

Academic Senate Diversity, Equity, and Inclusion Special  
Committee

Senate Diversity Initiative Pilot Program

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September 12, 2024

To: 2024-25 Committee and Council Chairs

From: Kathy Bawn  
UCLA Academic Senate Chair

Re: **Senate Diversity Initiative**

At the June 6, 2024, meeting of the Executive Board (EB), members reviewed the Academic Senate Diversity, Equity, and Inclusion Special Committee's (ASDEI) Senate Diversity Initiative Pilot Program conducted during spring 2024. EB members voted unanimously in favor of a motion to informally continue this Diversity, Equity, and Inclusion (DEI) initiative during the 2024-25 academic year for all Academic Senate committees and councils, incorporate the materials and guidelines into the new chairs' orientation in fall 2024, and assess outcomes in spring 2025.

Specifically, EB asks that committees/councils identify in advance any DEI-related issues for each meeting agenda item. We also ask that you include any DEI implications in committee and council responses. In addition, committee/council annual reports written in spring/summer 2025 should include a section on the committee/council's DEI-related efforts.

Please work with your assigned committee/council analyst to best implement this initiative for your committee.

EB members expressed continued enthusiasm for extending DEI practices consistently in the operations and infrastructure of all Senate committees and councils.

Cc: Academic Senate Staff  
Andrea Kasko, Immediate Past Chair, UCLA Academic Senate  
Megan McEvoy, Vice Chair/Chair Elect, UCLA Academic Senate

June 14, 2024

To: Kathy Bawn  
2024-25 Chair, UCLA Academic Senate

From: Andrea Kasko  
Chair, UCLA Academic Senate

Re: **Senate Diversity Initiative Pilot Program**

At the June 6, 2024, meeting of the Executive Board (EB), members reviewed the Academic Senate Diversity, Equity, and Inclusion Special Committee's (ASDEI) Senate Diversity Initiative Pilot Program conducted during spring 2024.

EB members voted unanimously in favor of a motion to informally continue this Diversity, Equity, and Inclusion (DEI) program during the 2024-25 academic year for all Academic Senate committees and councils, incorporate the materials and guidelines into the new chairs' orientation in fall 2024, and assess outcomes in spring 2025.

Specifically, this program will provide Chairs with support on DEI matters so that committees and councils will identify DEI-related issues for each meeting agenda item and subsequently include DEI implications in committee and council responses. In addition, committee and council annual reports will include a section on the committee or council's DEI-related efforts.

Executive Board members continued their enthusiasm for establishing consistent DEI practices in the operations and infrastructure of all Senate committees and councils.

Encl.

Cc: Jessica Cattelino, Immediate Past Chair, UCLA Academic Senate  
April de Stefano, Executive Director, UCLA Academic Senate  
Elizabeth Feller, Associate Director, UCLA Academic Senate  
Theodore Hall, Chair, ASDEI  
Megan McEvoy, 2024-25 Vice Chair/Chair Elect, UCLA Academic Senate  
Adriana Rosalez, Administrative Analyst, UCLA Academic Senate  
Lilia Valdez, Senior Policy Analyst, UCLA Academic Senate

## Summary of Senate Diversity Initiative Pilot Spring 2024 Implementation

During the 2024 Spring Quarter, the Academic Senate implemented the Academic Senate's Diversity, Equity, and Inclusion (ASDEI) Committee's proposed pilot program which began the work of formally establishing DEI expectations for all Senate committees and councils. The pilot program included four tasks for committees and councils to adopt which would establish an expectation for all Senate committees/councils. This pilot required that committees/councils represented on the Executive Board implement these practices with their respective groups for the quarter. The four actions included:

1. Support for Chairs on Diversity, Equity, and Inclusion Matters.
2. Identification of DEI focuses for each Agenda Item.
3. Inclusion of DEI implications within committee and council responses.
4. Addition of a section in Annual Reports that discusses the committee/council's DEI Efforts.

Throughout the Quarter, the Chairs provided the Executive Board with updates on the beginning stages of implementation and the member's responses. At the end of the quarter both Chairs and analysts provided insight on the implementation with each group. Overall, the committees/councils identified that the implementation of these actions helped to formalize a lot of the work that their groups were already doing. All groups also mentioned that continuing these practices would allow for better metrics to measure the impact of the program. The information below identifies the insights of these individuals, and mentions their suggestions for these practices moving forward.

### DEI Support for Chairs

At the beginning of the program, the involved Chairs met with the ASDEI chair to discuss the pilot program. During this meeting, the ASDEI Chair shared expectations with Committee/Council Chairs. The Committee/Council Chairs also had the opportunity to ask any questions they had regarding implementation and expectations. Chairs mentioned that this meeting was helpful to better understand what could be done with each individual group, and allowed all involved to begin on the same page. Chairs were also given resources to review that further assisted with the expectations, alongside a one-pager that summarized each item and provided examples of implementation for each action.

In the future, ASDEI agreed that a more in depth training for Chairs would be helpful to ensure that the Senate's approach is equitable, and all are given the opportunity to learn more about the efforts and ensure that Chairs understand why the DEI efforts are important and how each group can play a significant role.

### Identification of DEI Considerations for Agenda Items

Throughout the implementation of this action, committees/councils satisfied this request with different approaches. Some committees found it was easiest to provide these identifications prior to the meeting with the full committee/council, while others found it more useful to include this information in the Chair's preparation and include this information in the discussion when the topic was introduced. This

action made clear to ASDEI that though each committee/council functions in unique ways, all groups could make efforts to apply these ideas. Most committees/councils acknowledged that doing so led to member's placing a greater focus on these issues throughout discussions.

#### Committee Response with DEI Considerations

This effort was used to relay the committee/council's focus on DEI efforts during the discussion. The committee received feedback that this was difficult to include for all issues discussed, as some better fit DEI concerns. Moving forward, this action may benefit from being adjusted to better clarify how this could be done for a broader range of issues.

#### Annual Reports

This effort was already in practice by two of the four committees/councils included. The adoption of this action has created a streamlined approach to ensure that all groups are including this work, and the report is a more holistic summary of the work done by the committee.

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# Senate Diversity Initiative Pilot Program

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# The Pilot Program

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ASDEI aims to support DEI values and implementation throughout the Senate, and this pilot program is the first step to determine what efforts could be incorporated into committee/council practice to achieve this goal. Through this pilot, there are **four** items for the **five** involved committees/councils to adopt.

## The Four Items are:

- Support for Chairs on DEI Matters
- Identification of DEI considerations for each Agenda Item
- Highlight DEI implications and effects in committee/council responses
- Include a summary of DEI Efforts in the AY23-24 Annual Report

## Item #1 – Support for Chairs

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The committee acknowledges that adoption of these practices will require additional attention and effort from the Chairs. ASDEI plans to support Chairs throughout the Spring Quarter to assist with the transition.

### Methods of Support

- **Introduction Session** - Through this session, we share the intent and expectations of the proposal, provide examples of the adopted practices, and provide information on implementing new practices.
- **Support from ASDEI** - ASDEI members plan to check in with Chairs this quarter.



## Item #1 – Support for Chairs Cont.

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- **Bi-weekly Updates** - At spring Executive Board meetings, ASDEI Chair Ted Hall will lead discussions on implementation. During this time, a committee/council Chair will be asked to provide an update on implementation within their committee/council.
- The update schedule is as follows:
  - May 9<sup>th</sup> – Chair Catherine Sugar (Undergraduate Council) and Chair Brooke Scelza (Graduate Council)
  - May 23<sup>rd</sup> – Chair Michael Emmerich (Council on Planning and Budget)
  - June 6<sup>th</sup> – Chair Samantha Butler (Faculty Welfare Committee)

## Item #2 - Identification of DEI Considerations for Agenda Items

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Following the practices adopted by the Executive Board, DEI considerations should be identified for each item the committee/council plans to discuss.

When preparing for discussion of each agenda item, some questions that can help identify these factors are:

- What groups are being affected (intentionally or unintentionally) by this change?
- Would a certain group of individuals be disproportionately impacted by this decision?
- How does this decision influence the experience of the involved parties?
- Could this decision be used against a certain group in an unfair way?
- Who would benefit from these changes? Who would not?

## Item #2 - Identification of DEI Considerations for Agenda Items Cont.

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- Effects could be material (resources, money, space, staffing), discursive (shaping how people understand things, view one another), political, educational, etc.
- The goal is to ensure that DEI is integrated into committee/council discussions. In some areas integration will be seamless while in others it may require brainstorming. We hope that in the future this practice will become second nature for members.
- Please consult with your analyst to determine how this practice will be implemented with your specific committee/council.

## Item #3- Highlight DEI Implications and Effects in Committee/Council Responses

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This goal is to ensure that the written responses from committees/councils to agenda items will reflect the discussion of DEI considerations.

An example:

*Some members expressed concern about salary equity related to this program not only within the division but also across the university system where implementation has been uneven. Several members noted that it is a false analogy to equate this proposed program with HSCOMP, the latter of which has to be done that way because of the division in function between the faculty and clinician roles. A few members noted that the pilot offers a useful mechanism to help the university remain competitive as well as to potentially provide equity between those faculty who are eligible for the HSCOMP and those who are not.*

*Taken from the Executive Board's Response to (Systemwide Senate Review)  
Proposed New APM - 672, Negotiated Salary Program*

## Item #3- Highlight DEI Implications and Effects in Committee/Council Responses Cont.

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The inclusion of DEI portions of the discussions do not always need to be as direct.

In the example below, the Executive Board mentions the *draining of resources from the Westwood Campus*. This portion is generally about equity but is not specifically about equity in relation to protected groups, marginalization based on identity. Implementation of this principle should include monitoring of whether resource reallocation between campuses might have DEI impacts based on faculty or student demographics, research and teaching areas that implicate DEI, etc.

*Further, they advised the Administration to follow the Academic Senate's principles for campus expansion, which includes not draining resources from the Westwood campus, take appropriate measures to keep the sale an open option, and to regularly update the Senate.*

*Taken from the Executive Board's Response to Academic Mission of UCLA  
Campus Expansion JTF - Final Report*

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## Item #4- Inclusion of DEI Efforts in Annual Report

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In order to create some institutional memory of the Senate's efforts, committees/councils are being asked to include their DEI efforts in their **Annual Report**. This section should clearly describe the DEI efforts and contributions of the group throughout the Academic Year.

The goal here is to ensure that the work being done by our committees/councils is recognized and can be built on in the years to come. This section can also be used to hold the committee/council accountable.

An example can be seen in the Undergraduate Council's Annual Report for AY22-23:

### **Diversity, Equity and Inclusion**

In 2022-23, the Undergraduate Council reported to the Executive Board on efforts to foster diversity, equity, inclusion and belonging (DEIB) within the Council and the Academic Senate at large. Members engaged in discussions about strategies and best practices to mitigate workload and improve communication in meetings, emphasizing the importance of robust mentorship and orientation to engage diverse faculty in shared governance. The Council will continue to discuss and advocate for a diversity of opinions and participation in its work.

## Item #4- Inclusion of DEI Efforts in Annual Report Cont.

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Another example of this inclusion can be seen in the Faculty Welfare Committee's AY22-23 Annual Report:

### **Diversity, Equity, and Inclusion Efforts**

The committee recommends better representation to include the entire faculty, junior faculty need to be incorporated into the recruitment efforts of FWC. It is this group that depends most on the University for their welfare. The committee also agreed to encourage broader thinking when viewing and discussing each agenda item, keeping diversity, equity, and inclusion in mind. Also, to ensure inclusion, a greater effort will be made to have all members' thoughts and ideas heard and ensure members are informed. Also, the committee identified disproportions and discrepancies in workloads placed on underrepresented faculty of color and women. These populations continue to be overburdened and need more time to teach, conduct research, and service. We recommend the Academic Senate continue to carefully consider how these groups are called upon for service and/or dedicating resources to support this group of faculty.

# Implementation

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As was mentioned previously, we understand that the application of these practices may present various challenges within your committee/council meetings.

As you begin to consider how you will go about implementing these items with your respective groups, we wanted to remind you of the Principles for Professional and Respectful Conduct that were established at the Chair's Orientation and included in the Member Manual.

- Shared governance (and chairing a committee) requires ensuring all voices are heard.
- All committee members feel comfortable expressing their ideas and concerns in a respectful manner.
- A climate of thoughtful, active listening is essential.
- All faculty and staff within and outside the Senate are treated in a professional and respectful manner at all times.
- Rude, disrespectful, or unprofessional behavior is addressed proactively and immediately.



# Resources

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- Inclusive Meeting Guide – An inclusive space for members to share opinions and voice concerns is pivotal, especially in efforts to acknowledge DEI in the work we are doing. The Harvard Office for Equity, Diversity, Inclusion, and Belonging has created a guide which outlines what should be considered when facilitating meetings to ensure they are inclusive to all. The guidelines can be found at:  
[https://edib.harvard.edu/files/dib/files/inclusive\\_meeting\\_guide\\_final\\_1.pdf?m=1617641674](https://edib.harvard.edu/files/dib/files/inclusive_meeting_guide_final_1.pdf?m=1617641674)
- Best Practices for Communication- Research shows that groups with higher social diversity (i.e., diversity of race, ethnicity, gender, sexual orientation) share more information, are more creative, and perform better than those with lower social diversity. However, diverse groups may exhibit less cohesion and may encounter greater conflict and communication challenges. How, then, do we maximize the value of diversity and ensure that all group members have an opportunity to meaningfully contribute to the conversation? It all starts with communication. Here are some of the strategies we use in the Office of Equity, Diversity and Inclusion:  
<https://ucla.app.box.com/file/210235750413?v=communication-best-practices>

# Resources Continued

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- Free speech is critical to every democracy's health and longevity. The same goes for higher education, where freedom of expression and freedom of inquiry form bedrock principles central to our mission to pursue knowledge and understanding. Nevertheless, translating theoretical principles into real-world practice is messy. This document offers a point of departure for this journey. For additional resources regarding free speech on college campuses, please visit our Freedom of Speech website: <https://equity.ucla.edu/know/freedom-of-speech/>
- While implementing new practices, it is possible that you may experience pushback from various members. The Crisis prevention Institute has created a resource guide which includes the top 10 de-escalation tips. The resource guide can be found at: [crisisprevention.com](https://www.crisisprevention.com).

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# Questions?

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# THANK YOU!

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We appreciate all of your work and willingness to take this step with your councils and committees!

## **Senate Diversity Initiative Pilot Program**

**Spring 2024**

As part of the Academic Senate's aim to support DEI values and implementation throughout the Senate, the Executive Board approved a pilot program as a step to determine what efforts could be incorporated into committee/council practice to achieve this goal. Through this pilot, the Academic Senate Diversity, Equity, and Inclusion committee (ASDEI) will adopt and support the following four items for the five involved committees/councils (Committee on Diversity, Equity and Inclusion, Council on Planning and Budget, Faculty Welfare Committee, Graduate Council, and Undergraduate Council):

- Support for Chairs on DEI Matters
- Identification of DEI considerations for each Agenda Item
- Highlight DEI implications and effects in committee/council responses
- Include a summary of DEI Efforts in the AY23-24 Annual Report

### **Item #1 – Support for Chairs**

ASDEI plans to support chairs through a pilot introduction session, checking in throughout the spring quarter, and bi-weekly updates during the spring Executive Board meetings. At each meeting, different chairs will provide updates on the implementation within their committee/council. The update schedule is as follows:

- May 9<sup>th</sup> – Chair Samantha Butler (Faculty Welfare Committee)
- May 23<sup>rd</sup> – Chair Catherine Sugar (Undergraduate Council) and Chair Brooke Scelza (Graduate Council)
- June 6<sup>th</sup> – Chair Michael Emmerich (Council on Planning and Budget)

### **Item #2 - Identification of DEI Considerations for Agenda Items**

Following the practices adopted by the Executive Board, the committee/council Chair (advised by the Analyst) will identify DEI considerations for the discussion of each agenda item. When preparing for discussion of each agenda item, some questions that can help identify these factors are:

- What groups are being affected (intentionally or unintentionally) by this change?
- Would a certain group of individuals be disproportionately impacted by this decision?
- How does this decision influence the experience of the involved parties?
- Could this decision be used against a certain group in an unfair way?

### **Item #3- Highlight DEI Implications and Effects in Committee/Council Responses**

Through this action, the goal is to ensure that the written responses pertaining to agenda items will reflect the committee's discussion of DEI considerations. Here is an example of a response that highlights DEI efforts:

*Some members expressed concern about salary equity related to this program not only within the division but also across the university system where implementation has been uneven. ... A few members noted that the pilot offers a useful mechanism to help the university remain competitive as well as to potentially provide equity between those faculty who are eligible for the HSCOMP and those who are not.*

*(Excerpt from the Executive Board's Response to (Systemwide Senate Review) Proposed New APM - 672, Negotiated Salary Program)*

## Item #4- Inclusion of DEI Efforts in Annual Report

In order to create some institutional memory of the Senate's efforts, committees/councils are being asked to include their DEI efforts in their Annual Report. This section should clearly describe the DEI efforts and contributions of the group throughout the Academic Year.

### Additional Resources

[Inclusive Meeting Guide](#) – An inclusive space for members to share opinions and voice concerns is pivotal, especially in efforts to acknowledge DEI in the work we are doing. The Harvard Office for Equity, Diversity, Inclusion, and Belonging has created a guide which outlines considerations when facilitating meetings to ensure they are inclusive to all.

[Best Practices for Communication](#)- The UCLA Office of Equity, Diversity and Inclusion states research shows that groups with higher social diversity (i.e., diversity of race, ethnicity, gender, sexual orientation) share more information, are more creative, and perform better than those with lower social diversity. However, diverse groups may exhibit less cohesion and may encounter greater conflict and communication challenges. How, then, do we maximize the value of diversity and ensure that all group members have an opportunity to meaningfully contribute to the conversation? It all starts with communication. :

[Free Speech on Campus](#)- The UCLA Office of Equity, Diversity and Inclusion states that free speech is critical to every democracy's health and longevity. The same goes for higher education, where freedom of expression and freedom of inquiry form bedrock principles central to our mission to pursue knowledge and understanding. Nevertheless, translating theoretical principles into real-world practice is messy. This document offers a point of departure for this journey.

[De-escalation Tips](#): While implementing new practices, it is possible that you may experience pushback from various members. The Crisis Prevention Institute has created a resource guide which includes the top 10 de-escalation tips.

March 6, 2024

To: Theodore Hall  
Chair, Academic Senate Diversity, Equity, and Inclusion Special Committee (ASDEI)

From: Andrea Kasko  
Chair, UCLA Academic Senate

**Re: Senate Diversity Initiative Pilot Program Proposal**

At the February 29, 2024, meeting of the Executive Board (EB), members reviewed the Academic Senate Diversity, Equity, and Inclusion Special Committee's (ASDEI) Senate Diversity Initiative Pilot Program Proposal.

EB members voted in favor of a motion to endorse the pilot program and noted their enthusiasm for formally establishing DEI expectations for all Senate committees and councils and creating uniformity amongst the DEI practices of all Academic Senate bodies.

The Executive Board looks forward to receiving further guidance and recommendations from the ASDEI Special Committee to prepare for a spring 2024 program launch. In late spring, the EB and ASDEI Special Committee will evaluate the efficacy of the pilot program and determine possible next steps for AY 2024-25.

Cc: Kathy Bawn, Vice Chair/Chair Elect, UCLA Academic Senate  
Jessica Cattelino, Immediate Past Chair, UCLA Academic Senate  
April de Stefano, Executive Director, UCLA Academic Senate  
Adriana Rosalez, Administrative Analyst, UCLA Academic Senate  
Lilia Valdez, Senior Policy Analyst, UCLA Academic Senate

## Proposal for Senate Diversity Initiative Pilot

The Academic Senate has participated a longstanding effort to address and further emphasize the Senate’s institutional commitment to DEI. Various efforts have been taken by the Senate following the implementation of the campus-wide Moreno Report, and the review of the 2021 “Promoting Diversity, Equity, and Inclusion at the UCLA Academic Senate” report. In February of 2022, the Executive Board approved a motion for a small group of members to make suggestions for concrete next steps for the UCLA Academic Senate. Over the last two years, this group has developed into a special committee, the “Academic Senate Diversity, Equity, and Inclusion” or ASDEI. Through ASDEI’s work over the last two years, it has been evident that though the Senate has attempted various efforts to address DEI concerns, many solutions have not been widely adopted.

Following discussions on faculty trainings, member awareness, and overall Senate response to DEI efforts, ASDEI is proposing four tasks for committees and councils to adopt which would establish an expectation for all Senate committees/councils and creates uniformity amongst the DEI efforts of Senate groups. ASDEI members have proposed that a pilot program be adopted for the Spring Quarter of AY23-24. This pilot would require that committees/councils represented on the Executive Board adopt four DEI practices to implement with their respective groups for the quarter.

This proposal is only for the 2024 Spring Quarter. Following the Spring Quarter, the committee alongside the Executive Board would evaluate the effectiveness and success of the pilot program, and determine whether Senate-wide adoption of these practices is the next step.

### PROPOSAL

The ASDEI Committees propose that the following four actions be adopted by the committees/councils represented on the Executive Board for the Spring Quarter of 2024:

1. Chairs receive support on Diversity, Equity, and Inclusion Matters.
2. Committee/Councils will be required to identify DEI focuses for each Agenda Item.
3. Within committee/council responses, DEI implications should be highlighted and effects should be addressed.
4. Annual Reports will include a section on the committee/council’s DEI Efforts.

### DEI Support for Chairs

To begin, an introduction will take place during an Executive Board meeting where the goals of this pilot program and expectations will be clearly communicated to the five participating chairs. This introduction will also include a time to provide examples of implementation for each proposed action item, and discuss concerns specific to certain committees/councils. During the quarter, updates will take place during Executive Board meetings to ensure that committees/councils are adopting new practices and to address any concerns. Throughout the pilot program, ASDEI members will provide Chairs with support through individual follow ups.



### Identification of DEI Considerations for Agenda Items

When introducing items on the meeting agenda, committee/council Chairs and members will highlight DEI considerations and incorporate these items during the full discussion, similar to what is currently done with the Executive Board meeting items.

### Committee Response with DEI Considerations

Following the identification of DEI implications for all discussion items, committees/councils would also be expected to mention this part of the discussion in written responses. This effort is to relay the committee/council's focus on DEI efforts during the discussion.

### Annual Reports

Every senate committee/council is required to submit an annual report that states the items reviewed by the committee every year. The proposal requests that an additional section be placed on the annual report which clearly describes the DEI efforts and contributions of the group throughout the Academic Year. This section could be used to hold committees/councils accountable, while also providing institutional knowledge on this matter.