



Division of Business and Financial Affairs

Diversity, Equity, and Inclusion Plan

2020-2025

Diversity, Equity, and Inclusion Planning Committee Members

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Diversity, Equity, and Inclusion Mission Statement

The Division of Business and Financial Affairs (BFA) celebrates diverse backgrounds and perspectives. We understand representation is essential to our success, which is why we strive to recruit and retain highly-skilled, compassionate leaders. By prioritizing listening and learning, engaging in critical conversations, and thoughtfully considering the needs of our different populations, we are creating a culture of belonging. As a division, we aim to offer opportunities for advancement and foster an inclusive environment so all are valued and empowered to thrive.

Introduction

The BFA Diversity, Equity, and Inclusion (DEI) Plan is a representation of our division's intention to continue building an environment premised on equity and equality in alignment with the university's strategic plan and priorities. This plan is the collaborative product of our planning and development process, which required the necessary input of our colleagues. Accordingly, our plan thoughtfully and unequivocally considers the diverse backgrounds and perspectives within BFA and communicates our intention of supporting our collective values of diversity, equality, 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 division.

This plan will act as the framework for measuring our overall progress in meeting our target goals and implementing initiatives. BFA will reference this plan as a guide as we work toward our commitment to embracing diversity and inclusion within our division.

Environmental Assessment of BFA Divisional Staff

As part of the DEI planning process, the BFA Diversity, Equity, and Inclusion Planning Committee reviewed general divisional staff demographic data provided by the Center for Human Resources.

The data showed the Division of Business and Financial Affairs was on par with the Division of Student Affairs and Campus Diversity for having the highest percentage (40%) of staff who identify as an underrepresented minority (URM) on campus. When compared to San Diego State University's (SDSU) student population, our division also has a higher URM percentage than the campus population (34% during the same period of time). Additional analysis is needed, but the majority of our URM staff are in the represented and lower-paid positions within the division. With this in mind, we will strive to increase our URM representation in leadership roles.

For gender representation, BFA had 44% female and 56% male, which is the fourth lowest percentage of women out of the five divisions assessed. Our female gender representation is also lower than the SDSU student population of 55% during the same period of time. Additional analysis is needed, but we believe there are a number of departments within the division that have historically male-dominated professions (e.g., facilities trades work positions). While this is also true in the national context, we recognize there is more we can do to increase gender representation.

Please see the attached summary to review our general divisional staff demographic data.

Climate Assessment for BFA Divisional Staff

In fall 2019, BFA staff were asked to complete a DEI Survey to assist our division's Diversity, Equity, and Inclusion Planning Committee in better understanding the perceptions and experiences of divisional staff as it relates to DEI issues. The survey was provided in both electronic and hard copy form to encourage broad participation. A total of 212 BFA staff members completed the survey, and the results were then aggregated and provided to our DEI Planning Committee by the Division of Diversity and Innovation. With a "n" of 212, approximately 40% of BFA staff participated in the survey.

We were pleasantly surprised to see the relatively high satisfaction scores from BFA respondents in areas where less than 85% of respondents indicated they were satisfied with the respective questions. The overall three most satisfied groups were

administrators, staff who at the time had been at SDSU for less than a year, and staff who at the time had been at SDSU for 20 plus years with averages of 91.7%, 91.7%, and 91.1% satisfied respectively. The overall three least satisfied groups were staff with disabilities, staff who identify as being a sexual orientation minority, and staff who at the time had been at SDSU for 11 to 20 years with averages of 80.5%, 84.6%, and 84.9% satisfied respectively. In all cases, we are interested in learning more about why some groups are more satisfied than others.

Of all the areas assessed, the question regarding BFA being a welcoming environment for employees of diverse backgrounds received the highest overall satisfaction score with over 94% somewhat agreeing, agreeing, or strongly agreeing. In contrast, the question regarding whether one's expertise was valued received the lowest overall satisfaction score with 84% indicating they somewhat agreed, agreed, or strongly agreed.

Once some of the initiatives from our Diversity, Equity, and Inclusion Plan are implemented, we intend to conduct another climate survey to see if and where we have improved.

Please see the attached summary.

Divisional Outreach Efforts

In order to best engage BFA staff, our division's DEI Planning Committee implemented a participatory process through various outreach efforts. This interactive approach allowed our staff members to collectively identify strategic objectives, provide feedback regarding drafted goals and initiatives, and then prioritize the strategic objectives. During this process, it was imperative to include input and perspectives from BFA personnel while listening and learning from diverse experiences, engaging in difficult conversations, and thoughtfully considering the different needs of populations within our division.

- **BFA DEI Webinar - Tuesday, Sept. 15, 2020**

The virtual webinar was the first in a series of outreach efforts addressing diversity, equity, and inclusion in order to collaboratively develop a divisional Diversity and Inclusion Plan. The webinar provided an introduction and overview of the diversity and inclusion planning process, as well as a summary of the data received from the Campus Climate Survey. Shortly after the event, the

webinar recording , the PowerPoint presentation, and the survey data were all made available online via SharePoint.

- **BFA DEI Forum #1 - Tuesday, Sept. 29, 2020**

The virtual forum allowed BFA staff members to engage in open and honest conversations regarding diversity, equity, and inclusion. Participants reviewed the BFA DEI Planning Committee's objectives and timeline before dividing into smaller breakout rooms. To encourage candid contributions, the breakout sessions were facilitated by colleagues from other divisions while our committee members took notes. In the breakout rooms, participants discussed and responded to questions about the climate survey data; personal experiences surrounding diversity, equity, and inclusion; recommendations for hiring diverse staff; and other significant topics to help our committee identify a shared vision of the environment we aspire to create within our division. . Shortly after the event, the PowerPoint presentation was made available online via SharePoint.

- **BFA Survey #1 - Monday, Oct. 5, 2020**

To solicit additional input from BFA personnel, the BFA Diversity, Equity, and Inclusion Planning Committee invited staff to take a short survey, which contained five questions and solicited input regarding our drafted mission statement. Paper surveys were also made available for staff who could not easily access email. Our committee referred to these responses and suggestions while drafting our divisional plan..

- **BFA DEI Forum #2 - Tuesday, Oct. 27, 2020**

The second virtual forum allowed participants to review the drafted BFA strategic objectives and initiatives as a group before attending smaller breakout rooms to provide feedback. BFA Diversity, Equity, and Inclusion Committee members guided conversations that explored if the ideas presented in the plan resonated with staff members; discussed personal experiences related to our initiatives; discovered the reasons staff members have or have not participated in previous programs related to diversity, equity, and inclusion; and collectively determined if our plan is missing any critical priorities. Shortly after the event, the PowerPoint presentation was made available online via SharePoint.

- **BFA Survey #2 - Thursday, Nov. 5, 2020**

The BFA DEI Planning Committee sent out a final survey asking staff to rank the revised drafted strategic objectives and initiatives based on individual priorities. Paper surveys were also made available for staff who could not easily access

email. Our committee used the data from this survey to prepare the final version of our divisional plan.

Divisional DEI Objectives and Initiatives¹

<u>Strategic Objective</u>	<u>Detailed Plan and Initiatives</u>	<u>Assessment/ Measure of Success</u>	<u>Timeline²</u>	<u>Responsible Parties</u>	<u>Needed Resources</u>
Foster an environment of inclusion for all BFA divisional staff where different experiences and perspectives are valued.	Enhanced DEI trainings for divisional staff.	90% of staff and administrators complete unconscious bias training. 75% of divisional staff and administrators participate in at least one DEI training program annually.	Jan. 2022: Phase 1 Jan. 2023: Phase 2	Department managers, Center for Human Resources (CHR), Office of Employee Relations and Compliance (OERC), and support from Campus Diversity/ Professors of Equity.	Financial: Likely limited but will include minimal costs to support event (e.g., refreshments and room rental). Personnel: 20 hours for in-person training to provide logistical support, registration, marketing, and assessment. 40 hours to track participation across the division throughout the year.
	Divisional relationship	75% of divisional staff	July 2021: Phase 1	BFA DEI Planning	Financial: Approximate

¹ In light of the coronavirus (COVID-19) global pandemic and the potentially catastrophic social and economic impacts on the state of California and the California State University (CSU) system, the BFA DEI Planning Committee recognizes there are many unknowns as it relates to this planning process. Considering all of the listed initiatives require time and resources from our divisional staff during a hiring chill and many of the initiatives require some level of financial resources, our committee and division are mindful that the timelines for some initiatives will need to be extended, and others may not be feasible during these uncertain times. However, our division is committed to moving initiatives forward as time and resources permit, and these timelines are purposefully aggressive in order to push us as a division to find opportunities where available.

² Details regarding timeline can be found in the section below.

	development programs.	and administrators participate in at least one program/activity annually Post-program assessments.	Jan. 2022: Phase 2	Committee	\$7500 annual costs Personnel: Approximately 2 hours per participant per activity and approximately 20 administrative hours per event for logistical support, registration, marketing, and assessment.
	Articulate and promote BFA shared values relating to DEI	Regular education of staff relating to BFA's shared values. Knowledge and understanding of BFA's shared values assessed through regular survey efforts.	July 2021: Phase 1 July 2022: Phase 2	BFA vice president (VP), associate vice presidents (AVPs), directors, managers, and CHR.	Financial: None anticipated. Personnel: 20 hours collectively for development of shared values statement. Other personnel resources should be integrated into normal managerial assignments and are likely de minimis.
Enhance the career pathways of BFA staff to create a diverse	Train managers how to effectively mentor staff.	Regularly survey divisional staff on	Jan. 2022: Phase 1 Jan. 2023:	CHR and OERC;	Needed resources currently unknown.

and inclusive division.		effectiveness of management training program. Administer post-training assessment for participants.	Phase 2 Jan. 2024: Phase 3 Jan. 2025: Phase 4		
	Programs to support career development and career pathing.	Creation of comprehensive program offering a minimum of two programs per year with 10% divisional staff/administrator participation rate.	Jan. 2022: Phase 1 Jan. 2023: Phase 2	CHR and OERC;	Needed resources currently unknown.
	Develop cross-divisional relationships.	Host at least two cross-divisional networking events per year.	Jan. 2022	BFA DEI Planning Committee	Financial: Minimal costs to support networking events. Personnel: 10 committee hours per event.
Recruit divisional staff and administrators reflective of the diverse students and communities served by SDSU.	Improved recruitment practices.	Increase in diversity of applicant pools and resulting increases in diversity of successful candidates.	Jan. 2021: Phase 1 July. 2021: Phase 2	Committee on BFA Hiring Practices (overseen by CHR and division AVPs). Vice Presidents	Financial: None anticipated. Personnel: 20 hours per committee member.
	Improved search committee	Creation of search	Jan. 2021: Phase 1	Committee on BFA	Financial: None

	training and procedures.	committee handbook and training with all members completing review and training prior to start of search process.	July. 2021: Phase 2	Hiring Practices (overseen by CHR and divisional AVPs).	anticipated. Personnel: 20 hours per committee member.
	Pathways for student employees and student interns.	Creation of student internship program and increase in number of student assistants applying for and hired into full-time SDSU positions.	Jan. 2022: Phase 1 Jan. 2023: Phase 2	Committee on BFA Hiring Practices (overseen by CHR and divisional AVPs).	Financial: None anticipated. Personnel: 30 hours per committee member.
Cultivate relationships with the local community that advance the well-being of diverse individuals and communities.	Engage and encourage minority- and women-owned businesses to partner with the university.	Host at least one workshop per year and revise evaluation criteria.	Dec. 2022	AVP of Financial Operations and Contracts and Procurement Services.	Financial: None anticipated. Personnel: 40 hours for workshop creation and 20 administrative hours per workshop.
	Providing divisional and departmental volunteer opportunities.	Department participation rates and survey assessment for participating staff.	Jan. 2022: Phase 1 Jan. 2023: Phase 2 Jan. 2024: Phase 3	BFA Community Engagement Committee	Financial: Approximately \$1,500 per year. Personnel: Eight administrative hours per event and eight hours per participant for events occurring during work hours.

	Providing opportunities for divisional staff to participate as a team in community events.	Department participation rates and survey assessment for participating staff.	Jan. 2022: Phase 1 Jan. 2023: Phase 2	BFA Community Engagement Committee	Financial: Approximately \$2,500 per year. Personnel: 30 administrative hours per event.
	Providing opportunities for divisional staff to share information about their current involvement in the local community.	Publish at least two articles per year highlighting staff community engagement.	July 2021: Phase 1 July 2022: Phase 2	BFA communications specialist and Community Engagement Committee.	Financial: None anticipated. Personnel: Five hours per article.

OBJECTIVE 1

Foster an environment of inclusion for all BFA staff where different experiences and perspectives are valued.

Problem Statement: In a survey conducted in 2015, staff within BFA scored the university lower than average on questions regarding feeling valued, being treated with respect, and feeling that their efforts and accomplishments are recognized. These sentiments were further reinforced by the results of the Campus Climate Survey conducted by the former Division of Diversity and Innovation (DDI) in late 2019. The negative impacts of a work environment lacking inclusivity include lower morale, higher turnover, less productivity, lack of teamwork and lower levels of innovation.

Initiative 1: *Enhanced training for divisional staff and administrators on diversity, equity, and inclusion issues.*

Assessment/Measures of Success:

- 90% of staff and administrators complete unconscious bias training.
- 75% of divisional staff and administrators participate in at least one DEI training program annually.

Timeline:

- **January 2022:** 90% of divisional staff and administrators complete unconscious bias training and 50% of divisional staff and administrators complete at least one DEI training annually.
- **January 2023:** 75% of divisional staff and administrators complete at least one DEI training annually.

Responsible Parties: Departmental managers, Center for Human Resources (CHR), Office of Employee Relations and Compliance (OERC), and support from Campus Diversity/Professors of Equity.

Resources needed: Financial resources required are expected to be limited. Although the majority of training can likely be provided by in-house resources (e.g., Campus Diversity, Professors of Equity, and SumTotal), there may be incidental costs for refreshments and room rental. In addition, the division may want to occasionally bring in an outside presenter for specific training not otherwise available in-house. To leverage limited resources, this could include,

but is not be limited to, train-the-trainer events. Personnel resources required include approximately 20 hours for in-person training to provide logistical support, registration, marketing, and assessment. Further, we anticipate approximately 40 hours for CHR to track participation across the division throughout the year.

***Initiative 2:** Develop and enhance programs to build cross-departmental relationships with the goal of building trust, respect, and understanding. Programs will include, but are not limited to: conversation circles (e.g., Paul Axtell program), BFA DEI Book Club, promoting and encouraging participation in [Employee Resource Groups \(ERGs\)](#), and intentional relationship building activities (e.g., BFA-wide meetings, BFA bowling events, etc.).*

Assessment/Measures of Success:

- 75% of divisional staff and administrators participate in at least one program/activity annually.
- Administer post-program assessments indicating participants valued the activity and feel the activity assists them in building relationships with other divisional staff and administrators

Timeline:

- **July 2021:** Build infrastructure for programming, including training of conversation circle leaders, book club facilitator guide, and creation of committee to oversee programs.
- **Jan. 2022:** Host a minimum of three conversation circle events annually, book club to meet at least six times annually with an average participation rate of 20 staff and administrators, 25% of BFA staff and administrators participate in ERGs, and host a minimum of two intentional relationship building activities/events annually.

Responsible Parties: BFA DEI Planning Committee

Resources needed: Financial resources of approximately \$7,500 annually (not including potential consulting fees) to support training for conversation circles, purchase of books for book club participants, funding for intentional relationship building activities/events.. Personnel resources of approximately two hours per participant per activity and approximately 20 administrative hours per event for logistical support, registration, marketing, and assessment.

Initiative 3: Articulate and promote BFA's shared values within and outside the division.

Assessment/Measures of Success:

- 100% of managers educate and reinforce BFA's shared values ensuring that departmental staff are aware of the values and work in a manner consistent with such values through annual evaluations, on-boarding, and/or on-going meetings/discussions. Evidence is submitted as part of the annual performance evaluation process.
- Survey BFA staff and administrators on a regular basis regarding their knowledge and understanding of BFA's shared values.

Timeline:

- **July 2021:** Develop and communicate BFA's shared values statement to divisional staff and administrators.
- **July 2022:** Begin evaluating managers during annual evaluations of their work, educating and reinforcing the shared values statement with departmental staff, as well as evaluating them on how their actions and conduct align with these values.

Responsible Parties: BFA vice president (VP); associate vice presidents (AVPs), directors, managers, and CHR.

Resources needed: No financial resources needed. Personnel resources of approximately 20 hours collectively for development of shared values statement. Other personnel resources should be integrated into normal managerial assignments and are likely de minimis.

OBJECTIVE 2

Enhance the career pathways of BFA staff to create a diverse and inclusive division.

Problem Statement: Through this process, a large number of BFA staff members have commented that there is a lack of promotional opportunity for staff at SDSU and within the division. Many divisional staff members feel they are “stuck” and are not provided with opportunities for advancement. Further, although BFA has a strong representation of staff who identify as URM, this diversity is not evenly distributed between staff positions and management positions.

Initiative 1: *Create and offer a training program to managers to educate, train and support managers on how to effectively mentor staff.*

Assessment/Measures of Success:

- Regularly survey (on a semi-annual basis) divisional staff on effectiveness of management training program.
- Administer post-training assessment for mentor training participants immediately after training, as well as six months post-training.

Timeline:

- **Jan. 2022:** Creation of management training program and mentoring program.
- **Jan. 2023:** 50% of divisional managers complete training program and pilot mentoring program with five mentor/mentee pairings.
- **Jan. 2024:** 75% of divisional managers complete program and increase mentoring program to 10 mentor/mentee pairings.
- **Jan. 2025:** 100% of divisional managers complete program within six months of their hire/promotion into management position. Continued growth of and participation in divisional mentoring program.

Responsible Parties: CHR and OERC.

Resources needed: Financial and personnel resources will be needed to create a training program, but the costs are currently unknown. CHR will explore the use of an outside consultant to provide on-going training, as well as the costs for “Train-the-Trainer” in order to provide training in-house.

Initiative 2: *Develop and provide workshops and programs to support career development and career pathing for divisional staff and administrators. Workshops may include, but are not limited to: how to create a career pathing plan, resume building, fee waiver informational sessions, panel discussion with staff/administrators who obtained degrees while working full-time, etc.*

Assessment/Measures of Success: Creation of comprehensive program offering a minimum of two programs per year with 10% divisional staff/administrator participation rate.

Timeline:

- **Jan. 2022:** Create comprehensive program with programs rolling out in calendar year 2022.
- **Jan. 2023:** Complete assessment of current program and make recommendations for any changes.

Responsible Parties: CHR and OERC.

Resources needed: Financial and personnel resources will be needed to create a training program but the costs are currently unknown. CHR will explore the use of an outside consultant to provide on-going training as well as the costs for “Train-the-Trainer” in order to provide training in-house.

Initiative 3: *Provide networking opportunities for our divisional staff to build relationships across campus to support career growth across divisions.*

Assessment/Measures of Success: Host at least two cross-divisional networking events per year.

Timeline:

- **Jan. 2022:** Assuming the campus returns to on-campus operations, host cross-divisional networking events beginning no later than Jan. 2022.

Responsible Parties: BFA DEI Planning Committee

Resources needed: Financial resources will likely be limited to minimal costs associated with refreshments during the event.

OBJECTIVE 3

Recruit divisional staff and administrators who are reflective of the diverse students and communities served by SDSU.

Problem Statement: Although 40% of BFA's staff identify as URM and 44% identify as female, the distribution of race, gender, and ethnicity across our departments and positions are uneven, with a higher percentage of employees who identify as URM holding lower-skilled and lower-paid positions within the division. Further, BFA recognizes diversity goes beyond looking at race, gender, and ethnicity data.

***Initiative 1:** Rethink divisional standards for position descriptions and advertisements, including the use of intentional language in position ads and position descriptions regarding values specifically related to DEI and drafting job requirements to cast a wider net and broaden the applicant pool.*

Assessment/Measures of Success:

- Increase in diversity of applicant pools and resulting increases in diversity of successful candidates.

Timeline:

- **Jan. 2021:** Convene Committee on BFA Hiring Practices to review hiring practices and make recommendations.
- **July 2021:** Committee on BFA Hiring Practices to provide recommendations to divisional VP, AVPs, and CHR. Include timeline for implementation of any specific recommendations.

Responsible Parties: Committee on BFA Hiring Practices (overseen by CHR and divisional AVPs)

Resources needed: No financial resources anticipated. Personnel resources include approximately 20 hours per committee member over a six month period.

***Initiative 2:** Rethink the role of the search committee by providing clearly defined roles and processes for divisional search committees, including: responsibilities of committee members*

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.

Assessment/Measures of Success:

- Creation of search committee handbook and training with all members completing review and training prior to start of the search process.

Timeline:

- **Jan. 2021:** Convene Committee on BFA Hiring Practices to review hiring practices and make recommendations.
- **July 2021:** Committee on BFA Hiring Practices to provide recommendations to divisional VP, AVPs, and CHR. Include timeline for implementation of any specific recommendations.

Responsible Parties: Committee on BFA Hiring Practices (overseen by CHRs and divisional AVPs)

Resources needed: No financial resources anticipated. Personnel resources include approximately 20 hours per committee member over a six month period.

***Initiative 3:** Creating pathways for student employees to become full-time university employees after degree completion.*

Assessment/Measures of Success:

- Creation of student internship program.
- Increase in number of student assistants applying for full-time SDSU positions.
- Increase in number of student assistants hired into full-time SDSU positions.

Timeline:

- **Jan. 2022:** Re-convene Committee on BFA Hiring Practices to look specifically at student employment and make recommendations.
- **Jan. 2023:** Committee on BFA Hiring Practices to provide recommendations to VP, AVPs, and CHR. Include timeline for implementation of any specific recommendations.

Responsible Parties: Committee on BFA Hiring Practices (overseen by CHR and divisional AVPs).

Resources needed: No financial resources anticipated. Personnel resources include approximately 30 hours per committee member over a 12 month period.

OBJECTIVE 4

Cultivate relationships with the local community that advance the well-being of diverse individuals and communities.

Problem Statement: In addition to being a part of a larger SDSU community, BFA is also part of the larger city, county, and state-wide communities. Without intentional efforts, we can become insular and disconnected from these larger contexts. By engaging these communities, we can both contribute to and benefit from creating a community that supports our staff members and their families.

***Initiative 1:** Engage and encourage minority- and women-owned businesses to partner with the university by hosting workshops to provide information and guidance on the university procurement process and develop evaluation criteria, consistent with state and California State University (CSU) policies, to ensure fairness and equity in university procurement processes.*

Assessment/Measures of Success:

- Host at least one workshop per year.
- Review and revise evaluation criteria by December 31, 2022 to ensure fairness and equity in university procurement processes

Timeline:

- **Jan. 2022:** Create workshop and marketing plan to encourage participation with scheduled date for calendar year 2022 and revise evaluation criteria.

Responsible Parties: AVP of Financial Operations and, Contract and Procurement Management

Resources needed: Limited financial resources required. Personnel resources of approximately 40 hours to develop the workshop and to revise evaluation criteria, 20 administrative hours per event for logistical support, registration, marketing, and assessment.

***Initiative 2:** Providing divisional and departmental volunteer opportunities (e.g., a department can volunteer as a team for a shift at the San Diego Food Bank).*

Assessment/Measures of Success:

- The level of departmental participation in a program, as well as the percentage of departmental employees who participate, will provide a metric for interest and success in a given program.
- Participants will be surveyed to determine the value of the activity.

Timeline:

- **Jan. 2022:** Creation of divisional program (including the identification of group volunteer opportunities with local non-profits) for in-service days allowing departments to volunteer as a team during standard work hours.
- **Jan. 2023:** At least five departments participate in program.
- **Jan. 2024:** At least 10 departments participate in program.

Responsible Parties: BFA Community Engagement Committee

Resources needed: Financial resources of approximately \$1,500 per year to purchase T-shirts for participants to wear during volunteer service. Personnel resources of approximately eight administrative hours to approve programs, market opportunities, and liaise with volunteer partner and approximately eight hours of work time per participant (volunteer activities will take place during standard work hours).

Initiative 3: Providing opportunities for divisional staff to participate as a team in community events (e.g., BFA team for the MS Walk).

Assessment/Measures of Success:

- Division will track participation and participants will be surveyed post-event to determine the value of the activity.

Timeline:

- **Jan. 2022:** Based on interest, identify between two and four community events to participate in. Create team leader guide for community events and create infrastructure for registering participants and providing day-of support. In 2022, launch pilot program with two events (one in spring and one in fall).
- **Jan. 2023:** Review program and determine whether to expand to more than two events per year.

Responsible Parties: BFA Community Engagement Committee

Resources needed: Financial resources of approximately \$2,500 per year to cover T-shirts for divisional team participants, registration fee for team leaders, and BFA tent and signage for hosting day-of activities. Personnel resources of approximately 30 hours per event to handle research of event, solicitation of and training for team leaders, marketing of event, and logistical support for team leader.

***Initiative 4:** Providing opportunities for divisional staff to share information about their current involvement in the local community (e.g., spotlighting a divisional staff member in our weekly newsletter and providing information about their leadership efforts in the local community).*

Assessment/Measures of Success: Publish at least two articles per year highlighting staff community engagement.

Timeline:

- **July 2021:** Reach out to divisional staff to obtain information about individual involvement in local community, non-profits, and/or volunteer activities.
- **July 2022:** Throughout FY 2021/22, feature at least three divisional staff members in the BFA Weekly Email Update (divisional newsletter) highlighting their community involvement.

Responsible Parties: BFA communications specialist and BFA Community Engagement Committee.

Resources needed: No financial resources needed. Personnel resources of approximately five hours per story to identify individuals to spotlight, speak with individuals regarding community involvement, and draft of story.

Objectives Addendum

S.M.A.R.T. Objectives

OBJECTIVE 1

Foster an environment of inclusion for all BFA divisional staff where different experiences and perspectives are valued.

- S:** Foster an environment of positive reinforcement and accountability by creating programs to allow for constructive interactive environments.
- M:** Conduct a divisional climate survey mirroring the 2019 DDI survey to compare data.
- A:** Creating time and opportunity to have meaningful interactions will ensure that this goal is attainable.
- R:** This goal will allow for BFA to build a healthy workplace culture.
- T:** **July 2021:**
- Develop and communicate BFA's shared values statement to divisional staff and administrators.
 - Build infrastructure for programming, including training of conversation circle leaders, book club facilitator guide, and creation of committee to oversee programs.
- Jan. 2022:**
- 90% of divisional staff and administrators complete unconscious bias training and 50% of divisional staff and administrators complete at least one DEI training annually.
 - Host a minimum of three conversation circle events annually, book club to meet at least six times annually with an average participation rate of 20 staff and administrators, 25% of BFA staff and administrators participate in ERGs, and host a minimum of two intentional relationship building activities/events annually.
- July 2022:**
- Begin to evaluate managers during annual evaluations of their work. educating and reinforcing the shared values statement with departmental

staff, as well as evaluating them on how their actions and conduct align with these values.

Jan. 2023:

- 75% of divisional staff and administrators participate in at least one DEI training program annually.

Objectives Addendum Cont.

OBJECTIVE 2

Enhance the career pathways of BFA staff to create a diverse and inclusive division.

S: Create a divisional professional development pathway.

M: Conduct a divisional survey to solicit feedback specific to the climate regarding career pathways.

A: As long as the economy and resources allow, this is achievable.

R: If successful, this will allow promotional opportunities from within.

T: **Jan. 2022:**

- Creation of management training program and mentoring program.
- Creation of comprehensive program with programs rolling out in calendar year 2022.

Jan. 2023:

- 50% of divisional managers complete training program and pilot mentoring program with five mentor/mentee pairings.
- Complete assessment of current program and make recommendations for any changes.

Jan. 2024: 75% of divisional managers complete program and increase mentoring program to 10 mentor/mentee pairings.

Jan. 2025: 100% of divisional managers complete program within six months of their hire/promotion into management position. Continued growth of and participation in divisional mentoring program.

Objectives Addendum Cont.

OBJECTIVE 3

Recruit divisional staff and administrators who are reflective of the diverse students and communities served by SDSU.

- S:** Sustain our current divisional staff identity while creating pathways for professional growth.
- M:** Progress will be measured through monthly reporting related to the specific initiatives.
- A:** The implementation of the initiatives geared at counteracting barriers to entry with regard to identity.
- R:** The positive occupational change in staff and administrators when compared to the original data.
- T:** **Jan. 2021:**
- Convene committee on BFA Hiring Practices to review hiring practices and make recommendations.
- July 2021:**
- Committee on BFA Hiring Practices to provide recommendations to VP, AVPs and CHR. Include timeline for implementation of any specific recommendations.
- Jan. 2022:**
- Re-convene Committee on BFA Hiring Practices to look specifically at student employment and make recommendations.
- Jan. 2023:**
- Committee on BFA Hiring Practices to provide recommendations to VP, AVPs and CHR. Include timeline for implementation of any specific recommendations.

Objectives Addendum Cont.

OBJECTIVE 4

Cultivate relationships with the local community that advance the well-being of diverse individuals and communities.

S: Identify community engagement opportunities per fiscal year that directly support the vision and mission of the division.

M: We will measure our goal by tracking each engagement opportunity.

A: The engagement opportunities will largely be performed during work hours, making it possible for the majority BFA employees to attend.

R: Community engagement will allow for a positive impact on the community while building camaraderie within the division.

T: **July 2021:**

- Reach out to divisional staff to obtain information about individual involvement in local community, non-profits, and/or volunteer activities.

Jan. 2022:

- Create workshop and marketing plan to encourage participation with scheduled date for calendar year 2022 and revise evaluation criteria.
- Creation of divisional program (including the identification of group volunteer opportunities with local non-profits) for in-service days allowing departments to volunteer as a team during standard work hours.
- Based on interest, identify between two and four community events to participate in. Create team leader guide for community events and create infrastructure for registering participants and providing day-of support. In 2022, launch pilot program with two events (one in spring and one in fall).

July 2022:

- Throughout FY 2021/22, feature at least three divisional staff members in the BFA Weekly Email Update (divisional newsletter) highlighting their community involvement.

December 2022:

- Engage and encourage minority- and women-owned businesses to partner with the university by hosting at least one workshop per year to provide information and guidance on the university procurement process and develop evaluation criteria, consistent with state and California State

University (CSU) policies, to ensure fairness and equity in university procurement processes.

Jan. 2023:

- At least five departments participate in volunteer opportunity program.
- Review program and determine whether to expand to more than two events per year.

Jan. 2024:

- At least 10 departments participate in volunteer opportunity program.