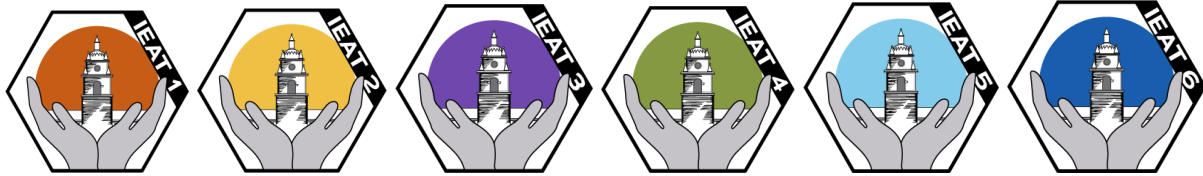


**IEAP Initiative Status Report  
Spring 2023**



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**Initiative Title:** Build Leadership Expertise to Guide Cross-Campus DEIA Efforts  
**Initiative** IEAT 6.5 (but should be moved to IEAT 1, Professional Development & Leadership Development for Racial & Social Justice)  
**Lead(s):** Kaia Tollefson  
**Due:** 8am May 1, 2023 – email to Kaia Tollefson in Word format

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**A. 2022-23 Findings**

**OVERVIEW AND PURPOSE:** An initiative recommended by IEAT 6 was called "Build Leadership and Expertise to Guide Cross-Campus DEIA Efforts," and IEAT 1 recommended "Develop Chief Diversity Officer Position and supporting office." Four of the six IEATs either directly recommended in their submitted IEAPs or wrote about the need for CI to hire a Chief Diversity Officer, and of the 46 IEAP initiatives proposed across the six IEATs, the President's Advisory Council on Inclusive Excellence rated this recommendation most highly in terms of its likelihood to move the needle on improving DEIA at CI (12 YES, 3 MAYBE, 0 NO). While a permanent position cannot be advocated through one-time Strategic Initiatives/IEAP funds, it is clear that building leadership and expertise to guide cross-campus DEIA efforts is desired by those who have spent a good deal of time thinking about what is needed to move the needle on advancing racial and social justice at CI. The question thus became one of how to best utilize one-time funds in the immediate future to build our DEIA leadership potential.

The logic of this proposal rests on the idea that building CI's DEIA leadership potential must begin with supporting members of our administrative ranks in the ongoing work of creating with each other a shared vision and shared understandings of DEIA vocabulary, history, concepts, theories, and goals necessary for helping to lead this work. Successful institutionalization of these values, embedding DEIA in all that we do, requires it. The "Dismantling Racism: Text-Based Discussions for Campus Administrators" initiative would provide funds for creating book groups for campus administrators, modeled after Dismantling Racism (DR) conversations that have been ongoing among Office of the President staff since Fall 2020. Opportunities for campus administrators to learn together, support each other, share understandings, and build a common leadership vision for DEIA are necessary.

The MPP-DR initiative attempted to achieve the following four goals, which were to:

1. understand and make meaning about terminology, concepts, and personal connections with racism and anti-racism
2. provide a means for members of the campus community to engage in conversations about racism and anti-racism collaboratively, confidentially, honestly, critically, and productively
3. foster relationships and opportunities to share perspectives across divisions and across roles within the University
4. grow leadership capacity at CSUCI for advancing racial justice

1. **Metrics/Data for Evaluation:** What metric(s) did you use to evaluate the achievement and/or impact of this initiative's goals?

Four opportunities were and will be used to evaluate achievement of those four goals:

- a. Assess interest from campus administrators who consider themselves qualified to lead MPP-Dismantling Racism text-based discussion groups for other administrators
  - i. In Spring 2022, all campus administrators were invited to apply to be an MPP-Dismantling Racism facilitator, to be compensated \$3000 for their work in conducting text-based discussions using *The Racial Healing Handbook* by Anneliese Singh (2019).
  - ii. Ten people were invited to lead an MPP-DR group. Through Spring-Summer 2022, this group of 10 met to flesh out the initiative's design and plan the process for inviting other administrators to join an MPP-DR group in Fall 2022.
- b. Quantitatively assess interest from other administrators in joining an MPP-DR group
  - i. On 9/14/2022, all campus administrators were invited to join a group. The invitation was sent to 120 individuals (MPPs I-IV), and 43 people signed up.
  - ii. Five MPP-DR groups were formed, with two co-facilitators per group.
  - iii. The 10 facilitators and 43 participants brought 2022-23 participation to 53/120. This is a 44% overall interest rate by campus administrators.
  - iv. Note: In the *qualitative data from open-ended questions*, one respondent noted that they felt forced into participating because of the new requirement added in Spring 2022 that all administrators must participate in at least one meaningful DEIA professional and/or leadership development experience annually. In future, if this initiative goes forward with additional funding, invitation to participate needs to emphasize this as one option, with no intimidation or pressure implied that the MPP-DR initiative is the expected selection.
  - v. As of 5/01/2023, I need to confirm with MPP-DR facilitators the number of participants who were able to continue throughout the 2022-23 academic year.
- c. Qualitative and quantitative survey findings regarding impact assessed by 50 CLC participants in 2022-23. 34 of 50 individuals invited to participate in the survey did so (68% response rate). 18 of 43 MPP-DR participants (excluding facilitators) completed the survey after having been given a 4-day turnaround time (by KT), representing a 42% response rate. Selected results follow.
  - i. *Given the four purposes of the MPP-DR initiative, how well were those purposes achieved given your experience of the process this year?*
    1. understand and make meaning about terminology, concepts, and personal connections with racism and anti-racism (Note: This purpose was the most meaningful one to 21% of 19 respondents, who represent 16% of all campus administrators, Levels I-IV.)
      - a. Not well: 5.26% of respondents
      - b. Slightly well: 5.26% of respondents
      - c. Moderately well: 42.11% of respondents
      - d. Very well: 47.37% of respondents
    2. provide a means for members of the campus community to engage in conversations about racism and anti-racism collaboratively, confidentially, honestly, critically, and productively (Note: This purpose was the most meaningful one to 42% of respondents.)
      - a. Not well: 5.26% of respondents
      - b. Slightly well: 10.53% of respondents
      - c. Moderately well: 42.11% of respondents
      - d. Very well: 42.11% of respondents

3. foster relationships and opportunities to share perspectives across divisions and across roles within the University (Note: This purpose was the most meaningful one to 26% of respondents.)
  - a. Not well: 5.26% of respondents
  - b. Slightly well: 21.05% of respondents
  - c. Moderately well: 36.84% of respondents
  - d. Very well: 36.84% of respondents
4. grow leadership capacity at CSUCI for advancing racial justice (Note: This purpose was the most meaningful one to 11% of respondents.)
  - a. Not well: 5.56% of respondents
  - b. Slightly well: 27.78% of respondents
  - c. Moderately well: 44.44% of respondents
  - d. Very well: 22.22% of respondents
- ii. *How meaningful were the text(s) selected for discussion to your growth as a leader for doing anti-racism work at CSUCI?*
  1. Not at all: 0%
  2. Not very: 0%
  3. Somewhat: 26.32%
  4. Significantly: 68.42%
  5. Profoundly: 5.26%
- iii. *To what extent did the MPP-DR initiative hold personal meaning for you?*
  1. Not at all: 0%
  2. Not very: 0%
  3. Somewhat: 26.32%
  4. Significantly: 63.16%
  5. Profoundly: 10.53%
- iv. *To what extent do you believe the MPP-DR initiative might have a positive impact on campus climate at CSUCI?*
  1. Not at all: 5.26%
  2. Not very: 15.79%
  3. Somewhat: 52.63%
  4. Significantly: 26.32%
  5. Profoundly: 0%
- v. *If offered next year, how likely are you to want to participate?*
  1. Extremely unlikely: 10.53%
  2. Somewhat unlikely: 5.26%
  3. Neither likely nor unlikely: 5.26%
  4. Somewhat likely: 26.32%
  5. Extremely likely: 52.63%
- vi. *See qualitative data from open-ended questions for additional perspectives on this IEAP initiative.*

**2. Findings & Recommendations:** There is no length requirement or word limit for your narrative responses. Please be thorough yet succinct, keeping in mind that IEAP status reports are shared with the Strategic Resource Planning Committee (SRPC) and published via the [IEAP website](#).

a. What did you learn?

- i. MPP-DR participants (at least the 42% who responded to the survey), thought that the goal most successfully achieved was the first one, to help participants “understand and make meaning about terminology, concepts, and personal connections with racism and anti-racism.” Though 47% of respondents found this purpose was achieved “very well” and 89% rated it as being “very” to

- “moderately” well achieved, this purpose was rated as most meaningful by only 21% of survey participants.
- ii. The most meaningful purpose, rated as such by 42% of respondents, was to *“provide a means for members of the campus community to engage in conversations about racism and anti-racism collaboratively, confidentially, honestly, critically, and productively.”* 42% found this goal to have been “very well” achieved, and 84% thought it was “very” to “moderately” well achieved.
  - iii. The second most meaningful goal of this initiative to respondents was to *“foster relationships and opportunities to share perspectives across divisions and across roles within the University,”* with 26% ranking it as most meaningful. 37% thought this goal was “very well” achieved,” and 74% finding it “very” or “moderately” well achieved.
  - iv. Coming in last is the purpose of “grow(ing) leadership capacity at CSUCI for advancing racial justice.” 11% of respondents ranked this as the most important purpose, 22% thought it was “very well” achieved, and 66% thought it was “very” or “moderately” well achieved. This was the primary stated purpose of this initiative in the IEAP proposal.
  - v. In a March 2023 meeting of MPP-DR facilitators, some facilitators stated:
    1. There is significant interest by members of their groups to continue this effort moving forward.
    2. The ranges of familiarity, competence, comfort, and degree of sophistication with which group members could engage with the content of *The Racial Healing Handbook* and other discussions was great this year. If this initiative is funded for 2023-24, there are recommendations on the table from facilitators to:
      - a. move 2022-23 participants into a Level 2 experience (i.e., how do you apply this knowledge in your work as a campus leader/supervisor); and
      - b. provide a Level I experience that begins with an ease-in to this work (e.g., start with getting to know each other; start with a text and discussions that orient people who are completely new or fairly new to learning the terminology, concepts, and nuances of anti-racist pedagogy and action.
- b. Were the values of diversity, equity, inclusion, and/or accessibility measurably advanced through this initiative in 2022-23? How do you know? (Please attach or link to your data and/or analysis of data.)
- i. Yes, progress was made toward advancing DEIA values through the MPP-DR initiative in 2022-23. This is evident in end-of-year impact survey data noted above.
    1. 100% of participants indicated that the text(s) selected for discussion were 100% meaningful to their growth as a leader for doing anti-racism work at CSUCI (26% somewhat, 68% significantly, and 5% profoundly meaningful).
    2. 100% of participants indicated that the MPP-DR initiative held personal meaning for them (26% somewhat, 63% significantly, and 10.5% profoundly meaningful).
  - ii. Though not unanimous, many participants believe the MPP-DR initiative may have a positive impact on campus DEIA climate (53% somewhat, 26% significantly), with 21% of respondents doubtful of any positive impact.
  - iii. Nonetheless, likelihood of participation is high if MPP-DR groups are made available again next year, with only 16% of respondents indicating that they

would be “extremely unlikely” or “somewhat unlikely” to join an MPP-DR group if offered again next year. 79% are “somewhat likely” (26%) or “extremely likely” (53%) to continue if offered the opportunity.

- c. Based on what you experienced and learned through this initiative in 2022-23, what are your recommendations specifically relative to the value of, ongoing need for, and/or necessary revisions to this initiative, going forward?
    - i. I strongly support ongoing funding for this initiative.
    - ii. I also support the leveling of this initiative, with participants being given the option of self-selecting for Level I (DEIA 101) or Level II (from knowledge to action).
    - iii. Given qualitative feedback via open-ended survey questions, it may be helpful to open this initiative to other leaders in addition to campus administrators. The option of some mixed groups of faculty, staff, and MPP members may be helpful.
3. **Other:** Is there anything else about this initiative that you would like to add? (e.g., Have new questions or opportunities come up through your experience in leading this initiative?)
- a. Not at this time

**B. Budget.**

- 1. **Budget Report.** Provide a summary of the categories by which funds were spent, the amount spent per category, and anticipated balances as of 4/28/2023 and 6/30/2023. For example:

IEAP Initiative Number and Title	IEAT 6.5 Build Leadership Expertise to Guide Cross-Campus DEIA Efforts (needs to be moved to IEAT 1 as a professional development initiative, though IEAT 6 recommended it)
Total Budget	\$46,061
Expense Category #1	MPP-DR Facilitators: \$30,000 (10 @ \$3000)
Expense Category #2	Racial Healing Handbook: \$1250 (54 @ \$23)
Expenditures to Date as of 2/28/23*	\$1250 expended; \$30K committed
Anticipated Remainder 6/30/2023	\$14,811

\*Attached: Directions for how to generate financial report

**2. Reflections.**

- a. Will you have expended allocated funds for FY23 for this project by 6/30/23?
  - i. There is a possibility that we will have expended slightly less than \$30K for facilitators. Each facilitator had committed to preparing for, facilitating, and debriefing 10 MPP-DR meetings with their group. I will be canvassing facilitators in the coming week to ensure that all met that obligation. (That said, MPP-DR facilitators met with me all through Spring and Summer 2022, in addition to meeting periodically with me through AY2022-23, so the time commitment was met by all and in many cases exceeded. I do want to document and track the number of meetings held by each group by the end of the Spr23 semester.)
- b. When do you anticipate having expended funds allocated for this initiative?
  - i. The OTP Budget Analyst has been working on this through Spring 2023.
  - ii. I anticipate that \$31,250 of \$46,061 in committed funds will be expended by the end of FY23.
- c. If funds have not been expended by the end of FY23, what are the roadblocks you have experienced in not being able to complete the initiative by 6/30/23?
  - i. NA

- d. Were funds sufficient, too much, or too little for the initiative this year? What do you recommend going forward? Are ongoing efforts/funding needed for this specific initiative?
  - i. Allocated funds were sufficient for 2022-23.
  - ii. I recommend continued funding with Option 1 or Option 2 in mind:
    - 1. Option 1: Basically, repeating 2022-23 pilot (\$31,250)
      - a. Offer the current 10 facilitators the opportunity to continue: \$30K (10 @ \$3000)
      - b. *Handbook of Racial Healing* for 5 groups: \$1250
      - c. In Fall 2022, canvas all MPPs, of those who had not participated in 2022-23, to ascertain interest
      - d. Assign groups and begin (i.e., 10 meetings held in 2023-24)
      - e. Potentially add a similar outline of connecting with President Yao and Cabinet at the close of AY2023-24 (would require new messaging re. intent, process, and timing)
    - 2. Option 2: Scaffolding the MPP-DR initiative, including faculty and staff
      - a. Offer up to the current 10 facilitators the opportunity to continue into 2023-24: \$30K (10 @ \$3000)
      - b. Offer up to 10 other faculty, staff, and/or administrators with DEIA expertise the opportunity to partner with a facilitator from 2022-23: \$15K (10 @ \$1500)
      - c. Canvas administrators, faculty, and staff in Fall 2022 to determine interest in joining a CI-DR group
        - i. Level I: New or nearly new to DEIA vocabulary, concepts, sensitivities, and practices
        - ii. Level II: Taking DEIA knowledge to action—engaging ways to build anti-racist work into leadership opportunities at CI
      - d. Assign groups and begin (i.e., 10 meetings held in 2023-24)
      - e. Connect with President Yao and Cabinet at the close of AY23-24
      - f. Possible costs 2023-24: \$46,250
        - i. Level I: DEIA 101 (5 groups @ \$23,750)
          - 1. One facilitator (3000), one co-facilitator (1500) for five groups:  $4500 \times 5 = \$22,500$
          - 2. *Racial Healing Handbook* (and/or other texts): \$1250
        - ii. Level II: Leading Anti-Racism (5 groups @ \$22,500)
          - 1. One facilitator (3000), one co-facilitator (1500) for five groups:  $4500 \times 5 = \$22,500$
          - 2. Use resources provided by the CSU Racial Equity Leadership Alliance