



# INCLUSIVE EXCELLENCE ACTION PLAN

## Understanding and Eliminating Impacts of Cultural Taxation

An IEAP Initiative Spr22-Spr23

Responsible division: Office of the President

Contact: Dr. Kaia Tollefson, Chief of Staff

### A REQUEST FOR RESEARCH PROPOSALS: Due 5pm June 10, 2022

#### A. SUBMIT A PROPOSAL

1. Identify your research team. The team must include at least two categories of full-time employee at CI (i.e., faculty, staff, administrator) and may include one or more students.
2. Submit your research proposal in the form of a completed IRB proposal
3. Attach to or include within the IRB proposal:
  - a. a spending plan for \$20K (e.g., stipends, release time, professional development, student assistants)
  - b. a timeline of activities
  - c. Attach a brief statement of support with signatures of each team member's supervisor.
4. The OTP will solicit readers in June 2022 to review and evaluate proposals using the [Cultural Taxation Research Proposal Rubric](#).
5. Though it is unlikely that dissemination plans would include a research article completed by the end of December 2022, the selected research team must be able to provide – at minimum – a literature review and preliminary findings to support the work of Stage 2 of this initiative (see below): the contracting of external consultant(s) to design a resource guide and workshops for supervisors.
6. Contact Kaia Tollefson at [kaia.tollefson@csuci.edu](mailto:kaia.tollefson@csuci.edu) or (805) 437-3998 with questions.
7. Submit proposals
  - a. Due date: 5pm Friday, June 10, 2022
  - b. Email proposals via Word, PDF, or GoogleDoc to Mary McDonnell at [mary.mcdonnell@csuci.edu](mailto:mary.mcdonnell@csuci.edu)

#### B. A 3-STAGE APPROACH to Understanding and Eliminating Impacts of Cultural Taxation at CSUCI

1. **Stage 1: Research Team, Summer-Fall 2022 (extended through Spr23 if needed)**
  - a. \$20K is budgeted for this research project
  - b. The OTP will solicit readers to evaluate proposals (see [rubric](#))
  - c. Priority consideration will be given to proposals including multiple identity campus categories (i.e., faculty, staff, administrator, student)

- d. Work on the research project can commence upon award – as soon as Summer 2022. Data collection must be completed by the end of the Fall 2023 semester and preliminary findings made available to inform Stage 2 of this project, to take place in Spring 2023.

**2. Stage 2: External Consultant(s), Spring 2023**

- a. \$20K is budgeted for external consultant(s)
- b. External consultant(s) will utilize the Research Team's preliminary findings to:
  - i. create a guide for supervisors on identifying, avoiding, ameliorating, and eliminating cultural taxation at CSUCI
  - ii. design minimum of two workshops designed for a "coach the coaches" delivery model
  - iii. design an assessment plan for the Implementation Team to utilize

**3. Stage 3: Implementation Team, in tandem with Stage 2, Spring-Summer 2023**

- a. \$10K is budgeted for the Implementation Team, which will:
  - i. create and pilot a plan for disseminating the research on campus
  - ii. roll out the workshops to supervisors
  - iii. implement the assessment plan for evaluating impact
- b. This team will read the research findings, study the cultural taxation guide, and attend the "coach the coaches" workshops designed by the external consultant.
- c. The first round of workshops and impact assessment conducted by the Implementation Team will be piloted by the end of June 2023.
- d. A note on sustainability: The guide and workshops will need to be incorporated into professional development opportunities through Faculty Affairs and HR and become a living document that is reviewed and updated as the institution's DEI work advances. This pilot year provides a meaningful starting place in supporting this work.

**C. BACKGROUND**

- Framers of the "Understanding and Eliminating Impacts of Cultural Taxation" initiative resist the idea that cultural taxation itself must be evaluated, which suggests the need to articulate, defend, and measure its existence. Rather, this recommendation from Inclusive Excellence Action Team #4 takes as its starting point the existence of cultural taxation at CI, necessitating the work of evaluating its impact, professionally and personally, and designing strategies for identifying, avoiding, ameliorating, and eliminating it.
- This call is for research proposals for Stage 1 of this 3-stage initiative.
- A note about compensation: Because its importance is critical to CI's long-term success in advancing racial and social justice and promoting the values of diversity, equity, and inclusion in every corner of campus, President Yao has approved one-time approval for compensating not only faculty and students who work to implement the 11 initiatives of CI's first Inclusive Excellence Action Plan, but also staff members and administrators. Additional compensation for 12-month employees is historically granted for extremely significant above-and-beyond contributions by staff and administrators since, unlike faculty, they are year-round employees. President Yao is explicitly positioning our IEAP and DEI work as "extremely significant," believing that our getting DEI right is

foundational to getting a multitude of campus challenges right -- such as achieving our GI2025 retention, graduation, and elimination of equity gap goals, improving campus climate, ensuring reliable and effective communications, and achieving our enrollment goals. In this context, advancing racial and social justice through rolling out our first IEAP effectively and impactfully is emergency work, justifying exception to historical precedent.

#### **D. POSSIBLE CONNECTIONS TO STRATEGIC INITIATIVES**

- STRATEGIC INITIATIVE GOAL 3, INCLUSIVE EXCELLENCE. Fostering a campus culture that advances inclusive excellence.
  - OBJECTIVE: Developing a collective understanding of equity and inclusion.
    - INITIATIVE 3.1 Build a shared understanding of inclusive excellence that includes the development of operational definitions.
    - INITIATIVE 3.3 Engage faculty, staff and students in structured opportunities for dialogue across divergent viewpoints.
    - INITIATIVE 3.5 Develop a framework that will allow for the development and review of University policies through an equity lens.
- STRATEGIC INITIATIVE GOAL 4, CAPACITY & SUSTAINABILITY. Taking action to sustain and advance a robust University in an era of declining state support.
  - OBJECTIVE: Enhancing faculty and staff development and support.
    - INITIATIVE 4.8 Expand professional development opportunities that cultivate leadership skills and enhanced career success for faculty and staff (e.g., mentorships, CI Connect, etc.).
    - INITIATIVE 4.9 Identify solutions to the timely response and proactive resolution of workplace conflicts that are not part of a formal process.