

Priority Area 1: Diversification of Student Body, Staff & Faculty

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A. Summary

Our group focuses on Diversification and offers nearly two dozen recommendations which we have subdivided not only by timeframe (short/ medium/ long) but also by school constituency (lecturers, faculty, staff, students and advisory board). We have covered five different constituencies.

In the near term, our group recommends a school-wide recommitment to established campus Diversity, Equity and Inclusion (DEI) recruitment and retention practices. We encourage journalism staff and instructors to connect with affinity groups across campus and to no longer “operate as an island.” Together we can identify “best and better recruitment and retention practices” from both internal (UCB) and external sources of expertise, many of which are immediately available.

In the medium- and long-term, we recommend building out a fair and open recruitment process with the intention of enhancing the diversity of our teaching pool and staff via external hires. To bolster retention, we propose a purposeful “refresh” effort with regard to staff development and faculty/ lecturer support.

NABJ Action Items Addressed

- NABJ 1 - Create an action plan to bring in more Black lecturers, faculty and guest speakers when classes begin.

B. Short-Term Recommendations (before school year starts on Aug 26, 2020)

Key Action Steps	Timeline	Measurable Outcomes	Resources & Financial Impact
<p>B1. Lecturers > Increase diversity of applicant pool for open Fall 2020 Lecturer Positions using extensive outreach to wide range of portals, platforms and contacts;</p> <p>Roles: J200 Intro to Reporting J219 Videography J255, Ethics, Law & Public Purpose J212 Advanced Audio (changed from intro course)</p>	Short-term	Diverse Applicant Pool Anticipated	Minimal Staff Time; Little to No Financial Investment

Key Action Steps	Timeline	Measurable Outcomes	Resources & Financial Impact
B2. Lecturers / Faculty / Staff > Commit to Following Established Campus DEI Recruitment and Retention Practices; including Empowering the Faculty Equity Advisor to take a more active role.	Short-term	Diversification of applicant pool Increased rates of retention and job satisfaction	Minimal Staff Time; Little to No Financial Investment
B3. Lecturers / Faculty / Staff > Formalize participation of J-School Committee on Equity and Inclusion and the Faculty Equity Advisor regarding internal business and DEI consequences.	Short-term	Internal decision making sensitive to DEI matters	Some Staff Time; No Financial Investment
B4. Lecturers > Cultivate New Teaching Talent by Allowing for More Co-Taught Classes	Short-term	Diversified lecture pool	Minimal Staff Time; Significant Financial Investment
B5. Lecturers > Establish a Mentorship Program	Short-term	Increased rates of retention and job satisfaction	Some Staff Time; Little to No Financial Investment
B6. Lecturers > Increase the rate of compensation for Lecturers	Short-term	Diversified lecture pool, increased rates of retention and job satisfaction	Minimal staff time; Significant Financial Investment
B7. Staff + Lecturers > Connect to campus-wide support systems and resources	Short-term	Increased rates of retention and job satisfaction	Minimal Staff Time; Little to No Financial Investment
B8. Students > Update website language and application requirements to appeal to wider array of prospective students	<u>Must be done by 8/1, enacted this year.</u>	Diversification of Applicant Pool	Minimal Staff Time; Little to No Financial Investment Needs to be approved by Senate Faculty & Dean.

Key Action Steps	Timeline	Measurable Outcomes	Resources & Financial Impact
B9. Students > Create need-based funding application and restructure fellowship competitions	<u>Must be done by 9/1, enacted this year.</u>	Increase in SIR Students	Significant Staff Time; Little to No Financial Investment Might be a bit complex
B10. Faculty / Lecturers / Staff Students > Educate community on Prop 209 and its impact on the operation of the school vis-a-vis DEI. Elevate awareness of ballot proposition this November.	Short-term	Increased appreciation for legal constraints → well informed discussions	Some Staff Time; No Financial Investment
B11. Advisory Board > Update bylaws to clarify membership expectations and formalize structure, terms and size	Short-term	Increased representation of diverse perspectives energized engagement with school, smooth leadership transitions	Minimal Staff Time; No Financial Investment

C. Medium-Term Recommendations (2020-2021 academic year)

Key Action Steps	Timeline	Measurable Outcomes	Resources & Financial Impact
C1. Lecturers / Faculty / Staff > Enhance J-School Application of Established Campus DEI Recruitment and Retention Practices by Evaluating Other Internal and External Sources of Expertise	Medium-term	Diversification of Applicant Pool, Increased rates of retention and job satisfaction	Significant Staff Time; Little to No Financial Investment
C2. Faculty > Create new faculty positions through procurement of endowment funds	Medium-term	Diversification of Faculty Through External Hires	Significant Staff Time; Significant Financial Investment

Key Action Steps	Timeline	Measurable Outcomes	Resources & Financial Impact
C3. Faculty > Creation of a “Strategic Academic Plan” (SAP) vis-a-vis DEI.	Medium-term	Coherent mission statement that governs, prioritizes school decision making	Significant Faculty Time, No Financial Investment
C4. Staff > Research internal and external DEI training programs	Medium-term	Identification of <i>effective</i> diversity training to offer to staff	Significant staff time; no financial investment
C5. Staff / Faculty > Ensure that all supervisors, hiring managers and search committee members complete the UC Managing Implicit Bias Series training offered through the UC Learning Center.	Medium-term	More sensitive and fair management and hiring processes	Significant staff time; no financial investment
C6. Staff / Faculty / Lectures > Incentivize employees to complete DEI certification training programs as part of quarterly review (“Achieve Together”)	Medium-term	Heightened awareness of structural racism and tools to thwart it	Significant staff time; some financial investment
C7. Students > Increase digital marketing of program	Medium-term	Diversification of Applicant Pool	Significant staff time; significant financial investment Will require hiring consultants and graphic designers. I estimate financial impact for fall 2020 to be between \$7,000-\$10,000.
C8. Advisory Board > Replace School advisory board members whose terms expire Jan 2021 in order to diversify membership	Medium-term	Diversification of board membership	Minimal staff time; no financial investment

Key Action Steps	Timeline	Measurable Outcomes	Resources & Financial Impact
C9. Advisory Board > Partner with board members to Create Exclusive Opportunities (Internships, Fellowships, Jobs) for Students	Medium-term	Increased opportunities for students	Minimal staff time; minimal to significant financial investment

D. Long-Term Recommendations (beyond this academic year, five-year range)

Key Action Steps	Timeline	Measurable Outcomes	Resources & Financial Impact
D1. Lecturers / Faculty / Staff > Publicize Strategic Academic Plan (SAP) and apply to all aspects of J-school work.	Long-term	Public and internal alignment of stated goals and values with actions	Some staff time; no financial investment
D2. Faculty > Leverage opportunity for negotiations by incoming dean to acquire new faculty lines for external candidates.	Long-term	Diversification of Faculty Through External Hires	Significant staff time; little to no financial investment
D3. Students > Cultivate exclusive internship and fellowship opportunities for students throughout journalism industry	Long-term	Increased diversification of applicant pool and student body, increased range of opportunities for students → diversification of newsrooms nationwide	Significant staff time; some to significant financial investment
D4. Students > Creation of student outreach group to educate URM middle/ high school / community college students about journalism	Long-term	Would be difficult to assess, but goal would be to plant the seed that journalism is viable option for diverse array of people	Significant staff time; some financial investment

E. Conclusion

Our Diversification group's objective was to devise an action plan leading to the recruitment and retention of more Black lecturers, faculty, advisory board members and students. By the end of this process of fact-finding and deliberation, we were heartened to see how many tasks that could yield immediate change appear to be within our reach.

We've included no less than 11 recommendations that we think can be activated - or at least communicated to our community - by the start of the Fall 2020 semester, starting with a new need-based student funding application, work now underway to diversify our lecturer applicant pool, and the creation of a mentorship program to help insure the success and satisfaction of our new hires. We've come to better understand the range of experts and resources just steps from J-school's front door; we believe that simply connecting with the campus at large will kickstart this work.

Some of our recommendations will require more legwork, but are still imminently do-able. These medium-term suggestions include tailoring university established best DEI practices for the particular concerns of our journalism community, better integrating the J-School Committee on Equity and Inclusion and Faculty Equity Advisor into the affairs of the department, and the creation of a "Strategic Academic Plan" (SAP) that would serve as the school's North Star and signify its commitment to diversity.

With this vision for the future in hand, along with the fresh perspectives of the School's new leadership, we believe our long-range recommendations will take root - namely, securing the funding that will help steer the school into its new chapter with endowed faculty positions, a diverse and deep bench of lecturers, increased student financial aid and priceless exclusive internship and fellowship opportunities.

We understand identifying opportunities for change is one thing and doing the actual work of *changemaking* is quite another. Our group stands at the ready.