UC San Diego

EQUITY, DIVERSITY, AND INCLUSION

Strategic Plan for Inclusive Excellence

EDI BEST PRACTICES

Faculty, Staff, and Students

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FACULTY ACCESS & SUCCESS: Proven Strategies

Career Equity Reviews *(Biological Sciences)*
For faculty whose accomplishments were not previously recognized in the promotion process.

Diversity and Inclusion Startup Funds *(Halıcıoğlu Data Science Institute)*
All HDSI faculty offers include $30,000 to create exemplary conditions for supporting and enhancing the effectiveness of efforts by faculty in outreach activities and in creating an inclusive environment. These funds are held in a separate escrow account by the Institute specifically designated for activities that contribute to diversity and create an inclusive environment.

Excellence Searches *(Global Policy & Strategy; Jacobs; Physical Sciences)*
An Excellence Search is an open faculty recruitment that seeks to hire an individual whose distinctive qualifications and extraordinary accomplishments will contribute significantly to the academic mission of the university. One of the primary criteria of an excellence search, in addition to excellence in research and teaching, is extraordinary contributions to diversity. An Excellence Search does not consider race, sex, gender, or national origin.

Faculty Search Committee Training for Inclusive Hiring *(all divisions)*
This evidence-based training covers implicit bias; recent research findings related to recruiting, interviewing and evaluating faculty candidates; relevant regulations and laws that govern the faculty search process; and hiring practices that promote inclusion. Faculty Search Committee members are required to complete this training every three years.

Multi-Year Hiring Plan *(Arts & Humanities)*
Shifting recruitment plans from a yearly "separation and replacement" model to a multi-year hiring plan that prioritizes new areas of interdisciplinary research and curricular innovation. Hires are clustered around a number of senior chaired appointments accompanied by additional FTEs at the assistant-and associate-professor ranks in multiple departments. Studies have found that clustering positions around strategic research areas maximizes chances for diverse hires.

Recruitment of UC President's Postdoctoral Fellows *(Arts & Humanities; Biological Sciences; Global Policy & Strategy; Jacobs; Physical Sciences; Social Sciences)*
PPFP offers postdoctoral research fellowships, professional development and faculty mentoring to outstanding scholars in all fields whose research, teaching, and service will contribute to diversity and equal opportunity at UC. The Faculty Hiring Incentive Program provides five years of partial salary and benefits support to campuses that hire former President's and Chancellor's Fellows and has been UCOP's most successful program at diversifying faculty across the system.

Senior-Junior Mentorship Program *(Arts & Humanities)*
Through a UCOP Advancing Faculty Diversity Retention Grant for AY 2018-2019, the Senior-Junior Mentorship Program links divisional faculty in different departments to broaden the

horizons of junior faculty by providing additional perspectives on the university, the review process, campus politics, work-life balance, etc. The response to the program was enthusiastic and within days it created 16 new mentor-mentee teams. One faculty member responded: "[T]he timing is perfect. I was just speaking to our chair about feeling disconnected to how things work here."

Targeted Recruitment of URM Faculty *(Jacobs; Social Sciences)*
Actively recruiting potential URM faculty through networks, conferences, professional organizations, phone campaigns, and subfield targeting to increase diversity of hiring pools.

Transparent Preemptive Retention and Overall Retention Protocols *(Arts & Humanities)*
Eliminating opacity from these processes helps redress real and perceived inequities. It is especially important to have competitive preemptive retention as studies show the importance of early action with minority faculty. In the last three years, the division completed nine preemptive retentions, including two women and one URM faculty, and three full retentions all involving women.

Hispanic Center of Excellence *(School of Medicine)*
The School of Medicine became a Hispanic Center of Excellence in 2017. The program promotes the recruitment, retention, and success of URiM faculty. So far, the program has more than 100 community participants, including 28 junior faculty (with assigned mentors), 14 medical students, and a 14-member advisory committee composed of senior faculty.

Research Programs on Diversity Supporting URM Faculty *(School of Medicine)*
The School of Medicine has received more than $8.6M in extramural funding for research in diversity issues, including studies to promote URiM faculty development at both the post-doctoral and junior faculty levels. Leading these efforts is JoAnn Trejo, Assistant Vice Chancellor for Health Sciences Faculty Affairs, whose office partners with the School's academic departments to apply for grants targeting the recruitment, retention, and success of women and URiM faculty. These programs align with the Health Sciences Office of Faculty Affairs which has also developed a Faculty Mentor Training Program to train a cohort of senior faculty in effective mentoring and to facilitate junior faculty career development, with the goal of increasing faculty job satisfaction and engagement with the institution, and to cultivate a culture of mentoring excellence. This has included URiM faculty and over the last three years resulted in climate scores for URiM similar to the other faculty in Health Sciences.

Physician Champions for Diversity Program *(UCSD Health)*
Numerous programs. For example, the LGBTQ Health Leaders Committee developed clinical competencies and physician champions for each specialty. This group has also identified clinical champions in multiple specialties to begin delivering more coordinated transgender care for our patients in a multidisciplinary team approach. These efforts are directly aligning with the systems changes implemented through the SOGI work group to improve the inclusive and welcoming environment for our patients.

FACULTY ACCESS & SUCCESS: New and Emerging Strategies

Young Investigator Seminar Series *(Biological Sciences)*
Beginning in Fall 2019, each section is hosting speakers who are PPFP scholars and URM scholars from national lists of excellence who could soon be on the job market, to create a competitive advantage in recruiting these sought-after individuals.

SIO LEADS Pilot *(Scripps Institution of Oceanography)*
Modelled after the VCEDI LEAD Fellows Program, this Pilot will focus on building cultural competency and capacity amongst faculty and staff at SIO. Launching in Winter 2020, the program will target participants with high student interaction and impact.

Leadership Training *(Scripps Institution of Oceanography)*
The Vice Chancellor is unveiling a new set of leadership training activities that will aim to emphasize productivity, collegiality, and inclusivity in the next generation of SIO leaders.

FACULTY CLIMATE: Proven Strategies

Distribution of Salary and Rank Data *(Jacobs)*
Anonymized salary and rank data has been shared with all Jacobs School faculty the past two academic years with broad acceptance, helping to quell concerns about inequity.

Diversity and Inclusion Startup Funds *(Halıcıoğlu Data Science Institute)*
All HDSI faculty offers include $30,000 to create exemplary conditions for supporting and enhancing the effectiveness of efforts by faculty in outreach activities and in creating an inclusive environment. These funds are held in a separate escrow account by the Institute specifically designated for activities that contribute to diversity and create an inclusive environment.

Inclusive Excellence Seminar Series *(Biological Sciences)*
Invited speakers to address conflict in the classroom, for example.

Institute Affiliations *(Arts & Humanities)*
Encouraging new faculty to seek affiliation with divisional institutes: the Institute of Arts and Humanities (IAH) and the Institute for Practical Ethics (IPE). IAH is home to 14 interdisciplinary programs that promote teaching and research on issues of social equity, diversity, and inclusion. IPE is a leading voice on the ethics and social impact of cutting-edge science, with an interest in exploring how scientific and technological activity impacts the most vulnerable levels of society.

Quarterly Women's Faculty Lunch *(Jacobs)*
This recurring affinity event provides opportunities for networking, fellowship, and professional development for women faculty.

Hispanic Center of Excellence *(School of Medicine)*
(see Faculty Access and Success: Proven Strategies page 4 for details)

Research Programs on Diversity supporting URM Faculty *(School of Medicine)*
(see Faculty Access and Success: Proven Strategies page 4 for details)

Physician Champions for Diversity Program *(UCSD Health)*
(see Faculty Access and Success: Proven Strategies page 4 for full details)

FACULTY CLIMATE: New and Emerging Strategies

Diversity Dialogues *(Global Policy & Strategy)*
Quarterly mixed meetings to discuss self-selected diversity topics.

FACULTY ACCOUNTABILITY: Proven Strategies

Appointment of Divisional Diversity Officers
The following divisions have recently appointed diversity officers:
- *Arts & Humanities:* Senior Associate Dean of Academic Personnel and EDI
- *Biological Sciences:* Director of Mentorship and Diversity
- *Physical Sciences:* Associate Dean for Equity, Diversity, and Inclusion
- *Scripps Institution of Oceanography:* Director of Diversity Initiatives and Associate Dean of Equity & Inclusion

Divisional Task Force on the Status of Women *(Physical Sciences)*
In spring 2017, DPS implemented a division-wide task force to study the status of women faculty and students across the physical sciences, looking at a variety of aspects of their experience. Three major findings of the task force are currently being addressed:

1. *Differences in mentoring, especially in terms of consistency of mentoring for junior women faculty.* As a result, DPS now requires its departments to document their mentoring plans in detail.
2. *Discrepancies between men and women in the merit and promotions process, with men being put forward for accelerations by the departments at three times the rate of women.* Working with chairs to identify best practices, DPS has achieved parity in the rates departments are proposing women and men for accelerations in the current review cycle.
3. *Scarcity of leadership positions for women across the departments throughout their history.* Identification of this issue has resulted in considerable movement in the departments most affected, including both a new female chair and the appointment of two women faculty to their executive advisory committee for the first time.

Divisional Committee for EDI *(Physical Sciences)*
Comprised of three faculty members from each department, the committee helps increase the visibility of EDI efforts across the division, demonstrates the high priority of EDI efforts, and cultivates a welcoming, diverse, equitable, and inclusive climate. It is responsible for reviewing contributions to diversity records for Excellence Search candidates, implementing recommendations from the Task Force on Women and the APS Site Visit in Physics, and monitoring the demographic and climate indicators for equity going forward. The committee has been reviewing EDI-related programs across the division, and has implemented a grant program to seed new EDI initiatives. This academic year this committee will help develop and review departmental strategic plans for EDI that are now being created, a tactic that also supports the third core tenet, Accountability.

Divisional Committee for EDI *(Scripps Institution of Oceanography)*
Diversity Advisory Committee (DAC) provides advice and counsel to the Director of Diversity Initiatives and SIO leadership on matters pertaining to student, staff and academic diversity, equal opportunity and affirmative action goals and objectives.

FACULTY ACCOUNTABILITY: New and Emerging Strategies

Divisional and Departmental EDI Strategic Planning

- *Jacobs School:* The Jacobs School is currently engaged in a school-wide strategic planning effort. Faculty and staff subcommittees have been formed to provide recommendations around areas such as education, research, resources, and EDI. The EDI subcommittee has prepared a draft report that includes recommendations for access and success, climate, and accountability. Recommendations are to be reviewed and evaluated by the Deans' Faculty Council, consisting of the Dean, Associate and Assistant Deans, Department Chairs, and one additional faculty member from each department. The broader Jacobs committee will evaluate the final recommendations.

- *Physical Sciences:* Recommendations from the divisional Task Force on the Status of Women were expanded to include URMs and has been developed into a detailed Divisional EDI Strategic Plan. For each recommendation, the plan identifies leadership, timeframe, and measurable outcomes. This plan, in turn, will form the basis for departmental EDI strategic plans being developed for the first time this academic year.

- *Rady*: The current Rady strategic plan was developed in 2013 and the proposed initiatives have largely been completed. Dean Ordóñez will begin a new strategic planning process in 2020. While the resulting plan will be unique to Rady, it will connect clearly with the UCSD strategic plan. Given the prominent role EDI plays in the UCSD plan, EDI will also be deeply ingrained in the new Rady plan.

- *School of Medicine*: The School of Medicine provided additional resources to create two new leadership positions focused on diversity and community partnerships.

- *Skaggs School of Pharmacy*: Identify an SSPPS Diversity Champion to lead efforts and synergize with campus and other groups with shared EDI values. Make EDI information more visible on our website for prospective and current faculty, staff, and students.

STAFF EXCELLENCE BEST PRACTICES

The practices summarized here are compiled from the unit/divisional reports and presentations submitted for the annual EDI accountability meetings held in Fall 2019, in addition to several existing university-wide strategies and those championed by the Office for Equity, Diversity, and Inclusion. Complete descriptions of these practices can be found on the pages that follow.

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STAFF ACCESS & SUCCESS: Proven Strategies

Flexible Work Arrangements

The university supports flexible work arrangements to help balance work with personal and familial responsibilities. Flexible work arrangements—such as telecommuting, compressed workweeks, and alternative working hours—can be highly beneficial for the unit, the university, and the employee. Flexible work arrangements can improve employee morale, increase commitment and productivity, reduce absenteeism and turnover, and enhance customer satisfaction and recruitment efforts.

Gender Inclusive Recruitment Language *(Academic Personnel Services)*

Job descriptions are reviewed to ensure non-binary language and to avoid gender specific pronouns.

Leaders for Equity Advancement and Diversity (LEAD) Fellows

The Office of the Vice Chancellor for Equity, Diversity, and Inclusion encourages units to nominate and support staff participation in the LEAD Fellows training program. LEAD Fellows are campus champions who engage and lead crucial conversations around improving organizational learning and campus climate. The program supports and advances UC San Diego's Strategic Plan goal of cultivating a diverse and inclusive university community that encourages respectful, open dialogue and challenges itself to take bold actions to learning is accessible. Fellows receive extensive training to provide leadership and to promote diversity and excellence across campus.

Salary Equity Increases

Per the University of California Personnel Policies for Staff Members, a salary equity increase may be made to appropriately align an employee's base salary with the level of compensation provided to internal or external comparators. The equity increase policy provides a mechanism

for correcting salary inequities that cannot be corrected through the annual merit review cycle. An equity increase may be warranted in accordance with PPSM-30, if there is:

- Difficulty retaining or recruiting staff in specific functions or with specialized skills, or due to competitive market salaries;
- Salary inequity between employees with comparable job responsibilities;
- Salary compression between supervisors and their employees; or
- Changes in assigned functions or work tasks that increase the scope and complexity of the position but do not elevate the position to a higher classification.

UC Women's Initiative for Professional Development
The UC Women's Initiative for Professional Development (UC WI) is a unique, experiential, systemwide professional development program for mid-career women that brings together participants from every UC location. Participants represent faculty, academic personnel and staff, people managers and non-people managers. The program is sponsored by the President's office and the Systemwide Advisory Committee on the Status of Women (SACSW) and offered by Systemwide Human Resources in partnership with Coro Northern California and SACSW.

Partnerships with Local Diversity Nursing Associations
Partnership with the San Diego Black Nurses Association (SDBNA), the Philippine Nurse Association of San Diego (PNASD), and the San Diego National Association of Hispanic Nurses (SDNAHN) have led to new scholarships, increased support, leadership development, and belonging, and special events.

STAFF ACCESS & SUCCESS: New and Emerging Strategies

Inclusive Hiring Pilot
The Director of Diversity Initiatives is developing an Inclusive Hiring Pilot that will use the underutilization data provided by UCSD's Equal Opportunity Office to build strategic outreach plans. The Pilot will also provide training on implicit bias and best practices for inclusive resume screening and interviewing.

SIO LEADS Pilot
Modeled after the VCEDI LEAD Fellows Program, will focus on building cultural competency and capacity amongst faculty and staff at SIO. Launching in Winter 2020, the program will target participants with high student interaction and impact.

Leadership Training
The Vice Chancellor is unveiling a new set of leadership training activities that will aim to emphasize productivity, collegiality, and inclusivity in the next generation of SIO leaders.

EMERGE Program
This year, the School of Medicine is launching a professional development program for staff members seeking a pathway to professional growth within academia. This cohort-based initiative will provide four sessions, combined with inter-session assignments, focused on

identifying a professional narrative, building a strong network, and connecting with senior leaders across the organization.

STAFF CLIMATE: Proven Strategies

Advocates and Influencers
Advocates and Influencers are campus leaders in equity, diversity, and inclusion. They are staff, students, and faculty who are already engaged in and working on climate initiatives across campus, including diversity- and inclusion-specific initiatives. Advocates and Influencers have been campus ambassadors supporting communication and outreach efforts to get the word out about the Strategic Plan for Inclusive Excellence.

All-Staff Gatherings
Recurring (i.e. quarterly, annually) can serve to build teamwork, collaboration, and a sense of community and belonging within divisions, departments, and units.

Climate Related Training and Development *(EVC Offices)*
Examples of recent offerings that intended to enhance climate include an Implicit Bias with Life Theater workshop (120 participants, January 2019) and a motivational speaker with the topic of Workplace Civility (200 participants, March 2019).

gallery@calit2 *(Qualcomm Institute)*
QI's gallery@calit2 and IDEAS initiatives encourage artists to venture into new frontiers where art and technology meet. Both programs provide educational and professional opportunities to artists from diverse backgrounds. Gallery@calit2 exhibitions—visited by 3,000 people per year—have a strong track record of exhibiting work by women and other under-represented groups. During the 2017-2018 season, all exhibitions showcased artwork by women. LOUD silence, a gallery@calit2 exhibition in 2015, revolved around the idea of showing work from artists with disabilities in a way that focused on their abilities. Likewise, IDEAS performances highlight a diverse group of performers and ideas.

Leaders for Equity Advancement and Diversity (LEAD) Fellows
The Office of the Vice Chancellor for Equity, Diversity, and Inclusion encourages units to nominate and support staff participation in the LEAD Fellows training program. LEAD Fellows are campus champions who engage and lead crucial conversations around improving organizational learning and campus climate. The program supports and advances UC San Diego's Strategic Plan goal of cultivating a diverse and inclusive university community that encourages respectful, open dialogue and challenges itself to take bold actions to learning is accessible. Fellows receive extensive training to provide leadership and to promote diversity and excellence across campus.

Library Diversity & Inclusion Committee *(Library)*
The Library Diversity & Inclusion Committee (LDIC) sponsors approximately 10 events per year, with speakers, webinars, book talks and informal meet ups, and explores topics related to EDI and advises the University Librarian and Library leadership. In 2019, for instance, the LDIC hosted a "Supporting Transgender Colleagues & Students" program.

Bi-Annual Employee Opinion Survey *(UCSD Health)*
Accountability to Staff Feedback within UCSD Health biannual Employee Opinion Survey (EOS).

STAFF CLIMATE: New and Emerging Strategies

California Gender Recognition Act Audit *(Library)*
In 2019, the Library completed an audit and submitted a report to the EVC in relation to the California Gender Recognition Act. As of July, the systems the Library manages are updated to comply with this Act and, in preparation for the fall quarter, the Library successfully imported data from campus systems with updated names and pronouns.

CulturePlays *(Design Lab)*
CulturePlays is a method and framework for organizational culture change and designed to help assess and change the organizational culture and equity, diversity, and inclusion from the top down. The goal was to build an understanding of how to design positive and impactful culture shifts within organizations, using the Design Lab as a living laboratory and potential model for campus. The team sourced examples of creative culture change from companies, cities, and government organizations, developing an archive of plays for reference and insight. Additionally, the team developed a workshop method and an accompanying workbook that can be deployed in any organization or team where culture change is desired and/or needed.

Diversity Dialogues *(Global Policy & Strategy)*
Quarterly mixed meetings to discuss self-selected diversity topics.

Onboarding Pilot Program *(EVC Offices)*
EVC Resource Administration is working to develop a new onboarding program as a pilot for 2020. The goal of the program is to make the employee experience more consistent across the EVC area, raise awareness of expectations of all staff administrative employees in Academic Affairs, and enhance the staff culture in EVC area. Core values to be included in the program include Principles of Community, support of EDI goals, efficient and effective administration, and how actions fit into UC San Diego's strategic goals. Possible courses to be taken over the first year include Lean Six Sigma Yellow Belt (process improvement), Academic Affairs Organizational Overview, Implicit Bias (online), Gender Recognition Act (online), Privacy 101 Workshop, and a resilience workshop.

STAFF ACCOUNTABILITY: Proven Strategies

Appointment of Divisional Diversity Officers
The following divisions have recently appointed diversity officers:
- *Arts & Humanities:* Senior Associate Dean of Academic Personnel and EDI
- *Biological Sciences:* Director of Mentorship and Diversity
- *Physical Sciences:* Associate Dean for Equity, Diversity, and Inclusion
- *Scripps Institution of Oceanography:* Director of Diversity Initiatives and Associate Dean of Equity & Inclusion

Departmental DEI Committee *(Jacobs)*
The Department of Computer Science Engineering has formed a Diversity, Equity, and Inclusion committee whose mission is to address DEI issues across the department. In addition to a climate survey, the committee has also established a top-level diversity page on the department's website, organizes a quarterly DEI Seminar Series, recruits students and faculty at diversity conferences, and organizes an annual CSE Celebration of Diversity Day along with two promotional videos highlighting the importance of diversity in CSE.

Divisional Committee for EDI *(Physical Sciences)*
Comprised of three faculty members from each department, the committee helps increase the visibility of EDI efforts across the division, demonstrates the high priority of EDI efforts, and cultivates a welcoming, diverse, equitable, and inclusive climate. It is responsible for reviewing contributions to diversity records for Excellence Search candidates, implementing recommendations from the Task Force on Women and the APS Site Visit in Physics, and monitoring the demographic and climate indicators for equity going forward. The committee has been reviewing EDI-related programs across the division, and has implemented a grant program to seed new EDI initiatives. This academic year this committee will help develop and review departmental strategic plans for EDI that are now being created, a tactic that also supports the third core tenet, Accountability.

Divisional Committee for EDI *(Scripps Institution of Oceanography)*
Diversity Advisory Committee (DAC) provides advice and counsel to the Director of Diversity Initiatives and SIO leadership on matters pertaining to student, staff and academic diversity, equal opportunity and affirmative action goals and objectives.

EDI Component of Annual Reviews *(Teaching + Learning Commons)*
Directors' annual reviews include an assessment of their success in "providing vision and leadership to strategically and effectively implement UC San Diego's values of Diversity, Equity and Inclusion into the Commons' values, planning, operations, and assessment of all services and programs delivered."

STAFF ACCOUNTABILITY: New and Emerging Strategies

Divisional and Departmental EDI Strategic Planning
- *Jacobs School:* The Jacobs School is currently engaged in a school-wide strategic planning effort. Faculty and staff subcommittees have been formed to provide recommendations around areas such as education, research, resources, and EDI. The EDI subcommittee has prepared a draft report that includes recommendations for access and success, climate, and accountability. Recommendations are to be reviewed and evaluated by the Deans' Faculty Council, consisting of the Dean, Associate and Assistant Deans, Department Chairs, and one additional faculty member from each department. The broader Jacobs committee will evaluate the final recommendations.

- *Physical Sciences:* Recommendations from the divisional Task Force on the Status of Women were expanded to include URMs and has been developed into a detailed Divisional EDI Strategic Plan. For each recommendation, the plan identifies leadership, timeframe, and measurable outcomes. This plan, in turn, will form the basis for departmental EDI strategic plans being developed for the first time this academic year.

- *Rady*: The current Rady strategic plan was developed in 2013 and the proposed initiatives have largely been completed. Dean Ordóñez will begin a new strategic planning process in 2020. While the resulting plan will be unique to Rady, it will connect clearly with the UCSD strategic plan. Given the prominent role EDI plays in the UCSD plan, EDI will also be deeply ingrained in the new Rady plan.

- *UCSD Health*: At the inception of the new employee life cycle during New Employee Orientation (NEO), staff are introduced to the Principles of Community and the UCSDH's Office of Experience Transformation presents on our patient experience model – Leading the Way. This is a series of interactive presentations emphasizing Our Intentions – Unifying, Connecting, Seeing and Discovering. The application of these principles in all our interactions fosters a spirit of inclusivity.

- *UCSD Health*: MyPerformance Staff Evaluations Diversity and Climate Competencies. All staff are evaluated, through the annual MyPerformance online system, on competencies related to diversity and the climate supporting inclusive excellence.

- *Skaggs School of Pharmacy:* Identify an SSPPS Diversity Champion. Lead efforts and synergize with campus and other groups with shared EDI values.

- *Skaggs School of Pharmacy:* Make EDI Information More Visible

- *Skaggs School of Pharmacy:* Make EDI information more visible on our website for prospective and current faculty, staff, and students.

UNDERGRADUATE STUDENT EXCELLENCE BEST PRACTICES

The practices summarized here are compiled from the unit/divisional reports and presentations submitted for the annual EDI accountability meetings held in Fall 2019. Complete descriptions of these practices can be found on the pages that follow.

UNDERGRADUATE STUDENT ACCESS & SUCCESS: Proven Strategies
- **Arts and Community Engagement (ACE)** *(Arts & Humanities)*
- **Breakfast with the Deans** *(Jacobs)*
- **GPA Threshold** *(Jacobs)*
- **Mentor Assistance Program** *(Supercomputer Center)*
- **PATHways to STEM through Enhanced Access and Mentorship (PATHS) Program** *(Biological Sciences)*
- **StartR Inclusion Accelerator** *(Rady)*
- **StartR Veteran** *(Rady)*
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- **Triton Arts & Humanities Academy (TAHA)** *(Arts & Humanities)*

UNDERGRADUATE STUDENT ACCESS & SUCCESS: New and Emerging Strategies
- **Burbidge Visiting Professorships** *(Physical Sciences)*
- **Deploying Additional Teaching Assistants** *(Biological Sciences)*
- **Expanded Partnerships with Career Services and Private Sector** *(Biological Sciences)*
- **Student Success Center** *(Physical Sciences)*
- **Supplemental Instruction Programs and Student Assessments** *(Biological Sciences)*
- **SIO INCLUDES Support and Retention Program** *(Scripps Institution of Oceanography)*

UNDERGRADUATE STUDENT CLIMATE: Proven Strategies
- **Arts and Community Engagement (ACE)** *(Arts & Humanities)*
- **Departmental DEI Committee** *(Jacobs)*
- **Partners at Learning (PAL) Program** *(Social Sciences)*
- **Spanish Language Programming** *(Extension)*

UNDERGRADUATE STUDENT ACCOUNTABILITY: Proven Strategies
- **Appointment of Divisional Diversity Officers** (*Biological Sciences; Physical Sciences; Scripps Institution of Oceanography*)
- **Departmental DEI Committee** *(Jacobs)*
- **Divisional Task Force on the Status of Women** *(Physical Sciences)*
- **Divisional Committee for EDI** *(Physical Sciences; Scripps Institution of Oceanography)*
- **EDI Strategic Planning** *(Jacobs; Physical Sciences; Rady)*

UNDERGRADUATE STUDENT ACCESS & SUCCESS: Proven Strategies

Arts and Community Engagement (ACE) *(Arts & Humanities)*
Responding to a desire to connect more meaningfully with local diverse communities and to provide high-impact experiences for UC San Diego students, ACE will develop activities that highlight art to engage community members in cultural and social dialogue, which includes continuing the university's partnership with the San Diego Unified School District's Visual and Performing Arts Department (VAPA) Foundation. The 2019 VAPA-focused visits to campus included students from three high schools predominantly enrolling URM students. These will continue, and site-specific performances will include pop-up events in 2020 to highlight Black History Month in front of the Black Legacy Mural and the Sojourner Truth statue.

Breakfast with the Deans *(Jacobs)*
The IDEA Engineering Student Center coordinates a breakfast for admitted engineering freshmen (during Triton Day) and transfer students (during Transfer Triton Day) from underrepresented backgrounds. Hosted by the Dean of the Jacobs School of Engineering, this event provides an opportunity for students and their families to meet current engineering students, faculty, and staff, and to learn about the various Jacobs School programs that promote their academic success. Conducted in partnership with the National Society of Black Engineers (NSBE); the Society of Women Engineers (SWE); the Society of Hispanic Professional Engineers (SHPE); Women in Computing (WIC); Out in Science, Technology, Engineering, and Mathematics (oSTEM); and the Society of Asian Scientists and Engineers (SASE).

GPA Threshold *(Jacobs)*
The previous admission process for the Department of Computer Science Engineering, based solely on GPA in a set of screening courses, admitted only 1.4% of continuing students who identified as Black, Latinx, or Native American. The department has now set a GPA threshold in these screening courses, and admits randomly selected continuing students from all students above this threshold. This process change has resulted in a major shift in demographics among admitted continuing students: in 2018–2019, 12% of admitted continuing students were Black, Latinx, or Native American.

Mentor Assistance Program *(Supercomputer Center)*
The Mentor Assistance Program (MAP) is a campus-wide program that engages high school students in a mentoring relationship with an expert from a broad range of disciplines, including History, Marine Physical Sciences, Computer Science and others. An essential component of this program is the involvement of women, underrepresented minorities, and people with disabilities in fields where these groups have traditionally been underrepresented.

PATHways to STEM through Enhanced Access and Mentorship (PATHS) Program *(Biological Sciences)*
The PATHS Program removes barriers to student success by developing a foundation of resources, communication, and professional development. This program, led by Professor Gentry Patrick, provides students from underserved communities access to mentorship,

financial support, and academic and professional resources to enable them to succeed during their undergraduate experience at UC San Diego. This campus-wide program provides an opportunity to develop new approaches to support the success of diverse students in STEM.

StartR Inclusion Accelerator *(Rady)*
StartR Inclusion is a one-of-its-kind accelerator created to increase and encourage diversity in entrepreneurship. The program is open to all UC San Diego undergraduate, graduate, and postdoctoral students, as well as recent alumni, with a business idea. Teams are encouraged to have a member of a traditionally underrepresented population in a leadership role. Participants take part in workshops focused on various aspects of launching startups. Each startup is introduced to mentors and meets regularly with advisors to monitor and encourage progress.

StartR Veteran *(Rady)*
StartR Veteran engages the campus veteran population in entrepreneurial activities led by and for veterans of the armed forces. Participants engage in workshops focused on enterprise development, one-on-one mentoring sessions, and pitch preparation, all led by veterans. StartR Veteran combines an accelerator program with community outreach to engage veterans who have started or are in the process of starting a company with those who may only have an idea.

Student Leadership and Development *(Arts & Humanities)*
The division has employed and trained more than 30 students in the last three years with the goal of creating strong URM leaders on campus and in the community. Training workshops include outreach and public speaking; best practices for cover letters, resumes, and interviews; entrepreneurship; and financial literacy. Some students also complete intensive mentor training in preparation for the summer academy. These training programs are a key element in retention and students have expressed feelings of fulfillment for the opportunity to be in a leadership role. More than 60% of the summer academy mentors are URM and represent diversity in many additional ways (socioeconomic, veteran status, LGBTQ, etc.).

Summer Engineering Institute and Summer Program for Incoming Students *(Jacobs)*
The Summer Engineering Institute (SEI), deployed by the IDEA Center in 2016, and the Summer Program for Incoming Students (SPIS), deployed by the Department of Computer Science Engineering in 2014, provide first-year engineering students the opportunity to take engineering courses and relevant projects prior to the start of the fall quarter. In doing so, students gain hands-on experience and access to tutoring sessions throughout the academic year and are welcomed into a supportive and encouraging community of engineers.

Summer Program for Incoming Students *(Qualcomm Institute)*
The Summer Program for Incoming Students provides students college-level exposure to computer science, emphasizing problem-solving, communication skills, and mathematical modeling.

Transfer Summer Academy *(Arts & Humanities)*
Funded through a grant from the Mellon Foundation and in partnership with the San Diego Community College District, the five-week summer academy provides newly admitted transfer students academic and career preparation with eight units of coursework. To date, 81 students have completed the summer academy, with more than 60% URM. The academy also includes a greater percentage of military veterans and lower-income students than the general campus population. Of the 1,020 transfer students who applied to the division in 2017, 663 (or 65%) identified as non-white/Caucasian. Applications from non-white/Caucasian transfer students increased 68% from 2014 to 2017 and yield from this group increased 115%, compared to a 76% increase in yield over the same period for all transfer students to the division.

Triton Arts & Humanities Academy (TAHA) *(Arts & Humanities)*
Rising high school seniors interested in studying arts and humanities can participate in this one-week summer program, conducted in partnership with UC San Diego Admissions. Each year, 45–50 students from URM communities attend the program and nearly 90% of them apply to UC San Diego. Divisional undergraduate students, trained by Dean's Office staff, participated in over 25 outreach events with San Diego high schools over the last three years to better diversify the student population.

UNDERGRADUATE STUDENT ACCESS & SUCCESS: New and Emerging Strategies

Burbidge Visiting Professorships *(Physical Sciences)*
In 2018, Physical Sciences created a visiting professorship program in physics designed to bring eminent female physicists on 12-week sabbaticals for collaborative research interactions within the department, motivated in part by the few number of senior women physicists on campus. These visiting women faculty will serve as role models to female students and provide them with insight on how to build a career in physics as women. In addition, they can help provide mentorship to junior female faculty and in the longer term serve as references for tenure and promotion cases. An international search for visiting professors took place this past year and three offers were accepted for Burbidge Visiting Professors in 2019–2020.

Deploying Additional Teaching Assistants *(Biological Sciences)*
The division has increased the number of TAs, especially for required courses that can pose significant challenges to some students, resulting in high numbers of D, F or W grades, which often contribute to attrition from the major or longer time-to-degree.

Expanded Partnerships with Career Services and Private Sector *(Biological Sciences)*
Expanded partnerships with the Career Services Center and with local technology companies provide undergraduate and graduate students with additional opportunities for career development, including internships and training programs focused on developing the soft skills necessary to succeed in their chosen careers.

Student Success Center *(Physical Sciences)*
Last year, Physical Sciences initiated planning of the Student Success Center, including hiring an assistant director, developing an implementation plan, and identifying a physical space in Mayer Hall. The physical center is now under construction and will open in Winter Quarter 2020. The Student Success Center has three primary mission goals:

1. Increasing retention and graduation rates through services tailored for and focused on students in the physical sciences.
2. Providing students in the physical sciences with opportunities for training experiences beyond the classroom and for professional development beyond a degree.
3. Fostering a sustainable culture of academic excellence while preparing a diverse workforce of future leaders in the physical sciences and within the community.

Initial efforts within the Center have included working with existing student organizations to create a clear funding model moving forward and creating a divisional Student Council, which meets quarterly. Ongoing efforts will focus on increasing research and internship opportunities for students, facilitating alumni mentoring, and increasing professional development. Future planned efforts include developing additional EDI-focused student organizations and facilitating expanded tutoring efforts for underrepresented students.

Supplemental Instruction Programs and Student Assessments *(Biological Sciences)*
In collaboration with the Vice Chancellor for Student Affairs and the Teaching + Learning Commons, these programs are developed to support required courses that can pose significant challenges to some students, resulting in high numbers of D, F or W grades, which often contribute to attrition from the major or longer time-to-degree. The division has also developed assessments led by Teaching Professors to identify students who may benefit from supplemental instruction early in the courses before their grades are impacted.

SIO INCLUDES Support and Retention Program *(Scripps Institution of Oceanography)*
A new program designed to provide additional support and retention efforts for underrepresented students at SIO. Programming will include individualized check-ins, monthly gatherings, and quarterly activities designed to build community, improve academic performance, and offer professional development opportunities.

UNDERGRADUATE STUDENT CLIMATE: Proven Strategies

Arts and Community Engagement (ACE) *(Arts & Humanities)*
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Black History Month in front of the Black Legacy Mural and the Sojourner Truth statue.

Departmental DEI Committee *(Jacobs)*
The Department of Computer Science Engineering has formed a Diversity, Equity, and Inclusion committee whose mission is to address DEI issues across the department. In addition to a climate survey, the committee has also established a top-level diversity page on the department's website, organizes a quarterly DEI Seminar Series, recruits students and faculty at diversity conferences, and organizes an annual CSE Celebration of Diversity Day along with two promotional videos highlighting the importance of diversity in CSE.

Partners at Learning (PAL) Program *(Social Sciences)*
The PAL program, part of the Department of Education Studies, provides opportunities for UC San Diego's undergraduate students to work with underserved P–12 students and schools while earning upper division course credit and fulfilling graduation requirements. PAL service-learning courses provide students with an introduction to theoretical and practical issues in P–12 education by incorporating both academic work and fieldwork components into the course structure. Every year, PAL works with thousands of P–12 students on an individual basis to provide mentoring and tutoring at more than forty area schools, contributing over 20,000 volunteer hours.

Spanish Language Programming *(Extension)*
UCTV and UCSD-TV, which reach 5 million viewers monthly with a YouTube subscriber list of 500,000, broadcast Spanish language programs and all programming reflects the UC San Diego Principles of Community in terms of topics and the faces of people on camera.

UNDERGRADUATE STUDENT ACCOUNTABILITY: Proven Strategies

Appointment of Divisional Diversity Officers
The following divisions have recently appointed diversity officers:
- *Biological Sciences:* Director of Mentorship and Diversity
- *Jacobs:* Associate Dean for Students
- *Physical Sciences:* Associate Dean for Equity, Diversity, and Inclusion
- *Scripps Institution of Oceanography:* Director of Diversity Initiatives and Associate Dean of Equity & Inclusion

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The Department of Computer Science Engineering has formed a Diversity, Equity, and Inclusion committee whose mission is to address DEI issues across the department. In addition to a climate survey, the committee has also established a top-level diversity page on the department's website, organizes a quarterly DEI Seminar Series, recruits students and faculty at diversity conferences, and organizes an annual CSE Celebration of Diversity Day along with two promotional videos highlighting the importance of diversity in CSE.

Divisional Task Force on the Status of Women *(Physical Sciences)*
In spring 2017, DPS implemented a division-wide task force to study the status of women faculty and students across the physical sciences, looking at a variety of aspects of their experience. Three major findings of the task force are currently being addressed:

1. *Differences in mentoring, especially in terms of consistency of mentoring for junior women faculty.* As a result, DPS now requires its departments to document their mentoring plans in detail.
2. *Discrepancies between men and women in the merit and promotions process, with men being put forward for accelerations by the departments at three times the rate of women.* Working with chairs to identify best practices, DPS has achieved parity in the rates departments are proposing women and men for accelerations in the current review cycle.
3. *Scarcity of leadership positions for women across the departments throughout their history.* Identification of this issue has resulted in considerable movement in the departments most affected, including both a new female chair and the appointment of two women faculty to their executive advisory committee for the first time.

Divisional Committee for EDI *(Physical Sciences)*
Comprised of three faculty members from each department, the committee helps increase the visibility of EDI efforts across the division, demonstrates the high priority of EDI efforts, and cultivates a welcoming, diverse, equitable, and inclusive climate. It is responsible for reviewing contributions to diversity records for Excellence Search candidates, implementing recommendations from the Task Force on Women and the APS Site Visit in Physics, and monitoring the demographic and climate indicators for equity going forward. The committee has been reviewing EDI-related programs across the division, and has implemented a grant program to seed new EDI initiatives. This academic year this committee will help develop and review departmental strategic plans for EDI that are now being created, a tactic that also supports the third core tenet, Accountability.

Divisional Committee for EDI *(Scripps Institution of Oceanography)*
Diversity Advisory Committee (DAC) provides advice and counsel to the Director of Diversity Initiatives and SIO leadership on matters pertaining to student, staff and academic diversity, equal opportunity and affirmative action goals and objectives.

EDI Strategic Planning
The following have or will incorporate EDI into their strategic planning efforts:
- *Jacobs:* EDI subcommittee contributing to division's overall strategic plan
- *Physical Sciences:* Establishing divisional EDI strategic plan
- *Rady:* EDI to be deeply ingrained in upcoming strategic planning

GRADUATE STUDENT EXCELLENCE BEST PRACTICES

The practices summarized here are compiled from the unit/divisional reports and presentations submitted for the annual EDI accountability meetings held in Fall 2019. Complete descriptions of these practices can be found on the pages that follow.

GRADUATE STUDENT ACCESS & SUCCESS: Proven Strategies
- **Conference and Association Outreach** *(Biological Sciences; Jacobs)*
- **Dean's Travel Fund for Graduate Students** *(Arts & Humanities)*
- **Diversity Committee Participation in Recruitment** *(Biological Sciences)*
- **Faculty Diversification** *(Biological Sciences)*
- **GRE Optionality** *(Biological Sciences)*
- **HBCU and HSI Recruitment** *(Biological Sciences; Global Policy & Strategy; Rady; Social Sciences)*
- **Holistic Review of Applicants** *(Biological Sciences; Social Sciences)*
- **Incentivizing Diverse Admissions** *(Jacobs)*
- **StartR Inclusion Accelerator** *(Rady)*
- **StartR Veteran** *(Rady)*
- **Summer Institute for Emerging Managers and Leaders (SIEML)** *(Rady)*
- **UC-HBCU Programming** *(Biological Sciences)*
- **Scripps' Undergraduate Research Fellowship (SURF)** *(Scripps Institution of Oceanography)*
- **Community Engagement & Inclusion Fellows** *(Scripps Institution of Oceanography)*
- **Student Advisor and Wellness Program** *(Skaggs School of Pharmacy)*

GRADUATE STUDENT ACCESS & SUCCESS: New and Emerging Strategies
- **Burbidge Visiting Professorships** *(Physical Sciences)*
- **Dean's Diversity Fellowship and Relocation Allowance** *(Biological Sciences)*
- **Dissertation Writing Workshop** *(Arts & Humanities)*
- **Expanded Partnerships with Career Services and Private Sector** *(Biological Sciences)*
- **Graduate Health Action Committee (GradHAC)** *(Biological Sciences)*
- **SIO INCLUDES Support and Retention Program** *(Scripps Institution of Oceanography)*

GRADUATE STUDENT CLIMATE: Proven Strategies
- **Departmental DEI Committee** *(Jacobs)*
- **Spanish Language Programming** *(Extension)*

GRADUATE STUDENT CLIMATE: New and Emerging Strategies
- **Connections Program** *(Biological Sciences)*
- **Student Review of Faculty Mentorship** *(Biological Sciences)*

GRADUATE STUDENT ACCOUNTABILITY: Proven Strategies

- **Appointment of Divisional Diversity Officers** (*Biological Sciences; Physical Sciences; Scripps Institution of Oceanography*)
- **Departmental DEI Committee** *(Jacobs)*
- **Divisional Task Force on the Status of Women** *(Physical Sciences)*
- **Divisional Committee for EDI** *(Physical Sciences; Scripps Institution of Oceanography)*
- **EDI Strategic Planning** *(Jacobs; Physical Sciences; Rady)*

GRADUATE STUDENT ACCOUNTABILITY: New and Emerging Strategies

- **Graduate Admissions Review** *(Physical Sciences)*
- **Identify an SSPPS Diversity Champion** *(Skaggs School of Pharmacy)*

Make EDI Information More Visible *(Skaggs School of Pharmacy)*

GRADUATE STUDENT ACCESS & SUCCESS: Proven Strategies

Conference and Association Outreach *(Biological Sciences; Jacobs)*
Representation at diversity-related professional conferences, organizations, and meetings for graduate student recruitment.

Dean's Travel Fund for Graduate Students *(Arts & Humanities)*
Since 2014, 273 travel awards totaling more than $81,000 have been provided to graduate students to alleviate financial concerns associated with professional travel costs.

Diversity Committee Participation in Recruitment *(Biological Sciences)*
Diversity committee members participate in the graduate admissions committee and throughout the recruitment process.

Faculty Diversification *(Biological Sciences)*
A diverse faculty is critical for a culture of access and success, contributing to supportive mentoring of diverse students, maximizing innovation in research and education, and ensuring that the practical applications of the division's research provide broad societal benefits.

GRE Optionality *(Biological Sciences)*
Substantial underline evidence suggests that the GRE test is biased against URM students and is not an accurate predictor of graduate school success. Therefore, the division has made the GRE an optional metric in order to broaden the diversity of graduate applicant pools.

HBCU and HSI Recruitment *(Biological Sciences; Global Policy & Strategy; Rady; Social Sciences)*
Travel and outreach to Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs) for graduate student recruitment. Additionally, some divisions are investing considerable effort in developing recruitment programs. Biological Sciences, for instance, has developed an initiative through the University of California-Historically Black Colleges and Universities Initiative (UC-HBCU) program in partnerships with Xavier University of Louisiana (XULA), which leads the nation in African-American biology graduates. This collaborative program, led by Professor James Nieh, brings students to campus from XULA for a summer experience that includes research with faculty in the Division of Biological Sciences and Scripps Institution of Oceanography. These students participate in the Graduate Division's STARS program, which prepares them to apply to graduate school and provides valuable professional development opportunities. Other divisions, such as Social Sciences, fund departmental travel to HBCUs for graduate recruitment.

Holistic Review of Applicants *(Biological Sciences; Social Sciences)*
Inspection of an applicant's whole file for consideration of a wide range of applicant attributes and skills in addition to academic measures.

Incentivizing Diverse Admissions *(Jacobs)*
A new process for allocating diversity fellowships incentivizes faculty to admit a diverse set of qualified applicants. Prior to admission, a committee identified all applicants eligible for a diversity fellowship to be funded by the department. If faculty chose to admit those students, they would receive funding for the first year. This increased the percentage of women in the incoming class to 30.2% for PhD students and 26% for Masters students. It did not have a notable impact on admissions of URM students.

StartR Inclusion Accelerator *(Rady)*
StartR Inclusion is a one-of-its-kind accelerator created to increase and encourage diversity in entrepreneurship. The program is open to all UC San Diego undergraduate, graduate, and postdoctoral students, as well as recent alumni, with a business idea. Teams are encouraged to have a member of a traditionally underrepresented population in a leadership role. Participants take part in workshops focused on various aspects of launching startups. Each startup is introduced to mentors and meets regularly with advisors to monitor and encourage progress.

StartR Veteran *(Rady)*
StartR Veteran was created to engage the campus veteran population in entrepreneurial activities led by and for veterans of the armed forces. Participants engage in workshops focused on enterprise development, one-on-one mentoring sessions, and pitch preparation, all of which are led by veterans. StartR Veteran combines an accelerator program with community outreach to engage veterans who have started or are in the process of starting a company with those who may only have an idea.

Summer Institute for Emerging Managers and Leaders (SIEML) *(Rady)*
The Summer Institute for Emerging Managers and Leaders (SIEML) launched in 2012 as a partnership between the six UC business schools and the UC Office of the President as a pipeline program intended to increase diversity within the UC graduate business programs (Berkeley, Davis, Irvine, Los Angeles, Riverside, and San Diego). SIEML serves undergraduate students from Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs) with interests in business, leadership, and attending a graduate business program. SIEML provides all-expenses-paid fellowships for a cohort of 50 students per year, plus one returning student coordinator, to participate in a 10-day immersion on the campus of one of the UC business schools. The host location rotates among the partner UC campuses. In each immersion, students are exposed to outstanding UC business schools and have the opportunity to learn and interact with faculty, administrators, and alumni. The Rady School hosted the SIEML immersion program in 2015 and in 2019.

UC-HBCU Programming *(Biological Sciences)*
Each summer, six students from Xavier University of Louisiana are brought to UCSD to participate in the Summer Training Academy for Research in the Sciences (STARS) program. They are partnered with UCSD faculty and graduate student mentors for eight weeks of daily lab research, student development workshops, graduate record exam (GRE) training,

teambuilding physical exercises, career workshops and social activities. A critical goal of the initiative is to enable more HBCU alumni to complete UC PhD programs.

Scripps' Undergraduate Research Fellowship (SURF) *(Scripps Institution of Oceanography)*
An NSF funded REU, has made a significant impact not only in increasing diversity within the field of geosciences, but also by creating a pipeline of diverse SURF alumni who are now graduate students at Scripps.

Community Engagement & Inclusion Fellows *(Scripps Institution of Oceanography)*
Graduate Student Fellows who support the Director of Diversity Initiatives and serve as direct liaisons to the graduate student community.

Student Advisor and Wellness Program *(Skaggs School of Pharmacy)*
Program implemented by SSPPS to provide student wellness support for integrating academic decisions with personal care and dealing with stressors

GRADUATE STUDENT ACCESS & SUCCESS: New and Emerging Strategies

Burbidge Visiting Professorships *(Physical Sciences)*
In 2018, Physical Sciences created a visiting professorship program in Physics designed to bring eminent female physicists on 12-week sabbaticals for collaborative research interactions within the department, motivated in part by the few number of senior women physicists on campus. These visiting women faculty will serve as role models to female students and provide them with insight on how to build a career in physics as women. In addition, they can help provide mentorship to junior female faculty and in the longer term serve as references for tenure and promotion cases. An international search for visiting professors took place this past year and three offers accepted for Burbidge Visiting Professors in 2019-2020.

Dean's Diversity Fellowship and Relocation Allowance *(Biological Sciences)*
For students who contribute to diversity, to ensure that the division's offers remain competitive for highly sought-after students.

Dissertation Writing Workshop *(Arts & Humanities)*
For graduate students to receive interdisciplinary feedback on chapter work beyond what is currently available within their disciplinary fields. Feelings of isolation and lack of support especially impact success for women and URM in graduate school, and one of the most isolating periods is writing dissertations.

Expanded Partnerships with Career Services and Private Sector *(Biological Sciences)*
Expanded partnerships with the Career Services Center and with local technology companies provide undergraduate and graduate students with additional opportunities for career development, including internships and training programs focused on developing the soft skills necessary to succeed in their chosen careers.

Graduate Health Action Committee (GradHAC) *(Biological Sciences)*
Student-initiated and divisionally sponsored group that identifies and addresses areas of concern for graduate students ranging from mental health and work-life balance, to international student concerns, mentor selection, and parking.

SIO INCLUDES Support and Retention Program *(Scripps Institution of Oceanography)*
A new program designed to provide additional support and retention efforts for underrepresented students at SIO. Programming will include individualized check-ins, monthly gatherings, and quarterly activities designed to build community, improve academic performance, and offer professional development opportunities.

GRADUATE STUDENT CLIMATE: Proven Strategies

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The Department of Computer Science Engineering has formed a Diversity, Equity, and Inclusion committee whose mission is to address DEI issues across the department. In addition to a climate survey, the committee has also established a top-level diversity page on the department's website, organizes a quarterly DEI Seminar Series, recruits students and faculty at diversity conferences, and organizes an annual CSE Celebration of Diversity Day along with two promotional videos highlighting the importance of diversity in CSE.

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GRADUATE STUDENT CLIMATE: New and Emerging Strategies

Connections Program *(Biological Sciences)*
The Biological Sciences Diversity Committee is launching a new program in Fall 2019 that will use professional storytelling and networking to create space for graduate students and URM students to connect with students and faculty.

Student Review of Faculty Mentorship *(Biological Sciences)*
First-year students will now evaluate the quality and effectiveness of faculty mentorship during their research rotations.

GRADUATE STUDENT ACCOUNTABILITY: Proven Strategies

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GRADUATE STUDENT ACCOUNTABILITY: New and Emerging Strategies

Graduate Admissions Review *(Physical Sciences)*
In 2018-2019, departments were required for the first time to write up and submit their graduate admissions policies and procedures for review by both the divisional Committee for EDI and the Graduate Division. The departments were asked to document their selection criteria, how the GRE is being utilized in the admissions review, how peer institutions are utilizing the GRE (if at all), and how the departments plan to increase the diversity of their admitted student cohort. These were reviewed by the Divisional EDI Committee, which provided feedback to the departments, and going forward the departments will be asked to resubmit their written graduate admissions policies early each academic year.

Identify an SSPPS Diversity Champion *(Skaggs School of Pharmacy)*
Lead efforts and synergize with campus and other groups with shared EDI values.

Make EDI Information More Visible *(Skaggs School of Pharmacy)*
Make EDI information more visible on our website for prospective and current faculty, staff, and students.