Division of University Advancement
CSU Diversity, Equity, Inclusion, and Campus Climate Blueprint
2018-2023

May 22, 2018

Goal 1: Increase recruitment of marginalized and excluded faculty, staff, and students

1. The University Advancement office of Talent Management, Training & Support will create a robust Equal Opportunity (EO) function to guide inclusive search and selection processes for the division, including the decentralized Colleges and Units.

   - **Analysis**
     - Survey UA staff via anonymous electronic survey for feedback about ways in which the EO function could be strengthened. (Survey will be sent to staff who have participated in search process during the past two years.)
     - Utilize FY18 hiring data to discern the number of searches in centralized and decentralized areas and create ratio of 1 EO Coordinator for every 5 searches in division to determine number of trained EO Coordinators needed. Ratio will include decentralized EO Coordinators.
   - **Design**
     - Collaborate with current EO Coordinators, UA supervisors, and central OEO to enhance EO function in the division.
     - Develop training for UA supervisors and Search Chairs to rebrand EO function as more involved and engaged with search process.
   - **Implementation**
     - Identify and nominate new EO Coordinators and ensure they participate in required trainings.
     - Ensure existing EO Coordinators renew training requirements every two years.
     - Create materials to disseminate to Search Chair and Search Committee that support EO Coordinators in a more strategic, empowered role.
   - **Evaluation**
     - Track number of Search Committee meetings EO Coordinator is present with ultimate goal of 100%.
     - Move towards goal of UA EO Coordinator serving on decentralized College/unit searches with ultimate goal of 100%.

2. The University Advancement office of Talent Management, Training & Support will require unconscious bias and related supplemental trainings in the recruitment of diverse candidates for UA supervisors and Search Chairs with goal of 100% participation by the end of each fiscal year. Training will be strongly encouraged for all staff who hire students.

   - **Analysis**
     - Update list of UA Search Chairs and supervisors to target for training.
     - Evaluate the pros and cons of creating an internal training versus partnering with HR/OEO/VPD for external trainings.
   - **Design**
     - Collaborate with VP for Diversity office and/or Training and Organizational Development to offer two unconscious bias trainings and related trainings in the recruitment of diverse candidates each year.
   - **Implementation**
     - Offer unconscious bias trainings and related trainings in the recruitment of diverse candidates to all staff; mandate for Search Chairs and Supervisors.
     - Offer related supplemental trainings to further integrate D&I best practices into search and hiring processes for the division.

- **Evaluation**
    - Track participation in trainings for Search Chairs and Supervisors with goal of 100% trained by end of each fiscal year.
    - Track number of diverse staff (specifically, women and people of color) hired in the division.

Goal 2: Improve retention and promotion of marginalized faculty, staff, and students

1. The University Advancement office of Talent Management, Training & Support will implement a Flexible Work Arrangements (FWA) policy for UA staff to support remote working needs, flexible schedules, and other accommodations that facilitate employees' ability to work productively while managing personal life demands, needs and preferences.

    - **Analysis**
        - Conduct surveys and focus groups to understand needs of staff (UA Diversity and Inclusion Survey will include at least one question addressing this area).
        - Interview and request feedback from staff who utilize FWA and their supervisors.
        - Research best practices in FWA to ensure productivity and commitment.

    - **Design**
        - Collaborate with UA leadership and supervisors to draft FWA policy.
        - Develop systems and processes (e.g., flex schedules, remote working arrangements, etc.) that enable the successful implementation of FWA including but not limited to technology investments.

    - **Implementation**
        - Develop communication plan and train supervisors in best practices.
        - Roll out FWA policy and identify feedback mechanism for the resolution of issues.
        - Purchase laptop computers and cover other costs associated with FWA for remote staff.

    - **Evaluation**
        - Assess satisfaction of staff and supervisors utilizing FWA.
        - Monitor end-of-year performance evaluations, raises and promotions for staff utilizing FWA to control for (a) underperformance and (b) unconscious bias against those who utilize policy. (For latter evaluation, an external resource may be used.)