

Advancing Inclusive Excellence Practice Among UC Leaders

Northern Cohort 2022

NATIVE PEOPLE OF THIS PLACE

Land Acknowledgment

The University of California recognizes that our campuses and other UC locations sit on the territory of Native peoples of California, and that these lands were and continue to be of great importance to Indigenous peoples. Every member of the UC community has and continues to benefit from the use and stewardship of these lands. Consistent with our values of community and diversity, we acknowledge with gratitude and make visible the University's relationship to Native peoples.



2022 Northern CA Cohort



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Special Thanks for Support of Our Project!

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Agenda

1. Introduction and Proficiency Frameworks
2. Accountability Practices
3. Recommendations and Action Items
4. Discussion

Introduction and Proficiency Frameworks

Imagine a UC that is Truly Diverse, Equitable, and Inclusive



Leadership: Proficiency/Accountability

We recommend that the UC:

- require all leaders to demonstrate **proficiency** in deep understanding of DEI; and
- identify a corresponding set of innovative and relevant **accountability** tools to track DEI success.



Aligning UC Leadership Priorities

The UC Presidential Priorities Plan calls for “improving cultural competency of leaders at all levels” and describes a commitment to “fully train and develop all UC leaders to foster inclusive campus environments, comply with non-discrimination policies and actively address population-based biases by 2025.” - **President Drake**

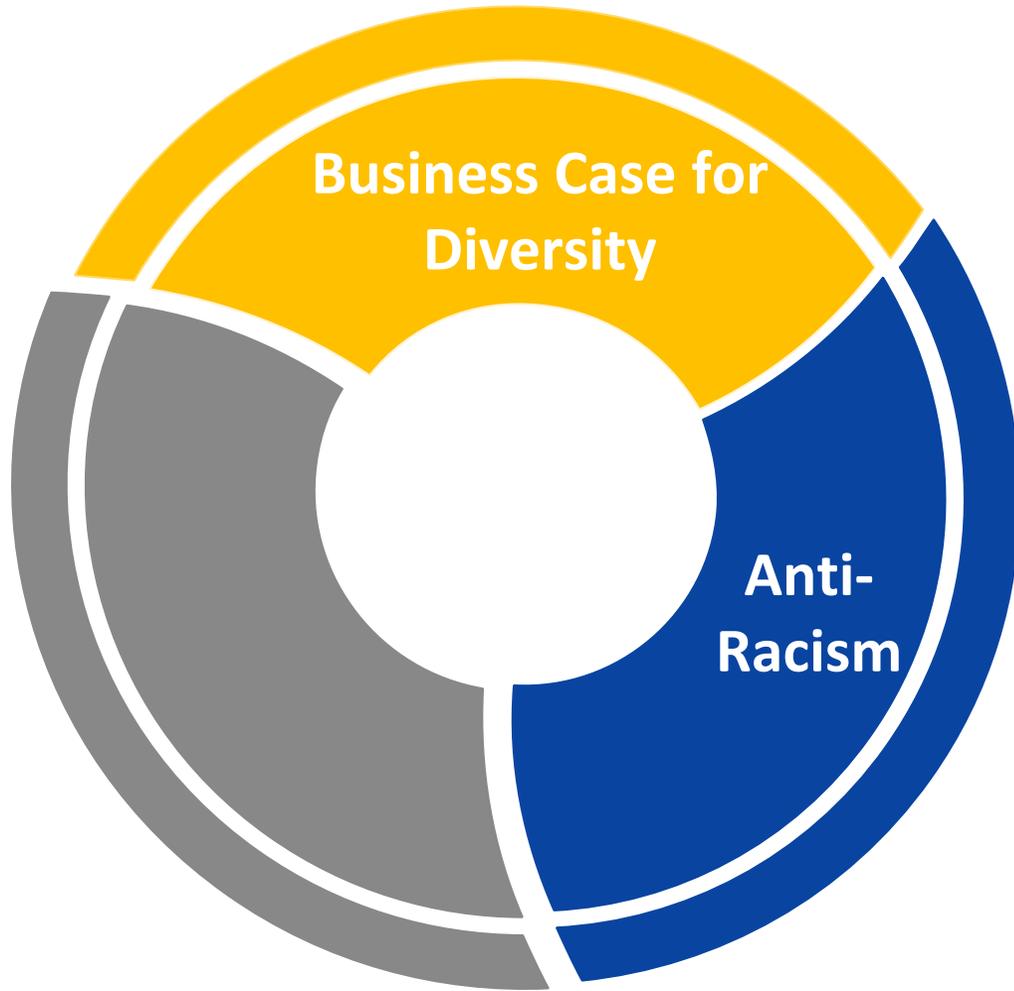
([UC Presidential Priorities Plan](#), Sept. 2022, p.5)

Proficiency in 3 Frameworks



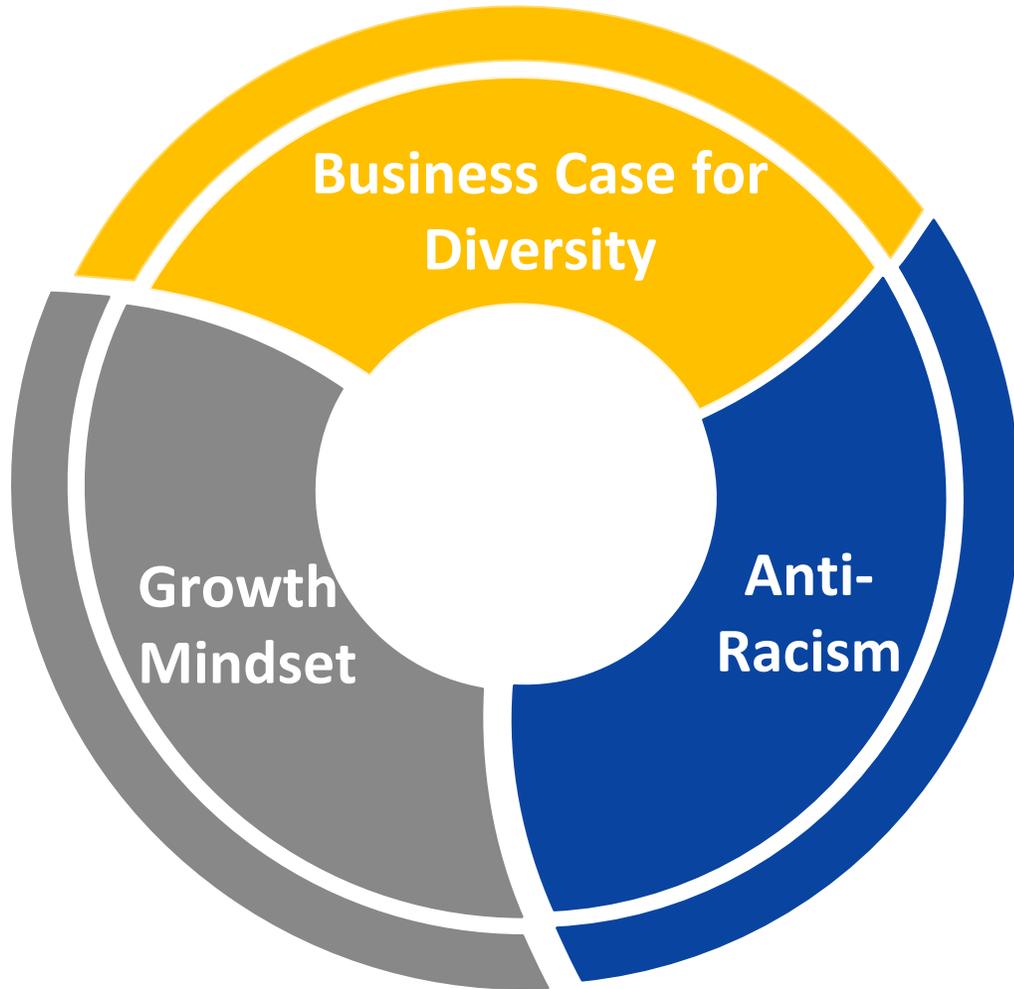
- Diversity in management = 19% higher revenue
- Teamwork and Productivity = broader perspective, higher accuracy
- Talent acquisition and retention = increased employee trust, engagement
- Enhanced Reputation = more women senior management, more admired

Proficiency in 3 Frameworks slide 1



- Anyone can choose to oppose racist ideas and actions
- View inequalities in terms of power and politics
- Awareness of historic patterns of discrimination and prevailing patterns of bias
- Alignment with UC values of equity and inclusion

Proficiency in 3 Frameworks slide 2



- Belief that abilities and talents are fluid
- Capacity benefits from continuous effort, strategies
- Increase in creativity, persistence, positive health outcomes
- Growth mindset for others

Accountability Practices

DEI Metrics for Performance Evaluations (1)

Promote Education and Development

- Individual education efforts and initiatives
- Unit completion rates

Foster an Inclusive Climate

- Developed and implemented Departmental DEI plan
- DEI data collection and analysis
- Transparency and staff ownership of related policies and procedures

Adopt Equitable Recruitment and Retention Practices

- DEI efforts to hire, retain and promote

DEI Metrics for Performance Evaluations (2)

- Discussions, lectures, events or other efforts (internal, external or professional)
- Build programs that reach the organization
- Individual mentoring
- Percent of unit managers, department chairs, division leaders involved in mentorship
- Lead or participate in activities with organizational impacts
- Nominations for campus level or external awards

Build Awareness

Offer Mentorship Opportunities

Pursue Intentional Recognition

DEI Metrics for Performance Evaluations (3)



Promote Education and Development



Foster an Inclusive Climate



Adopt Equitable Recruitment and Retention Practices



Build Awareness



Offer Mentorship Opportunities

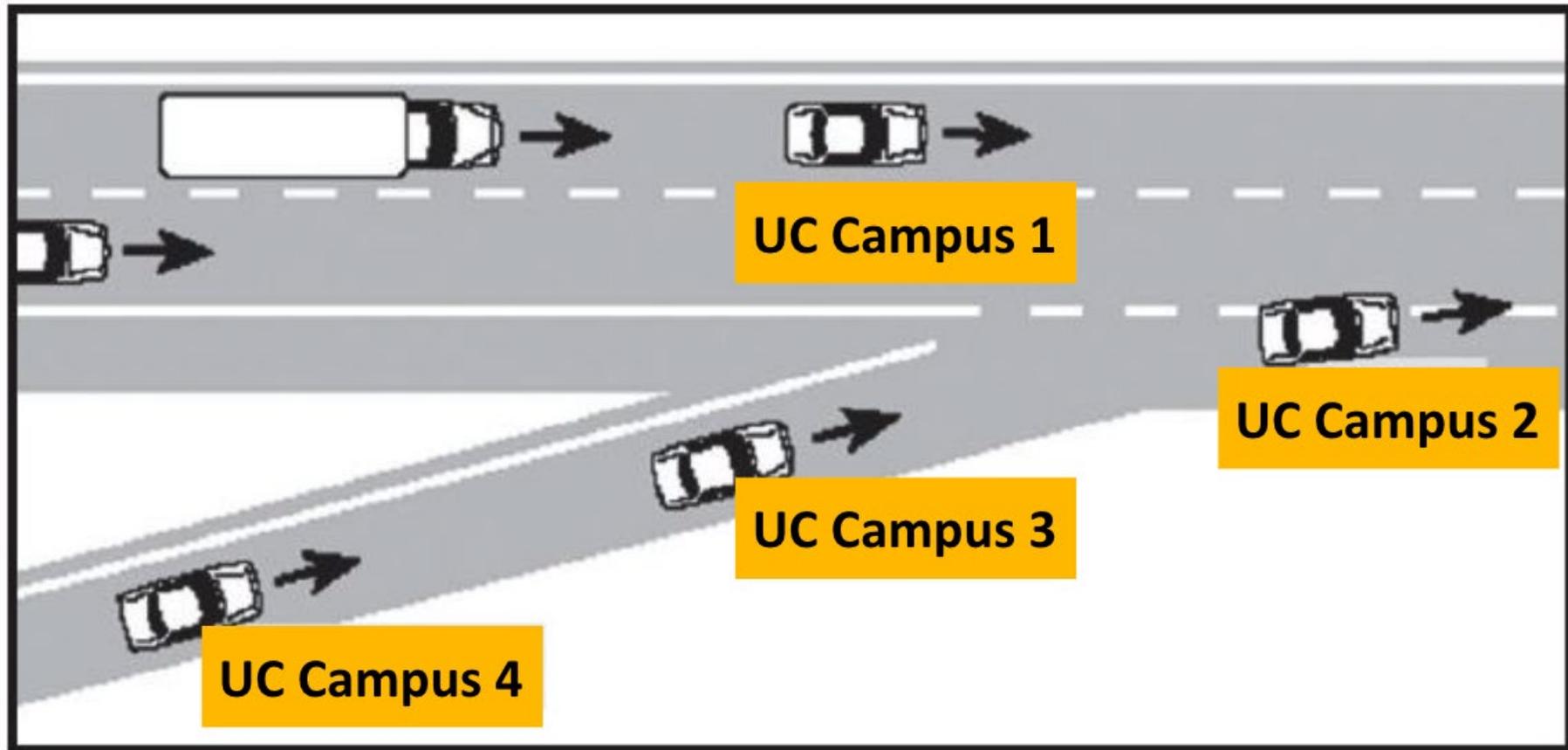


Pursue Intentional Recognition

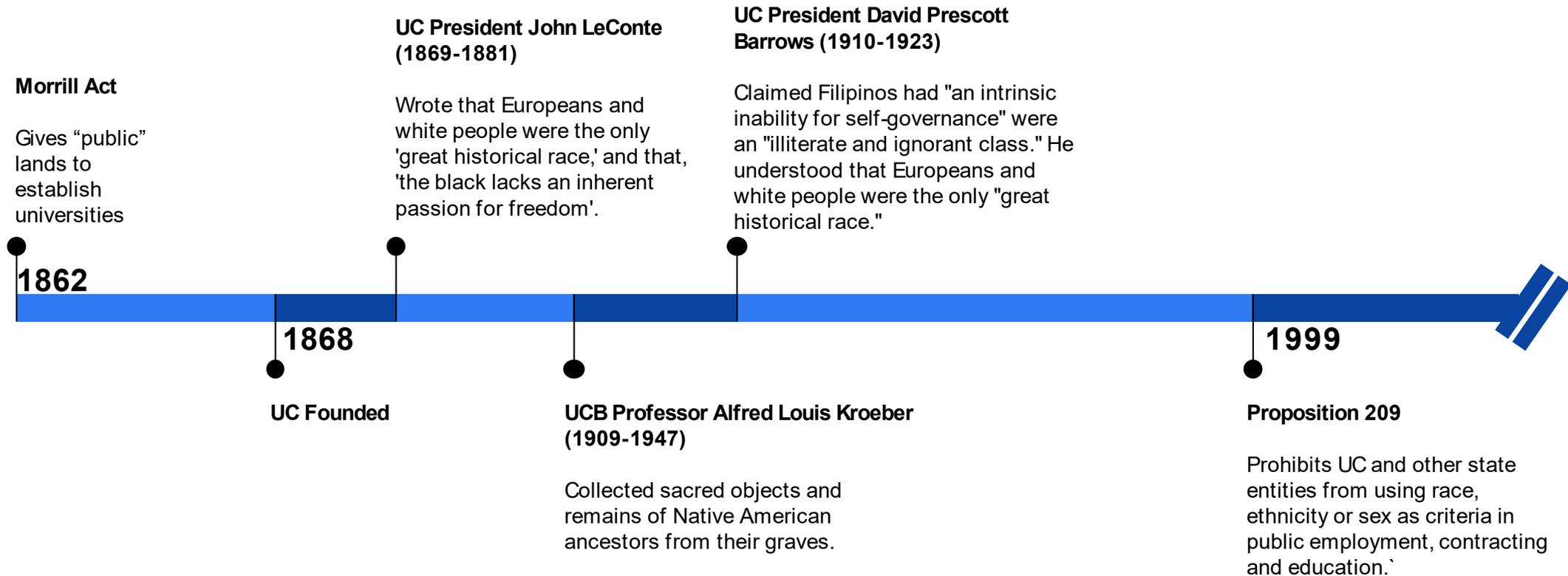
Impact Level Key

-  Individual Impact
-  Unit or Department Impact
-  Organizational Impact

The Current DEI Roadmap

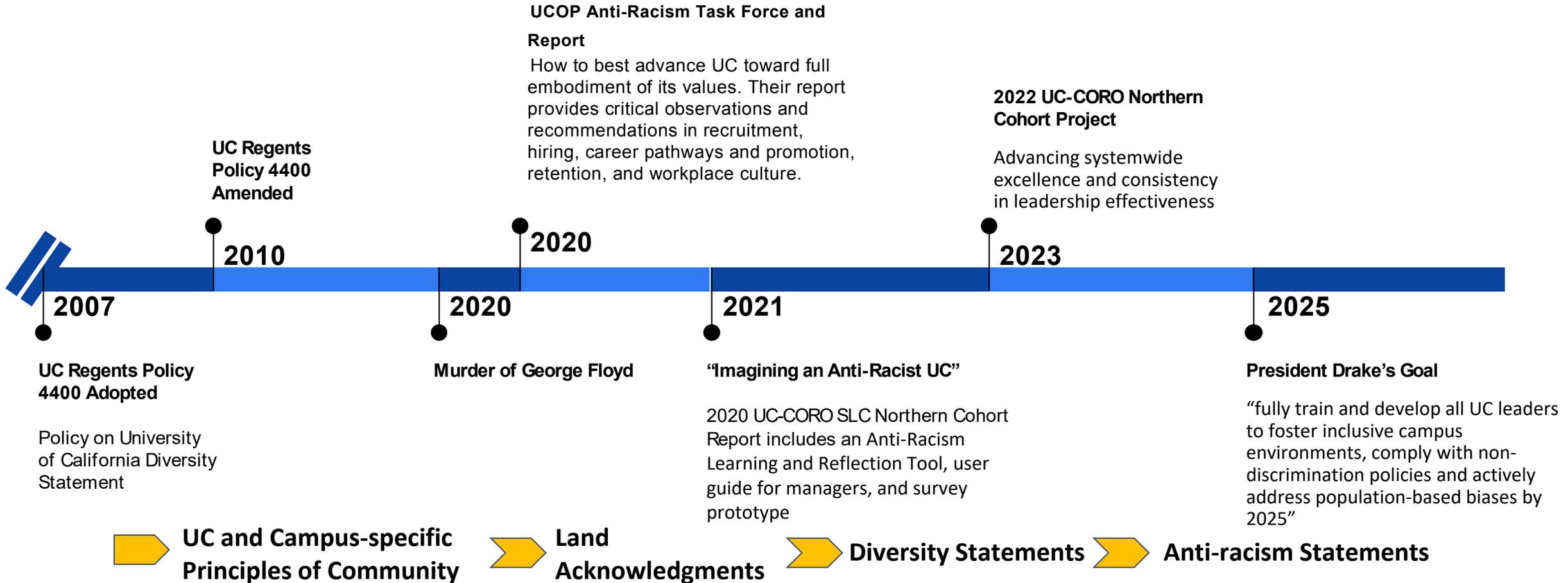


Acknowledging UC's Legacy



Adapted from 2020 UC-CORO Report

UC Responses and Future DEI Vision



Recommendations and Action Items

Elevate UC Leader DEI Impact

- Identify **current** and develop new **educational opportunities and experiences** for leaders and managers to expand **proficiency** through the frameworks of business case, anti-racism, and growth-mindset.
- Identify and promote a corresponding set of innovative and relevant **accountability tools** to track success and identify areas for ongoing improvement.

Key Actions: *Create a Task Force to analyze existing programs at the campus level and identify and promote accountability tools to track success.*

Inclusive Excellence

- **Update Regents Policy** and **campus statements** to make them more ambitious, responsive and action-oriented documents for ongoing engagement.
- UCOP can play its unique role as **convener and coordinator** to facilitate, aggregate, display, disseminate, and promote wider use of these materials.

Key Actions: *Update Regents Policy and maintain other Campus Statements as living documents; UCOP play a role in coordinating wider use materials.*

Summary of Recommendations



Imagine a UC that is Truly Diverse, Equitable, and Inclusive

“...from the very beginning, the University of California’s mission has centered on building a better world — with open doors and open minds.”

President Drake, Sept. 21, 2022



Discussion

In what ways can we anticipate your leadership for the advancement of this project?

