

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

In Fall 2020, the President's Advisory Council on Inclusive Excellence (PACIE) provided the following 21 recommendations (column one below) with corresponding actions suggested as means to implement those recommendations (column two). In the chart below, these recommendations and suggested actions were color coded into six different themes. Colors were explicitly chosen that allow persons with limited color-perception abilities to differentiate among them.

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

IE Council Recommendations	IE Council Recommended Actions
<p>A. Develop a culture of communication to promote IE Values (i.e., Racial and Social Justice, Equity, and Inclusivity).</p> <p>Code: Campus Culture</p>	<ol style="list-style-type: none"> <li>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.</li> <li>2. Invest in professional development to change organizational culture through intentional onboarding of administrators, faculty, and staff leaders to advance IE values.</li> <li>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.</li> <li>4. Develop formal processes and procedures for communication</li> </ol>

	<p>flow/loops within divisions/units/programs to achieve consistent, transparent, effective, and inclusive communication.</p> <p>Code: Campus Culture</p>
<p>B. Institutional accountability structures to advance CSUCI's Commitment to Racial Justice.</p> <p>Code: Campus Culture</p>	<p>5. Develop an Action Plan to operationalize CSUCI's Commitment to Racial Justice statement of summer 2020.</p> <p>Code: Campus Culture</p>
<p>C. Transparency and accountability for promoting a culture of Inclusive Excellence.</p> <p>Code: Campus Culture</p>	<p>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.</p> <p>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.</p> <p>Code: Campus Culture</p>
<p>D. Strategic Initiatives and other strategic planning documents lack an explicit commitment to advancing racial equity.</p>	<p>8. Add new language and references in strategic planning documents to unmask the racial, ethnic identities</p>

<p>Code: Campus Culture</p>	<p>of students for whom we are trying to achieve equitable outcomes.</p> <p>Code: Campus Culture</p>
<p>E. Intentional alignment of CSUCI Mission-based Centers to IE Values.</p> <p>Code: Campus Culture</p>	<p>9. Mission-based Centers create and /or revisit strategic plans and mission statements to include IE Values explicitly.</p> <p>10. Mission-based Centers' actions that promote IE values included in the Division of Academic Affairs Annual Report.</p> <p>Code: Campus Culture</p>
<p>F. Intentional alignment of CSUCI Faculty and Staff Affinity Groups to IE values.</p> <p>Code: Campus Culture</p>	<p>11. CSUCI Faculty and Staff Affinity Groups' actions that promote IE values included in the Division of Academic Affairs Annual Report.</p> <p>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.</p> <p>Code: Campus Culture</p>
<p>G. Alignment of Advancing Faculty Diversity Recommendations with equitable faculty hiring process and practices.</p> <p>Code: Hiring &amp; Retaining Employees</p>	<p>13. Operationalize the recommendations of the Advancing Faculty Diversity Initiative through the development of equitable faculty hiring processes and procedures.</p> <p>Code: Hiring &amp; Retaining Employees</p>
<p>H. Strategic Enrollment Management and Recruitment Plan (SI Action 2.9).</p> <p>Code: Data-based Decision Making &amp; Planning</p>	<p>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</p>

	<p>historically underserved and excluded by higher education.</p> <p>Code: Data-based Decision Making &amp; Planning</p>
<p>I. Access to disaggregated data on institutional student success indicators and GI 2025 equity data.</p> <p>Code: Data-based Decision Making &amp; Planning</p>	<p>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.</p> <p>Code: Data-based Decision Making &amp; Planning</p>
<p>J. Understanding of CSUCI's historical participation in racism and social injustices.</p> <p>Code: Campus Culture</p>	<p>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.</p> <p>Code: Campus Culture</p>
<p>J. Understanding of CSUCI's historical participation in racism and social injustices.</p> <p>Code: Advancement &amp; Community/Govt Relations</p>	<p>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.</p> <p>Code: Advancement &amp; Community/Govt Relations</p>

<p>K. Institutional celebration of faculty and staff that have made a significant contribution toward creating a more diverse, equitable, and inclusive campus.</p> <p>Code: Campus Culture</p>	<p>18. Create incentives for faculty, staff, and students to advance and promote IE values.</p> <p>19. Create a forum to identify and share examples of Inclusive Excellence at CI and work towards meaningful practices.</p> <p>Code: Campus Culture</p>
<p>L. Need resources on anti-racism for teaching, dialogue, and learning.</p> <p>Code: Professional Development</p>	<p>20. Consolidate campus resources on anti-racism for faculty, staff, and administrators for teaching and learning, student support services, and practices.</p> <p>Code: Professional Development</p>
<p>M. Strategic Initiatives and other strategic planning documents lack an explicit commitment to advancing racial equity through education and awareness.</p> <p>Code: Professional Development</p>	<p>21. Mandatory Anti-Racism/Racial Equity/Implicit Bias education for:</p> <ul style="list-style-type: none"> <li>a. All members of Cabinet, Foundation Board Members, and outward-facing administrative support personnel to members of the President's Cabinet.</li> <li>b. IE Council to effectively advise the President on advancing Inclusive Excellence.</li> <li>c. All Institutional Leaders (AVPs and Deans) facilitated by credible experts.</li> <li>d. All Program Chairs/Directors, Search committee members, and Equity Advocates, facilitated by credible experts.</li> <li>e. All MPPs, confidential employees, and Student Officers (ASI) facilitated by credible experts.</li> </ul>

	<p>f. CSUCI Police Officers.</p> <p>Code: Professional Development</p>
<p>N. Implementation of equity-minded practices in the recruitment, hiring, and retention of faculty, staff, and administrators.</p> <p>Code: Hiring &amp; Retaining Employees</p>	<p>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.</p> <p>23. Faculty Affairs and Schools to develop, operationalize, and evaluate a process for Cluster Hiring for Faculty of Color across campus.</p> <p>Code: Hiring &amp; Retaining Employees</p>
<p>O. Resources and training to advance equity-mindedness in the review and development of policies, programs, or practices.</p> <p>Code: Data-based Decision Making &amp; Planning</p>	<p>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.</p> <p>25. VPs and Division Leadership teams to participate in Equity Lens Framework Education beta testing and pilot of the tool in their respective divisions.</p> <p>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</p>

	<p>Lens Framework to pilot Framework before full-scale rollout.</p> <p>Code: Data-based Decision Making &amp; Planning</p>
<p>P. Equity-mindedness onboarding needed to attract and retain inclusive leaders and advance IE values and culture.</p> <p>Code: Hiring &amp; Retaining Employees</p>	<p>27. Expand professional development opportunities that cultivate diverse &amp; inclusive leadership skills, enhancing faculty, staff, &amp; administrator professional development to advance a culture of inclusive excellence.</p> <p>Code: Hiring &amp; Retaining Employees</p>
<p>Q. Need IE operational definitions for campus-wide use and implementation.</p> <p>Code: Campus Culture</p>	<p>28. Adopt and implement IE Operational Definitions.</p> <p>Code: Campus Culture</p>
<p>R. Clarity about why CSUCI does not have a chief diversity officer and how a decentralized CDO model will be operationalized.</p> <p>Code: Campus Culture</p>	<p>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.</p> <p>Code: Campus Culture</p>
<p>S. Understanding the role of Cultural Taxation on the workload of minoritized faculty, staff, and administrators at CSUCI.</p> <p>Code: Campus Culture</p>	<p>30. Evaluate and identify the sources of cultural taxation to make visible how they impact minoritized students, faculty, staff, and administrators.</p> <p>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.).</p> <p>Code: Campus Culture</p>

<p>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.</p> <p>Code: Data-based Decision Making &amp; Planning</p>	<p>32. Revise the Multicultural Perspectives requirement to align with the new Ethnic Studies requirement (Ethnic Studies and Social Justice - General Education F or AB1460).</p> <p>Code: Data-based Decision Making &amp; Planning</p>
<p>U. Creating equitable Physical Spaces for belonging and building community</p> <p>Code: Advancement &amp; Community/Govt Relations</p>	<p>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.</p> <p>Code: Advancement &amp; Community/Govt Relations</p>
<p>U. Creating equitable Physical Spaces for belonging and building community</p> <p>Code: Campus Culture</p>	<p>34. Embed an equity lens approach to the design of teaching and learning spaces.</p> <p>Code: Campus Culture</p>
<p>U. Creating equitable Physical Spaces for belonging and building community</p> <p>Code: Advancement &amp; Community/Govt Relations</p>	<p>35. Inclusion of physical spaces and visual images of the Chumash people as the traditional stewards of the land that CSUCI stands on.</p> <p>Code: Advancement &amp; Community/Govt Relations</p>



