



MEMORANDUM

DATE: March 6, 2015

TO: Graham Oberem, Provost and Vice President, Academic Affairs
Lorena Meza, Vice President, Student Affairs
Matthew Ceppi, Chief of Staff, President's Office
Kamel Haddad, Vice Provost, Academic Affairs
Travis Gregory, Associate Vice President, Human Resources & Payroll Services
Michelle Hunt, Associate Vice President, Faculty Affairs
Patricia Reily, Veterans Director, Student Affairs
Wesley Schultz, Interim Dean, Graduate Studies and Research
Laurie Stowell, Chair, Academic Senate
Veronica Anover, Professor, Modern Language Studies
Marie Thomas, Professor, Psychology
Robert Carolin, Associate Dean, Extended Learning
Dawn Formo, Dean, Undergraduate Studies
Dilcie Perez, Dean, Student Affairs

FROM: Karen S. Haynes
President

SUBJECT: Tasks and timelines for next steps in Diversity Mapping Project

As you are aware following the quantitative and qualitative diversity mapping that Halualani and Associates (H&A) completed and the multiple forums held on campus during the week of February 16, Arturo Ocampo, AVP for Diversity, Educational Equity, Inclusion and Ombuds synthesized comments from those forums and surveys and provided to me. These were informative and, as they relate to specific recommendations, will be shared with the appropriate groups. 40 people who attended forums completed the surveys. Consensus across constituent groups who completed survey and Diversity Mapping Steering Committee and the Ad Hoc Leadership team were on recruiting and retaining diverse faculty and staff and strengthening diversity content in the curriculum.

We agreed at the beginning that this was not simply an exercise in collecting data, but to inform our next step in moving our campus forward in strategic ways to improve practices.

Further, it is clear that these next actions need to be led by individuals on campus with positional authority and responsibility to oversee the forward progress of these recommendations. The Diversity Mapping Steering Committee has completed its work of overseeing the mapping process, and its role has now ended. It is now up to the individuals who have been identified to move the campus forward with implementing the recommendations of H & A.

Attached you will find the final matrix of primary responsibilities of the recommendations and where your responsibility for convening and/or collaboration has been assigned. For all background information, the diversity website can be found at:
<http://www.csusm.edu/equity/diversitymapping/index.html>

On this website you will find:

- Recommendations and an action matrix
- H & A slidecast overview
- H & A mapping informational slidecast
- H & A ebook of data – still waiting to receive; will be uploaded upon receipt

To each of the conveners, I am requesting the following be submitted by May 1, 2015 to Arturo Ocampo. He will provide a brief progress report that includes the data you have provided to me. Do not take action until these hand-offs and early tasks have been discussed and approved by the Executive Council.

1. Confirm that you have convened the people needed to work on the recommendations assigned to you.
2. Provide an initial assessment and review of the recommendations you have been assigned.
3. Identify, as possible, individuals within your units/departments/organizations (or in the case of Academic Senate, committees) to whom you are handing off responsibility for portions of those recommendations.
4. Identify any "low hanging fruit" that might be prioritized for early/quick action in the summer or fall.
5. Identify any urgent needs among the recommendations assigned to you, even if they are not necessarily "low hanging fruit".
6. Identify whether funding is needed for any of the above actions. I have decided that funding for 2015/16 activities will be one time funding; and any ongoing or additional funding will be included in the University Budget Committee process for 2016/17.

In order to ensure that this work proceeds in a timely fashion, and that "high order" tasks move forward in the planning stage, the following will also be assigned:

- AVP Ocampo will draft a revised and updated Diversity Strategic Plan.

- AVP Ocampo will work on this over the summer, present to Executive Council, and have ready for campus conversation and input in early Fall 2015.
- AVP Ocampo will build on the work accomplished over the past 3 years and take into account recommendations that have not yet been met as well as the recommendations from H & A.
- CSUSM Executive Council will work on redefining the structure and scope of the Office of Diversity, Educational Equity and Inclusion after receiving progress reports and discussions with AVP Ocampo about revisions to the Diversity Strategic Plan.
 - A draft document regarding changes to the structure and scope of the office, which, with the suggested revisions of the strategic plan, will be ready for campus conversation and input in early Fall 2015.
- These two might be the major focus of an early campus conversation in fall 2015.

Proceeding forward, it seems prudent and necessary for bi-annual progress reports to be submitted to AVP Ocampo. The Executive Council will review progress reports twice a year at the end of each academic semester. In the comments synthesized by AVP Ocampo, it is also apparent that we need to develop a communication plan to assure we are working collaboratively and without overlapping or competing initiatives.

c: Executive Council
 Adam Shapiro, Dean, College of Humanities, Arts, Behavioral and Social Sciences
 Mike Schroder, Dean, Extended Learning
 Bridget Blanshan, Associate Vice President, Student Affairs
 Scott Hagg, Associate Vice President, Enrollment Management Services
 Arturo Ocampo, Associate Vice President, Diversity, Educational, Equity & Inclusion

Diversity Mapping Action Matrix

1.0	Institutional Practices	Responsible:	Convenor:
1.1	Re-define the structure and scope of the Office of Diversity, Educational Equity & Inclusion	Executive Council	Graham Oberem
1.2	Create a new Diversity Master Plan with clear vision, goals and framework	President/AVP DEEI	Arturo Ocampo
1.3	Foster positive relationships among faculty and staff	Executive Council	President Haynes
1.4	Establish ongoing Town Hall Forums on Diversity per suggested issues	AVP DEEI	Arturo Ocampo
1.5	Confirm collaborations across Academic Affairs, Student Affairs the other divisions	Executive Council	Lorena Meza
1.6	Develop an assessment framework for diversity	AVP IPA/AVP DEEI	Matt Ceppi
1.7	Strengthen the role of Faculty/Staff Associations	AVP DEEI	Arturo Ocampo
1.8	Align activities and appropriate actions that prioritize Hispanic student success and excellence	VPSA/AVP DEEI/Dean of UGS	Lorena Meza
1.9	Include additional diversity items in next Campus Climate Survey	AVP IPA	Matt Ceppi
1.10	Create opportunities targeted for staff	AVP DEEI / AVP HR	Travis Gregory
1.11	Microaggressions - training/professional development for faculty and staff	Provost/AVP HREO	Travis Gregory
1.12	Recruit and Retain diverse faculty and staff	AVP HREO/AVP Faculty Affairs	Michelle Hunt
2.0	Curricular	Responsible:	Convenor:
2.1	Fortify the plans for Native American Studies & clarify its Curricular Scope	Provost/Native Studies Task Force	Graham Oberem
2.2	Engage Active Duty/Veterans in curricula and co-curricula activities	Academic Senate/Vet Center Director	Patricia Reily
2.3	Incorporate diversity into graduate courses and seminars	Dean GSR	Wes Schultz

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2.4	Review diversity related undergraduate course offerings and scheduling	Vice Provost/Academic Deans	Kamel Haddad
2.5	Implement 2 general education diversity areas - Domestic and International/Global Diversity Issues & Multiculturalism	Academic Senate	Laurie Stowell
2.6	Elevate and fortify plans for Ethnic Studies, and Women's Studies	Academic Senate	Laurie Stowell
2.7	Integrate diversity content across core subject and disciplinary matter	Academic Senate	Laurie Stowell
2.8	Discuss how to integrate diversity student learning outcomes and competencies across the curriculum	Academic Senate	Laurie Stowell
2.9	Confirm diversity and inclusion as an institutional learning outcome	Academic Senate	Laurie Stowell
2.10	Expand and deepen issues of power when focusing on international/global in undergraduate and graduate courses	Academic Senate	Laurie Stowell
2.11	Create faculty learning/research communities around core diversity courses	Faculty Center	Veronica Anover & Marie Thomas
2.12	Conduct assessment in study abroad and cultural exchange programs	AVP International Programs	Robert Carolin
2.13	Student retention & graduation	Dean UGS/GISC	Dawn Formo
3.0	Co-Curricular / Student Engagement	Responsible:	Convenor:
3.1	Create opportunities targeted for graduate students	Dean Graduate Studies / Dean of Students	Wes Schultz
3.2	Create opportunities for specific groups of students	Dean of Students / AVP DEEI	Dilcie Perez
3.3	Expand efforts to be inclusive of disabilities, generation, socioeconomic status, religion, gender, with focus on intersectionalities	AVP DEEI / Student Affairs	Arturo Ocampo
3.4	Create conditions for students to access DELTA Level 5 throughout their time at CSUSM	VPSA	Lorena Meza