



ACADEMIC AFFAIRS SRPC TOWN HALL

February 27, 2020



Channel Islands

CALIFORNIA STATE UNIVERSITY

Interim Provost Dr. Elizabeth Say

Discussion

- Strategic Priorities
- Resources & Commitments
- GI 2025 Task Force
- Advancing Faculty Diversity Initiatives & FY 2020 Faculty Recruitment Planning



ACADEMIC AFFAIRS

Strategic Priorities, Resources
& Commitments



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Academic Affairs – Strategic Priorities

Strategic Priorities

- Make Progress on GI2025 and implementation of EO1100 & EO1110.
- WASC: The Mid-Cycle report/review is due in Spring 2020. Issues such as assessment, advisement, and retention (as these grow out of GI2025) are part of this process.

Academic Affairs – Strategic Priorities *cont...*

Strategic Priorities

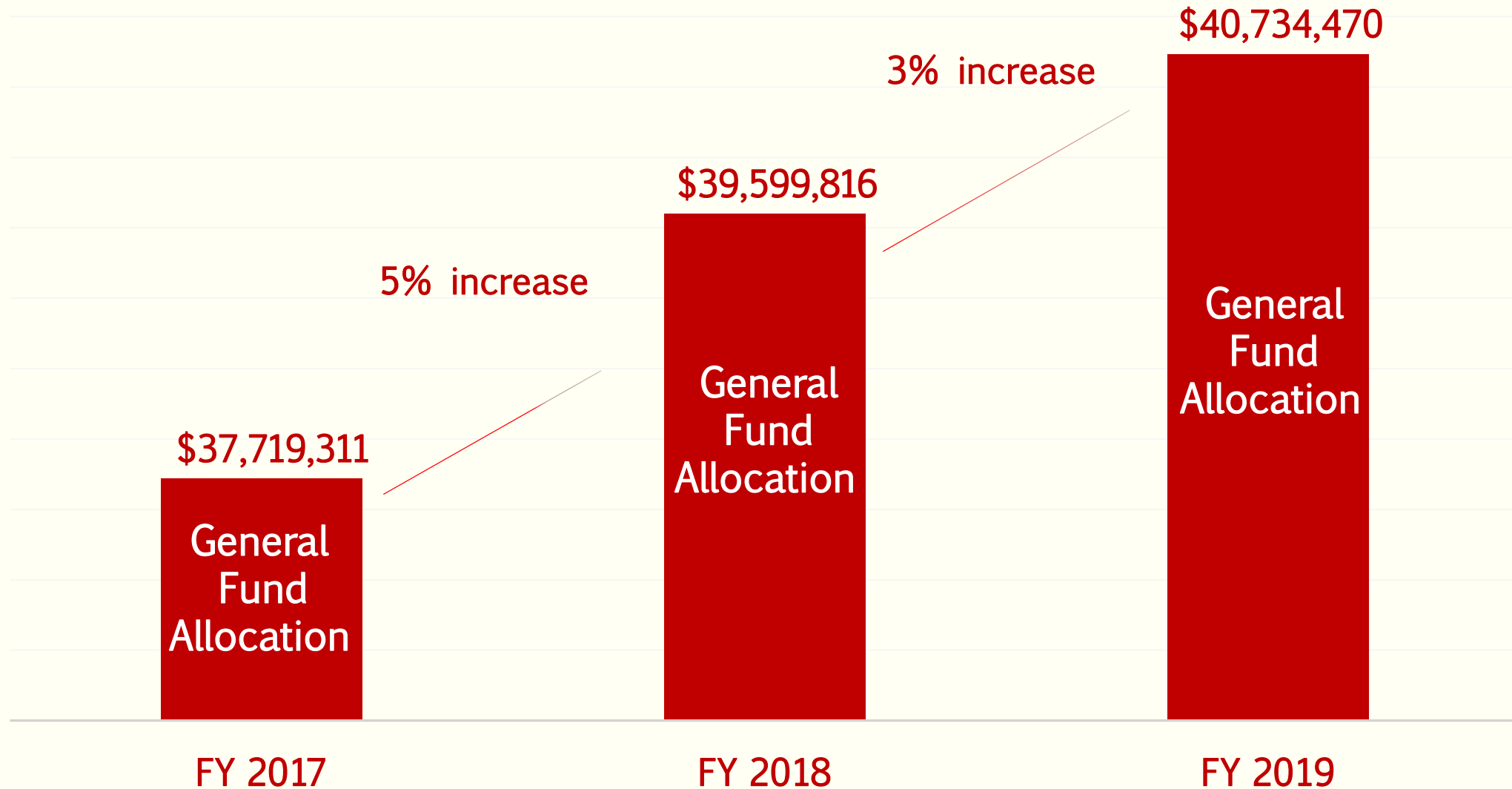
- Develop processes that bring clarity, rationality, and a mission-driven focus to Academic Affairs budgeting. This includes, but is not limited to, distribution of reassigned time, issues of tenure density, bringing clarity and transparency to Extended University business practices.

Academic Affairs – Strategic Priorities *cont...*

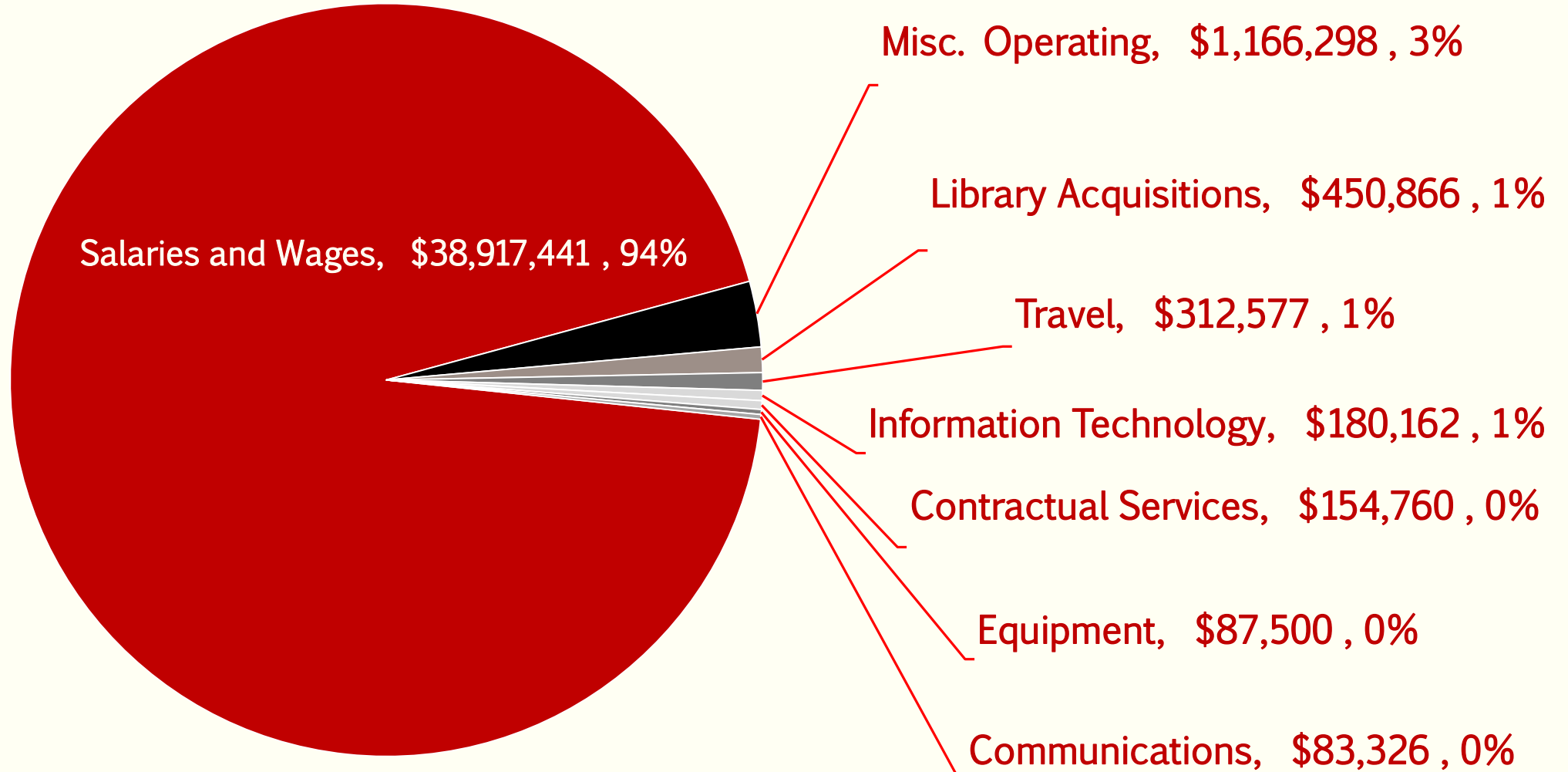
Strategic Priorities

- Strengthening academic leadership by building leadership teams with clear roles, responsibilities, and expectations and provide support that allows division leaders to be successful in their roles.
- Create and implement procedures/process to guide our work including but not limited to issues around curriculum, faculty hiring and development, advisement, and travel.

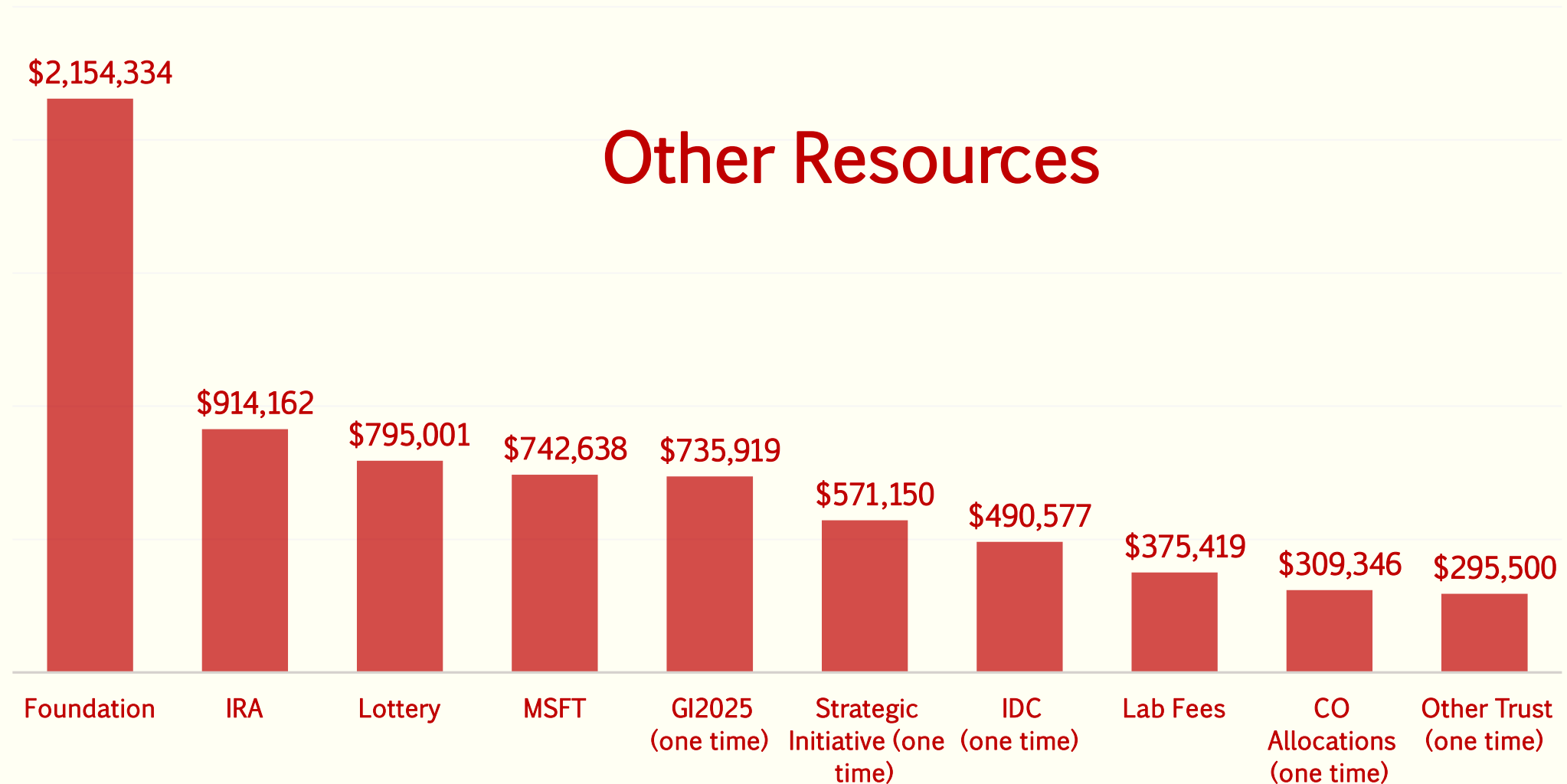
Academic Affairs – Resources



Academic Affairs – Resources cont...



Academic Affairs – Resources *cont...*



Academic Affairs Resource Commitments

General Fund

Tenured Faculty Lines

Faculty Travel

WASC
Assessment

Diversity
Hiring/Training

GI 2025

Course
Redesign

EO 1110

Task Force

Lottery

Staff
Support

Software &
Licenses

Equipment
Service
Contracts

Library
Support

IDC

CCE Support

HSI Smart
Grant Match

Library
Textbook
Loan
Program

TRP/MSTI



ACADEMIC AFFAIRS

GI 2025 Task Force



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CALIFORNIA STATE UNIVERSITY

Associate Vice Provost Dr. Amanda Quintero

DAA GI 2025 TASKFORCE CHARGE

- The charge of the GI 2025 Taskforce is to develop an *action plan* for the Division of Academic Affairs to advance strategies that are responsive to achieving CSUCI's GI 2025 campus goals (i.e., to increase freshman 4-year & 6-year graduation rates, increase 2-year & 4-year transfer graduation rates, and close equity gaps).

DAA GI 2025 TASKFORCE MEMBERS

MEMBERS

Amanda
Quintero
Beth Day
Gregory Wood
Marie Francois
Susan
Andrzejewski
Alivia Virtue

• José Alamillo
• Hung Dang
• Vandana Kohli
• Brian Sevier
• Jill Leafstedt
• Osman Ozturgut
• Charles Osiris
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GOALS FOR SPRING 2020

- Finalize faculty appointments through Senate Executive Committee
- Develop a GI 2025 Action Plan to achieve campus goals

DAA GI 2025 TASKFORCE TIMELINE

Fall 2019

- **10/2019 - Meeting # 1:** GI 2025 Insights & Presentation of Equity Gap Analytics
- **11/2019 - Meeting # 2:** DAA GI 2025 Inventory & Alignment Activity
- **12/2019 - Meeting # 3:** Insights from other CSU GI 2025 efforts, Gaps at CI (no cost, low cost, centralized messaging) & New Ideas

Spring 2020

- **3/2020 - Meeting # 4:** Analysis of GI 2025 Funding & Prioritization of New Ideas
- **4/2020 - Meeting # 5:** Aligning Data with Existing Practices
- **5/2020 - Meeting # 6:** Provost Funding Recommendations
- **June 2020:** Final DAA GI 2025 Action Plan

DAA GI 2025 TASKFORCE UPDATES

1. Identified *early success indicators* associated with growing URM equity gaps & 4-year & 6-year completion rates.

- Developing Student Equity Analytics Dashboard to inform GI 2025 strategies, programming, and targeted student interventions.

2. Conducted a review of other CSU campuses' GI 2025 efforts to identify trends & differences across the CSU.

- Advancing a culturally-relevant GI 2025 Student Success Campaign for students and families (i.e., Channel Your Success, Finish in Four, Through in Two).
- Piloting Ekhhobot, strategic messaging with students, to remove barriers and nudge behaviors towards successful habits of academic achievement

DAA GI 2025 TASKFORCE UPDATES

3. Started an inventory of existing strategies within the DAA responsive to achieving CSUCI's GI 2025 goals.

- Developing a DAA GI 2025 website to make programs and resources visible for students and faculty.
- Convening DAA programs focused on increasing freshmen retention to facilitate collaboration, create greater visibility and awareness for students and faculty

4. Funded (\$100k) Curricular Redesign Efforts in High D-F-W Rate Courses.

- Ongoing course redesign in Math 105 & 150 (\$45k), Chemistry 121 (\$30k), & Finance 300 (\$25k)

DAA GI 2025 TASKFORCE UPDATES

5. Aligned resources across SASEI, Innovation & Faculty Development, & Faculty Affairs to provide professional development opportunities centered on equity & student success.

- CSUCI team selected to participate in the Creating Hispanic Serving Identity through Faculty Hiring Institute
- Acquired the CUE Hiring a Diverse Faculty Webinar Series
- Hosted Dr. Rich Milner and offered professional development workshops to increase our understanding of national and local barriers to student success.
- Coordinated the Equity Minded Syllabus Review Workshop
- CIS Integrative Assignment Proposals focused on narrowing student equity gaps

DAA GI 2025 TASKFORCE UPDATES

6. Established the EO 1110 Implementation Team & Developed the EO 1110 Implementation Plan.

- Convening subcommittees to implement immediate and long-term recommended actions:
 1. Curriculum & Faculty Development
 2. Student Communication & Messaging
 3. FYM Student Success & Continuous Improvement
 4. FYM Placement & Advising
- Developing an EO 1110 Budget Plan to implement immediate and long-term recommended actions.

FY 2019/20 One-Time Earmarked GI 2025 Resources

GI 2025

\$292,065

- Earmarked for efforts that increase the 4-yr & 6-yr graduation rates and close 6-yr graduation rate equity gaps of URM and Pell recipients (\$150,065); and restructuring academic preparation in English in mathematics (\$140k).

EO 1110

\$150,000

Earmarked for the EO 1110 Implementation Plan to improve Early Start; first-year math curriculum; support faculty development & support structures for students; improve student communication & messaging, math placement & advising resources; and conduct assessment & continuous improvement.



ACADEMIC AFFAIRS

Advancing Faculty Diversity
Initiatives & FY 2020 Faculty
Recruitment Planning



Channel Islands

CALIFORNIA STATE UNIVERSITY

Associate Vice President Faculty Affairs Dr. Sheila Grant

PRESIDENTIAL CHARGE TO FACULTY AFFAIRS

■ ADVANCING FACULTY DIVERSITY:

- CI increasingly **diverse** student population (& HSI designation)
- But very little change in demographic profile of Tenure-Track Faculty, which is predominantly white (62.96%)
- Published research supports notion that improved student outcomes, especially for students of color, can be attributed to a more diverse faculty (Lara, 2019)

EQUITY-MINDED FRAMEWORK



What is Equity-Mindedness?

- Refers to perspective or mode of thinking exhibited by practitioners who call attention to patterns of inequity in student, faculty, staff outcomes
- Equity-Minded Practitioners are:
 - willing to take personal & institutional responsibility for the success of their students, faculty, & staff
 - critically reassess their own practices
- Equity-Mindedness also requires that practitioners are:
 - race-conscious and aware of the social and historical context of exclusionary practices in American Higher Education.

EQUITY-MINDED FRAMEWORK



Equity work is about:

- removing barriers,
- possessing equity-minded competencies such as being culturally competent,
- implementing race conscious principles,
- analyzing disaggregated data,
- approaching equity systemically, and
- taking responsibility as an institutional agent to remove barriers (CUE).

EQUITY-MINDED FRAMEWORK



IF Using an Equity-Minded Framework -

- CI will be responsive to the rich diversity of our CI community, &
- CI will ensure all receive an equal and **equitable** employment opportunity to anyone regardless of race, ethnicity, gender, etc.
- CI / FA will Evaluate Disaggregated Data
 - Calculating Equity Gap
 - Oversight and Certification of Applicant Pools)

PRESIDENTIAL CHARGE TO FACULTY AFFAIRS

ADVANCING FACULTY DIVERSITY:

- Essential to an overall healthy campus climate
- Essential to C.I. Student Success (GI 2025)
- Faculty Recruitment traditionally costly
- Faculty Recruitment done correctly from an **Equity-Minded Framework** is even more expensive

DEMOGRAPHICS CI TENURE-TRACK FACULTY

Fall 2018 vs. Fall 2019

2018-19 TT FACULTY DEMOGRAPHICS

| Race/Ethnicity | Fall 2018 | Fall 2018 Percentage |
|----------------------------------|-----------|----------------------|
| African-American/Black | 4 | 2.55% |
| Asian | 12 | 7.64% |
| Hispanic or Latino/a | 29 | 18.47% |
| Native American/Alaskan | 3 | 1.91% |
| Native Hawaiian/Pacific Islander | 1 | 0.64% |
| Two or More | 5 | 3.18% |
| Unknown | 7 | 4.46% |
| White | 96 | 61.15% |
| Grand Total | 157 | 100.00% |

2019-20 TT FACULTY DEMOGRAPHICS

| Race/Ethnicity | Fall 2019 | Fall 2019 Percentage |
|----------------------------------|------------|----------------------|
| African-American/Black | 4 | 2.47% |
| Asian | 13 | 8.02% |
| Hispanic or Latino/a | 30 | 18.52% |
| Native American/Alaskan | 1 | 0.62% |
| Native Hawaiian/Pacific Islander | 1 | 0.62% |
| Two or More | 4 | 2.47% |
| Unknown | 7 | 4.32% |
| White | 102 | 62.96% |
| Grand Total | 162 | 100.00% |

EQUITY GAP– Fall 2019

| Racial Group | # T/TT Faculty employed 2019 | Proportion of faculty employed (%) | # Students | Proportion of students enrolled (%) | Percentage point difference with +/- added |
|---------------------------|------------------------------|------------------------------------|------------|-------------------------------------|--|
| Undergrad | | | | | |
| African American | 4 | 2.47% | 142 | 2.07% | 2.47%-2.07% = positive 0.4% |
| Asian | 13 | 8.02% | 413 | 6.02% | 8.02% - 6.02% = positive 2.0% |
| Latinx | 30 | 18.52% | 3680 | 53.64% | 18.52% - 53.64% = minus 35.12 EQ |
| International | 0 | 0.00% | 207 | 3.02% | 0.00% - 3.02% = minus 3.02% |
| Native American/Alaskan | 1 | 0.62% | 16 | 0.23% | 0.62% - 0.23% = positive 0.39% |
| Pacific Islander/Hawaiian | 1 | 0.62% | 12 | 0.17% | 0.62% - 0.17% = positive 0.45% |
| Two or More Ethnic Groups | 4 | 2.47% | 292 | 4.26% | 2.47% - 4.26% = minus 1.79% |
| Unknown | 7 | 4.32% | 306 | 4.46% | 4.32% - 4.46% = minus 0.14% |
| White | 102 | 62.96% | 1792 | 26.12% | 62.96% - 26.12% = positive 36.84% |
| | | | | | |
| Total | 162 | 100.00% | 6860 | 100.00% | |

ADVANCING FACULTY DIVERSITY:

New Recruitment Processes

- Training from Center on Urban Education (CUE)
- Excelencia Training with a CI Team of Ten (10)



2019 Seal of Excelencia

“

Institutions that strive for, and most particularly those that earn the Seal of *Excelencia*, have demonstrated their capacity to grow our country's highly-skilled workforce and develop leaders—in other words, these institutions are ensuring America's future.

”

Deborah Santiago, CEO, *Excelencia* in Education

FY 2020 Faculty Recruitment Planning

- Faculty Recruitment is an Expensive Endeavor (in Time & Money),
- If you do it right and focus on Advancing Faculty Diversity the Costs Rises
- Advertisement (including Branding CI with HSI Identity)
- Targeted Outreach (hiring student assistant to support effort)
- Faculty Recruitment Committee Effort
- Travel Costs
- Start-Up Costs
- Relocation Costs

FY 2020 Faculty Recruitment Planning

Current Recruitment 2019/20 –

- Originally Twenty (20) Faculty Positions
 - (New, Conversion, & Roll-Over)
- Current Status:
 - 2 Completed Hires to start 2020/21 AY
 - 14 Searches in difference stages of process
 - 3 Searches Postponed, Rolled Over to 2020/21 AY
 - 1 Failed Search, Rolled Over to 2020/21 AY

FY 2020 Faculty Recruitment Planning

| COSTS ASSOCIATED WITH RECRUITMENT | | |
|---|---------------------|-----------------------|
| Description | Amount | Amount |
| Center for Urban Education (CUE) & Excelencia Training on Equity-Minded Recruitment | \$30,000.00 | |
| CUE Webinars (n=4) - "Hiring a Diverse Faculty" | \$10,000.00 | |
| Advertising & Branding | \$27,589.00 | |
| Recruitment Travel/Hotel | \$27,495.00 | |
| Relocation | \$54,000.00 | |
| Start-Up Funds | \$167,000.00 | |
| Year 1 Travel Allocation | \$18,000.00 | |
| Total Recruitment Expenses 2019/20 | \$334,084.00 | |
| Cummulative Salaries [Starting Year 1 (2020/21 AY), excluding Benefits] - Recurring | | \$1,302,250.00 |

IMPLEMENTING BEST PRACTICES:

WHAT'S WORKING?

- Targeting Advertising
 - Branding Ad in Diversity in Academe
- Equity-minded Job Announcements
- Equity Advocates on each search committee
- Disaggregating Data
- Faculty Affairs Oversight

APPLICANT POOL – Stages of Recruitment

Recruitment Year: 2019-20

Number of Searches: 20

Below Figures Out of 8-11 Searches
thus far:

| Racial/Ethnic Breakdown | All Applicants | | 2nd Round: Phone/Zoom Interviews | | 3rd Round: Campus Interview | | Difference | |
|-------------------------------|----------------|---------|-------------------------------------|---------|--------------------------------|---------|------------|--|
| Asian | 67 | 14.29% | 14 | 18.67% | 11 | 32.35% | Increase | |
| Black | 10 | 2.13% | 1 | 1.33% | 1 | 2.94% | Increase | |
| Latinx | 51 | 10.87% | 11 | 14.67% | 6 | 17.65% | Increase | |
| American Indian/Alaska Native | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | | |
| White | 183 | 39.02% | 30 | 40.00% | 7 | 20.59% | Decrease | |
| Two or More | 5 | 1.07% | 1 | 1.33% | 0 | 0.00% | Decrease | |
| Unknown or Decline to state | 153 | 32.62% | 18 | 24.00% | 9 | 26.47% | Decrease | |
| Total Applicants | 469 | 100.00% | 75 | 100.00% | 34 | 100.00% | | |

IMPLEMENTING BEST PRACTICES:

WHAT'S NOT WORKING?

- Not Enough Time in FY19 for Depth of Equity-Minded Training of DSC & Equity Advocates
- FA Needs more analysis on effectiveness of Advertising Venues
- Faculty Recruitment Guidelines (with clearer Steps and Check-List) finalized by end of Summer'20

WHAT'S NEXT:

- Need more Intentional & Targeted Outreach:
 - Contacting doctoral granting HSIs / HBCUs,
 - Advertise in SACNAS Online Career Center,
 - Send CI STEM Faculty Reps. to Attend SACNAS Conference
 - Use Chancellor's Doctoral Incentive Program (C-DIP) Directory of Recipients
- Hire Student Assistant to support this work at an additional cost to overall Faculty Recruitment
- USC CUE Training (Specialized) for Equity Advocates each Year