

President's Advisory Council on Inclusive Excellence

Recommendations and Progress Toward Advancing Racial and Social Justice (2020 to present)

See original [PACIE recommendations of May 2020](#) (Tab 2a, Columns E-F)

Coding the following 23 recommended areas for improvement and their associated actions from 2020-present yields nine overarching categories identified for improvement:

Accountability Structures
Accountability: Consistency and Transparency
Belonging
Closing Equity Gaps
Communication
Diverse Workforce
Enrollment
Professional Development
Retention

A. Develop a culture of communication to promote DEIA Values (i.e., Racial and Social Justice, Equity, and Inclusivity)

Categories: Communication; Professional Development; Accountability–Consistency and Transparency

2019-20 Recommended Actions

1. Administrators, faculty, and staff leaders engage in **organizational change toward consistent, transparent, effective, and inclusive communication processes** and practices that inform and/or seek input broadly from stakeholder groups before acting.
2. Invest in professional development to change organizational culture through **intentional onboarding of administrators, faculty, and staff leaders to advance DEIA values**.
3. Institutional leaders create opportunities to consult with individuals and stakeholder groups who have institutional history and knowledge and **collect feedback and insights before changing long-standing practices** that impact the whole.
4. Develop formal processes and procedures for **communication flow/loops within divisions/units/programs** to achieve consistent, transparent, effective, and inclusive communication.

2021-22/2022-23 Recommended Actions

5. **Monitor IEAP** for accountability and outcomes

PROGRESS SINCE MAY 2020

- IEAT Initiative Status Reports November 2022, May 2023: Professional development initiatives include MPP-Dismantling Racism; Critical Learning Collectives
- Half-day workshop for campus leadership (Cabinet, AVPs, Deans) on Disability Awareness, Responsibilities, and Advocacy, led by Drs. Michelle Dean, Tiina Itkonen, and alum Jessica Clay (Jan2023)
- Web audit and refresh underway which will include student/family facing pages in Spanish (we have been an HSI since 2009-10, and we have not had any student/family-facing web pages in Spanish in development until AY2022-23)
- Implementation of open staff and faculty time with President through President's Office Hours.
- Strategic Resource Planning Meetings are open to the campus community to attend. Since January 2021, campus invitations and reminders were instituted to ensure maximum engagement and transparency.

B. Institutional accountability structures to advance CSUCI's Commitment to Racial Justice

Categories: Accountability Structures

2019-20 Recommended Actions

1. Develop an **Action Plan to operationalize CSUCI's Commitment to Racial Justice** statement of summer 2020.

2021-22/2022-23 Recommended Actions

2. **Monitor IEAP** (Spr22-Spr23) initiatives for accountability and outcomes

PROGRESS SINCE MAY 2020

- Creation of six Inclusive Excellence Action Teams in March 2021
- Presentation of IEAT-recommended initiatives to campus and SRPC in Spring 2022
- CSUCI's first Inclusive Excellence Action Plan (IEAP) created March 2022
- IEAP Status Reports published to IEAP website November 2022, May 2023
- Created President's Chumash Advisory Council AY2022-23
- Statement added to all new MPPs and will be added to existing MPP position description: requiring active personal/professional development annually in DEIA work. Performance evaluations for MPPs beginning Sum23 will incorporate opportunity for MPPs and their supervisors to discuss DEIA-related learning/engagement

activity/activities, and to reflect on its impact for leadership (also listed in Section M, below)

C. Transparency of accountability for promoting a culture of Inclusive Excellence

Categories: Accountability–Consistency and Transparency

2019-20 Recommended Actions

1. **Division annual reports** include reporting on President Approved recommendations and other actions taken to advance CSUCI's commitment to inclusive excellence for employees and students from minoritized groups, inclusive of multiple identities such as gender identity, ability, sexual orientation, socioeconomic status, religious minorities, and citizenship status (AB540/DACA/undocumented status/International) and from racial, ethnic, and indigenous communities.
2. Include a **commitment to Racial Justice and Inclusive Excellence on CSUCI's landing page**, and link to resources available to highlight what we are doing at CSUCI to support a culture of inclusivity.

2021-22/2022-23 Recommended Actions

3. Monitor PACIE progress on development of IEAP website (modeled after <https://inclusive.dartmouth.edu/>) (completed 22-23)
4. Revise and digitize Equity Lens Framework (ELF) (completed 22-23)
5. Monitor IEAP initiatives for accountability and outcomes
6. Use ELF results to inform creation of a DEIA dashboard to show change over time

PROGRESS SINCE MAY 2020

- IEAP Initiative progress reports to be reviewed by IEATs and PACIE (Fall22-Spr23)--encouraging a culture of praxis--continual, intentional cycle of reflection informing action, which informs further reflection, etc. (Nice idea; we didn't pull this off in 2022-23 beyond publishing IEAP status reports on the IEAP website)
- PACIE Team #1 published an IEAP website for all IEAP initiatives with graphics to show progress toward each over time and links to progress reports
- PACIE Team #1: Digital ELF developed 2022-23; ready for piloting F23, with DEIA Dashboard creation as goal

D. Strategic Initiatives and other strategic planning documents lack an explicit commitment to advancing racial equity

Categories: Accountability–Consistency and Transparency

2019-20 Recommended Actions

1. Add new language and references in strategic planning documents to unmask the racial, ethnic identities of students for whom we are trying to achieve equitable outcomes.

2021-22/2022-23 Recommended Actions

2. Ensure that strategic Initiatives and other strategic planning documents include **explicit commitment to advancing racial equity and disaggregating data for ethnic groups.**

PROGRESS SINCE MAY 2020

- Hired Director of Institutional Research & Chief Data Officer with a commitment to advancing racial and social justice (started Feb2022)
- Strategic Directives Framework developed/developing in Spring 2023 explicitly include DEIA and campus climate as one of four Strategic Directives

E. Intentional alignment of CSUCI Mission-based Centers to DEIA Values

Categories: Accountability–Consistency and Transparency

2019-20 Recommended Actions

1. Mission-based Centers create and /or **revisit strategic plans and mission statements to include DEIA Values** explicitly.
2. Mission-based Centers' actions that promote DEIA values included in the Division of Academic Affairs Annual Report.

2021-22/2022-23 Recommended Actions

3. Form a cross-divisional, presidentially appointed **committee to consider revising and updating the Mission Pillars** and present recommendations to the campus -- ensuring that university mission and mission pillars clearly identify our DEIA values and goals.

PROGRESS SINCE MAY 2020

- 2022-23: Integrated Communication Marketing Plan - Hired ADV to conduct brand market research and brand foundation development; strong DEIA showing in campus feedback
- 2022-23: Presidential provided funding for each Mission Center for 2022-23 with expectation for \$25K projects in each Center to advance DEIA values (e.g., Legacy Mural by CME; course redesigns by CCE; etc)

F. Intentional alignment of CSUCI Faculty and Staff Affinity Groups to DEIA values

Categories: Accountability–Consistency and Transparency; Retention; Belonging

2019-20 Recommended Actions

1. CSUCI Faculty and Staff Affinity Groups' actions that promote DEIA values included in the Division of Academic Affairs Annual Report.
2. Invest in staff and faculty affinity association groups that help employee retention and promote efforts that ameliorate cultural taxation on minoritized faculty and staff.

2021-22/2022-23 Recommended Actions

NA

PROGRESS SINCE MAY 2020

- Provost's Office began providing annual \$2K to faculty and staff associations
- IEAT initiative 4.7 provides \$54,970 to: (a) fund a research project to determine not whether cultural taxation exists, but to learn of the personal and professional impacts experienced because of the reality that it exists, and (b) create a guide and workshop for supervisors to learn how to recognize and avoid culturally taxing expectations and behaviors. Only one proposal was received in Spr22 so it was not funded for 2022-23. The RFP will be re-sent for implementation in 2023-24.

G. Alignment of Advancing Faculty Diversity Recommendations with equitable faculty hiring process and practices

Categories: Diverse Workforce

2019-20 Recommended Actions

1. Operationalize the recommendations of the Advancing Faculty Diversity Initiative through the **development of equitable faculty hiring processes and procedures**.

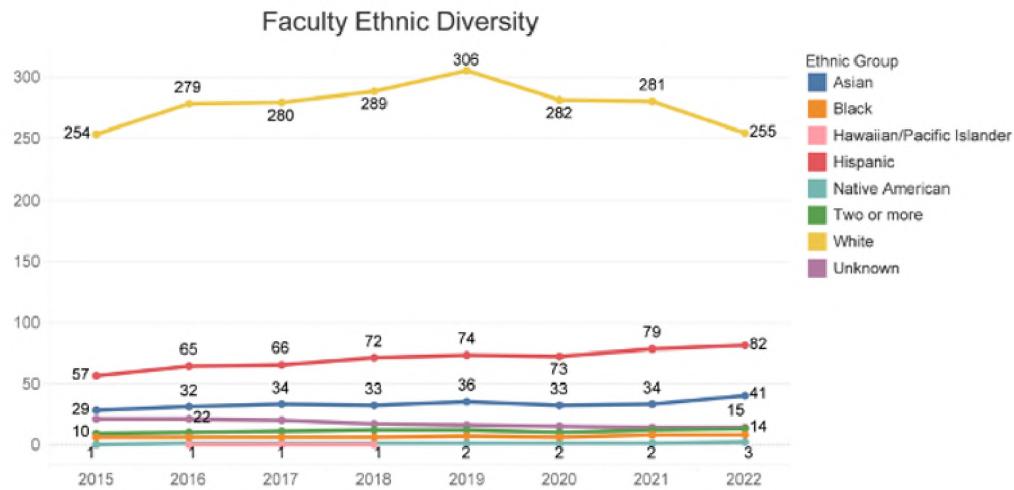
2021-22/2022-23 Recommended Actions

2. **Assess the effectiveness (outcomes/improvement) of current intervention efforts to advance faculty diversity.**
3. **Monitor IEAP initiatives** on advancing faculty diversity (e.g., #3 Develop and implement a campus-wide policy on Mandatory Equity Advocate Training for accountability and outcomes on all hiring committees)

PROGRESS SINCE MAY 2020

- Funded IEAP Initiative #3: Mandatory Equity Advocate Training on all hiring committees regardless of position and develop campus-wide policy on Mandatory Equity Advocate Training for all search committees. See Status Report via [IEAP website](#)

- Unfunded IEAP ideas (i.e., within-district reallocation): Staff & MPP Hiring Handbook; Faculty Hiring Handbook -- no known progress on these as of May 2023
- Reported ethnicity of tenure-track faculty 2019-22 (FASE)
- Reported ethnicity of non-tenure-track faculty 2019-22

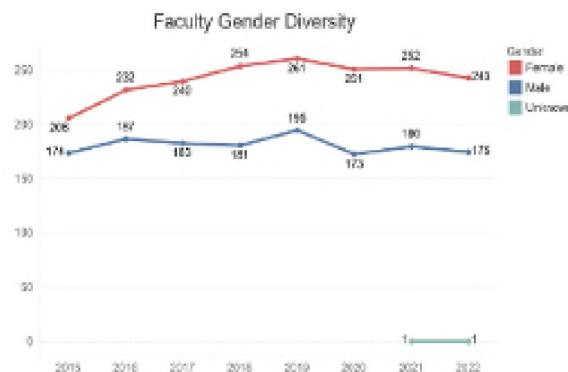
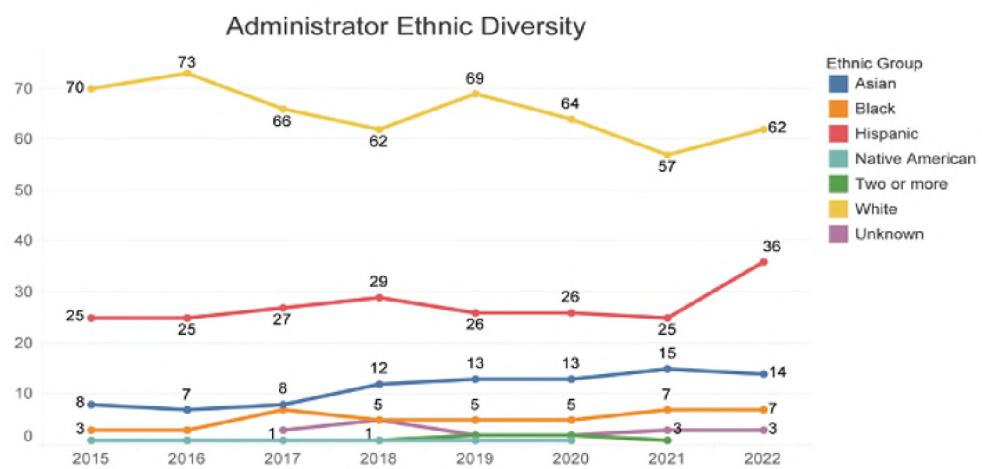
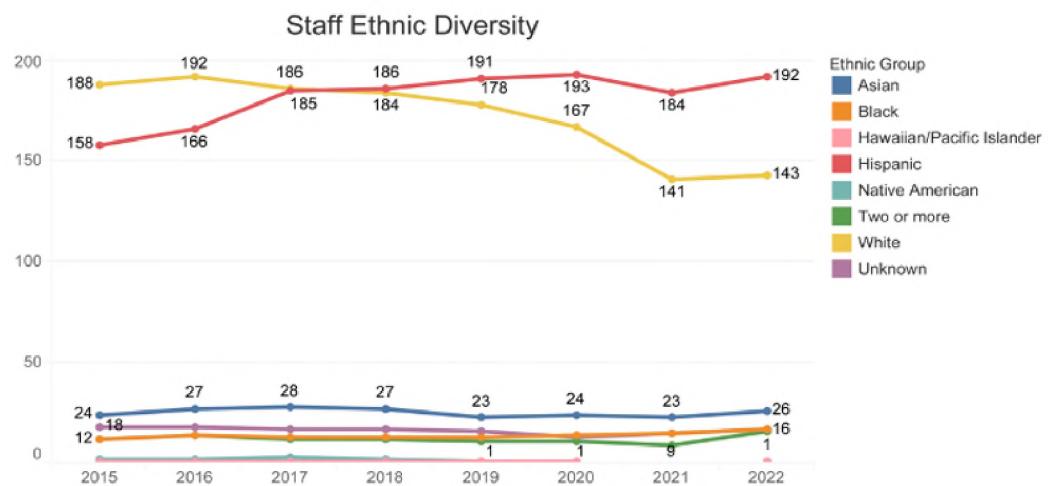


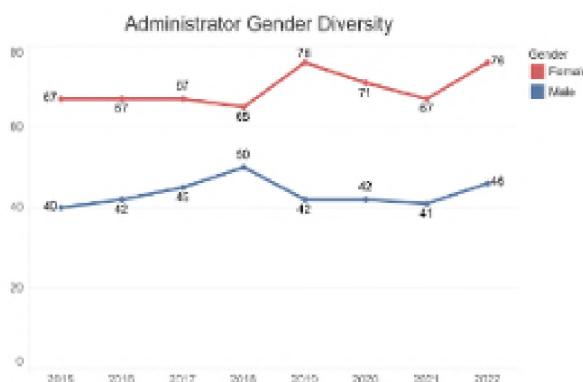
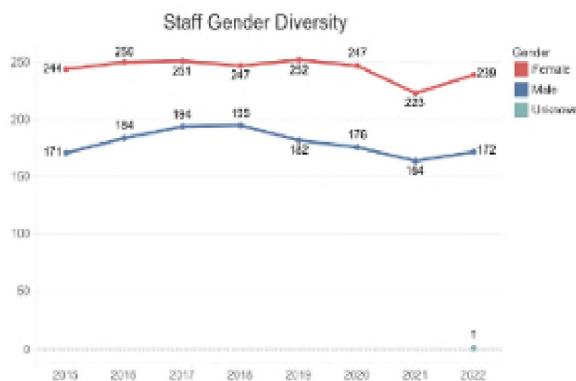
STUDENTS	Female	HUGs	First Gen	Transfers	Latinx	White	AAPI	African American
2015 (N =6167)	65.3%	51.8%	59.4%	47.9%	48.1%	29.9%	5.7%	2.3%
2016 (N =6611)	65.1%	50.7%	58.8%	47.1%	48.1%	32.1%	5.8%	2.3%
2017 (N =7053)	64.1%	52.7%	60.0%	48.9%	49.9%	28.6%	5.5%	2.4%
2018 (N =7095)	64.4%	54.1%	58.8%	49.3%	51.6%	27.7%	6.0%	2.2%
2019 (N =7093)	65.0%	55.4%	59.7%	50.0%	53.1%	26.8%	6.2%	2.0%
2020 (N =6943)	65.0%	57.9%	61.8%	53.2%	55.7%	25.3%	5.8%	2.1%
2021 (N =6437)	66.1%	58.7%	61.2%	54.2%	56.7%	24.3%	6.3%	1.9%
2022 (N =5643)	66.0%	60.0%	60.7%	54.0%	60.7%	23.0%	6.5%	2.0%

FACULTY	Female	HUGs	First Gen	Transfers	Latinx	White	AAPI	African American
2015 (N =919)	56.6%	29.6%			15.0%	66.8%	7.6%	1.8%
2016 (N =981)	56.7%	29.7%			15.5%	66.6%	7.9%	1.7%
2017 (N =996)	56.9%	31.5%			15.6%	66.2%	8.3%	1.7%
2018 (N =1010)	57.0%	31.9%			16.6%	66.4%	7.8%	1.6%
2019 (N =1025)	57.9%	31.8%			16.2%	67.2%	7.9%	1.8%
2020 (N =965)	59.1%	33.3%			17.2%	66.5%	7.8%	1.7%
2021 (N=928)	58.2%	34.6%			18.2%	64.9%	7.9%	2.1%
2022 (N=955)	58.5%	36.0%			32.3%	48.4%	8.6%	3.5%

International	Native American/Alaskan	Two or More Ethni	Unknown
0.2%	0.3%	4.9%	5.0%
2.1%	0.3%	4.9%	6.7%
2.2%	0.4%	4.5%	6.4%
2.4%	0.3%	4.1%	5.6%
2.9%	0.2%	4.2%	4.5%
3.3%	0.1%	4.1%	3.5%
3.4%	0.2%	3.8%	3.4%
1.0%	0.2%	3.7%	3.3%

International	Native American/Alaskan	Two or More Ethni	Unknown
0.0%			8.7%
0.0%			8.4%
0.0%			8.3%
0.0%			7.6%
0.0%			7.0%
0.0%			6.8%
0.0%			6.9%
0.0%			7.3%





- Ventura County demographics per U.S. Census estimates for July 2022 follow.
 - The BIPOC population in Ventura County comprise a majority, at 57%.
 - While gains have been made in diversifying tenure-track faculty at CI, from 32% in 2019 to 40% in 2022, there remains a gap as measured by comparison to the local population. An 8% gain in three years shows progress being made.
 - Gains were made in diversifying non-tenure track faculty but at roughly half the rate, from 26% to 30.1% during this same time period.

Race and Hispanic Origin

White alone, percent	83.3%
Black or African American alone, percent(a)	2.5%
American Indian and Alaska Native alone, percent(a)	1.9%
Asian alone, percent(a)	8.2%
Native Hawaiian and Other Pacific Islander alone, percent(a)	0.3%
Two or More Races, percent	3.8%

Hispanic or Latino, percent(b)	44.5%
White alone, not Hispanic or Latino, percent	43.0%

H. Strategic Enrollment Management and Recruitment Plan (SI Action 2.9)

Categories: Enrollment; Retention

2019-20 Recommended Actions

1. Develop a 5-year Strategic Enrollment Plan to promote transparency and institutional accountability for advancing the recruitment of students from racial, ethnic, and indigenous communities historically underserved and excluded by higher education.

2021-22/2022-23 Recommended Actions

- Evaluate enrollment activities focused on recruiting historically underrepresented groups

PROGRESS SINCE MAY 2020

- A Strategic Enrollment Plan Steering Committee and subcommittees were established in Fall 2021 to work on developing a 5-year Strategic Enrollment Plan. This work was put on hold so that full effort could be devoted to retention efforts, given the immediacy of need to work on F22 enrollment.
- Enrollment Management Report 2/01/2023 submitted to Chancellor's Office
- Cross-divisional Executive Retention Steering Committee formed 2022-23
- Our Way Forward details short and long term Enrollment Management actions
- AVP for Enrollment Management & Marketing position created in spring 2023; outreach efforts in Spanish; outreach efforts explicitly include communities historically underserved by CI (e.g., Fillmore, Santa Paula)

I. Access to disaggregated data on institutional student success indicators and GI 2025 equity data

Categories: Retention; Closing Equity Gaps

2019-20 Recommended Actions

- Division of Academic Affairs reporting to include progress on achieving early indicators of student success, GI 2025 campus goals, and progress on decreasing student equity gaps.

2021-22/2022-23 Recommended Actions

2. Create space for qualitative data to identify a richer picture of the quantitative findings on early indicators of student success, GI 2025 campus goals, and progress on decreasing student equity gaps.

PROGRESS SINCE MAY 2020

- Director of Institutional Research hired -- explicit "free the data" emphasis (with accompanying education/responsibility ethos) in recentralized IR office
- Example: Post-Graduate Outcomes data summarizing and sharing results of PGO working group (Jan21-May22): <https://www.csuci.edu/ir/post-graduate-outcomes/index.htm>
- Disaggregation of data is one of the Criteria for Review (CFR) included in WASC standards that we need to address; the DEIA team working on Thematic Pathway for Reaffirmation will be addressing this CFR in their part of the WASC report (due Feb2024)
- IR-hosted trainings/workshops/webinars on understanding data and the current dashboards (initiated 2022-23)
- The CSU Graduation Initiative 2025, Equity Priority 5 states: "Promote Equitable Learning Practices and Reduce DFW Rates: Beginning fall 2021, the Chancellor's Office will engage ASCSU, campus presidents, provosts and deans to identify the top10 high enrollment critical major pathway courses (bycampus) with higher than average equity gaps as defined by DFW rates." The Director of IR and his team work closely with DAA leadership to provide data needed for this work. GI 2025 Quarterly Reports, see Equity Priority 5 sections

J. Understanding of CSUCI's historical participation in racism and social injustices

Categories: Accountability–Consistency and Transparency

2019-20 Recommended Actions

1. CSUCI will take steps to acknowledge its role in historical injustices and raise awareness through institutional events and activities and provide resources to faculty doing this work through the curriculum, student research, creative/research projects, and other scholarly activities.
2. In consultation with faculty, students, alumni, and staff, CSUCI will intentionally honor through public displays, physical space naming, visual arts, and honorary degrees the history and accomplishments of underrepresented, marginalized, and excluded groups.

2021-22/2022-23 Recommended Actions

3. Leverage divisional resources (e.g., Foundation support, library collections) for telling DEIA history and ensuring visibility

PROGRESS SINCE MAY 2020

- Michelle Serros Exhibit in Rush Hall, designated a permanent installation in Spr23

- Santi Visalli exhibit of Civil Rights Era photography as inaugural show in the President's Gallery (in Univ Hall), kickoff to Investiture Week Sept 19-23, 2022. (White, male artist documenting the fight to advance BIPOC and women's rights in the 1960s)
- Dolores Huerta Smithsonian Exhibit brought to CSUCL by the Center for Community Engagement in Spr23
- Legacy Mural through Center for Multicultural Engagement via Presidential Funding of Mission Centers for 2022-23
- Honorary doctorates: Of 14 honorary degrees awarded since 2016, 8 were to distinguished leaders of color (57%), and 8 were to distinguished female leaders (57%)

K. Institutional celebration of faculty and staff that have made a significant contribution toward creating a more diverse, equitable, and inclusive campus

Categories: Communication; Accountability and Transparency

2019-20 Recommended Actions

1. Create incentives for faculty, staff, and students to advance and promote DEIA values.
2. Create a forum to identify and share examples of Inclusive Excellence at CI and work towards meaningful practices.

2021-22/2022-23 Recommended Actions

3. Leverage existing or new leadership programs to advance DEIA values (e.g., CI connect, President's Faculty Fellow)
4. Summarize annually the work across campus that addresses inclusive excellence

PROGRESS SINCE MAY 2020

- CSUCL was one of nine IHE in the nation awarded the Seal of Excelencia in 2019 and reaffirmed with the Seal in 2022.
- Faculty DEIA work recognized via Channel Your Success Equity Summit in 2020, 2021, 2022
- IEAP website created in 2022-23 with status reports summarizing campus DEIA work
- Mission Centers proposals in Fall 2022 were awarded presidential funding to engage faculty and promote DEIA in 2022-23 (May23 reports published on IEAP website)
- President's Faculty Fellows selected (LaSonya Davis, F20-F21; Michelle Dean F22-Spr23) used their year in the Office of the President to work on their respective DEIA-related projects (Davis, IEAP; Dean, Elevating Disability in DEIA Work)
- Equity Advocate Program for faculty hiring; policy was changed to require an Equity Advocate on all tenure-track faculty hiring committees. In 22-23, worked on process not just educating brand new EA, but continuing education for experienced EAs.

L. Need resources on anti-racism for teaching, dialogue, and learning

Categories: Professional Development

2019-20 Recommended Actions

1. Consolidate campus resources on anti-racism for faculty, staff, and administrators for teaching and learning, student support services, and practices.

2021-22/2022-23 Recommended Actions

2. Identify/harmonize knowledge basis for staff and faculty. (ensure consistent messaging across different types of employee groups)
3. Monitor IEAP initiatives for accountability and outcomes
4. PACIE 5/04/2023 meeting: Publish a web page or suite of pages in the OTP website with collated DEIA resources. (This idea aligns with CEAR idea in Spring 2023, to work with PACIE in 2023-24 on creating a "DEIA Map" delineating lanes for this work -- navigating the good problem of having many "DEIA Agents" now on campus.)

PROGRESS SINCE MAY 2020

- MPP-Dismantling Racism IEAP initiative (see IEAP website for status)
- As of Spring 2023 CSUCI is one of 9 inaugural members of the CSU Racial Equity Leadership Alliance organized by USC's Race & Equity Center. Benefits include access to USC's monthly Schedule of Convenings (virtual presentations by experts in the field of leadership for racial equity) which can be attended by our faculty, students, and staff; three campus climate surveys specific to racial justice—one for faculty, one for staff, one for students; and access to USC's portal to a wealth of resources for promoting racial equity at our campus.

M. Advance racial equity through education and awareness

Categories: Professional Development; Accountability Structures

2019-20 Recommended Actions

1. **Mandatory Anti-Racism/Racial Equity/Implicit Bias education for:**
 - a. All members of Cabinet, Foundation Board Members, and outward-facing administrative support personnel to members of the President's Cabinet.
 - b. DEIA Council to effectively advise the President on advancing Inclusive Excellence.
 - c. All Institutional Leaders (AVPs and Deans) facilitated by credible experts.
 - d. All Program Chairs/Directors, Search committee members, and Equity Advocates, facilitated by credible experts.
 - e. All MPPs, confidential employees, and Student Officers (ASI) facilitated by credible experts.

f. CSUCI Police Officers.

2021-22/2022-23 Recommended Actions

2. Include documentation and growth-oriented discussion about impact of annual DEIA professional and leadership development experience(s) for MPPs, effective Aug23
3. Monitor IEAP initiatives for accountability and outcomes

PROGRESS SINCE MAY 2020

- Statement added to all new MPPs and will be added to existing MPP position description: requiring active personal/professional development annually in DEIA work. Performance evaluations for MPPs beginning Sum23 will incorporate opportunity for MPPs and their supervisors to discuss DEIA-related learning/engagement activity/activities, and to reflect on its impact for leadership (also listed in Section B, above)
- IEAP initiatives on professional development for employees (see 5/01/2023 status report). One of the MPP-Dismantling Racism groups in 2022-23 was co-facilitated by Interim Chief of Police, Drake Massey
- Half-day workshop for campus leadership (Cabinet, AVPs, Deans) on Disability Awareness, Responsibilities, and Advocacy, led by Drs. Michelle Dean, Tiina Itkonen, and alum Jessica Clay (Jan2023)

N. Implementation of equity-minded practices in the recruitment, hiring, and retention of faculty, staff, and administrators

Categories: Diverse Workforce; Belonging; Retention

2019-20 Recommended Actions

1. Develop, operationalize, and evaluate equity-minded practices in position recruitment, hiring, retention, and employee performance evaluation systems
2. Identify, make visible, and discontinue practices that contribute to unfair workloads, compensation, and cultural taxation of employees from minoritized groups.
3. Faculty Affairs and Schools to develop, operationalize, and evaluate a process for Cluster Hiring for Faculty of Color across campus

2021-22/2022-23 Recommended Actions

4. Monitor IEAP initiatives for accountability and outcomes

PROGRESS SINCE MAY 2020

- Cluster hire of 4 Black faculty in Spring 2022; however, one of those three is leaving CSUCI at the end of AY 2022-23

- Funded IEAP Initiative: Mandatory Equity Advocate Training on all hiring committees regardless of position (IEAT 2.2) and develop campus-wide policy on Mandatory Equity Advocate Training for all search committees (IEAT 2.3) -- see 2022-23 status reports on IEAP website
- New RTP Policy was passed, was reviewed carefully by CEAR. Will require all programs to revise PPS to conform to new Academic Senate Policy.

O. Resources and training to advance equity-mindedness in the review and development of policies, programs, or practices

Categories: Accountability Structures; Professional Development

2019-20 Recommended Actions

1. Provide the campus community with a tool and education on its use that will allow for the review and development of administrative and curricular policies, programs, and practices through an equity lens to promote racial justice and inclusivity for CSUCL students and employees.
2. VPs and Division Leadership teams to participate in Equity Lens Framework Education beta testing and pilot of the tool in their respective divisions.
3. Authorize the IE Advisory Council Equity Lens Framework Subcommittee to provide VPs and Division Leadership Teams with short-term technical assistance and professional development on the use and application of the Equity Lens Framework to pilot Framework before full-scale rollout.
4. Assess policies to ensure DEIA values are embedded in them

2021-22/2022-23 Recommended Actions

5. Ensure that PACIE's ELF revision is translated into an interactive, user-friendly tool and piloted during 2022-23

PROGRESS SINCE MAY 2020

- Equity Lens Framework v1 used March-Oct 2021 in conducting gap analysis between what has been done and where we want to be
- PACIE Team 2 revised/tightened ELF tool (2021-22); digitized the tool in 2022-23 for piloting in Sum23 (12-month employees) and Fall23 (9-month employees)
- PACIE Team 3 working on making recommendations on how to elevate and effectively develop and implement DEIA efforts serving people with disabilities. Being able to offer resources and hearing expectation of inclusion in RTP important to faculty.
- The Academic Senate created a new standing committee, the Committee on Equity & Anti-Racism (CEAR) in 2021-22; its first year of operations was in 2022-23. This group is working to create a rubric for evaluating policies with a DEIA lens.

P. Equity-mindedness onboarding needed to attract and retain inclusive leaders and advance DEIA values and culture

Categories: Professional Development; Diverse Workforce; Retention

2019-20 Recommended Actions

1. Expand professional development opportunities that cultivate diverse & inclusive leadership skills, enhancing faculty, staff, & administrator professional development to advance a culture of inclusive excellence.

2021-22/2022-23 Recommended Actions

2. Monitor IEAP initiatives for accountability and outcomes
3. Ensure that onboarding of all new hires includes specific DEIA component

PROGRESS SINCE MAY 2020

- IEAT initiative 4.2, CLCs and Campus Climate, resulted in several recommendations made for inclusion in the new Strategic Directions Framework -- one of which was to make onboarding for all new hires deeper, longer, more focused and supportive, ensuring DEIA inclusion in this process. No progress toward this intention as of June 2023, except for inclusion and commitment to it in Strategic Directions

Q. Need DEIA operational definitions for campus-wide use and implementation

Categories: Communication

2019-20 Recommended Actions

1. Adopt and implement DEIA Operational Definitions

2021-22/2022-23 Recommended Actions

2. Create a separate section or tab on the CI website for cross-divisional efforts dedicated to DEIA so that definitions and other efforts are more accessible and visible. It's not intuitive for web users to check for this information within OTP website.
3. PR campaign for DEIA -- make it more accessible/visible.

PROGRESS SINCE MAY 2020

- PACIE 2020-21 shepherded adoption of shared definitions; operationalization needs work

R. Clarity about why CSUCI does not have a chief diversity officer and how a decentralized CDO model will be operationalized

Categories: Accountability Structures

2019-20 Recommended Actions

1. President publicly states the decentralized CDO model in place at CSUCI, her role as CDO, and how a decentralized plan is operationalized campus-wide.

2021-22/2022-23 Recommended Actions

2. Continue to pursue long-term goal of hiring Chief Diversity Officer and staff

PROGRESS SINCE MAY 2020

- CDO could not be requested in 2021-22 budget dev process for GI2025 funds (i.e., interim president)
- Request for CDO position was included in budget planning for 2022-23 (though new dollars for hiring not expected; 4 of 6 IEATs recommended this position/office -- it is an intention not yet realized)

S. Understanding the role of Cultural Taxation on the workload of minoritized faculty, staff, and administrators at CSUCI

Categories: Accountability Structures; Retention

2019-20 Recommended Actions

1. Evaluate and identify the sources of cultural taxation to make visible how they impact minoritized students, faculty, staff, and administrators.
2. Identify and implement strategies to ameliorate cultural taxation on minoritized faculty, staff, and administrators (e.g., compensation, flexible and creative use of resources and support, etc.).

2021-22/2022-23 Recommended Actions

3. T1. Monitor IEAP initiatives for accountability and outcomes

PROGRESS SINCE MAY 2020

- IEAP Initiative (#6) Cultural Taxation Guide and Workshops. Call for research project on cultural taxation at CI due June 10, 2022, with findings to be used to develop train-the-trainer workshops for supervisors, chairs, etc

T. Multicultural Perspective (MP) graduation requirement does not explicitly call out systemic racism and white supremacy, nor does it explicitly promote the need for anti-racist and racial justice education

Categories: Accountability Structures

2019-20 Recommended Actions

1. Revise the Multicultural Perspectives requirement to align with the new Ethnic Studies requirement (Ethnic Studies and Social Justice - General Education F or AB1460).

2021-22/2022-23 Recommended Actions

2. Form a cross-divisional, presidentially appointed committee to consider revising and updating the Mission Pillars, including the possibility of a fifth mission pillar, and present their recommendations to the campus -- ensuring that university mission and mission pillars clearly identify our DEIA values and goals.

OPPORTUNITY FOR PROGRESS SINCE MAY 2020

- Combined GE curriculum (no longer separate CSU and UC); seems to be a strong desire from CO to have a single, unified GE pattern. This would mean, if approved in Jan24, that CSUCI will need to create changes to GE -- part of that discussion can be about Multicultural Perspectives.

U. Creating equitable Physical Spaces for belonging and building community

Categories: Belonging; Retention

2019-20 Recommended Actions

1. Create a campus environment that promotes, welcomes, and celebrates diversity, and enacts safe places for open dialogue on DEIA Values to promote a sense of belonging and build community.
2. Embed an equity lens approach to the design of teaching and learning spaces.
3. Inclusion of physical spaces and visual images of the Chumash people as the traditional stewards of the land that CSUCI stands on.

2021-22/2022-23 Recommended Actions

4. Pursue creation of affinity group spaces, with staffing as needed

PROGRESS SINCE MAY 2020

- The President supported the development of affinity group spaces. \$1M of MS gift dedicated to this purpose; VPSA Ford Turnbow charged with advancing it
- Legacy Mural on Student Union Building created through Center for Multicultural Engagement in Spr23 with presidential funding

NEWLY ADDED RECOMMENDATIONS SINCE 2019-20

V. Ensure our campus is safe for all members of the campus community (2021-22)

Categories: Accountability Structures

2021-22/2022-23 Recommended Actions

1. Assess Title IX operations and efficacy at CSUCI
2. Ensure that allegations are thoroughly investigated and followed through
3. Create confidential opportunities through the Ombuds Office for potential survivors and respondents to explore options and gain confidence in participating in the Title IX process

PROGRESS SINCE MAY 2020

- Cozen O'Connor systemwide assessment of Title IX offices occurred 2022-23
- CSUCI Title IX Implementation Team formed for overseeing implementation of Cozen O'Connor recommendations (to be shared with campuses via Board of Trustees meeting in Sum23)

W. Develop collaborative systems to meet the needs of individuals with disabilities on the CI campus (2021-22)

Categories: Accountability Structures; Belonging; Retention

2021-22/2022-23 Recommended Actions

1. Identify key stakeholders/offices supporting the needs of individuals on the CI campus
2. Systematic and structured collaborative efforts to promote cross campus collaboration to meet the needs of individuals with disabilities on the CI campus
3. Make information about accessing disability accommodations and modifications easy to find and with easy to access information (let's take away the treasure hunt to find accommodations on campus).
4. Broader disability awareness across campus, not just for students -- students, faculty and staff, and visitors.
5. Provide students, staff, and faculty with education on invisible disabilities
6. Develop structures that are not dependent on the knowledge of one person (if the person moves to a different position, the supports still exist)
7. Establish a Disability Advisory Committee
 - a. "Boots on the Ground work" - meeting every other week, so build the collaborative network to support campus efforts
 - b. Events accessibility

- c. Capital Projects (advice and support for ADA accessibility with campus building projects)
- d. Classroom Accessibility (do we need to make furniture or access accommodations)
- 8. Develop disability-focused webpage that makes access to accommodations easy to find (starting with link on the university main page
 - a. Develop clear communication around disability access
 - i. Comprehensive list of where to go/who to contact for specific supports
 - ii. Aggregate resources to make known/make explicit what resources are available
 - iii. Improve efforts related to inclusion and belonging (thinking beyond access)
 - b. Marketing and communication
 - i. How do we develop branding or marketing to promote what disability resources are available
 - ii. Making available resources in one place that students and faculty can go to as a one-stop shop for resources

PROGRESS SINCE MAY 2020

- PACIE selected "Elevate Disability in CI's DEIA Work" as one of its subcommittees in 2021-22 and 2022-23. Through this subcommittee's work, a Disability Advisory Council was formed, and a plan for educating the campus community about visible and invisible disabilities throughout 2023-24 was designed -- with different disabilities highlighted through campus signage every month and tips for how to support individuals with these various disabilities incorporated in the messaging (e.g., A-Frames, display screens).
- Dr. Tiina Itkonen selected as the Provost's Faculty Liaison to DASS; she has provided regular reports on what she has learned and done since about Spring 2022
- Dr. Michelle Dean selected as President's Faculty Fellow for the 2022-23 academic year; her research project is on efficacy and impact of CSUCI services for students, faculty, and staff with disabilities
- Half-day workshop for campus leadership (Cabinet, AVPs, Deans) on Disability Awareness, Responsibilities, and Advocacy, led by Drs. Michelle Dean, Tiina Itkonen, and alum Jessica Clay (Jan2023)