Inclusive Excellence Action Plan (IEAP) Framework Methodology

January 2021

METHODOLOGY STEP 1: Begin with the end in mind. Identify opportunities in Strategic Initiatives to approach the work more intentionally with diversity, equity, and inclusion in mind.

Direct and implied links to **IE values** are denoted with colored text and bracketed with *

Strategic Initiatives through an Inclusive Excellence (IE) Lens (2018-2023)
Source: Strategic Initiatives (PDF)

1. **Educational Excellence**
   Goal 1: Ensuring students graduate with the high-level knowledge, skills, and experience necessary for *engaged citizenship* and career success.
   Objective: Collaborating across Academic and Student Affairs to increase student engagement.
   1.1. Continue to develop courses that are interdisciplinary and immersive, which *provide opportunities for deep learning and the cultivation of critical thinking skills.*
   1.2. Increase opportunities for students to *engage with the regional community to apply their learning and address meaningful challenges.*
   1.3. Continue to expand opportunities for students to *develop a deep sense of civic engagement to become catalysts for social and economic progress in the community.*
   1.4. Ensure that all students *experience multiple high-impact learning opportunities* through the course of their education (e.g., capstones, study abroad, living-learning communities, field courses, internships etc.).
   1.5. Expand opportunities for undergraduate research and creative activity across the curriculum.
   1.6. Expand on-campus student employment opportunities that directly improve student success while simultaneously fostering leadership, critical thinking and communication skills (e.g., peer mentoring, in class tutoring).
   1.7. *Increase co-curricular engagement to strengthen community and support the achievement of academic goals.*
   Objective: Assuring faculty and programs are supported to promote educational excellence
   1.8. Continue to *improve tenure density to ensure student access to meaningful mentorship* and guidance from faculty.
   1.9. Develop a comprehensive Academic Master Plan to outline projected academic degrees, certifications and credentials.
   1.10. Provide *increased support for faculty development* that enhances the quality of teaching, research and creative activity.

1.11. Support staffing strategy for Academic Affairs to free faculty time to engage in instructional and scholarly pursuits.

2. **Student Success**

Goal 2: Ensuring *all students* progress to degree completion in a timely manner regardless of their background.

Objective: Creating clear curricular pathways.

2.1. *Increase academic support for students in the first- year (e.g., proactive advising, embedded tutors, peer mentors, block scheduling).*

2.2. *Improve timeliness of admissions and enrollment (e.g., implement an E-Transcript reader program).*

2.3. Implement a *campus-wide approach to meet requirements of Executive Order 1110 to ensure that the curriculum, student support and placement procedures facilitate student success in mathematics and quantitative reasoning.*

Objective: Promoting timely degree progression.

2.4. *Provide timely access to student success and other relevant data to enable evidence-based decision making across every division* of the University.

2.5. *Examine and remove administrative barriers that impede timely degree progression.*

2.6. *Ensure that students have the opportunity and structured support (including four-year degree maps for all programs) to complete 30 credits every year.*

2.7. *Expand evening, online and summer session offerings* to enhance timely degree progression.

2.8. Establish a Curriculum Action Team to review the full complement of our curriculum to eliminate confusing and unintended consequences of curricular complexity.

2.9. Develop a *comprehensive strategic enrollment management plan.*

Objective: Developing innovative partnerships between Academic and Student Affairs.

2.10. *Assess and modify orientation to directly support student success and ensure that students develop a strong sense of self-efficacy, belonging and accountability for learning.*

2.11. *Use data to assess the overall effectiveness of student advising and develop a plan to provide proactive student support that leads to enhanced student success.*

2.12. Continue to improve seamless community college transfer and seek opportunities for enhanced collaboration with community college partners.

2.13. Expand partnerships between career services, internships and alumni engagement to enhance post graduate success.

2.14. *Build partnerships with existing social service providers throughout the county to expand the basic needs resources available to support students.*

3. Inclusive Excellence

Goal 3: Fostering a *campus culture that advances inclusive excellence.*

Objective: Developing a collective understanding of equity and inclusion.

3.1. *Build a shared understanding of inclusive excellence that includes the development of operational definitions.*

3.2. *Establish a biennial climate survey and utilize results to enhance campus climate, equity and inclusion.*

3.3. *Engage faculty, staff and students in structured opportunities for dialogue across divergent viewpoints.*

3.4. *Celebrate campus accomplishments and highlight excellence in equity and inclusion.*

3.5. *Develop a framework that will allow for the development and review of University policies through an equity lens.*

Objective: Improving graduation rates for students from historically underserved populations.

3.6. *Expand culturally responsive curricular and co-curricular offerings that infuse inclusivity and holistic student development throughout the student experience.*

3.7. *Develop a hiring strategy to ensure the continued expansion of diverse faculty and staff to advance academic excellence and student success.*

3.8. *Analyze disaggregated student success data across the University to identify barriers to completion and develop a campus-wide strategy to eliminate student equity gaps.*

4. Capacity & Sustainability

Goal 4: Taking action to *sustain and advance a robust University* in an era of declining state support.

Objective: Building self-sustaining programs and initiatives that support an equitable and thriving community.

4.1. Work in concert with business and community leadership to *develop programs and initiatives that contribute to a robust economy and engaged citizenship.*

4.2. *Expand opportunities to serve as a social and intellectual resource for our community.*

4.3. *Develop Extended University offerings in concert with area businesses, communities and other regional stakeholders that support economic vitality and civic prosperity.*

Objective: Developing a culture of philanthropy.

4.4. Increase philanthropic support for the University by *strengthening existing cross-divisional partnerships focused on enhanced alumni engagement and philanthropic support.*

4.5. Assess internal and external community perception of the University and *develop a plan to expand awareness of the University's connection to economic vitality, social mobility and engaged citizenship.*

4.6. *Engage the University community in identifying fundraising priorities that directly support the Strategic Initiatives and launch a focused and aggressive fundraising effort to support them.*

4.7. Create an "Opportunity Hub" designed to connect community support with University needs.

Objective: Enhancing faculty and staff development and support.

4.8. *Expand professional development opportunities that cultivate leadership skills and enhanced career success for faculty and staff *(e.g., mentorships, CI Connect, etc.).

4.9. Identify solutions to the timely response and proactive resolution of workplace conflicts that are not part of a formal process.

Objective: Promoting sustainability as an integral part of University planning and operational activities.

4.10. Continue to pursue efficiency and assess effectiveness in administrative services and systems.

4.11. Maximize efficiencies by expanding opportunities for cross-divisional collaboration and communication, as well as realigning resources (human, programmatic, financial) in support of the University's Strategic Initiatives.

4.12. Leverage technology to allow more time for people to engage in the activities that require human intervention (e.g., eliminating rote manual processes in favor of automatic ones).

4.13. Invest in physical infrastructure that facilitates inquiry and discovery with a particular emphasis on the expansion of public-private-partnerships that are consistent with the academic mission of the University, support environmental sustainability and generates revenue.

4.14. Develop a strategy to *leverage the use of online, hybrid and year-round courses to enhance access, improve timely degree progression* and maximize the utilization of limited physical infrastructure.

4.15. Create a comprehensive transportation strategic plan to decrease the number of single user trips to campus and increase opportunities for alternative means of transportation.

METHODOLOGY STEP 2: Gather statements of commitment, intended actions, and recommendations for inclusive excellence in one place.

Office of the President (OTP) Documents

Interim President Yao, in his Spring Address on February 26, 2021, "Leading Our New Chapter," introduced CSUCI's Inclusive Excellence Action Plan (IEAP). As he explained, the IEAP does not introduce new commitments in our work toward realizing racial and social justice at CSUCI; rather, it synthesizes and organizes the many commitments and recommendations made toward that end in Summer and Fall 2020, and it links this work explicitly to all four of our Strategic Initiatives.

Three OTP documents, published in Summer and Fall 2020, follow. Steps taken to synthesize and organize these documents, aligning them with the Strategic Initiatives, are then described. This process led to the identification and formulation of six Inclusive Excellence Action Teams (IEAT) which will create, implement, and evaluate their respective Inclusive Excellence Action Plan (IEAP).

OTP Document (1 of 3) Racial Justice: A Commitment to Action (Sum 2020)
Source: Racial Justice: A Commitment to Action (PDF)

Preamble
California State University Channel Islands is committed to realizing racial justice. As a campus community, we understand that the decisions we make and the actions we take have the power to propel us forward toward our goal of eliminating institutional racism and realizing inclusive excellence.

This living document is intended to be added to and modified over time as our campus identifies, plans and implements the actions needed to eliminate racism and inequities within our structures, policies, procedures, and institution at large.

Actions Taken or Being Implemented
1. Mandated implicit bias trainings for all MPPs, confidential employees, Program Chairs, search committee members, and Equity Advocates.
2. Implementation of HR/Faculty Affairs equity-minded best practices to increase the diversity of applicant pools and certification of commitment to these practices by search committee members.

3. Implement a cluster hiring of three educators into tenure-track positions with a demonstrated record of success in teaching, research, and/or service with anti-racism and Black/African American populations.
4. Authorized funding and support for professional learning on anti-Blackness and promoting racial justice, including workshops on unpacking whiteness; racism in education; racial battle fatigue; and equity-minded framework for curriculum, programming, and academic and student support services.
5. Provide funding and support for training and education on the development of diversity and equity plans for all Divisions, including academic programs. These diversity and equity plans will be posted publicly and include specific goals and metrics on recruitment and retention of diverse faculty and staff.
6. The Provost will work with School Deans, Department Chairs and Senate leadership to advocate for the development of new curriculum that advances racial and social justice. Additionally, academic leadership will work with departments and programs to review their existing curriculum to meet this same standard.
7. Examine the cultural taxation incurred by our minoritized faculty and staff as it pertains to advising and student support and develop a plan to mitigate such taxation.
8. Enrollment Services will partner with Student Affairs to develop a 5-year strategic enrollment management and recruitment plan to further diversify our student body population.
9. Conduct an immediate review of Public Safety's training, recruitment and retention policies and practices, and we will soon begin the work of attaining law enforcement accreditation through CALEA to fully embrace our mission.
10. Renewed commitment to the Equity & Inclusion Strategic Initiative with an emphasis on programs/initiatives focused on eliminating the equity gap.
11. Renewed commitment to honoring those with diverse backgrounds with the University's Honorary Degree.
12. Fund the installation of public art to represent the histories and contributions of Black peoples and others who represent diverse communities.
13. Support institutional "namings" of buildings, programs, and scholarships that recognize people of color who have made philanthropic and other significant contributions that promote inclusive excellence at CSUCI and within our society.
14. University Advancement will create a pathway to facilitate expanded philanthropic support for student scholarships with an emphasis on increasing outreach and access to scholarships for our students of color.
15. Campus leadership will work with the Chancellor's Office to advocate against prop 209 and support its repeal.
16. Campus leadership will advocate for nation-wide Juneteenth holiday.

17. Continue to conduct a Campus Climate Survey and accompanied "Courageous Conversations" on a bi-annual basis.

Commitment to Action

We remain committed to advancing equity and inclusion on our campus and to doing our part in dismantling the historical racism embedded within our university's policies, practices, and structures.

We acknowledge that change cannot happen without significant action and we commit to the steps necessary to realize our collective objective of inclusive excellence.

Sincerely,

Erika D. Beck, *President*
Elizabeth Say, *Interim Provost*
Ysabel Trinidad, *Vice President for Business & Financial Affairs*
Richard Yao, *Vice President for Student Affairs*
Nichole Ipach, *Vice President for University Advancement*
Genevieve Evans Taylor, *Chief of Staff*
Susan Andrzejewski, *Interim Dean for the MVS School of Business & Economics*
Vandana Kohli, *Dean for the School of Arts & Sciences*
Osman Özturgut, *Dean and Associate Vice President for Extended University & International Programs*
Brian R. Sevier, *Dean for the School of Education*
Alicia Virtue, *Dean for the John Spoor Broome Library*

OTP Document (2 of 3) President's 7-Point Framework for Realizing Racial Justice (Fall 2020)
Source: [President's 7-Point Framework for Realizing Racial Justice (CI webpage)](#)

1. Create a campus environment that promotes, welcomes, and celebrates diversity, and enacts safe places for open dialogue on race and equity, with particular emphasis on the experiences of Black/African American and communities of color.
2. In consultation with employee groups and management, review policies and practices aimed at identifying structural and systemic barriers to the recruitment, hiring, retention and promotion of historically underrepresented and marginalized communities with an emphasis on the historical barriers for Black/African American communities.
3. Build on existing professional development efforts to advance inclusivity, diversity, equity, and our Hispanic Serving Institution (HSI) mission, by investing in education and awareness around anti-Blackness and promoting racial justice, including workshops on unpacking whiteness; racism in education; racial battle fatigue; cultural taxation; and an equity-minded framework to guide campus decision-making.
4. Support faculty and staff leadership in facilitating inclusive, equitable and just programs and policies within their purview of responsibility.
5. Conduct an immediate review of the University Police Department (UPD) policies and practices related to community policing, de-escalation techniques and risk assessment with the aim of increasing cultural proficiency, transparency and accountability for the UPD.
6. Support CSU advocacy efforts aimed at introducing and supporting state and national legislation focused on racial equity, inclusion and diversity.
7. Develop a strategic enrollment management and recruitment plan with particular emphasis on increasing representation of Black/African American students and other students from racial, ethnic, and indigenous communities historically underserved in higher education including a delineated strategy for eliminating equity gaps.

OTP Document (3 of 3) President's Advisory Council on Inclusive Excellence Recommendations (Fall 2020)

- IE Council Recommendations and Recommended Actions
  - President's Advisory Council on Inclusive Excellence Recommendations and Recommended Actions

The following document outlines recommendations (A-U) in the following three categories with associated actions needed (1-35):
- Institutional Accountability,
- Professional Development, Education, and Awareness and
- Dismantling Institutional Structures That Promote Institutional Racism and Reproduce Inequities

I. Institutional Accountability

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

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 IE 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.

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

5. Develop an Action Plan to operationalize CSUCI's [Commitment to Racial Justice](#) statement of summer 2020.

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

6. 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.

7. [Include a commitment to Racial Justice and Inclusive Excellence on CSUCI's landing page (e.g., CSU Long Beach page)](#), and link to resources available to highlight what we are doing at CSUCI to support a culture of inclusivity.

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

8. 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.

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

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

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

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

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

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

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

14. 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.

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

15. 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.

II. **Professional Development, Education, and Awareness**

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

16. 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.

17. 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.

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

18. Create incentives for faculty, staff, and students to advance and promote IE values.

19. Create a forum to identify and share examples of Inclusive Excellence at CI and work towards meaningful practices.

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

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

M. **Strategic Initiatives and other strategic planning documents lack an explicit commitment to advancing racial equity through education and awareness.**

21. 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 facilitated by credible experts.

   b) IE 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.

III. Dismantling Institutional Structures That Promote Institutional Racism and Reproduce Inequities

> **N. Implementation of equity-minded practices in the recruitment, hiring, and retention of faculty, staff, and administrators.**
>
> > 22. Develop, operationalize, and evaluate equity-minded practices in position recruitment, hiring, retention, and employee performance evaluation systems and identify, make visible, and discontinue practices that contribute to unfair workloads, compensation, and cultural taxation of employees from minoritized groups.
> >
> > 23. Faculty Affairs and Schools to develop, operationalize, and evaluate a process for Cluster Hiring for Faculty of Color across campus.
>
> **O. Resources and training to advance equity-mindedness in the review and development of policies, programs, or practices.**
>
> > 24. 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 CSUCI students and employees.
> >
> > 25. VPs and Division Leadership teams to participate in Equity Lens Framework Education beta testing and pilot of the tool in their respective divisions.
> >
> > 26. 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.
>
> **P. Equity-mindedness onboarding needed to attract and retain inclusive leaders and advance IE values and culture**.
>
> > 27. Expand professional development opportunities that cultivate diverse & inclusive leadership skills, enhancing faculty, staff, & administrator professional development to advance a culture of inclusive excellence.
>
> **Q. Need IE operational definitions for campus-wide use and implementation.**
>
> > 28. Adopt and implement IE Operational Definitions.

R. Clarity about why CSUCI does not have a chief diversity officer and how a decentralized Chief Diversity Officer (CDO) model will be operationalized campus-wide.

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

S. [Understanding the role of Cultural Taxation](#) on the workload of minoritized faculty, staff, and administrators at CSUCI.

30. Evaluate and identify the sources of cultural taxation to make visible how they impact minoritized students, faculty, staff, and administrators.

31. 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.).

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.

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

U. Creating equitable Physical Spaces for belonging and building community.

33. Create a campus environment that promotes, welcomes, and celebrates diversity, and enacts safe places for open dialogue on IE Values (i.e., Racial and Social Justice, Equity, and Inclusivity) to promote a sense of belonging and build community.

34. Embed an equity lens approach to the design of teaching and learning spaces.

35. Inclusion of physical spaces and visual images of the Chumash people as the traditional stewards of the land that CSUCI stands on.

METHODOLOGY STEP 3: Code documents, looking for themes.

OTP Documents Collated and Coded

This section is dedicated to demonstrating the coding process of the following OTP documents:

- Strategic Initiatives (2018-2023)
- President's 7-Point Framework for Realizing Racial Justice
- President's Commitment to Racial Justice (17 Actions)
- IE Council Recommendations and Recommended Actions
  - President's Advisory Council on Inclusive Excellence Recommendations and Recommended Actions

Throughout each document (table) each row has been "coded" with a [background color + listed code], as shown below.

Code: Campus Culture
Code: Data-based Decision Making & Planning
Code: Hiring & Retaining Employees
Code: Professional Development
Code: Advancement & Community/Govt Relations
Code: Facilitating Student Access/Success

The color codes above were chosen with mindfulness to differing abilities in color perception.

President's 7-Point Framework for Realizing Racial Justice Coded
1. Create a campus environment that promotes, welcomes, and celebrates diversity, and enacts safe places for open dialogue on race and equity, with particular emphasis on the experiences of Black/African American and communities of color.   Code: Campus Culture
2. In consultation with employee groups and management, review policies and practices aimed at identifying structural and systemic barriers to the recruitment, hiring, retention and promotion of historically underrepresented and marginalized communities with an emphasis on the historical barriers for Black/African American communities.   Code: Hiring & Retaining Employees
3. Build on existing professional development efforts to advance inclusivity,

diversity, equity, and our Hispanic Serving Institution (HSI) mission, by investing in education and awareness around anti-Blackness and promoting racial justice, including workshops on unpacking whiteness; racism in education; racial battle fatigue; cultural taxation; and an equity-minded framework to guide campus decision-making.

Code: Professional Development

4. Support faculty and staff leadership in facilitating inclusive, equitable and just programs and policies within their purview of responsibility.

Code: Professional Development

5. Conduct an immediate review of the University Police Department (UPD) policies and practices related to community policing, de-escalation techniques and risk assessment with the aim of increasing cultural proficiency, transparency and accountability for the UPD.

Code: Data-based Decision Making & Planning

6. Support CSU advocacy efforts aimed at introducing and supporting state and national legislation focused on racial equity, inclusion and diversity.

Code: Advancement & Community/Govt Relations

7. Develop a strategic enrollment management and recruitment plan with particular emphasis on increasing representation of Black/African American students and other students from racial, ethnic, and indigenous communities historically underserved in higher education including a delineated strategy for eliminating equity gaps.

Code: Data-based Decision Making & Planning

Code: Campus Culture
Code: Data-based Decision Making & Planning
Code: Hiring & Retaining Employees
Code: Professional Development
Code: Advancement & Community/Govt Relations
Code: Facilitating Student Access/Success

Racial Justice: A Commitment to Action - 17 Actions Coded

1. Mandated implicit bias trainings for all MPPs, confidential employees, Program Chairs, search committee members, and Equity Advocates.

   Code: Professional Development

2. Implementation of HR/Faculty Affairs equity-minded best practices to increase the diversity of applicant pools and certification of commitment to these practices by search committee members.

   Code: Hiring & Retaining Employees

3. Implement a cluster hiring of three educators into tenure-track positions with a demonstrated record of success in teaching, research, and/or service with anti-racism and Black/African American populations.

   Code: Hiring & Retaining Employees

4. Authorized funding and support for professional learning on anti-Blackness and promoting racial justice, including workshops on unpacking whiteness; racism in education; racial battle fatigue; and equity-minded framework for curriculum, programming, and academic and student support services.

   Code: Professional Development

5. Provide funding and support for training and education on the development of diversity and equity plans for all Divisions, including academic programs. These diversity and equity plans will be posted publicly and include specific goals and metrics on recruitment and retention of diverse faculty and staff.

   Code: Hiring & Retaining Employees

6. The Provost will work with School Deans, Department Chairs and Senate leadership to advocate for the development of new curriculum that advances racial and social justice. Additionally, academic leadership will work with departments and programs to review their existing curriculum to meet this same standard.

   Code: Data-based Decision Making & Planning

7. Examine the cultural taxation incurred by our minoritized faculty and staff as it pertains to advising and student support and develop a plan to mitigate such taxation.

Code: Campus Culture

8. Enrollment Services will partner with Student Affairs to develop a 5-year strategic enrollment management and recruitment plan to further diversify our student body population.

Code: Data-based Decision Making & Planning

9. Conduct an immediate review of Public Safety's training, recruitment and retention policies and practices, and we will soon begin the work of attaining law enforcement accreditation through CALEA to fully embrace our mission.

Code: Data-based Decision Making & Planning

10. Renewed commitment to the Equity & Inclusion Strategic Initiative with an emphasis on programs/initiatives focused on eliminating the equity gap.

Code: Data-based Decision Making & Planning

11. Renewed commitment to honoring those with diverse backgrounds with the University's Honorary Degree.

Code: Advancement & Community/Govt Relations

12. Fund the installation of public art to represent the histories and contributions of Black peoples and others who represent diverse communities.

Code: Advancement & Community/Govt Relations

13. Support institutional "namings"of buildings, programs, and scholarships that recognize people of color who have made philanthropic and other significant contributions that promote inclusive excellence at CSUCI and within our society.

Code: Advancement & Community/Govt Relations

14. University Advancement will create a pathway to facilitate expanded philanthropic support for student scholarships with an emphasis on increasing outreach and access to scholarships for our students of color.

Code: Advancement & Community/Govt Relations

15. Campus leadership will work with the Chancellor's Office to advocate against prop 209 and support its repeal.

Code: Advancement & Community/Govt Relations

16. Campus leadership will advocate for nation-wide Juneteenth holiday.

Code: Advancement & Community/Govt Relations

17. Continue to conduct a Campus Climate Survey and accompanied "Courageous Conversations" on a bi-annual basis

Code: Campus Culture

Code: Campus Culture
Code: Data-based Decision Making & Planning
Code: Hiring & Retaining Employees
Code: Professional Development
Code: Advancement & Community/Govt Relations
Code: Facilitating Student Access/Success

President's Advisory Council on Inclusive Excellence Recommendations and Recommended Actions

IE Council Recommendations	IE Council Recommended Actions
A. Develop a culture of communication to promote IE Values (i.e., Racial and Social Justice, Equity, and Inclusivity). Code: Campus Culture	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 IE 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. Code: Campus Culture
B. Institutional accountability structures to advance CSUCI's Commitment to Racial Justice. Code: Campus Culture	5. Develop an Action Plan to operationalize CSUCI's Commitment to Racial Justice statement of summer 2020. Code: Campus Culture
C. Transparency and accountability for promoting a culture of Inclusive Excellence. Code: Campus Culture	6. 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. 7. 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. Code: Campus Culture

D. Strategic Initiatives and other strategic planning documents lack an explicit commitment to advancing racial equity. Code: Campus Culture	8. 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. Code: Campus Culture
E. Intentional alignment of CSUCI Mission-based Centers to IE Values. Code: Campus Culture	9. Mission-based Centers create and /or revisit strategic plans and mission statements to include IE Values explicitly. 10. Mission-based Centers' actions that promote IE values included in the Division of Academic Affairs Annual Report. Code: Campus Culture
F. Intentional alignment of CSUCI Faculty and Staff Affinity Groups to IE values. Code: Campus Culture	11. CSUCI Faculty and Staff Affinity Groups' actions that promote IE values included in the Division of Academic Affairs Annual Report. 12. Invest in staff and faculty affinity association groups that help employee retention and promote efforts that ameliorate cultural taxation on minoritized faculty and staff. Code: Campus Culture
G. Alignment of Advancing Faculty Diversity Recommendations with equitable faculty hiring process and practices. Code: Hiring & Retaining Employees	13. Operationalize the recommendations of the Advancing Faculty Diversity Initiative through the development of equitable faculty hiring processes and procedures. Code: Hiring & Retaining Employees

H. Strategic Enrollment Management and Recruitment Plan (SI Action 2.9). Code: Data-based Decision Making & Planning	14. 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. Code: Data-based Decision Making & Planning
I. Access to disaggregated data on institutional student success indicators and GI 2025 equity data. Code: Data-based Decision Making & Planning	15. 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. Code: Data-based Decision Making & Planning
J. Understanding of CSUCI's historical participation in racism and social injustices. Code: Campus Culture	16. 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. Code: Campus Culture
J. Understanding of CSUCI's historical participation in racism and social injustices. Code: Advancement & Community/Govt Relations	17. 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. Code: Advancement & Community/Govt Relations
K. Institutional celebration of faculty and staff that have made a significant contribution toward creating a more diverse, equitable, and inclusive campus. Code: Campus Culture	18. Create incentives for faculty, staff, and students to advance and promote IE values. 19. Create a forum to identify and share examples of Inclusive Excellence at CI and work towards meaningful practices. Code: Campus Culture
L. Need resources on anti-racism for teaching, dialogue, and learning. Code: Professional Development	20. Consolidate campus resources on anti-racism for faculty, staff, and administrators for teaching and learning, student support services, and practices. Code: Professional Development

M. Strategic Initiatives and other strategic planning documents lack an explicit commitment to advancing racial equity through education and awareness.
 	
Code: Professional Development
	21. 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. IE 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.
	Code: Professional Development
N. Implementation of equity-minded practices in the recruitment, hiring, and retention of faculty, staff, and administrators. Code: Hiring & Retaining Employees	22. Develop, operationalize, and evaluate equity-minded practices in position recruitment, hiring, retention, and employee performance evaluation systems and identify, make visible, and discontinue practices that contribute to unfair workloads, compensation, and cultural taxation of employees from minoritized groups. 23. Faculty Affairs and Schools to develop, operationalize, and evaluate a process for Cluster Hiring for Faculty of Color across campus. Code: Hiring & Retaining Employees
O. Resources and training to advance equity-mindedness in the review and development of policies, programs, or practices. Code: Data-based Decision Making & Planning	24. 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 CSUCI students and employees. 25. VPs and Division Leadership teams to participate in Equity Lens Framework Education beta testing and pilot of the tool in their respective divisions.

	26. 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. Code: Data-based Decision Making & Planning
P. Equity-mindedness onboarding needed to attract and retain inclusive leaders and advance IE values and culture. Code: Hiring & Retaining Employees	27. Expand professional development opportunities that cultivate diverse & inclusive leadership skills, enhancing faculty, staff, & administrator professional development to advance a culture of inclusive excellence. Code: Hiring & Retaining Employees
Q. Need IE operational definitions for campus-wide use and implementation. Code: Campus Culture	28. Adopt and implement IE Operational Definitions. Code: Campus Culture
R. Clarity about why CSUCI does not have a chief diversity officer and how a decentralized CDO model will be operationalized. Code: Campus Culture	29. President publicly states the decentralized CDO model in place at CSUCI, her role as CDO, and how a decentralized plan is operationalized campus-wide. Code: Campus Culture
S. Understanding the role of Cultural Taxation on the workload of minoritized faculty, staff, and administrators at CSUCI. Code: Campus Culture	30. Evaluate and identify the sources of cultural taxation to make visible how they impact minoritized students, faculty, staff, and administrators. 31. 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.). Code: Campus Culture
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. Code: Data-based Decision Making & Planning	32. Revise the Multicultural Perspectives requirement to align with the new Ethnic Studies requirement (Ethnic Studies and Social Justice - General Education F or AB1460). Code: Data-based Decision Making & Planning
U. Creating equitable Physical Spaces for belonging and building community Code: Advancement & Community/Govt Relations	33. Create a campus environment that promotes, welcomes, and celebrates diversity, and enacts safe places for open dialogue on IE Values (i.e., Racial and Social Justice, Equity, and Inclusivity) to promote a sense of belonging and build community. Code: Advancement & Community/Govt Relations
U. Creating equitable Physical Spaces for belonging and building community Code: Campus Culture	34. Embed an equity lens approach to the design of teaching and learning spaces. Code: Campus Culture
U. Creating equitable Physical Spaces for belonging and building community Code: Advancement & Community/Govt Relations	35. Inclusion of physical spaces and visual images of the Chumash people as the traditional stewards of the land that CSUCI stands on. Code: Advancement & Community/Govt Relations

Strategic Initiatives: CSU Channel Islands (2018-2023

Direct and implied links to **IE values** are denoted with colored text and bracketed with *

1. Strategic Initiative: Educational Excellence
Goal 1: Ensuring students graduate with the high-level knowledge, skills, and experience necessary for *engaged citizenship* and career success.
Objective: Collaborating across Academic and Student Affairs to increase student engagement.
1.1. Continue to develop courses that are interdisciplinary and immersive, which *provide opportunities for deep learning and the cultivation of critical thinking skills.*   Code: Data-based Decision Making & Planning
1.2. Increase opportunities for students to *engage with the regional community to apply their learning and address meaningful challenges.*   Code: Facilitating Student Access/Success
1.3. Continue to expand opportunities for students to *develop a deep sense of civic engagement to become catalysts for social and economic progress in the community.*   Code: Facilitating Student Access/Success
1.4. Ensure that all students *experience multiple high-impact learning opportunities* through the course of their education (e.g., capstones,

study abroad, living-learning communities, field courses, internships etc.).

Code: Facilitating Student Access/Success

1.5.	Expand opportunities for undergraduate research and creative activity across the curriculum.	

1.6. Expand on-campus student employment opportunities that directly improve student success while simultaneously fostering leadership, critical thinking and communication skills (e.g., peer mentoring, in class tutoring).

1.7. *Increase co-curricular engagement to strengthen community and support the achievement of academic goals.*

Code: Facilitating Student Access/Success

Objective: Assuring faculty/programs are supported to promote educational excellence

1.8. Continue to *improve tenure density to ensure student access to meaningful mentorship* and guidance from faculty.

Code: Hiring & Retaining Employees

1.9.	Develop a comprehensive Academic Master Plan to outline projected academic degrees, certifications and credentials.
1.10.	Provide *increased support for faculty development* that enhances the quality of teaching, research and creative activity. Code: Professional Development
1.11.	Support staffing strategy for Academic Affairs to free faculty time to engage in instructional and scholarly pursuits.

2. Strategic Initiative: Student Success

Goal 2: Ensuring *all students* progress to degree completion in a timely manner regardless of their background.

Objective: Creating clear curricular pathways.

2.1.   *Increase academic support for students in the first- year (e.g., proactive advising, embedded tutors, peer mentors, block scheduling).*

Code: Facilitating Student Access/Success

2.2.   *Improve timeliness of admissions and enrollment (e.g., implement an E-Transcript reader program).*

2.3.   Implement a *campus-wide approach to meet requirements of Executive Order 1110 to ensure that the curriculum, student support and placement procedures facilitate student success in mathematics and quantitative reasoning.*

Code: Facilitating Student Access/Success

Objective: Promoting timely degree progression.

2.4.   *Provide timely access to student success and other relevant data to enable evidence based decision making across every division* of the University.

Code: Data-based Decision Making & Planning

2.5.	*Examine and remove administrative barriers that impede timely degree progression.*
Code: Data-based Decision Making & Planning	
2.6.	*Ensure that students have the opportunity and structured support (including four-year degree maps for all programs) to complete 30 credits every year.*
Code: Facilitating Student Access/Success	
2.7.	*Expand evening, online and summer session offerings* to enhance timely degree progression.
Code: Facilitating Student Access/Success	
2.8.	Establish a Curriculum Action Team to review the full complement of our curriculum to eliminate confusing and unintended consequences of curricular complexity.
2.9.	Develop a *comprehensive strategic enrollment management plan.*
Code: Data-based Decision Making & Planning	

Objective: Developing innovative partnerships between Academic and Student Affairs.	
2.10.	*Assess and modify orientation to directly support student success and ensure that students develop a strong sense of self-efficacy, belonging and accountability for learning.* Code: Facilitating Student Access/Success
2.11.	*Use data to assess the overall effectiveness of student advising and develop a plan to provide proactive student support that leads to enhanced student success.* Code: Data-based Decision Making & Planning
2.12.	Continue to improve seamless community college transfer and seek opportunities for enhanced collaboration with community college partners.
2.13.	Expand partnerships between career services, internships and alumni engagement to enhance post graduate success.
2.14.	*Build partnerships with existing social service providers throughout the county to expand the basic needs resources available to support students.*

3.   Strategic Initiative: Inclusive Excellence

Goal 3: Fostering a *campus culture that advances inclusive excellence.*

Objective: Developing a collective understanding of equity and inclusion.

3.1.	*Build a shared understanding of inclusive excellence that includes the development of operational definitions.*

Code: Campus Culture

3.2.	*Establish a biennial climate survey and utilize results to enhance campus climate, equity and inclusion.*

Code: Campus Culture

3.3.	*Engage faculty, staff and students in structured opportunities for dialogue across divergent viewpoints.*

Code: Campus Culture

3.4.	*Celebrate campus accomplishments and highlight excellence in equity and inclusion.*

Code: Campus Culture

3.5.	*Develop a framework that will allow for the development and review of University policies through an equity lens.*

Code: Data-based Decision Making & Planning

Objective: Improving graduation rates for students from historically underserved populations.

3.6.   *Expand culturally responsive curricular and co-curricular offerings that infuse inclusivity and holistic student development throughout the student experience.*

Code: Data-based Decision Making & Planning

3.7.   *Develop a hiring strategy to ensure the continued expansion of diverse faculty and staff to advance academic excellence and student success.

Code: Hiring & Retaining Employees

3.8.   *Analyze disaggregated student success data across the University to identify barriers to completion and develop a campus-wide strategy to eliminate student equity gaps.*

Code: Data-based Decision Making & Planning

4.   Strategic Initiative: Capacity & Sustainability

Goal 4: Taking action to *sustain and advance a robust University* in an era of declining state support.

Objective: Building self-sustaining programs and initiatives that support an equitable and thriving community.

4.1.	Work in concert with business and community leadership to *develop programs and initiatives that contribute to a robust economy and engaged citizenship.*
4.2.	*Expand opportunities to serve as a social and intellectual resource for our community.*
4.3.	*Develop Extended University offerings in concert with area businesses, communities and other regional stakeholders that support economic vitality and civic prosperity.*

Objective: Developing a culture of philanthropy.

4.4.	Increase philanthropic support for the University by *strengthening existing cross-divisional partnerships focused on enhanced alumni engagement and philanthropic support.*
4.5.	Assess internal and external community perception of the University and *develop a plan to expand awareness of the University's connection to economic vitality, social mobility and engaged citizenship.*
4.6.	*Engage the University community in identifying fundraising priorities that directly support the Strategic Initiatives and launch a focused and aggressive fundraising effort to support them.*
4.7.	Create an "Opportunity Hub" designed to connect community support with University needs.

	Objective: Enhancing faculty and staff development and support.
4.8.	*Expand professional development opportunities that cultivate leadership skills and enhanced career success for faculty and staff *(e.g., mentorships, CI Connect, etc.).
4.9.	Identify solutions to the timely response and proactive resolution of workplace conflicts that are not part of a formal process.
	Objective: Promoting sustainability as an integral part of University planning and operational activities.
4.10.	Continue to pursue efficiency and assess effectiveness in administrative services and systems.
4.11.	Maximize efficiencies by expanding opportunities for cross-divisional collaboration and communication, as well as realigning resources (human, programmatic, financial) in support of the University's Strategic Initiatives.
4.12.	Leverage technology to allow more time for people to engage in the activities that require human intervention (e.g., eliminating rote manual processes in favor of automatic ones).
4.13.	Invest in physical infrastructure that facilitates inquiry and discovery with a particular emphasis on the expansion of public-private-partnerships that are consistent with the academic mission of the University, support environmental sustainability and generates revenue.

4.14.	Develop a strategy to *leverage the use of online, hybrid and year-round courses to enhance access, improve timely degree progression* and maximize the utilization of limited physical infrastructure.
4.15.	Create a comprehensive transportation strategic plan to decrease the number of single user trips to campus and increase opportunities for alternative means of transportation.

METHODOLOGY STEP 4: Group all items by theme, look for commonalities and redundancies within each theme, and summarize the actions identified.

IE Goals & Actions Coded/Grouped

Acronyms and Terms
- **SI 1-4**: Strategic Initiatives (2018-2023)
- **7PF (1-7)**: President's 7-Point Framework for Realizing Racial Justice (Fall 2020)
- **RJC Actions (1-17)**: Racial Justice: A Commitment to Action (Summer 2020)
- **IE Rec**: President's Advisory Council for Inclusive Excellence Recommendations (Fall 2020)

IEAT 1: Provide Professional Development and Leadership Development for Racial & Social Justice

OTP Documents	OTP Documents Original Language	Actions
SI 1.10	Provide increased support for faculty development that enhances the quality of teaching, research and creative activity.	• Provide PD for faculty on teaching, research/creative activities
SI 4.8	Expand professional development opportunities that cultivate leadership skills and enhanced career success for faculty and staff (e.g., mentorships, CI Connect, etc.).	• Provide leadership development and mentoring for faculty, staff, and administrators
7PF-3	Build on existing professional development efforts to advance inclusivity, diversity, equity, and our Hispanic Serving Institution (HSI) mission, by investing in education and awareness around anti-Blackness and promoting racial justice, including workshops on unpacking whiteness; racism in education; racial battle fatigue; cultural taxation;	• Provide PD for faculty, staff, and administrators on dismantling racism • Consolidate campus resources, building on existing efforts to advance anti-racist PD and further our HSI mission

	and an equity-minded framework to guide campus decision-making.	
7PF-4	Support faculty and staff leadership in facilitating inclusive, equitable and just programs and policies within their purview of responsibility.	• Provide leadership development and mentoring for faculty, staff, and administrators
RJC Action 1	Mandated implicit bias trainings for all MPPs, confidential employees, Program Chairs, search committee members, and Equity Advocates.	• PD campus leaders: mandated implicit bias education
RJC Action 4	Authorized funding and support for professional learning on anti-Blackness and promoting racial justice, including workshops on unpacking whiteness; racism in education; racial battle fatigue; and equity-minded framework for curriculum, programming, and academic and student support services.	• Provide PD for faculty, staff, and administrators on dismantling racism • Consolidate campus resources, building on existing efforts to advance anti-racist PD and further our HSI mission
IE Rec L	Need resources on anti-racism for teaching, dialogue, and learning.	• Provide PD for faculty, staff, and administrators on dismantling racism • Consolidate campus resources, building on existing efforts to advance anti-racist PD and further our HSI mission
IE Rec M	Strategic Initiatives and other strategic planning documents lack an explicit commitment to advancing racial equity through education and awareness.	• PD campus leaders: mandated implicit bias education

Recruit, Hire, and Retain a Diverse Workforce

OTP Documents	OTP Document Original Language	Actions
SI 1.8	Continue to improve tenure density to ensure student access to meaningful mentorship and guidance from faculty.	• Improve tenure density to ensure meaningful mentorship
SI 3.7	Develop a hiring strategy to ensure the continued expansion of diverse faculty and staff to advance academic excellence and student success.	• Develop a hiring strategy for advancing diversity of faculty, staff, and admin • Create and post a diversity and equity plan in each division"
7PF-2	In consultation with employee groups and management, review policies and practices aimed at identifying structural and systemic barriers to the recruitment, hiring, retention and promotion of historically underrepresented and marginalized communities with an emphasis on the historical barriers for Black/African American communities.	• Review and revise recruitment, hiring, retention, and evaluation policies and practices
RJC Action 2	Implementation of HR/Faculty Affairs equity-minded best practices to increase the diversity of applicant pools and certification of commitment to these practices by search committee members.	• Implement hiring strategy for advancing diversity of faculty, staff, and admin • Implement best practices for successful cluster hiring
RJC Action 3	Implement a cluster hiring of three educators into tenure-track positions with a demonstrated record of success in teaching, research, and/or service	• Implement hiring strategy for advancing diversity of faculty, staff, and admin

	with anti-racism and Black/African American populations.	● Implement best practices for successful cluster hiring
RJC Action 5	Provide funding and support for training and education on the development of diversity and equity plans for all Divisions, including academic programs. These diversity and equity plans will be posted publicly and include specific goals and metrics on recruitment and retention of diverse faculty and staff.	● Develop a hiring strategy for advancing diversity of faculty, staff, and admin ● Create and post a diversity and equity plan in each division"
IE Rec G	Alignment of Advancing Faculty Diversity Recommendations with equitable faculty hiring process and practices.	● Develop a hiring strategy for advancing diversity of faculty, staff, and admin ● Create and post a diversity and equity plan in each division"
IE Rec N	Implementation of equity-minded practices in the recruitment, hiring, and retention of faculty, staff, and administrators.	● Implement hiring strategy for advancing diversity of faculty, staff, and admin ● Implement best practices for successful cluster hiring
IE Rec P	Equity-mindedness onboarding needed to attract and retain inclusive leaders and advance IE values and culture.	● Create and implement IE-intentional onboarding

Promote Inward-& Outward-Facing Advancement & Community/Govt Relations Efforts for Racial & Social Justice

OTP Documents	OTP Documents Original Language	Actions
SI 4.2	Expand opportunities to serve as a social and intellectual resource for our community.	• Advance CI as community resource for IE values/practices
SI 4.4	Increase philanthropic support for the University by strengthening existing cross-divisional partnerships focused on enhanced alumni engagement and philanthropic support.	• Strengthen cross-divisional partnerships • Increase philanthropic support for Strategic • Initiatives Increase philanthropic support for scholarships
SI 4.5	Assess internal and external community perception of the University and develop a plan to expand awareness of the University's connection to economic vitality, social mobility and engaged citizenship.	• Assess perception of CI's contributions to economic vitality, social mobility and engaged citizenship (perception of CI is directly linked to our future viability, which relies on attracting/graduating students of color)
SI 4.6	Engage the University community in identifying fundraising priorities that directly support the Strategic Initiatives and launch a focused and aggressive fundraising effort to support them.	• Strengthen cross-divisional partnerships • Increase philanthropic support for Strategic • Initiatives Increase philanthropic support for scholarships
7PF-6	Support CSU advocacy efforts aimed at introducing and supporting state and national legislation focused on racial equity, inclusion and diversity.	• Support CSU advocacy for IED legislation • Repeal Prop 209 • Juneteenth

RJC Action 11	Renewed commitment to honoring those with diverse backgrounds with the University's Honorary Degree.	• Ensure that honorary degrees honor diversity
RJC Action 12	Fund the installation of public art to represent the histories and contributions of Black peoples and others who represent diverse communities.	• Fund visual art displays and namings of buildings, programs, scholarships to represent IED • Provide physical spaces for belonging, building community
RJC Action 13	Support institutional "namings"of buildings, programs, and scholarships that recognize people of color who have made philanthropic and other significant contributions that promote inclusive excellence at CSUCI and within our society.	• Fund visual art displays and namings of buildings, programs, scholarships to represent IED • Provide physical spaces for belonging, building community
RJC Action 14	University Advancement will create a pathway to facilitate expanded philanthropic support for student scholarships with an emphasis on increasing outreach and access to scholarships for our students of color.	• Strengthen cross-divisional partnerships • Increase philanthropic support for Strategic • Initiatives Increase philanthropic support for scholarships
RJC Action 15	Campus leadership will work with the Chancellor's Office to advocate against prop 209 and support its repeal.	• Support CSU advocacy for IED legislation • Repeal Prop 209 • Juneteenth
RJC Action 16	Campus leadership will advocate for nation-wide Juneteenth holiday.	• Support CSU advocacy for IED legislation • Repeal Prop 209

		● Juneteenth
IE Rec J	Understanding of CSUCI's historical participation in racism and social injustices. (Action 17)	● Fund visual art displays and namings of buildings, programs, scholarships to represent IED ● Provide physical spaces for belonging, building community
IE Rec U	Creating equitable Physical Spaces for belonging and building community (Actions 33, 35)	● Fund visual art displays and namings of buildings, programs, scholarships to represent IED ● Provide physical spaces for belonging, building community

Work Continuously Toward Realizing a Campus Culture of Inclusive Excellence

OTP Documents	OTP Document Original Language	Actions
SI 3.1	Build a shared understanding of inclusive excellence that includes the development of operational definitions.	● Build shared understanding of "inclusive excellence" ● Adopt and use IE shared definitions
SI 3.2	Establish a biennial climate survey and utilize results to enhance campus climate, equity and inclusion.	● Conduct biennial climate survey
SI 3.3	Engage faculty, staff and students in structured opportunities for dialogue across divergent viewpoints.	● Create and provide structured opportunities for courageous conversations
SI 3.4	Celebrate campus accomplishments and highlight excellence in equity and inclusion.	● Recognize and celebrate IED accomplishments and contributions
7PF-1	Create a campus environment that promotes, welcomes, and celebrates diversity, and enacts safe places for open dialogue on race and equity, with particular emphasis on the experiences of Black/African American and communities of color.	● Create and provide structured opportunities for courageous conversations
RJC Action 7	Examine the cultural taxation incurred by our minoritized faculty and staff as it pertains to advising and student support and develop a plan to mitigate such taxation.	● Evaluate and ameliorate cultural taxation

RJC Action 17	Continue to conduct a Campus Climate Survey and accompanied "Courageous Conversations" on a bi-annual basis	● Create and provide structured opportunities for courageous conversations
IE Rec A	Develop a culture of communication to promote IE Values (i.e., Racial and Social Justice, Equity, and Inclusivity).	● Cultivate a campus culture of communication, accountability, transparency, clarity
IE Rec B	Institutional accountability structures to advance CSUCI's Commitment to Racial Justice.	● Cultivate a campus culture of communication, accountability, transparency, clarity
IE Rec C	Institutional accountability structures to advance CSUCI's Commitment to Racial Justice.	● Cultivate a campus culture of communication, accountability, transparency, clarity
IE Rec D	Strategic Initiatives and other strategic planning documents lack an explicit commitment to advancing racial equity.	● Cultivate a campus culture of communication, accountability, transparency, clarity
IE Rec E	Intentional alignment of CSUCI Mission-based Centers to IE Values.	● Align Mission Centers' and FSAs' mission statements, strategic plans with IE values
IE Rec F	Intentional alignment of CSUCI Faculty and Staff Affinity Groups to IE values.	● Align Mission Centers' and FSAs' mission statements, strategic plans with IE values
IE Rec J	Understanding of CSUCI's historical participation in racism and social injustices.	● Support and celebrate faculty and campus events and activities that raise awareness of CI's role in racial and social injustice
IE Rec K	Institutional celebration of faculty and staff that have made a significant contribution toward creating a more diverse, equitable, and inclusive campus.	● Recognize and celebrate IED accomplishments and contributions
IE Rec Q	Need IE operational definitions for campus-wide use and implementation.	

OTP Documents		Actions
IE Rec R	Clarity about why CSUCI does not have a chief diversity officer and how a decentralized CDO model will be operationalized.	● Cultivate a campus culture of communication, accountability, transparency, clarity
IE Rec S	Understanding the role of Cultural Taxation on the workload of minoritized faculty, staff, and administrators at CSUCI.	● Evaluate and ameliorate cultural taxation
IE Rec U	Creating equitable Physical Spaces for belonging and building community	● Cultivate a campus culture of communication, accountability, transparency, clarity

Improve Data-Based Decision Making & Planning

OTP Documents	OTP Documents Original Language	Actions
SI 1.1	Continue to develop courses that are interdisciplinary and immersive, which provide opportunities for deep learning and the cultivation of critical thinking skills.	● Review, revise, and develop courses, programs, and co-curricular offerings with IED focus
SI 2.4	Provide timely access to student success and other relevant data to enable evidence-based decision making across every division of the University.	● Provide cross-divisional and timely access to disaggregated data: institutional student success indicators and GI 2025 equity data
SI 2.5	Examine and remove administrative barriers that impede timely degree progression.	● Support the piloting of IE's Equity Lens Framework
SI 2.9	Develop a comprehensive strategic enrollment management plan.	● Create a strategic enrollment management and recruitment plan, with delinated strategy for eliminating equity gaps

SI 2.11	Use data to assess the overall effectiveness of student advising and develop a plan to provide proactive student support that leads to enhanced student success.	• Provide cross-divisional and timely access to disaggregated data: institutional student success indicators and GI 2025 equity data
SI 3.5	Develop a framework that will allow for the development and review of University policies through an equity lens.	• Support the piloting of IE's Equity Lens Framework
SI 3.6	Expand culturally responsive curricular and co-curricular offerings that infuse inclusivity and holistic student development throughout the student experience.	• Review, revise, and develop courses, programs, and co-curricular offerings with IED focus
SI 3.8	Analyze disaggregated student success data across the University to identify barriers to completion and develop a campus-wide strategy to eliminate student equity gaps.	• Provide cross-divisional and timely access to disaggregated data: institutional student success indicators and GI 2025 equity data
SI 4.1	Work in concert with business and community leadership to develop programs and initiatives that contribute to a robust economy and engaged citizenship.	• Review, revise, and develop courses, programs, and co-curricular offerings with IED focus
SI 4.3	Develop Extended University offerings in concert with area businesses, communities and other regional stakeholders that support economic vitality and civic prosperity.	• Review, revise, and develop courses, programs, and co-curricular offerings with IED focus
7PF-5	Conduct an immediate review of the University Police Department (UPD) policies and practices related to community policing, de-escalation techniques and risk assessment with the aim of increasing cultural	• Review University Police Department policies and practices and increase cultural proficiency, transparency, and accountability

	proficiency, transparency and accountability for the UPD.	
7PF-7	Develop a strategic enrollment management and recruitment plan with particular emphasis on increasing representation of Black/African American students and other students from racial, ethnic, and indigenous communities historically underserved in higher education including a delineated strategy for eliminating equity gaps.	● Create a strategic enrollment management and recruitment plan, with delinated strategy for eliminating equity gaps
RJC Action 6	The Provost will work with School Deans, Department Chairs and Senate leadership to advocate for the development of new curriculum that advances racial and social justice. Additionally, academic leadership will work with departments and programs to review their existing curriculum to meet this same standard.	● Review, revise, and develop courses, programs, and co-curricular offerings with IED focus
RJC Action 8	Enrollment Services will partner with Student Affairs to develop a 5-year strategic enrollment management and recruitment plan to further diversify our student body population.	● Create a strategic enrollment management and recruitment plan, with delinated strategy for eliminating equity gaps
RJC Action 9	Conduct an immediate review of Public Safety's training, recruitment and retention policies and practices, and we will soon begin the work of attaining law enforcement accreditation through CALEA to fully embrace our mission.	● Review University Police Department policies and practices and increase cultural proficiency, transparency, and accountability

RJC Action 10	Renewed commitment to the Equity & Inclusion Strategic Initiative with an emphasis on programs/initiatives focused on eliminating the equity gap.	● Provide cross-divisional and timely access to disaggregated data: institutional student success indicators and GI 2025 equity data
IE Rec H	Strategic Enrollment Management and Recruitment Plan	● Create a strategic enrollment management and recruitment plan, with delinated strategy for eliminating equity gaps
IE Rec I	Access to disaggregated data on institutional student success indicators and GI 2025 equity data.	● Provide cross-divisional and timely access to disaggregated data: institutional student success indicators and GI 2025 equity data
IE Rec O	Resources and training to advance equity-mindedness in the review and development of policies, programs, or practices.	● Support the piloting of IE's Equity Lens Framework
IE Rec 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.	● Review, revise, and develop courses, programs, and co-curricular offerings with IED focus

Facilitate Student Access & Success

OTP Documents	OTP Documents Original Language	Actions
SI 1.2	Increase opportunities for students to engage with the regional community to apply their learning and address meaningful challenges.	• Increase student engagement opportunities for advancing racial and social justice in curricular, co-curricular, and community contexts
SI 1.3	Continue to expand opportunities for students to develop a deep sense of civic engagement to become catalysts for social and economic progress in the community.	• Increase student engagement opportunities for advancing racial and social justice in curricular, co-curricular, and community contexts
SI 1.4	Ensure that all students experience multiple high-impact learning opportunities through the course of their education (e.g., capstones, study abroad, living-learning communities, field courses, internships etc.).	• Increase student engagement opportunities for advancing racial and social justice in curricular, co-curricular, and community contexts
SI 1.7	Increase co-curricular engagement to strengthen community and support the achievement of academic goals.	• Increase student engagement opportunities for advancing racial and social justice in curricular, co-curricular, and community contexts
SI 2.1	Increase academic support for students in the first-year (e.g., proactive advising, embedded tutors, peer mentors, block scheduling).	• Provide direct academic and advising supports to studentsExpand student access to courses (summer and winter intercessions, online/hybrid)
SI 2.3	Implement a campus-wide approach to meet requirements of Executive Order 1110 to ensure that the curriculum, student support and placement	• Provide direct academic and advising supports to studentsExpand student access

	procedures facilitate student success in mathematics and quantitative reasoning.	to courses (summer and winter intercessions, online/hybrid)
SI 2.6	Ensure that students have the opportunity and structured support (including four-year degree maps for all programs) to complete 30 credits every year.	● Provide direct academic and advising supports to studentsExpand student access to courses (summer and winter intercessions, online/hybrid)
SI 2.7	Expand evening, online and summer session offerings to enhance timely degree progression.	
SI 2.10	Assess and modify orientation to directly support student success and ensure that students develop a strong sense of self-efficacy, belonging and accountability for learning.	● Review and revise orientation to ensure students are initiated to CI values, build community/belonging
SI 2.14	Build partnerships with existing social service providers throughout the county to expand the basic needs resources available to support students.	● Build partnerships to expand access to basic needs resources
SI 4.14	Develop a strategy to leverage the use of online, hybrid and year-round courses to enhance access, improve timely degree progression and maximize the utilization of limited physical infrastructure.	

METHODOLOGY STEP 5: Use the six themes that emerged to create six Inclusive Excellence Action Teams, with their charges identified as actions synthesized from Strategic Initiatives and OTP Documents.

Inclusive Excellence Goals & Actions Abbreviated {Sheet 1c}

Acronyms and Terms
- **SI 1-4**: Strategic Initiatives (1) Educational Excellence, (2) Student Success, (3) Inclusive Excellence, (4) Capacity & Sustainability (2018-2023)
- **7PF**: 7-Point Framework (Fall 2020)
- **RJC Action**: 17 Action Commitments to Racial Justice (Summer 2020)
- **IE Rec**: President's Advisory Council for Inclusive Excellence Recommendations (Fall 2020)
- **IEAP**: Inclusive Excellence Action Plan
- **IEAT**: Inclusive Excellence Action Team

Provide Professional Development and Leadership Development for Racial & Social Justice IEAT #1
The following two-by-six Action Team #1 Table below is colored dull orange. The first column are the team charges and the second column are the links to supporting OTP Documents or Initiatives.

Charges for IEAT #1	OTP Documents for IEAT #1
Provide PD for faculty on teaching, research/creative activities	SI 1.10
Provide leadership development and mentoring for faculty, staff, and administrators	SI 4.8
Provide PD for faculty, staff, and administrators on dismantling racism	7PF-3, RJC Action 4, IE Rec L
Consolidate campus resources, building on existing efforts to advance anti-racist PD and HSI mission	7PF-3, RJC Action 4, IE Rec L
PD campus leaders: mandated implicit bias education	RJC Action 1, IE Rec M

Recruit, Hire, and Retain a Diverse Workforce IEAT #2

The following two-by-eight Action Team #2 Table below is colored turquoise. The first column are the team charges and the second column are the links to supporting OTP Documents or Initiatives.

Charges for IEAT #2	OTP Documents for IEAT #2
Improve tenure density to ensure meaningful mentorship	SI 1.8
Review and revise recruitment, hiring, retention, and evaluation policies and practices	Point 2
Develop a hiring strategy for advancing diversity of faculty, staff, and admin	SI 3.7, RJC Action 5, IE Rec G
Create and post a diversity and equity plan in each division	SI 3.7, RJC Action 5, IE Rec G
Implement hiring strategy for advancing diversity of faculty, staff, and admin	RJC Action 2, RJC Action 3, IE Rec N
Implement best practices for successful cluster hiring	RJC Action 2, RJC Action 3, IE Rec N
Create and implement IE-intentional onboarding	IE Rec P

Promote Inward- & Outward-Facing Advancement & Community/Govt Relations Efforts for Racial & Social Justice IEAT #3

The following two-by-eleven Action Team #3 Table below is colored bright yellow. The first column are the team charges and the second column are the links to supporting OTP Documents or Initiatives.

Charges for IEAT #3	OTP Documents for IEAT #3
Advance CI as community resource for IE values/practices	SI 4.2
Strengthen cross-divisional partnerships	SI 4.4, SI 4.6, RJC Action 14
Increase philanthropic support for Strategic Initiatives Increase philanthropic support for scholarships	SI 4.4, SI 4.6, RJC Action 14
Assess perception of CI's contributions to economic vitality, social mobility and engaged citizenship (perception of CI is directly linked to our future viability, which relies on attracting/graduating students of color)	SI 4.5
Fund visual art displays and namings of buildings, programs, scholarships to represent IED	RJC Action 12, RJC Action 13, IE Rec J, IE Rec U
Provide physical spaces for belonging, building community	RJC Action 12, RJC Action 13, IE Rec J, IE Rec U
Support CSU advocacy for IED legislation	7PF-6, RJC Action 15, RJC Action 16
Repeal Prop 209	7PF-6, RJC Action 15, RJC Action 16
Support Juneteenth as national holiday	7PF-6, RJC Action 15, RJC Action 16
Ensure that honorary degrees honor diversity	RJC Action 11

Work Continuously Toward Realizing a Campus Culture of Inclusive Excellence IEAT #4

The following two-by-ten Action Team #24 Table below is colored pink. The first column are the team charges and the second column are the links to supporting OTP Documents or Initiatives.

Charges for IEAT #4	OTP Documents for IEAT #4
Build shared understanding of "inclusive excellence"	SI 3.1, IE Rec Q
Adopt and use IE shared definitions	SI 3.1, IE Rec Q
Conduct biennial climate survey	SI 3.2, RJC Action 17
Create and provide structured opportunities for courageous conversations	SI 3.3, 7PF 1, RJC Action 17
Recognize and celebrate IED accomplishments and contributions	SI 3.4, IE Rec K
Evaluate and ameliorate cultural taxation	RJC Action 7, IE Rec S
Cultivate a campus culture of communication, accountability, transparency, clarity	IE Recs A-D, R, U
Align Mission Centers' and FSAs' mission statements, strategic plans with IE values	IE Rec E, IE Rec F
Support and celebrate faculty and campus events and activities that raise awareness of CI's role in racial and social injustice	IE Rec J

Improve Data-Based Decision Making & Planning IEAT #5)

The following two-by-six Action Team #5 Table below is colored light green. The first column are the team charges and the second column are the links to supporting OTP Documents or Initiatives.

Charges for IEAT #5	OTP Documents for IEAT #5
Review, revise, and develop courses, programs, and co-curricular offerings with IED focus	SI 1.1, SI 3.6, SI 4.1, SI 4.3, RJC Action 6, IE Rec T
Ensure cross-divisional and timely access to disaggregated data: institutional student success indicators and GI 2025 equity data	SI 2.4, SI 2.11, SI 3.8, RJC Action 10, IE Rec I
Support the piloting of IE's Equity Lens Framework	SI 2.5, SI 3.5, IE Rec O
Create a strategic enrollment management and recruitment plan, with delineated strategy for eliminating equity gaps	SI 2.9, 7PF-7, RJC Action 8, IE Rec H
Review University Police Department policies and practices and increase cultural proficiency, transparency, and accountability	7PF-5, RJC Action 9

Facilitate Student Access & Success IEAT #6)

The following two-by-six Action Team #6 Table below is colored gray. The first column are the team charges and the second column are the links to supporting OTP Documents or Initiatives.

Charges for IEAT #6	OTP Documents for IEAT #6
Increase student engagement opportunities for advancing racial and social justice in curricular, co-curricular, and community contexts	SI 1.2, SI 1.3, SI 1.4, SI 1.7
Provide direct academic and advising supports to students	SI 2.1, SI 2.3, SI 2.6
Expand student access to courses (summer and winter intercessions, online/hybrid)	SI 2.7, SI 4.14

Review and revise orientation to ensure students are initiated to CI values, build community/belonging	SI 2.10
Build partnerships to expand access to basic needs resources	SI 2.14

Sources

1. [Strategic Initiatives](#) (PDF)
2. [President's Commitment: Racial Justice a Commitment to Action](#) (PDF)
3. [President's 7 Point Framework for Realizing Racial Justice](#) (Webpage)
4. [President's Advisory Council on Inclusive Excellence Recommendations and Suggested Actions](#) (PDF)