

DIVERSITY, EQUITY & INCLUSION STRATEGIC PLAN

MAY 14, 2021



WE DEFINE THE *Future*

TABLE OF CONTENTS

Preamble	3
The Formation of CSUSB's Diversity, Equity and Inclusion (DEI) Strategic Plan.....	6
CSUSB's Inaugural Diversity, Equity, and Inclusion Strategic Plan Framework, 2021-2022:	10



PREAMBLE

We affirm and are committed to the value of all kinds of differences among students, faculty and staff. Inclusivity that is broad and deep makes us a healthier and more productive organization and builds a culture that fosters engagement and diverse perspectives. – from CSUSB, Core Values

By our nature and as a reflection of our self-identity, California State University, San Bernardino is an institution of higher education that embraces and advances diversity, equity and inclusion.



These values are quite literally at the core of who we are and what we do as a university. We are a campus community whose diversity stems from differences that reflect the range of human experience and circumstance, in areas including race, ethnicity, gender, sexual identity, nationality, socioeconomic class, age, disability, veteran status and so much more. Embracing our multifaceted, intersecting differences and facilitating discourse and engagement among us is not only encouraged and celebrated at Cal State San Bernardino, it is essential to our mutual success. This is one impetus for creating an inaugural Cal State San Bernardino Diversity, Equity and Inclusion Strategic Plan that will bring greater strategic focus and efficacy to campus activities in our ongoing pursuit of DEI excellence.

Across CSUSB, faculty, staff and leadership for years have focused on embedding DEI into the structure of the university. As we sought to sharpen this focus and our strategic approach, we partnered with an outside consultant, Halualani & Associates, that specializes in helping guide universities in furthering their DEI efforts. The initial phase of our work together yielded a detailed Diversity Mapping Report that analyzed and assessed the university's existing DEI landscape. The report, shared with the university community in August 2020, found that:



... CSUSB already has had a historical foot holding in diversity, equity and inclusion work and is strongly poised to further engage and elevate its diversity, equity and inclusion efforts.”

Cal State San Bernardino has long been proud of its diverse student population and supporting and growing diversity has been integral to its DNA for decades. In 1993, CSUSB established the University Diversity Committee (UDC), which reported to the university president. The UDC was composed of a cross-section of university representatives, including key administrators appointed by the president, faculty members appointed by the Executive Committee of the Faculty Senate, students appointed by Associated Students, Inc. and university employees appointed by the Administrative Council. Its goal: explore diversity issues and promote a positive attitude toward diversity on campus.

One UDC initiative was our dynamic Conversations on Diversity series, founded in 2005. The Conversations brought speakers to CSUSB three times per year to facilitate dialogue among students, staff, faculty and the community on a variety of diversity-related issues. The series continued through spring 2021 when it was integrated into the larger set of DEI-related activities coordinated by the newly



formed President's DEI Board and subcommittees to further expand its impact. In combination, the UDC and the Conversations on Diversity Series served as two foundational enterprises upon which to build our increasingly robust DEI efforts.

A few years into my presidency, the President's Council on Diversity, Inclusion, and Equity (CODIE) was established. A separate body from the UDC, its founding goals included respecting and embracing all aspects of people, including race, ethnicity, gender identity and/or expression, sexual orientation, socioeconomic background, age, religion, veteran status and ability.

Additionally, co-chief diversity officers were established in Human Resources and Academic Affairs, respectively, who began adding diversity training to the search committee process (subsequently, the Dean of Students was added as a third co-chief diversity officer). The new training focused on addressing implicit bias and ensuring that the procedures for recruiting, screening and interviewing applicants encouraged diversity. Implicit bias training for existing personnel was also implemented as part of ongoing on-the-job development.

Among our student body, the student-led Black Scholars Matter group was able to not only sit down with campus leadership and lay out the needs they identified for students of color on campus, they were also provided with training in university organization and processes so that they could understand how decision-making takes place. Specific affinity centers were established in our campus cultural centers to provide support and special programs for various student-identified groups.

A great deal of diversity activity, including these initiatives, has taken place, however, they were not cohesive nor coordinated at an institutional level, sometimes competing for resources and audiences, resulting in lessening the overall impact and effectiveness of our efforts. To move diversity, equity and inclusion forward, CSUSB needed to step back and, using our now standard campus-wide and organic process, review our DEI efforts and map out a more robust way of functioning.

The Diversity Mapping Report's recommended next steps for CSUSB included creation of a President's DEI Board, which was formed in fall 2020 and composed of representatives from the shared governance bodies for faculty, staff and students as well as representatives from cultural centers, affinity groups and experts across campus. The DEI Board consists of a Steering Committee and an Executive Committee with oversight of six Subcommittees. Among its responsibilities, the DEI Board was charged with developing the Strategic DEI Plan presented here.

Through a collaborative, multi-step process conducted over the course of months, the 70 board members, in consultation with representatives and leadership from across the university, identified and

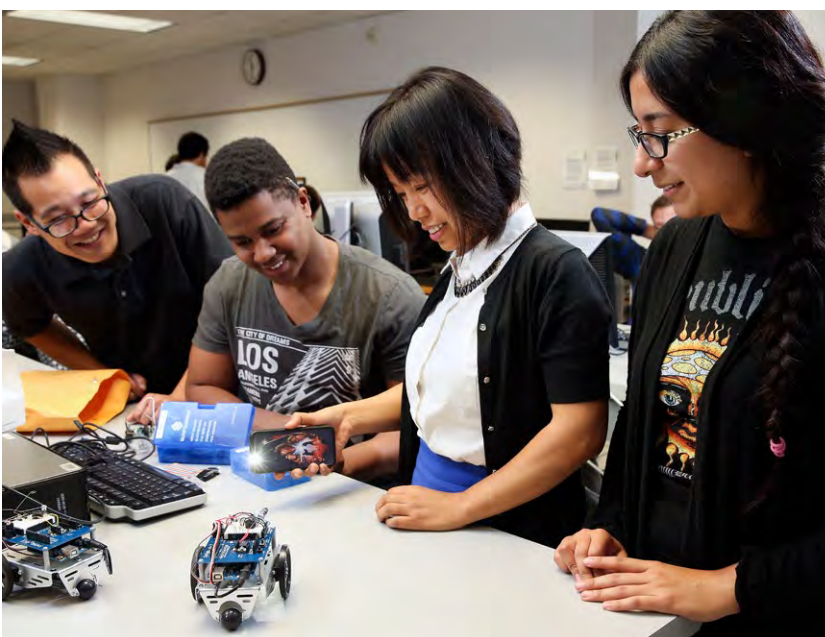
agreed to three goal areas, along with supporting objectives for each. The primary goals of the CSUSB Strategic DEI Plan are:

1. Solidify CSUSB's Innovative DEI Infrastructure;
2. Foster a Campus of Belonging; and
3. Create a Closing the Equity Gap Plan for Underrepresented Minority Students.

In a forward-looking spirit and with clear-eyed determination, we embark with fresh vigor and purpose on this course toward deeper institutional self-evaluation and progress with an aim of emerging as a stronger, better version of our campus community where, as always, we provide an inclusive environment that is welcoming to all and promotes our utmost mission: student success.

I extend wholehearted appreciation to all members of the President's DEI Board and the campus community who have contributed and continue participating in this highly collaborative process as we formalize and solidify the structure, intent and metrics we will rely on for our university-wide DEI efforts moving forward.

Our campus' history of forging ahead in areas of DEI have yielded many laudatory results — as seen in the vibrant mix of activities, programming, curricula and organizations alive at CSUSB. Together, they have formed a firm foundation from which we advance today, guided now by a strategic vision, approach and methodology embodied in this, our inaugural CSUSB DEI Strategic Plan.



A handwritten signature in blue ink, appearing to read 'TDM'.

Tomás D. Morales
President

DEI STRATEGIC PLAN

THE FORMATION OF CSUSB'S DIVERSITY, EQUITY AND INCLUSION (DEI) STRATEGIC PLAN



Diversity Mapping

A **focused diversity mapping** process, conducted from fall 2019 through spring 2020 by outside consultant Halualani & Associates examined California State University, San Bernardino's DEI progress to date. In addition to providing an overview assessment of the university's DEI work, diversity mapping analysis identified **key goal areas** specific to Cal State San Bernardino. These are goals for CSUSB to prioritize as it continues on a path toward DEI excellence, including developing an **inaugural DEI strategic plan**.

President's Diversity, Equity and Inclusion Board Background

In fall 2020, President Morales invited 70 individuals from across the university to join the **President's DEI Board**. Members

represent faculty, staff and students and come from groups including: Faculty Senate; Staff Council; Associated Students Inc.; Asian Faculty, Staff, and Student Association; Association of Latino Faculty, Staff, and Students; Black Faculty, Staff, and Student Association; Center for Islamic and Middle Eastern Studies; and LGBTQ+FSSA.

Creation and formalization of the President's DEI Board established a **key collaborative structure** that facilitated development of the DEI Strategic Plan through a consultative process drawing on active participation from campuswide representatives.

President's DEI Board Structure

The President's DEI Board comprises a **Steering Committee**, an **Executive Committee** and six **Subcommittees**. Subcommittee chairs serve on the Executive Committee.

- **Steering Committee:**

Membership consists of the president, members of the president's cabinet and three co-chief diversity officers, who represent faculty, staff and students, respectively. Through its oversight, this team will ensure that the work of the President's DEI Board aligns with guiding university principles and documents including the CSUSB Strategic Plan, DEI Strategic Plan and university mission. All members are standing members of the Steering Committee.

- **Executive Committee:**

Encompasses CSUSB senior leadership including division vice presidents, co-chief diversity officers, and Subcommittee chairs. Through ongoing and strategic communication, the Executive Committee will support Subcommittees in their efforts to meet the stated mission of the President's DEI Board as well as the identified goals for each Subcommittee.

- **Subcommittees:**

The President's DEI Board will operate through the following **Subcommittees, each charged as outlined below:**

1. **DEI in Student Recruitment, Retention and Graduation:** Support university efforts and practices to recruit, retain and graduate a diverse student body.
2. **DEI in Faculty Recruitment, Retention and Development:** Support the university in its commitment to recruit and retain a diverse faculty and ensure the availability of faculty development programs.
3. **DEI in Staff Recruitment, Retention and Development:** Support the university in its commitment to recruit and retain a diverse staff and ensure the availability of staff development programs.
4. **DEI in Alumni and Community Outreach:** Engage and, where possible, include alumni and community partners in university DEI initiatives, events and activities.
5. **DEI in Curriculum and Student Learning:** Study and make recommendations on enriching curricular and co-curricular offerings, creating inclusive classrooms and embedding DEI in the curriculum and student learning.
6. **DEI Programming:** Develop educational and celebratory DEI programming to realize DEI Strategic Plan goals and ensure that the campus community continues learning about and celebrating the rich array of identities in our CSUSB community and beyond.



President's DEI Board Charges

The President's DEI Board, inclusive of the Executive Committee and Subcommittees, convened on October 23, 2020, and was **charged** with performing the following **functions**:

- **Priorities:** Identify and recommend to the President priorities for DEI work, strategies and initiatives.
- **Process:** Contribute to the DEI Strategic Plan design process, its finalization and implementation.
- **Principles:** Assess and promote principles and goals identified in the DEI Strategic Plan with an objective of cultivating and sustaining synergy and collaboration in DEI efforts.
- **Campus climate:** Lead and coordinate activities that develop and maintain an inclusive and equitable campus climate.
- **Accountability:** Assist in developing accountability structures to evaluate and assess the efficacy of campus climate activities.
- **Education:** Focus on DEI Educational Function to foster learning around DEI through coordinated events, co-curricular programing, workshops and training.
- **Community:** Focus on DEI Community Function to build a more engaged and aware extended university community around DEI, including among alumni and Inland Empire community members.
- **Academics:** Focus on the role of DEI in academic aspects of the university, including incorporating DEI in the curriculum, inclusive pedagogy, retention and graduation rates and DEI engagement at the college level.
- **Employees:** Focus on the role of DEI in faculty and staff recruitment, retention and development, diversification of faculty and staff, retention, tenure and promotion, safe space training, inclusion workshops and diversity champion programs.

DEI Strategic Plan Goal Areas: A Consultative and Collaborative Process

On December 3, 2020, a retreat including the leadership of the campus was called to examine results of the Diversity Mapping Report. As with past initiatives that affect the core functioning of CSUSB, attendees were pulled from all across the campus to include faculty, students, staff and administrators. They included student leadership (the ASI Executive Committee), staff leadership (the Staff Executive Council), faculty leadership (the Faculty Senate and department chairs) and administrative leadership (directors, deans and vice presidents). Attendees reviewed and provided feedback on the goal areas which the diversity mapping laid out.

On December 10, 2020, the President's Diversity, Equity and Inclusion (DEI) Board Executive Committee met to review the feedback from the attendees of the December 3 retreat. After careful deliberation, the DEI Board solidified the goal areas for the inaugural Diversity, Equity and Inclusion Strategic Plan.

Between December 2020 and March 2021, the subcommittees of the DEI Board met in order to develop the specific objectives for each of the enumerated goals which had been confirmed on December 10 and submitted their recommendations back to the Board.

On March 12, 2021, the DEI Board Executive Committee met to review the subcommittee's suggested goal objectives and selected which to include in the DEI Strategic Plan. The objectives were finalized in late March 2021.



CSUSB'S INAUGURAL DIVERSITY, EQUITY, AND INCLUSION STRATEGIC PLAN FRAMEWORK, 2021-2022:

There is an *Overarching Emphasis* across this entire DEI Strategic Plan to establish assessment outcomes and accountability markers for each of the objectives under each goal area in order to track demonstrable progress on the strategic plan.

Goal 1: Solidify CSUSB's Innovative DEI Infrastructure

OBJECTIVE 1.1: Identify key DEI concepts and competencies for CSUSB faculty and staff members.

Deliverables: Evidence of a formal university-wide delineation of three DEI concepts and three DEI competencies for faculty and staff members.

OBJECTIVE 1.2: Train DEI consultants (or departmental consultants) to help academic departments better understand DEI goals in relation to their curricula.

Deliverables: Evidence of a trained cohort of DEI consultants that is prepared to do the following with academic departments: a) bring awareness to DEI goals and b) connect those DEI goals to curricula.

Goal 2: Create a Campus of Belonging

OBJECTIVE 2.1: Implement DEI training requirements for all management, faculty and staff search committee members.

Deliverables: Evidence of: 1) A formal delineation of DEI training requirements for all management, faculty and staff search committee members; and 2) a formal policy and or procedure that institutes the DEI training requirements for all management, faculty and staff search committee members.

OBJECTIVE 2.2: Identify identity-informed best practices for student success (retention, graduation).

Deliverables: Evidence of: formal delineation of six to eight identity-informed best practices for student success, as demonstrated by retention and graduation.

Goal 3: Create a Closing the Equity Gap Plan for Underrepresented Minority Students

OBJECTIVE 3.1: Identify "closing the gap" efforts across CSUSB and possible partnerships to close equity gaps.

Deliverables: Evidence of: a) multiple "closing the gap" strategies and interventions across CSUSB and b) partnerships to close equity gaps.

OBJECTIVE 3.2: Identify ways to make equity gaps more transparent and part of program decision-making.

Deliverables: Disaggregate and analyze URM and socio-economic class data to develop appropriate interventions to close equity gaps.