

# Critical Learning Collective (CLC) Recommendations to President Yao and Cabinet

## Progress Report on Spring 2023 Recommendations

August 2024

Please email edits, suggestions, and comments to [kaia.tollefson@csuci.edu](mailto:kaia.tollefson@csuci.edu).

Prioritization of CLC recommendations is done when all CLC's convene at the end of the year with the President and Cabinet, with final approval of recommendations determined by the President.

| Spring 2023 CLC Recommendations   | Alignment with <a href="#">Strategic Directions Bridge Plan 2023-2025</a>   | Progress to Date August 2024  |
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| 1. Create spaces in which faculty, staff, and administrators' concerns, needs, and suggestions for improved efficiencies and effectiveness can be freely discussed, evaluated, and shared with campus leaders   | <p>While many CLC recommendations from Spring 2023 were incorporated in the formation of the Strategic Directions Bridge Plan, not all were.</p> <p>This recommendation was not included in the Strategic Directions Bridge Plan.</p> | <p>Though Recommendation 1 is not incorporated in the Strategic Directions Bridge Plan, the following are underway and at least partially address the need:</p> <ul style="list-style-type: none"><li>● Critical Learning Collectives</li><li>● President's Operational Effectiveness Collaborative</li><li>● CI Connect</li><li>● Community Forums</li></ul> |
| 2. Identify and implement strategies for ensuring continuity in workflow when disruptions occur (e.g., utilize a CSUCI Intranet to create protocols and support for contingency and transition plans that document history, processes, and procedures to allow for smoother | <p>Not included in Strategic Directions</p> <p>Recommendation 6 from 2023-24 CLCs repeats Recommendation 2 from 2022-23 and continues to encourage this as a priority.</p>  | <p>Though not in the Strategic Directions Bridge Plan, the following are underway:</p> <ul style="list-style-type: none"><li>● Simpson-Scarborough's work on website redesign to include intranet development</li></ul>   |

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| transitions when there are changes in staffing or leadership)   |  |  |
| 3. Study and identify possibilities for flexible working arrangements that have the greatest potential for equity across roles (e.g., work from home, 4-10 schedules) | I4: Review and evaluate CSUCI's Policy on Telecommuting for efficacy and impact on attracting and retaining employees.   | <p>I4 Progress:</p> <ul style="list-style-type: none"> <li>• Summer 2023 pilot of flexible work schedules; participants and managers were surveyed on impact with positive results</li> <li>• Summer Flex program implemented in 2024</li> </ul>   |
| 4. Continue to fund, revised as needed, and execute the Inclusive Excellence Action Plan  | <p>A1: Develop and implement a Strategic Enrollment Management Plan, ensuring that it includes a Black Student Recruitment, Yield &amp; Retention Plan and improved programmatic and support experiences for transfer and commuter students.</p> <p>D1: Provide indoor and outdoor physical spaces to facilitate connections and community for students from historically marginalized and underrepresented groups (e.g., student cultural centers; murals).</p> <p>E1: Assess and continue initiatives of the <a href="#">Inclusive Excellence Action Plan (IEAP)</a>, monitoring for accountability and outcomes, revising as needed to ensure continuous growth in realizing diversity, equity, inclusion, and accessibility (DEIA) values, and publishing updates to the campus community in each of the six Inclusive Excellence Action Themes (IEAT).</p> <p>E2: Implement usage of the Equity Lens Framework (ELF) and develop a DEIA</p> | <p>A1 progress: Continuing work is needed on this Strategic Direction initiative in 2024-25.</p> <ul style="list-style-type: none"> <li>• Contracted with Best Practice Solutions (BPS) 2023-24 to advise on EM structure, yield plan for 2024-25, and full cycle work for 2025-26</li> <li>• Received BPS recommendations for restructuring early Spr24; announced phase one implementation</li> <li>• Submitted Black Student Success Plan to Chancellor's Office Fall 2023; awarded \$217,500 in March 2024</li> </ul> <p>D1 progress:</p> <ul style="list-style-type: none"> <li>• Legacy Mural at the Student Union Building (IEAP initiative) Spr23</li> <li>• Inclusive Student Services umbrella for student centers: (1) Latinx Cultural Center, (2) Black Student Center opened (IEAP initiative) F24, (3) Multicultural Dream Center now Social Justice Center</li> <li>• Ethnic Studies Reading Room, Madera 1709</li> <li>• Bell Tower Lactation Room BT1621</li> </ul> |

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|  | Dashboard to publish findings and track changes.   | <ul style="list-style-type: none"> <li>15 gender-neutral restrooms across campus achieved 2022-23</li> </ul> <p>E1 progress: Continuing work is needed on this Strategic Direction initiative in 2024-25.</p> <ul style="list-style-type: none"> <li>Underway – see evolving <a href="#">IEAP website</a> for status reports Fall 2022, Spring 2023, Fall 2023, Spring 2024</li> </ul> <p>E2 progress: Continuing work is needed on this Strategic Direction initiative in 2024-25.</p> <ul style="list-style-type: none"> <li>Digital ELF published and ready for piloting Fall 2024</li> </ul> |
| 5. Ensure diversity at every level, including senior leadership.   | <p>E1: Assess and continue initiatives of the <a href="#">Inclusive Excellence Action Plan (IEAP)</a>, monitoring for accountability and outcomes, revising as needed to ensure continuous growth in realizing diversity, equity, inclusion, and accessibility (DEIA) values, and publishing updates to the campus community in each of the six Inclusive Excellence Action Themes (IEAT).</p> <p>E2: Implement usage of the Equity Lens Framework (ELF) and develop a DEIA Dashboard to publish findings and track changes.</p> | <p>E1 progress: Continuing work is needed on this Strategic Direction initiative in 2024-25.</p> <ul style="list-style-type: none"> <li>Underway -- see <a href="#">IEAP website</a> for status reports Fall 2022, Spring 2023, Fall 2023, Spring 2024</li> </ul> <p>E2 progress: Continuing work is needed on this Strategic Direction initiative in 2024-25.</p> <ul style="list-style-type: none"> <li>Digital ELF published and piloting Fall 2024</li> </ul>  |
| 6. Hire a compliance/equity/DEIA officer to assist with foundations and action planning of DEIA efforts. Expand our DEIA office to include staff and resource infrastructure needed to do the work our campus needs. | Not included in Strategic Directions Bridge Plan   | <p>Current enrollment and budgetary challenges are such that creation of this position and staffing a DEIA office is not possible at this time.</p> <p>However, DEIA groups and activities are thriving at CSUCI. The creation of the <a href="#">CI Interchange</a> in Spring 2024 brought those 22 entities together for the first time with</p>   |

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|   |  | the goals of amplifying and leveraging each other's work and developing clarity of DEIA "lanes" for each CI Interchange member.  |
| 7. Provide purposeful onboarding processes for all new (or new to their position) staff, faculty, and administrators, structured to intentionally increase opportunities for connections within and across divisions (e.g., Expand CI Connect to include onboarding for new employees) and support positive morale. | I2: Provide purposeful and extended onboarding processes for all new (or new to their position) staff, faculty, and administrators, structured to intentionally increase opportunities for connections within and across divisions; to communicate DEIA values, expectations, initiatives, and accountability efforts; and to support positive morale. | <p>I2 progress: Additional work is needed on this Strategic Direction initiative in 2024-25.</p> <ul style="list-style-type: none"> <li>• We have greatly increased the orientation programs for our TT and NTT faculty. Specifically, TT faculty have an 8-day orientation program that connects them with a wide variety of individuals on campus so that they can be better supported as they launch their CI careers and also better support our students. This includes sessions that focus on our DEIA efforts.</li> <li>• All faculty can participate in the NCFDD programming that we subscribe to; we have been signing up interested probationary TT faculty into NCFDD's Faculty Success Program.</li> <li>• We have created a probationary faculty lounge and there is an active affinity group of these faculty members.</li> </ul> |
| 8. Promote and support ongoing professional development as central to career progression, engaging unions to ensure awareness of options and opportunities for advancement.   | I5: Promote and support ongoing professional development as central to career progression for staff, ensuring awareness of options and opportunities for advancement.  | <p>I5 progress: Additional work is needed on this Strategic Direction initiative in 2024-25.</p> <ul style="list-style-type: none"> <li>• In Fall 2023, our CSUCI Learning and Development and CSU Learn Campus Administrator retired, and the position has not been filled as of Sum24. CSU Learn - Professional Development remains available. Efforts in 2024-25 must address this Strategic Direction Initiative I5.</li> </ul>  |

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| <p>9. Develop and require annual staff &amp; management training programs (e.g., training around management style, communication style, strengths finder, processes that support strategic workforce development).</p>                  | <p>I3: Ensure proper supervisory training for employees with direct reports as well as accountability for and support in the development of staff retention strategies, working within CSU Salary Structure and CBA requirements.</p> | <p>I3 progress: Continuing work is needed on this Strategic Direction initiative in 2024-25.</p> <ul style="list-style-type: none"> <li>• The Principles of Supervision (POS) program had been on hiatus and was restarted in Fall 2023.</li> <li>• Direct work with supervisors charged with looking into complaints of misconduct on the part of students, faculty, staff, or administrators will begin upon CSUCI's formal adoption of the campus's new plan for better addressing, tracking and evaluating "Other Conduct of Concern" developed in Sum24 in response to the Cozen O'Connor Report and Chancellor's Office mandate.</li> </ul>  |
| <p>10. Design and implement a system for vetting high-level campus and divisional decisions before they are made, acknowledging and engaging those who would be responsible for enacting them early in the decision-making process.</p> | <p>Not included in Strategic Directions Bridge Plan.</p> <p>Recommendation 3 from 2023-24 CLCs repeats Recommendation 10 from 2022-23 and continues to encourage this as a priority.</p>  | <p>Though not in the Strategic Directions Bridge Plan, the following communication enhancement efforts are underway which may prove helpful in addressing this CLC recommendation:</p> <ul style="list-style-type: none"> <li>• In Fall 2024 the President established a Shared Governance Council, meeting with the elected chairs/president of Academic Senate, Staff Council, and Student Government as a group. Purposes are to: (1) improve communication, (2) identify shared governance goals for the year, (3) clarify lanes of responsibility in sharing governance responsibilities at CSUCI, and (4) clearly identify the difference between consultation and collaboration/co-creation and when</li> </ul> |

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|  |   | <p>each is appropriate (e.g., consultation: appointing an interim DAA administrator in exigent circumstances; collaboration/co-creation: adopting a plan to better address and track “other conduct of concern”; providing educational opportunities for the campus on free speech and academic freedom)</p> <ul style="list-style-type: none"> <li>• Since 2022-23 the President has met each semester with elected leaders of each union, providing another avenue for improving communication.</li> </ul>   |
| <p>11. Build employee connections to campus and improve teamwork and morale.</p> | <p>F1: Administer campus climate surveys (CCS) for employees and for students, publishing findings to the campus community, utilizing findings to inform action, communicating actions taken, and assessing impact of actions over time.</p> <p>F2: Make changes needed to transform our Title IX and other anti-discrimination policies, procedures, infrastructure, culture, and climate, publishing progress toward <a href="#">implementing recommendations</a>, assessing changes made, and communicating results of actions taken.</p> <p>While F1 and F2 address improving campus climate, they do not address building employee connections. Recommendation 5 from 2023-24 CLCs repeats Recommendation 11 from 2022-23 and continues to encourage this as a priority.</p> | <p>Continuing work is needed on this Strategic Direction initiative in 2024-25. F1 progress:</p> <ul style="list-style-type: none"> <li>• In-house creation and administration of annual employee and student campus climate surveys (CCS)</li> <li>• Creation of Critical Learning Collectives (CLC) to study CCS data and make recommendations to President Yao and Cabinet</li> <li>• Community-building efforts (e.g., Convocation lunch; ongoing and expanded CI Connect cohorts; winter holiday tradition)</li> </ul> <p>Continuing work is needed on this Strategic Direction initiative in 2024-25. F2 progress:</p> <ul style="list-style-type: none"> <li>• Title IX Implementation Team formed Spring 2023</li> <li>• Title IX Communication Plan submitted to CO December 2023, implementation underway</li> <li>• Title IX Implementation Plan submitted to CO February 2024</li> </ul> |

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|   |  | <ul style="list-style-type: none"> <li>• Progress achieved on Cozen O'Connor recommendations 2023-24 communicated to campus May 2024</li> <li>• CO feedback received on Implementation Plan June 2024; submitted final draft to CO August 16, 2024; preparing for publication to the campus</li> <li>• Increase of Title IX staffing, from 2 FTE to 5 FTE: (1) Erica Moorer Taylor – Executive Director of Title IX &amp; Inclusion, Title IX Coordinator; (2) Renee Fuentes – Manager of Title IX &amp; Inclusion, Deputy Title IX Coordinator; (3) Katie Johnson – Deputy Title IX Coordinator, Investigator; (4) Hiring Sum24 Prevention Education Specialist; (5) Hiring Sum24: Analyst</li> </ul> |
| 12. Provide support and accountability opportunities for supervisors to understand, evaluate, and apply staff retention strategies--while understanding supervisory limitations in this effort (e.g., CSU salary structures vs. external opportunities) | I3: Ensure proper supervisory training for employees with direct reports as well as accountability for and support in the development of staff retention strategies, working within CSU Salary Structure and CBA requirements. | <p>Additional work is needed on this Strategic Direction initiative in 2024-25. I3 progress:</p> <ul style="list-style-type: none"> <li>• The Principles of Supervision (POS) program had been on hiatus and was restarted in Fall 2023.</li> <li>• Direct work with supervisors charged with looking into complaints of misconduct on the part of students, faculty, staff, or administrators will begin upon CSUCI's formal adoption of the campus's new plan for better addressing, tracking and evaluating "Other Conduct of Concern" developed in Sum24 in response to the Cozen O'Connor Report and Chancellor's Office mandate.</li> </ul>  |

# Critical Learning Collective (CLC) Recommendations to President Yao and Cabinet

## Summary of Spring 2024 Recommendations

August 2024

| Spring 2024 CLC Recommendations   | Revisions TBD to the <a href="#">Strategic Directions Bridge Plan 2023-25</a> | Progress TBD   |
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| 1. Conduct robust exit interviews and use data to inform employee retention and ensure continuity of operations.  |   |  |
| 2. Create learning opportunities and accountability measures to grow a culture of conflict competence among students, faculty, staff, and administrators.<br><br><i>Note: This item is partially related to the Cozen O'Connor requirement to develop a process for satisfactorily addressing "Other Conduct of Concern."</i> |   |  |
| 3. Design and implement a system for vetting decisions before they are made, acknowledging and engaging front-line workers who would be responsible for enacting them early in the decision-making process.<br><br><i>Note: This was Recommendation 10 from CLC 2022-23 not adopted into the</i>                              |   | <p>Though not in the Strategic Directions Bridge Plan, the following communication enhancement efforts are underway which may prove helpful in addressing this CLC recommendation. Additional strategies would be necessary to provide a system whereby frontline workers are engaged prior to decision-making in their units.</p> <ul style="list-style-type: none"><li>• In Fall 2024 the President established a Shared Governance Council, meeting</li></ul> |



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| <p><i>Strategic Directions Bridge Plan. Its repetition bears notice.</i></p>  |  | <p>with the elected chairs/president of Academic Senate, Staff Council, and Student Government as a group. Purposes are to: (1) improve communication, (2) identify shared governance goals for the year, (3) clarify lanes of responsibility in sharing governance responsibilities at CSUCI, and (4) clearly identify the difference between consultation and collaboration/co-creation and when each is appropriate (e.g., consultation: appointing an interim DAA administrator in exigent circumstances; collaboration/co-creation: adopting a plan to better address and track “other conduct of concern”; providing educational opportunities for the campus on free speech and academic freedom)</p> <ul style="list-style-type: none"> <li>• Since 2022-23 the President has met each semester with elected leaders of each union, providing another avenue for improving communication.</li> </ul> |
| <p>4. Examine staffing levels in relation to best practices and in comparison to similar universities within and beyond the CSU, and create an action plan with timelines for ensuring appropriate and feasible staffing accordingly.</p> |  |  |
| <p>5. Provide intentional opportunities for faculty, staff, and administrators to build cross-divisional connections, a sense of</p>  |  |  |

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| <p>belonging, and pride in our campus community.</p> <p><i>Note: This repeats Recommendation 11 from 2022-23 (Build employee connections to campus and improve teamwork and morale.) While much was done in 2023-24 to work on improving campus climate, repetition of this recommendation shows there is more to do on building employee connections.</i></p>  |  |  |
| <p>6. Create and implement a plan to ensure smooth transitions and continuity following staff changes and turnover.</p> <p><i>Note: This repeats Recommendation 2 from 2022-23 (Identify and implement strategies for ensuring continuity in workflow when disruptions occur – e.g., utilize a CSUCI Intranet to create protocols and support for contingency and transition plans that document history, processes, and procedures to allow for smoother transitions when there are changes in staffing or leadership). For this item to be prioritized by CLCs two years in a row demonstrates continuing need.</i></p> <p><i>Note 2: This is related to Recommendation 1 above from 2023-24 – on conducting exit interviews.</i></p> |  |  |