



Mentoring and Retaining a Diverse Workforce

CSUCI has aimed to promote diversity, equity, inclusion, and accessibility through our recruitment, hiring, and retention practices for faculty, staff, and administrators, including senior leadership. A first step towards enhancing awareness and promoting diverse perspectives campus-wide has been to require DEIA-related courses of all CSUCI employees, including Discrimination, Harassment, and Retaliation Prevention Program for Supervisors, Discrimination, Harassment, and Retaliation Prevention Program for Non-Supervisors, and Gender Equity & Title IX. In Fall 2022, all employees were invited to join a Critical Learning Collective (IEAP 4.2) for the purpose of studying campus climate data and making recommendations for improvement. Many of these recommendations focused on ensuring our continued emphasis and accountability for advancing racial and social justice. While not specifically advertised as a mentoring or retention effort, participant survey data indicate that these groups functioned strongly in this purpose.

The following section describes specific efforts CSUCI has made to foster retention and provide support for increasing the success of [our diverse faculty, staff, and administrators](#).

Faculty

Establishing equitable and inclusive hiring practices to recruit and hire diverse faculty is important. However, providing support for the success of our faculty is imperative to retain our faculty. CSUCI aims to increase faculty retention through mentoring and providing resources to support interdisciplinary and innovative teaching, research, and community service activities.

- From 2015 to 2019, our CSUCI faculty mentorship program was established pairing new incoming faculty with seasoned faculty from different disciplines. Maintaining a 2-year commitment, faculty mentors and proteges meet regularly throughout the semester helping new faculty navigate the Retention, Tenure, and Promotion (RTP) process, and providing them with tools to find work-life balance, self-care, and well-being. This is particularly aimed at helping minoritized faculty who face challenges of cultural taxation.
- In 2016, we held a mentoring session with junior faculty of color with invited guest speaker, Dr. Gilda Ochoa presenting ways of “Unpacking Diversity and Excellence in Our Schools.”
- Another source of support for faculty development and diversity is our institutional membership with the [National Center for Faculty Development and Diversity](#).

- CSUCI's Unity Coalition of Faculty & Staff Associations, including the Black Faculty and Staff Association (BFSA), Asian/Asian American Pacific Islander Association (AAPIA), Chicana/o Latina/o Faculty and Staff Association (ChILFASA), International Faculty and Staff Association, and the Queer Advocacy Alliance Faculty and Staff Association (QSA).
- In April 2022, CSUCI received \$250,000 from the U.S. Department of Education for our Native American Indigenous Studies Program curriculum development. In Fall 2023, we began recruitment for faculty for our Native American and Indigenous Studies program. This two-year project is a collaborative partnership with representatives from the Ventureño/Barbareño and Santa Ynez Chumash people.
- In 2022-23, funding was allocated to implement DEIA training for all newly hired and existing faculty and staff (IEAP 2.1). However, this program was stalled due to change in leadership, as well as competing priorities due to Human Resource staff shortages and time allocated to execute the Common Human Resource System (CHRS) rollout to make consistent technology across all 23 CSU campuses to streamline business processes systemwide.

Staff

CSUCI has also prioritized promoting staff diversity, mentoring and retention allocating resources via the following efforts:

- New Employee Welcome Orientations (4 times per year and 2 half-day sessions),
 - The Buddy Program spun from this – matched new employee with seasoned employee at campus for beverage/hangout one per month for 3 months. Staff Council partnered with HR to develop this program.
- Collecting Exit Satisfaction Survey data,
- Diversity Workshops, such as True Colors (Wendy Olson) and Respect & Positive Interaction in the Workplace (2017- Optum Facilitator),
- Title IX Workshops including, (a) Bystander Intervention (2021- Rebecca Lawrence), (b) Responsible Employee – Your Harassment Prevention Responsibility (2019- Jean Estevez), (c) Gender Inclusivity on Campus (2016 – Brittany Grice), (d) Webinar presented by Clery Center- Addressing Campus Safety for the LGBTQ Community (Fall 2016), (e) Blindspots – Understanding Unconscious Bias (2015 – Brittany Grice), and
- Wellness Programs, such as Nutrition Basics, Stress Management, and Mindfulness workshops.

Administrators

CSUCI has aimed to promote diversity of hiring and retention for administrators and senior leadership as well. Primarily through the work of PACIE and the IEAP, we have been focusing our efforts to support administrators at CSUCI in their responsibility to be effective leaders for advancing racial and social justice and for embedding DEIA values throughout their units. In January 2023, the President, Cabinet members, all associate and assistant vice presidents, and

deans attended a half-day workshop sponsored by a PACIE subcommittee on elevating disability in our DEIA work, entitled “Disability Awareness, Responsibility, and Advocacy.” This was the first DEIA-specific training for all senior administrators in the 20-year history of our campus, evidencing an institutional commitment to this work that is proving to extend beyond the immediacy and aftermath of the nationwide call to action of Summer 2020. Additionally, in 2022-23, all campus administrators were invited to join a Dismantling Racism text-based discussion group, facilitated by recognized DEIA administrative leaders on campus. Ten facilitators and 43 other participants signed up for this year-long personal-, professional-, and leadership-development opportunity, resulting in a 44% participation rate. Impact on participants was overwhelmingly positive, and we are continuing this work in the 2023-24 year.

Additional efforts to support diversity of administrators include:

- Holding Admin Professionals Community of Practice (COP) gatherings with Lunch and Learns (2016),
- Celebrating Admin Professionals Day providing chair yoga and nutrition (2016),
- Developing Cross Campus Collaborations, offering a large variety of monthly learning opportunities with DEIA elements. This ongoing endeavor was rolled out in partnership with the CO and sister campuses,
- Showcasing CSUs Got Talent including live, online broadcasts with various topics from health/wellness to DEIA, and

Providing Principles of Supervision for MPPs to promote accountability partners and manager’s roundtable after cohort completion.