

Affirmative Action Office

One of the primary objectives of the affirmative action officer is to communicate that Santa Clara is an employer of choice for women and members of underrepresented groups. Committed to creating a pipeline and developing an inclusive brand, the Director of Affirmative Action works closely with Human Resources and others to promote meaningful interaction across cultural lines and provide opportunities for community partnerships.

1. Leadership and Outreach: Santa Clara must be committed to diverse strategic partnerships and programs that advance our commitment to education, equal opportunity, diversity, inclusion, wellness and community involvement. In support of those commitments, the Office of Affirmative Action has:
 - Joined the Silicon Valley Industry Liaison Group.
 - Joined the National Association of Diversity Officers in Higher Education.
 - Served on the Board of Justice & the Arts in 2009-10.
 - Addressed the University's commitment to equal opportunity, diversity and inclusion with Stanford doctoral students who visited Santa Clara in 2009 as part of Stanford's DARE (Diversifying Academic, Recruiting Excellence) program.
 - Established a Diversity Partner relationship with Project Hired. Project Hired's mission is to assist individuals with disabilities, including veterans, to gain and sustain employment, in partnership with business and the community. Human Resources, Father Kevin Quinn, Executive Director, Ignatian Center for Jesuit Education, and Janis McAlister, Co-Director, Disabilities Resources, have expressed interest in developing this relationship.
 - Initiated a dialogue with the Native Doors Networking Center. Native Doors' mission is to develop a strong Native American Community by developing academically strong Native American students and strengthen the family and community. Native Doors has suggested that Santa Clara develop a relationship with the Indian Health Center. Father Quinn has expressed interest in developing this relationship.

- Recruited a Mighty Broncos Triathlon Team to support the University's commitment to excellence through inclusion by fostering relationships and communication between different organizations and creating a greater sense of community both on campus and in the Silicon Valley. Team membership also supports Santa Clara's core values of compassion, conscience and competence, and the University's strategic goal to increase its civic involvement. When the Team achieves its \$20,000 fundraising goal in the 2010 season, the Mighty Broncos will have raised \$100,000 for the Leukemia & Lymphoma Society in three years. Training and competing with the Mighty Broncos also reinforces the University's wellness initiatives. As shown below, the Team has attracted rosters of diverse competitors in the past two seasons.

Group	Total	%
Female	13/25	52.0%
Male	12/25	48.0%
White	17/25	68.0%
Of color	08/25	32.0%
Over 40	17/25	68.0%
Under 40	08/25	32.0%
Faculty	06/25	24.0%
Dual Role	03/25	12.0%
Staff	14/25	56.0%
Friends & Family	02/25	8.0%

2. Diversity Awareness, Skills, Communication and Compliance: Providing the University community with opportunities to strengthen their knowledge, enhance their awareness and develop their communication and cultural skills is essential to creating an inclusive work environment. Human Resources, Information Services (“IT”), Disabilities Resources, Facilities, the Office of Marketing & Communications (“OMC”), and Campus Safety have supported the Office of Affirmative Action’s awareness, education and compliance efforts. In these key areas, the Office of Affirmative Action has:

- Managed the University’s mandatory CA AB 1825 compliant Sexual Harassment Prevention programs in training years 2007 and 2009. As of April 14, 2010, available data reflects that 84.9% of the total workforce completed training in 2009 as compared to 69.3% in 2007.
- Presented classroom sexual harassment prevention programs, and related materials and policies, in Spanish in 2007 and 2009, and in Portuguese in 2009.
- Partnered with Human Resources to conduct a training module for staff in New Employee Orientation that addressed stereotypes and bias.
- Presented a classroom module addressing stereotypes and bias to Campus Safety that was followed by completion of an on-line training program, Diversity: Skills for Collaboration.
- Conducted a sexual harassment awareness and prevention presentation for incoming international students in fall quarter 2009 per the request of International Student Services.
- Partnered with IT and Human Resources in 2008 to develop an on-line tool to re-survey the race, ethnicity, gender and veteran status of the University’s workforce, which was crucial to affirmative action planning.
- Completed Affirmative Action Plans and EEO-1 and Vets-100 reports for the 2007, 2008 and 2009 plan years.
- Requested the College and Schools to document their good faith efforts to recruit and retain underrepresented minorities and women for inclusion in the 2007, 2008 and 2009 affirmative action plans.

- Partnered with Disability Resources and Facilities on ADA accessibility and accommodation issues, i.e., accessibility issues in Bannan Hall and the Mission Church.
- Partnered with Disabilities Resources and OMC to create an identification card for service animals.
- Hosted a table at Welcome Weekend in 2008 to inform incoming students about services offered by the Office of Affirmative Action, specifically its role as the Title IX Coordinator and sexual harassment awareness and prevention; worked with OMC to create a book mark for distribution to students during Welcome Weekend; will host a table in 2010.

3. Recruitment and Retention: Diversity and inclusion must be embedded at all levels and functions to create and foster an inclusive community. In addition, good faith efforts to recruit and retain women and underrepresented minorities are an essential element of an effective affirmative action program. In support of those efforts, the Office of Affirmative Action has:

- Partnered with Human Resources to ensure that positions at Santa Clara are posted at EDD; positions will be posted at Project Hired beginning in summer 2010.
- Hosted a social hour in January 2008 and 2009 for new tenure stream faculty to reconnect with their peers and meet the Deans of the College and Schools.
- Invited female tenure stream faculty appointed in 2008 and 2009 to lunch in April 2010.

4. Staff Compensation Analysis: Effective July 2008, with the completion of the compensation conducted by Mercer, a systematic review by the Office of Affirmative Action of staff salary offers has been incorporated into the SCU staff compensation program in an effort to maintain internal equity. In addition to the staff hiring process, the guidelines call for the Office of Affirmative Action to annually review

all staff positions for possible internal equity issues within a school or administrative division and across organizational units.

5. Partnerships, Goals and Objectives for Equal Opportunity, Diversity and Inclusion: The University's affirmative action officer is required to make good faith efforts to create a pipeline to recruit and retain underrepresented female and minority faculty and staff. As part of its affirmative action program, the Office develops strategic partnerships with the following organizations to advance our goals of equal opportunity, diversity and inclusion.

- **Statement of Commitment:** The Office of Affirmative Action will ask Father Engh to draft a letter confirming the University's strong commitment to equal opportunity, diversity and inclusion which will be included in the University's 2010 affirmative action plan.
- **SACNAS:** The Society for Advancing Hispanics/Chicanos & Native Americans in Science ("SACNAS") is dedicated to fostering the success of Hispanic/Chicano and Native American scientists -- from college students to professionals -- in attaining advanced degrees, careers, and positions of leadership. The Office of Affirmative Action has purchased a table at the SACNAS conference in Anaheim from September 30-October 3, 2010.
- **The PhD Project:** The Office of Affirmative Action will work to ensure that Santa Clara becomes an active partner in the Ph.D. Project in 2010. The "Ph.D. Project's mission is to increase the diversity of corporate America by increasing the diversity of business school faculty. [They] attract African-Americans, Hispanic-Americans and Native Americans to business Ph.D. programs, and provide a network of peer support on their journey to becoming professors. As faculty, they serve as role models attracting and mentoring minority students while improving the preparation of all students for our diverse workplace and society."
- **Nine Jesuit Colleges and Universities are current Ph.D. Project partners:** Boston College, Creighton University, Fairfield University,

Loyola Marymount University, Marquette University, University of Detroit Mercy, University of San Francisco, Saint Joseph's University, and Seattle University.

- The National Hispanic University: In May, the Director of Affirmative Action with Agustin Cervantes, Director, Outreach and Recruitment, to begin a dialogue about partnership opportunities.
- Faculty Resource Group: The Office of Affirmative Action will invite faculty interested in equal opportunity to meet quarterly as a faculty resources group to provide counsel and advice on issues and challenges related to equal opportunity and affirmative action within the scope of the University's affirmative action program.
- Staff Resource Group: In partnership with the Department of Human Resources, the Office of Affirmative Action will invite staff interested in equal opportunity to meet quarterly as a staff resources group to provide counsel and advice on issues and challenges related to equal opportunity and affirmative action within the scope of the University's affirmative action program.

6. Partnerships to Promote Diversity and Inclusion: The Office of Affirmative Action and Department of Human Resources will partner to accomplish the following initiatives in 2010-11. Additional goals and objectives will be identified and developed or recast as opportunities arise and circumstances change throughout the year.

- Develop a bi-annual dashboard report of hires, promotion and terminations, both voluntary and in-voluntary, to monitor recruiting and retention efforts.
- Develop a day of events to celebrate the diversity of the University community.
- Develop a program for the campus community to raise awareness that race is only skin deep.
- Create a toolkit of training tools for all staff levels that promote cultural competency and skill development, and create a slate of

- mandatory skill development training for new supervisors and managers that will include skill development for cultural competency.
- In recognition that misconceptions about groups and people inhibit talent development, engagement and sustainability, and undermine inclusion, roll out the following two classes concerning stereotypes and bias.

Ouch! That Stereotype Hurts

What do you do if a colleague, friend or family member is the target of bias or a demeaning stereotype? What if you are the target? Staying silent in the face of bias, stereotypes and demeaning comments or jokes permits these attitudes and behaviors to persist, thereby undermining our ability to create an inclusive community where everyone is welcomed and treated with respect. Ouch! That Stereotype Hurts is a program designed to explore the impact of bias and stereotypes, explain why people don't speak up against bias and stereotypes, and help participants learn techniques for speaking up against bias and stereotypes without blame or guilt.

Ouch! Your Silence Hurts

Many people say they want to speak up against bias, stereotypes and demeaning conduct but remain silent because of discomfort or the fear of saying the wrong thing. This interactive one hour program examines the impact of the silent bystander and challenges participants to speak up for respect on behalf of someone else. Prerequisite: Ouch! That Stereotype Hurts. The Ouch! programs will be implemented in Information Services in 2010.

- Continue to explore ways to conduct diversity and inclusion workshops with intact work groups.
- Publish the first annual Diversity & Inclusion Report for Staff.
- Develop an inclusive excellence calendar to be published annually.

7. The Office of Affirmative Action Support of Human Resources Initiatives: The Department of Human Resources has identified the following initial initiatives for 2010-2011. Additional goals and objectives will be identified and developed or recast as opportunities arise and circumstances change throughout the year.

- Recommend to the President's Staff that all staff job postings contain language specifying a commitment to diversity and excellence through inclusion as a minimum qualification.
- Recommend to the President's Staff that effective with the next cycle of staff performance planning, a requirement be included in the annual performance planning process that each staff member "supports the University's commitment to diversity and inclusion in the workplace."
- Recommend to the President's Staff that effective with the next cycle of the staff performance planning process, a requirement be included for supervisors to ensure their staff that engage in some form of professional development in the area of diversity and/or inclusion on an annual basis.
- Develop a banner regarding the University's commitment to diversity and excellence through inclusion to be posted on the Department of Human Resources website.
- Translate the benefits summaries into Spanish and Portuguese.
- Incorporate an excellence-through-inclusion module into staff orientation in addition to the session on diversity currently offered during staff new employee orientation.
- Continue the staff "buddy" program as a component of the on-boarding process for all new staff.
- Continue to arrange for intact work groups to experience opportunities such as the Tunnel of Oppression and a facilitated conversation regarding the experience.
- Continue to conduct workshops for intact departments (e.g., conducted a diversity awareness and profile for Law School) and general sessions for faculty/staff on diversity and inclusion.

- Continue to conduct the Women and Leadership workshop series initiated in summer of 2008.
- Continue to conduct its successful Breakfast Briefing series to include one yearly session on the topic of inclusion and/or diversity.