

SDSU Research Foundation Central Staff Diversity, Equity and Inclusion Plan

This plan addresses the Diversity, Equity and Inclusion planning for SDSU Research Foundation (SDSURF) Central Staff. The three target areas of this plan encompass inclusion, climate and employee success. The plan defines Underrepresented Minorities (URM) to include Black/African American, American Indian/Alaskan Native, Chicano/a/x, Latino/a/x, or Hispanic and Non-URM as White/Caucasian, Asian/Pacific Islander, Middle Eastern, Other and International.

Our goal is to expand efforts to reach all employees and foster a community that celebrates all of our unique attributes and contributions. We also seek to educate and create an inclusive and safe environment wherein all opinions, thoughts and ideas are accepted openly and willingly.

SDSU Research Foundation Diversity Statement

Our Mission is to support and further the research, education and community service objectives of San Diego State University. We strive to foster a culture of creativity and collaboration with integrity and respect for individuals that results in the delivery of superior service to support the university's strategic aspirations. We value:

Service – We are a service organization that strives to provide superior support to the university community to achieve SDSU's goals; committed to being professionally competent by setting high standards and working hard to achieve results; and continually seeking to improve our skills and capabilities by valuing education and professional development.

Collaboration – We seek to actively engage with our stakeholders and employees to identify issues and design solutions; build strong relationships grounded in trust, openness and inclusion; and achieve the best results by taking pride in the accomplishments of our colleagues.

Innovation – We work towards inspired solutions to improve and adapt to emerging opportunities and challenges; creative ways to streamline and enhance our delivery of services through resourceful and proactive problem solving; and strategic use of technology and reduction of obstacles.

Diversity – We promote a culture of respect and acceptance of others; diversity of thought and perspectives; and an appreciation for differences in backgrounds, styles, beliefs and experiences.

Integrity – We are committed to act with the highest ethical standards, with honesty, integrity and transparency; provide consistent and accurate information; and value and respect all individuals.

San Diego State University Research Foundation is an equal opportunity employer and provides equal opportunity in employment for all qualified persons. San Diego State University Research Foundation makes employment decisions including, but not limited to, recruiting, hiring, promotion, demotion, training, compensation, benefits, disciplinary actions, and terminations on the basis of merit. Employment decisions are based on an individual's qualifications as they relate to the job under consideration. Employment decisions will be based on the principles of equal employment opportunity and with the intent to further San Diego State University Research Foundation's commitment to affirmative action and equal employment.

San Diego State University Research Foundation will take affirmative action to ensure that qualified minorities, females, individuals with disabilities, or protected veterans are introduced into the workforce, encouraged to apply for promotion, and considered as promotional opportunities arise.

San Diego State University Research Foundation prohibits unlawful discrimination based on gender (which includes pregnancy, childbirth, or related medical conditions, the actual gender of the individual or the identity, appearance or behavior of an individual, whether or not that identity, appearance, or behavior is different from that traditionally associated with the individual's gender or birth), sexual orientation, race, color, creed, religion, national origin, citizenship, ancestry, pregnancy, age, marital status, registered domestic partner status, medical condition (which includes genetic characteristics), physical or mental disability, status as a protected veteran, or any other consideration made unlawful by applicable federal, state or local laws, ordinances or regulations. San Diego State University Research Foundation also prohibits unlawful discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics.

San Diego State University Research Foundation is committed to compliance with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in San Diego State University Research Foundation's operations and prohibits unlawful discrimination by any employee of San Diego State University Research Foundation, including supervisors, coworkers, and subordinates.

IDEA Committee

SDSU Research Foundation created the Inclusion, Diversity, Equity and Acceptance (IDEA) Committee to support our diversity initiatives. Its mission is:

To foster an **Inclusive and Diverse** working environment in order to implement **Equity and Acceptance** of all individuals within our organization.

The committee was formed to create the research foundation's Diversity, Equity and Inclusion (DEI) Plan as required by the university. However, the committee will remain active in an effort to move our diversity initiatives forward and continue to create new and innovative ways to expand our DEI initiatives. This committee is comprised of 22

employees from all areas of the organization who volunteered to serve. They have agreed to serve for one year and can remain on the team as long as is desired. We will open the opportunity for more employees to join the team on an annual basis in an effort to keep the team diverse, engaged and dedicated.

Together, as a team, we are committed to serving SDSU Research Foundation and supporting our diversity goals. To assist with the initiatives outlined in this document, the IDEA committee will also form three sub-committees which will be responsible for each of the key initiatives:

Inclusion Sub-Committee
Climate Sub-Committee
Employee Success Sub-Committee.

Each sub-committee will have a chair who will lead the efforts as outlined to ensure that the goals are moved forward, supported and documented appropriately.

The IDEA Committee will host additional DEI initiatives throughout the year to raise awareness in support of this Plan. The committee will meet regularly to plan training and events to engage employees, strive to improve productivity through increased engagement, foster acceptance of diversity of thought and promote an inclusive culture that supports creativity and success.

The IDEA Committee is comprised of the individuals listed in **Appendix A** attached.

Climate Survey Responses

In addition to creating the IDEA Committee with representation from all departments and levels, SDSU Research Foundation also conducted a climate survey in November 2019. The climate survey was promoted widely and frequently in an effort to gather as much information as possible and received 120 responses out of 160 employees which represents a 75% response rate.

URM: 25% of respondents identified as URM.

Years of service: The survey showed that 7.5% of the respondents were employed with SDSU Research Foundation less than one year, 30% 1-5 years, 16.67% 6-10 years, 23.33 % 11-20 years and 22.5% more than 20 years.

Gender: 76.67% identified as woman, 20.83% as man and 2.5% preferred not to state.

When asked if “my presence is valued,” “my expertise is valued” and “my contributions are valued,” URM employees responded in agreement (including somewhat agree, agree and strongly agree) by percentages of 88, 88% and 92%, respectively. Non-URM employees also responded in agreement with percentages of 89.75%, 88.47% and 91.02%, respectively. The following is a breakdown of the results by rating:

URM

Statement	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
My presence is valued	0.00%	4.00%	8.00%	8.00%	52.00%	28.00%
My expertise is valued	0.00%	12.00%	0.00%	20.00%	44.00%	24.00%
My contributions are valued	0.00%	8.00%	0.00%	16.00%	52.00%	24.00%

Non-URM

Statement	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
My presence is valued	5.13%	2.56%	2.56%	17.95%	34.62%	37.18%
My expertise is valued	2.56%	5.13%	3.85%	16.67%	37.18%	34.62%
My contributions are valued	2.56%	2.56%	3.85%	20.51	33.33%	37.18%

By gender identity women responded in agreement by 89.28%, 86.9% and 89.28% while men responded 86.36%, 90.91% and 90.91%, respectively to the same statements:

Women

Statement	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
My presence is valued	2.38%	2.38%	5.95%	19.05%	36.90%	33.33%
My expertise is valued	1.19%	7.14%	4.76%	21.43%	36.90%	28.57%
My contributions are valued	1.19%	3.57%	5.95%	23.81%	35.71%	29.76%

Men

Statement	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
My presence is valued	9.09%	4.55%	0.00%	4.55%	45.45%	36.36%
My expertise is valued	4.55%	4.55%	0.00%	9.09%	40.91%	40.91%
My contributions are valued	4.55%	4.55%	0.00%	4.55%	40.91%	45.45%

By URM status when asked if SDSU Research Foundation is welcoming from employees of diverse backgrounds, collaborative for employees of diverse backgrounds, and supportive for employees of diverse backgrounds, URM employees responded in agreement of 92%, 80% and 88% while Non-URM employees responded 93.5%, 93.51% and 94.81%, respectively:

URM

Statement	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
Welcoming for employees of diverse backgrounds	0.00%	4.00%	4.00%	12.00%	52.00%	28.00%
Collaborative for employees of diverse backgrounds	0.00%	4.00%	16.00%	8.00%	48.00%	24.00%
Supportive for employees of diverse backgrounds	0.00%	4.00%	8.00%	12.00%	44.00%	32.00%

Non-URM

Statement	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
Welcoming for employees of diverse backgrounds	0.00%	1.30%	5.19%	11.69%	35.06%	46.75%
Collaborative for employees of diverse backgrounds	0.00%	0.00%	6.49%	16.88%	32.47%	44.16%
Supportive for employees of diverse backgrounds	0.00%	1.30%	3.90%	14.29%	36.36%	44.16%

The climate survey showed additional positive results with 88.31% of staff members and 100% of management level employees agreeing that their presence is valued. When asked if their expertise is valued, 87.01% of the staff agreed and 93.34% of the management agreed.

Although the climate survey returned both positive and encouraging results, it also identified areas for growth and improvement. These areas will be addressed in each of the sub-committees and will include the following proposed interventions.

While the IDEA committee defined the primary goals of inclusion, climate, success, these will not be the only areas the IDEA committee will address in the coming years. The IDEA committee will continue to foster inclusion for all employees.

Goal Area 1: Inclusion

The climate survey showed that 1.6% of staff identified as disabled, while 5.83% preferred not to state disability status. This highlighted that employees with disabilities are potentially under-reported. After reviewing the report, this could be attributed to several possible factors including a lack of understanding of what constitutes a disability, as well as the possible perceived stigma around being identified as an employee with a disability. We are taking a multi-pronged approach to address the education aspect as well as increasing our efforts to increase the diversity of our applicant pools. Finally, we strive to enhance inclusion of employees with disabilities within our company culture.

Objective: By 2024, have an overall increase in the number of individuals identifying as disabled in the workplace by 3% and ensure resources for accommodations are available.

Intervention 1: Educate and train on disabilities

SDSU Research Foundation will implement training for all staff on disability awareness, support and increase awareness of what constitutes a disability, and provide available resources to employees who identify as disabled.

Resources needed: Budget for training resources if free resources are not located.

Responsibility: The Human Resources department, along with Risk Management will be responsible for implementation and compliance.

Assessment: Human Resources will provide an annual report of trainings offered and compliance achieved to the IDEA Inclusion Sub-Committee who will in turn provide an annual report to the Executive Director.

Intervention 2: Increase outreach to the disabled community

SDSU Research Foundation will work to increase the number of disabled applicants by increasing outreach through disability related job fairs and job postings.

Resources needed: Assistance from all areas to participate in outreach efforts to represent SDSU Research Foundation.

Responsibility: Human Resources will be responsible for outreach efforts and recruiting support from staff to assist.

Assessment: Human Resources will provide an annual report on the outreach efforts made and the return on investment from such efforts and document these in the annual Affirmative Action Plan.

Intervention 3: Require implicit bias training

SDSU Research Foundation will require all Central Staff employees to participate in the University's Implicit Bias training.

Resources needed: This program is free to attend. Attendees will invest at least two hours to complete the basic training.

Responsibility: The IDEA Inclusion Sub-Committee will be responsible for implementation and compliance of this required training.

Assessment: The IDEA Inclusion Sub-Committee will submit an annual report to the Executive Director detailing the number of employees who participated.

Goal Area 2: Climate

Statements in the climate survey suggest there is a perceived disconnect between management, employees, and departments that affects our culture and employee success. The survey results indicate that some employees feel their voices are not heard and there is a lack of communication, collaboration, and advancement opportunities. There is also a disconnect between how managers perceive their organizational culture and the reality that employees experience. The climate survey further revealed that there is a perception of a lack of collaboration between departments and that each department has its own culture rather than one unified company culture. The survey results indicated there is employee concern that the current culture does not create safe ways to express concerns and that the lack of diversity among upper management contributes to the disconnect.

Lastly, the survey showed a disconnect between long-term employees and newer employees. Long-term employees have a different understanding of culture and how situations are handled. The climate survey revealed that 30% of employees strongly disagree, disagree or somewhat disagree that their presence is valued at the 6-10-year

mark in contrast with 9.69% for employees with less than a year of service, 13% for 11-20 year and 0% for over 20 years. Similar trends were noted in the perception of their expertise, contributions, and perspectives as being valued.

Objective: By 2025, increase satisfaction of staff as measured by responses to job satisfaction at the SDSU Research Foundation by 5% for the 6-10-year mark employee, to better match those in other year spans and to increase trust and communication between staff and management, align the manager perception with the employee experience and cultivate an organizational culture that promotes employee success.

Intervention 1: Continue the IDEA Committee

SDSU Research Foundation will continue with the IDEA Committee which was established to write this plan. The committee includes representation from all departments and will meet regularly to discuss progress on the goals, interventions established in this plan, and plan on-going additional functions that will promote, educate and support diversity efforts.

Resources needed: Committee members will need time to attend meetings and complete any associated tasks.

Responsibility: The Director of Human Resources will chair the committee and the committee will nominate two co-chairs to assist. The Director of Human Resources will establish a regular schedule of meetings and coordinate the work of the Council.

Assessment: The IDEA Climate Sub-Committee will submit an annual report to the Executive Director that will detail all activities and progress on DEI initiatives.

Intervention 2: Increase management availability to employees

SDSU Research Foundation will promote management open office hours to allow staff to express their concerns and ideas in an effort to increase communication and a more harmonious and trusting environment.

Resources needed: None.

Responsibility: The IDEA Climate Sub-Committee will support management's efforts to hold open office hours by utilizing a schedule communicated to employees.

Assessment: The IDEA Climate Sub-Committee will submit an annual report to the Executive Director detailing the number of managers and employees who participated.

Intervention 3: Provide management training

SDSU Research Foundation will provide training to managers to help receive feedback from staff in order to allow productive conversation and support open dialogue.

Resources needed: Funding for training.

Responsibility: The IDEA Climate Sub-Committee will be responsible for implementation and coordination of manager training with assistance from the SDSU Research Foundation Human Resources department.

Assessment: The IDEA Committee will submit an annual report to the Executive Director detailing the number of managers who participated and the number of trainings held.

Intervention 4: Conduct Exit Interviews of all departing employees

SDSU Research Foundation will conduct in person exit interviews for all exiting employees to allow for honest and constructive feedback.

Resources needed: None.

Responsibility: The Human Resources department will be responsible for implementation and compliance of exit interviews.

Assessment: The Human Resources department will submit an annual report to the IDEA Climate Sub-Committee and Executive Director detailing the themes represented in the exit interviews and areas for improvement. As themes emerge throughout the year, HR will provide feedback to managers.

Goal Area 3: Employee Success

URM staff comprise approximately 25% of the 120 survey respondents. While the overall response was highly positive, the lack of URM representation on the management team was noted and was a factor in the perceived lack of advancement and career growth for these employees. We will support efforts to increase success in this area through improved professional development opportunities.

The climate survey also highlighted that employees perceived that there were limited professional development opportunities, that there is currently no path identified for URM staff's professional development, that staff do not have access to resources and that our current job classifications do not support professional development for URM staff to move into management positions. Lastly, the SDSU Research Foundation evaluation process does not include expectations of advancement and does not require managers to make professional development a priority.

Objective: To increase the advancement opportunities for staff through improved professional development opportunities and as management positions open, strive to fill

positions with URM employees and candidates to have a management team that more closely represents the actual URM population by 2025.

Intervention 1: Provide the opportunity for staff to cover/shadow employees at different levels to gain skills

SDSURF will support employee requests to shadow other workers and learn new skills.

Resources needed: No cost. Time commitment from management to foster shadowing.

Responsibility: Divisional managers will be responsible for setting up a program and confirming that the opportunity is open to all interested and will report back to the IDEA Employee Success Sub-Committee on the success of program.

Assessment: The IDEA Employee Success Sub-Committee will provide an annual report to the Executive Director detailing the implementation and success of this strategy.

Intervention 2: Change evaluation process to outline professional development opportunities

SDSU Research Foundation will reformat the performance evaluation tool to outline any professional growth sought by the employee and outline a plan for accomplishment with measurable goals.

Resources needed: N/A.

Responsibility: The employee and manager will be responsible for outlining expectations as well a road map for accomplishing the professional development.

Assessment: Each department will work with Human Resources to implement promotional goals and strategies in the annual performance evaluations as well as the success in reaching the goals. The Human Resources department will submit an annual report to the IDEA Employee Success Sub-Committee and Executive Director detailing the implementation and success of this strategy.

Intervention 3: Encourage participation of URM staff at Diversity themed career fairs

SDSU Research Foundation will encourage participation in career fairs and permit more opportunities to represent the organization and in doing so help create more well-rounded staff and help attract a more diverse pool of applicants. This will also provide a learning opportunity for staff to be part of the recruitment process for several positions, which will expand the employee knowledge base.

Resources needed: N/A.

Responsibility: SDSU Research Foundation Human Resources will be responsible for organizing attendance and will reach out to the IDEA Employee Success Sub-Committee to generate awareness and seek assistance.

Assessment: The Human Resources department will track data on career fair attendance and will submit an annual report to the IDEA Committee and Executive Director detailing the outcomes.

In closing, it is our expectation that the aforementioned Diversity, Equity and Inclusion plan will move the SDSU Research Foundation forward and create an environment that fosters a culture of belonging, success and inclusivity.

September 25, 2020

Appendix A: IDEA Committee Members

Committee Members	Working Title
Amy Pastor	<i>HR Systems & Process Manager</i>
Brian Rector	<i>SR. HR Business Partner</i>
Carolyn Fell	<i>Grant Specialist</i>
Christine Hong	<i>Financial Administrator</i>
Deb Naylor	<i>Director of Human Resources</i>
Derek Wilton	<i>Building Maintenance Mechanic</i>
Dulce Loo	<i>Accounts Payable Service Associate</i>
Hilary Tivolazzi	<i>HR Specialist</i>
Jenny Zhong	<i>Systems Administrator</i>
Joi Coles	<i>Grant Information Coordinator</i>
Kim Miranda	<i>Grant Specialist</i>
Kim Ruff	<i>Grant Specialist</i>
Lauri- May-Herrmann	<i>Equipment Inventory Coordinator</i>
Lillian Parra-Martinez	<i>Administrative Support Assistant II</i>
Lizette Najera	<i>Executive Assistant</i>
Melanie Patton	<i>Public Affairs/Communications Specialist</i>
Nyamal Chuol	<i>Sponsored Research Technician</i>
Otto Delacruz	<i>Associate Director of Facilities Planning & Management</i>
Perla Montoya	<i>Senior Investment and Finance Supervisor</i>
Sadie Osborne	<i>Admin Support</i>
Tommy Martindale	<i>Director of Technology Transfer Office</i>
Victoria Young	<i>Accounts Payable Service Associate</i>