National Lab</td>
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<td>Jim Farrar, UC Agriculture &amp; Natural Resources</td>
<td>Alejandra Rincon, UC San Francisco</td>
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<td>David Gilbert, Lawrence Berkeley National Lab</td>
<td>Rachael Sak, UC San Francisco</td>
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<td>Molly Greek, UC Davis Health</td>
<td>Stacey Sketo-Rosener, UC Santa Cruz</td>
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<td>Brett Henrikson, Office of the President</td>
<td>Holly St. John, Office of the General Council</td>
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<td>Jennifer Johnson-Hanks, UC Berkeley</td>
<td>Kira Stoll, UC Berkeley</td>
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<td>Ermias Kebreab, UC Davis</td>
<td>Theresa Triplett, Lawrence Berkeley National Lab</td>
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<td>Adrienne Lawson, UC Davis Health</td>
<td>Seamus Wilmot, UC Berkeley</td>
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What are we trying to solve?
Today

• Share learnings
• Propose change
• Challenge us all to make a difference
For the UC System

“... to fully realize its potential and embody excellence in all its forms, it must tap into the vast and rich resource that is California’s diversity.”

2009 UC Berkeley Strategic Plan for Equity, Inclusion, and Diversity
Diversity = racial, ethnic and gender composition

Senior leadership = senior management group (SMG)
Ethnic diversity

SMG less racially/ethnically diverse than staff & students

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tr>
<td>Senior Management Group</td>
<td>35%</td>
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<tr>
<td>MSP Managers</td>
<td>39%</td>
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<tr>
<td>MSP Senior Professionals</td>
<td>43%</td>
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<tr>
<td>Professional and Support Staff</td>
<td>63%</td>
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<tr>
<td>Students</td>
<td>75%</td>
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Percent identifying as Asian/Pacific Islander/Native Hawaiian, Hispanic/Latino(a), Black/African/African American, American Indian, two or more/other/unknown, or international
Gender diversity
SMG lower % female

- Senior Management Group: 37%
- MSP Managers: 57%
- MSP Senior Professionals: 50%
- Professional and Support Staff: 66%
- Students: 52%
How can we recruit more diverse leaders to UC?
Our Research

- 62 interviews
- Literature review
- Existing policies
- UBAC conference
- Office of the General Council
Key findings

Inconsistency in

1. Recruitment
2. Accountability and Recognition
3. Development and Retention
Key findings

Inconsistency in

1. Recruitment
2. Accountability and Recognition
3. Development and Retention
Gaps in recruitment practices

- Search committees not always diverse
- Training inconsistent
- Accountability lacking for candidate pool diversity
- Recruitment firms inconsistent
- Affirmative Action plan execution unclear
- Executives don’t always walk the talk
Finding: need to improve recruitment

Recommendation #1:
Implement SMG Recruitment Policy
Recommendation #1:
SMG Recruitment Policy

Diversity Advisors
Recommendation #1: SMG Recruitment Policy
Recommendation #1:
SMG Recruitment Policy

Diversity Training

- Prop. 209
- Refreshers
- “Hiring for Success”
Recommendation #1: SMG Recruitment Policy
Recommendation #1: SMG Recruitment Policy

Diverse Applicant Pool
Recommendation #1:
SMG Recruitment Policy

Recruitment Firm Standards
Key findings

Inconsistency in

1. Recruitment
2. Accountability and Recognition
3. Development and Retention
Gaps in accountability and recognition

- Performance evaluation
- Visible reporting on progress
- Formal acknowledgement
Finding: need to improve accountability and recognition

Recommendation #2: Address Accountability and Recognition
Recommendation #2: Improve Accountability & Recognition
Recommendation #2: Improve Accountability & Recognition
Recommendation #2: Improve Accountability & Recognition

Publish Widely
Recommendation #2: Improve Accountability & Recognition
Recommendation #2: Improve Accountability & Recognition

Celebrate Success
Key findings

Inconsistency in

1. Recruitment
2. Accountability and Recognition
3. Development and Retention
Gaps in development and retention

• “It’s lonely at the top”

• Underdeveloped pipeline
Finding: need to improve development and retention

Recommendation #3: Study in Future – Development, Retention and Succession Planning
Recommendation #3: For future study

Mentorship
Recommendation #3: For future study

Develop the Pipeline
A Handy Tool:
Guide to a Diverse Senior Management Group
"The Diversity Placemat"

Leading with Diversity: Strategies for Recruitment and Retention

Diversity Recruitment

TAKE ACTIVE STEPS TO ATTRACT A LARGE & DIVERSIFIED POOL OF EXCELLENT CANDIDATES
- Make sure the requirements listed in the official job description and job ad are indeed necessary. For example, do not require a Master’s degree if a Bachelor’s would suffice.
- Successful collaboration with diverse communities is critical to success in many UC positions. List that as part of the job in the ad.
- Advertise widely, especially including in publications of specific interest to underrepresented minority candidates.
- Ask people to tell if you know of interesting potential candidates. It is legal to encourage them to apply as long as you do not stipulate that they have a job.

FORM THE SEARCH COMMITTEE WELL, AND TRAIN THEM WELL
- Appoint a diversity or equity advisor to the search committee, a specific person to ensure that equity, inclusion, and diversity remain a focus throughout the process.
- Research shows that diverse search committees make better decisions. Think at least about the age, gender, racial, and role or career stage composition of your committee.
- Talk at your first meeting about the importance of diversity to the University and the State.
- Talk early on about what specific skills the person in this position needs to demonstrate and how you are going to evaluate those skills.

DESIGN A STRONG EVALUATION PLAN
- Require a diversity statement to evaluate how the candidate envisioned contributing to diversity, equity, and inclusion.
- Formulate specific interview questions, and use them with all candidates. The questions should be oriented to the specific required skills required for success in the job.
- Create a rubric, including diversity, for evaluating candidates to ensure that all criteria are appropriately considered and weighted.
- Slow down. Rapid decisions are rarely the best decisions.

Diversity Retention

START WITH THE BASICS
- Ensure that your employees are compensated equally and have equitable working conditions. It is hard to feel valued if you are paid less or are given a worse office than others at your same rank.
- Think about tone, titles, and word choices. For example, if male VCs are called by title and patriarchic, do not call female VCs by their first names.
- You are responsible for climate. That means you show people respect, and you hold others in your orbit to the same expectation.

TAKE ACTIVE STEPS TO SUPPORT ALL THE PEOPLE WHO REPORT TO YOU
- Ensure that every new employee, especially every new senior leader, has a mentor in addition to their HR boss. Good mentorship can make an important difference in job success.
- Support the people who report to you in forming and participating in campus- or system-wide interest groups, if they want.
- Ensure that everyone who reports to you has opportunities for career development. Use some review to remind yourself to think about how each person who reports to you is growing, and what opportunities she/he needs to develop further.

MAKING THE AHEAD AND MAKE A PLAN TO CREATE A MORE INCLUSIVE WORK ENVIRONMENT
- Some trainings are mandatory, and there are also a variety of additional diversity, equity, and inclusion trainings that might be useful to you. None of us are ever done learning.
- If you do not know what kinds of support would be useful to the people you supervise, try asking them!

A quick guide to successful recruitment & an inclusive workplace.

Keep it close by
Three Recommendations

1. Implement SMG Recruitment Policy

2. Promote Accountability and Recognition

3. Focus on Development, Retention and Succession Planning in Future Study
2018 UC-CORO
Northern California Cohort
Are we ready to walk the talk?
Grand Challenge

Make UC the model for diversity in leadership!
Grand Challenge: Next Steps

Set the Culture
Grand Challenge: Next Steps

Set the Policy
Grand Challenge: Next Steps

Set the Expectation
Thank you