

**Division of Academic Affairs  
Diversity, Equity, and Inclusion Plan  
2022-2026**

**Diversity, Equity, and Inclusion Planning Committee**  
**Members**

Appreciation is extended to the original Academic Affairs DEI Planning Committee Members:

Cristina Alfaro (Chair)  
Associate Vice President of International Affairs

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## Introduction

The Division of Academic Affairs at SDSU is dedicated to upholding the university's values of diversity, equity, and inclusion (DEI). Grounded in open dialogue, responsible engagement, and continuous learning, we strive to cultivate an academic environment where every member feels valued, respected, and empowered to contribute to our collective success. Academic Affairs (AA) DEI strategic plan outlines our commitment to promoting diversity, ensuring equity, and fostering an inclusive culture within our division. The AA-DEI Plan is a representation of our division's intention to continue building a working environment premised on equity in alignment with the university's strategic plan and priorities. This plan is the collaborative product of our planning and development process, which includes input of our staff. Accordingly, our plan thoughtfully considers the diverse backgrounds and perspectives within AA and communicates our intention of supporting our collective values of diversity, equity, and inclusivity. With this plan, we are establishing our diversity, equity, and inclusion mission statement; outlining our comprehensive Diversity, Equity, and Inclusion planning process; sharing our goals and initiatives; and clarifying what is required for our strategic objectives to be successfully implemented throughout the AA Division. This plan will act as the framework for measuring our overall progress in meeting our target goals, timelines, and implementing initiatives. AA will reference this plan as a guide as we work toward our commitment to embracing diversity and inclusion within our division.

## Environmental Assessment

The AA Diversity, Equity, and Inclusion Planning Committee reviewed demographic and self-reported data collected via the division-wide DEI survey as part of the DEI planning process during spring 2022. The summary is included below:

## Demographics

- **Position:** 82.76% of total respondents (N=56 of 123) are staff members; 12% administrators; and ~5% identify also as lecturer/faculty.

- **Length at SDSU:** 33% < 5 years;
- **Underrepresented groups** include Hispanic/Latino with staff at 21% and students at 33%
- **Overrepresented groups** include White/Caucasian with staff at 56% and students at 34%
- **Other/International/Prefer not to state** in survey totals over 12% which is material/significant compared to 3% students other, not stated.

## Climate

### *Feeling Valued (Summary)*

- Employees feel that their presence is valued with 31.37% agree and 19.61% strongly agree
- Employees feel that their expertise is valued with 21.57% agree and 25.49% strongly agree
- Employees feel that their perceptions are valued with 19.61% agree and 25.49% strongly agree
- 'My contributions' are valued" depicts the lowest level of agreement compared to the other items with 3.92% agree and 27.45% somewhat agree. Definitely a finding worth consideration.

### *Working Environment (Summary)*

- 72% of employees feel that their working environment is welcoming of diverse backgrounds [44% agree and 28% strongly agree].
- 64% of employees feel that their working environment is collaborative for diverse background [36% agree and 28% strongly agree].
- 64%of employees feel that their working environment is supportive for diverse backgrounds [36% agree and 28% strongly agree].
- 64%of employees feel that their working environment is respectful for diverse backgrounds with [36% agree and 28% strongly agree].
- However, 40% of underrepresented minority (URM/LGBTQ+ ) employees disagree or strongly disagree with their work environments' welcoming, collaborative, supportive, or respectful nature.

## Success

### *Commitment to hiring, retaining, career advancement, and diversity*

- Overall, commitment to hiring received the most positive responses, whereas career advancement and retention were the most negative.
- Responses were generally positive, with a divergence between nonURM and URM/LGBTQ+ experience in Academic Affairs.
- Commitment to hiring, URM responses were <47% positive. The most negative category was career advancement, with 20% voting strongly disagree, 20% disagree, and 26.67% somewhat disagree. Supporting initiatives and retention received only 46.67% positive votes.
- By Sexual Orientation: With the exception of commitment to hiring, sexual minority responses were < 43% positive. 28.57% strongly disagreed with career advancement and supporting initiatives, 14.29% strongly disagreed, retention with 57.14% somewhat disagreed
- By years worked: 1-5 yrs and 6-10 yrs were the most negative. Strongly disagreed responses were in career advancement: 12.5% in 1-5 yrs, 9.09% in 6-10 yrs, and 6.67% in 11-20 yrs. Supporting Initiatives followed a similar trend to career advancement, with a rise to 18.75% in 1-5 yr that strongly disagreed.
- By position and religion: Most staff and administrator responses were positive, 86.05% staff, and 60% administrators. Similarly, the majority of responses in the religion category were positive. *playing an active role in soliciting diverse applicant pools, providing a required search 101 training for search committee members, and utilizing inclusion representatives for BFA searches when available.*

## **Divisional Recommendations for Academic Affairs**

Divisional priority recommendations are data-informed and designed to propel the Division of Academic Affairs at SDSU toward a more inclusive, equitable, and supportive environment for all staff members. Rooted in our commitment to diversity, equity, and inclusion (DEI), these recommendations address critical areas such as staff retention, fostering a welcoming atmosphere, and facilitating personal and professional growth. The committee's recommendations aim to enhance the workplace experience, amplify

diverse voices, and cultivate a culture of belonging and excellence within our division through targeted initiatives and strategic actions. These recommendations serve as a roadmap for advancing our DEI goals and fostering a thriving community where every member can flourish.

## Academic Affairs

### Diversity, Equity, and Inclusion Mission Statement

In alignment with SDSU's commitment to diversity, equity, and inclusion, the Division of Academic Affairs is committed to fostering an academic community where our staff and leadership can learn from each other through open and respectful dialogue, responsible engagement, and practices that lead to personal and professional growth as well as the capacity to serve our faculty and our students better. As an integral part of the success of SDSU's mission and the well-being of our employees, Academic Affairs commits to:

- The equitable diversification and retention of staff and leadership.
- Fostering a welcoming environment that promotes a sense of belonging and embraces shared governance and all SDSU diverse community voices.
- Facilitating personal and professional growth and development opportunities for staff and leadership better to support the DEI plans of all academic units.



**GOAL 1**  
Enhance Staff and Leadership Retention

**Goal 1a:**

By Spring 2025, develop and deploy an Academic Affairs Staff Retention Plan focusing on unit-level onboarding practices, cross-professional development opportunities, exit interviews, and equitable mentorship programs.

- Identify or develop policies prioritizing equitable multi-year mentorship
- Ensure equitable access to professional development opportunities for all staff members.
- Implement mandatory bias professional development for all staff involved in hiring processes.

**Goal 1b:**

By Spring 2025, establish procedures for the equitable implementation of the SDSU telework plan within Academic Affairs.

**Resources Needed:**

- Identify an Academic Affairs HR liaison (part of DEI Council) to lead in consultation with HR.

**Responsibility:**

- Academic Affairs Diversity Equity and Inclusion Council

**GOAL 2**  
Foster a Welcoming Environment

**Goal 2a:**

By Fall, 2024, form an Academic Affairs DEI Council to oversee the DEI strategic plan's implementation and ensure accountability for shared governance within Academic Affairs.

- **Chair:** TBD
- **Recommended Members:** Associate Vice President of International Affairs; Assistant Vice President for Academic Labor Relations; Associate Vice President, Curriculum, Assessment and Accreditation; representative from College of Graduate Studies, and a minimum of three staff members ideally representing all Academic Affairs units.

**Goal 2b:**

By Fall 2025, implement a feedback mechanism to collect and evaluate employee feedback on DEI and work-life factors. To understand the road to improvement, it is necessary to center the experience of URM / LGBTQ+ people.

**Goal 2c:**

By Spring 2026, provide mentorship and development opportunities for staff to serve as mentors with a DEI lens. Ensure professional development regarding equity-focused career advancement for deans, AVPs, and HR resource managers.

**Goal 2d:**

By Fall 2026, develop an Academic Affairs-specific onboarding plan emphasizing DEI principles from day one.

**Resources:**

- The liaison will work with HR and the SP41 team on the onboarding plan.

**Responsibility:**

- Formalize a DEI Council Led by the Academic Affairs Diversity Officer

**GOAL 3**

Facilitate Personal and Professional Growth

**Goal 3a:**

By Spring 2025, review and optimize the Evaluation Process to incorporate DEI metrics for informal self-evaluation, mid-year feedback, and professional development pathways.

**Goal 3b:**

By Spring 2025, develop a DEI Manager Development Plan requiring attendance of targeted DEI and inclusive management development.

**Goal 3c:**

By Spring 2025, establish a Staff DEI Professional and Leadership Development Plan offering regular opportunities for understanding microaggression, implicit bias, equitable interviewing, and collaboration with all academic units.

**Resources Needed:**

- Identify an Academic Affairs HR liaison (part of DEI Council) to lead in consultation with HR.

**Responsibility:**

- Formalize a DEI Council Led by the Academic Affairs Diversity Officer

**Assessment:**



- Implement a process for ongoing collection and evaluation of employee feedback related to DEI