

DEIJ Strategic Plan

President's Charge to the Community

California Lutheran University is a future-focused, faith-friendly institution whose mission and values reinforce the power and potential of diversity and inclusion. These two characteristics of our community are ones we hold dear and expect to operationalize day in and day out. Indeed, the faculty and staff at Cal Lutheran are called and empowered to challenge barriers that limit human potential as we prepare students to lead a life of meaning and purpose in pursuit of socially-just communities.

The actualization of diversity and inclusion does not occur by happenstance but rather by purposeful and inclusive planning. With that in mind, constituents from all parts of the institution have been called together over the last fifteen months to formulate three university-wide plans: the Strategic Plan, the Campus Plan, and the integrated Diversity, Equity, Inclusion and Justice (DEIJ) Plan. Together, these three plans will directly shape California Lutheran University's future. When we say we are a "Future-Focused University," we mean it...and these plans detail what that future will look like.

The DEIJ Strategic Plan described below is the first in our University's history, and it has come together thanks to the collective efforts and energies of DEIJ champions. The foundation for this plan was set years ago by colleagues who helped us achieve our designation as a Hispanic Serving Institution (HSI). Today's DEIJ Plan builds on this groundwork by cultivating a community of practice that seeks to use our Lutheran values to concretely address the evolving needs of our Latinx and historically underserved students.

The formulation of the particular plan that follows was undertaken by the University's inaugural Chief Diversity Officer and the cross-departmental core team with whom she partners. During the 2021-22 academic year, these DEIJ experts and advocates crafted an early draft of the plan, and I thank them for getting us started.

Like many realistic and functional plans, this is an iterative one that will change and develop as more and more people get involved and lend their expertise and experience. Therefore, I invite all of you reading it to lend your voice, your support, and your experience. There are many ways to get and stay involved in DEIJ work, and the more of us who do so, the broader and deeper the impact of our intentions.

Help us bring it to life in ways that will positively and productively shape the community where we work and study.

Lori E. Varlotta, PhD
President



Executive Summary

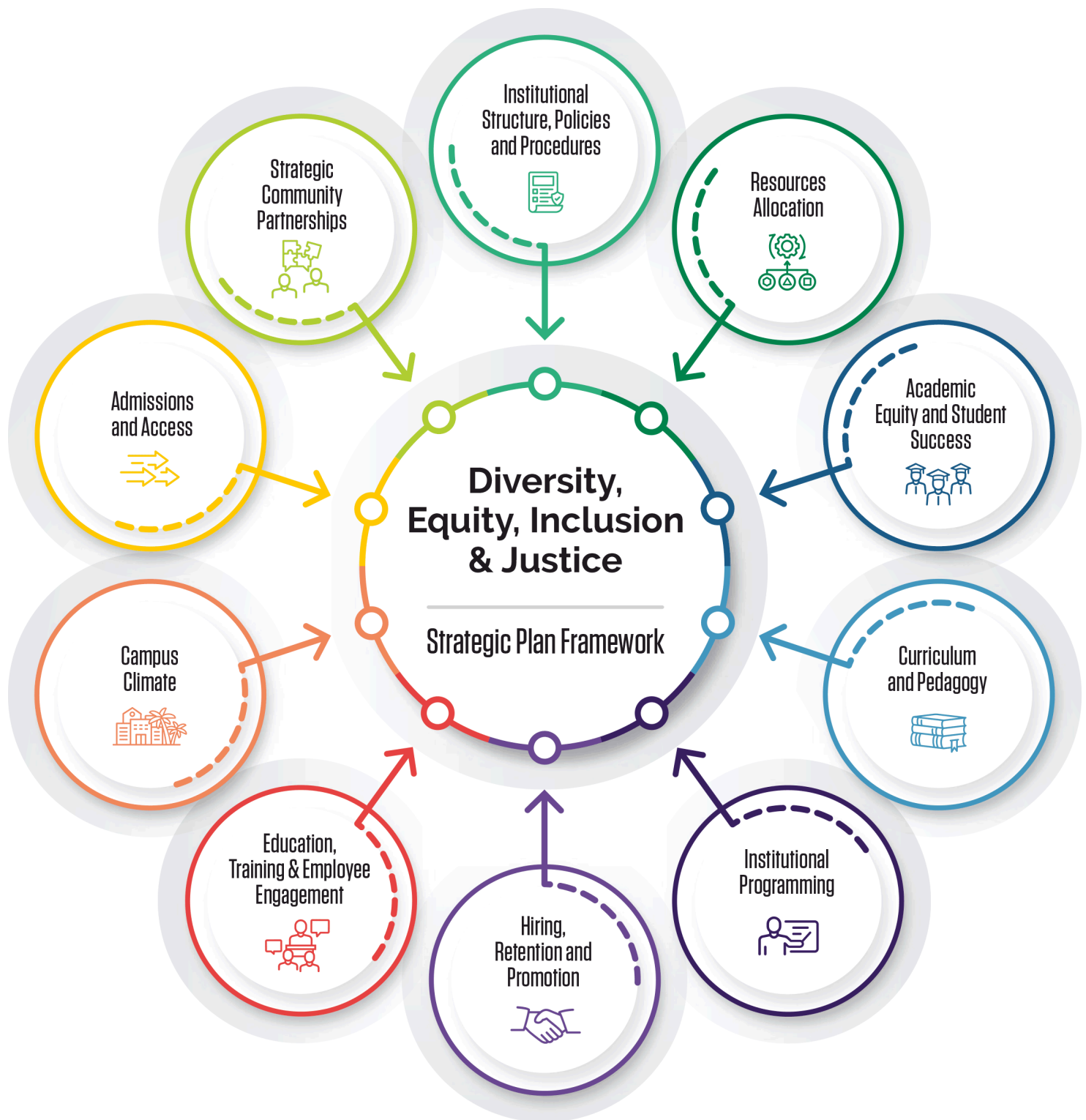
Planning Process and Community Engagement

Cal Lutheran's inaugural Chief Diversity Officer (CDO) spent much of her first year on a listening and learning tour. She met with faculty and staff from all the affinity groups, leaders from many of the student cultural groups, staff from the Center for Global Engagement, and many others across campus. She then used what she had heard and seen from that assessment to craft the first draft of a DEIJ Strategic Plan.

The CDO shared 'draft one' with the DEIJ Core Team, and they offered feedback and counsel that produced the next version of that plan. That second draft was shared with the Cabinet who, in turn, shared it with their respective leadership teams for feedback and buy-in. That feedback was incorporated into the third draft. The third draft was then shared with the Faculty Senate as well as the Staff Senate for their feedback and buy-in. Again, feedback was incorporated and reflected below.

The Campuswide Plan

The DEIJ Plan that follows addresses the following:



Relevant program areas throughout campus have been charged with assuming specific roles in the above.

Assessment and Accountability

The DEIJ Plan includes metrics and a reporting system with a scorecard to keep track of progress. Additionally, an annual diversity report with student, staff, and faculty demographic data will be shared with campus.

Under the guidance and leadership of the Cabinet and [President's Equity Council](#), we will use the following metrics and reporting systems to hold ourselves accountable for implementing the above strategies:

- Progress on plan of action steps and initiatives, scorecard
 - Satisfaction survey of institutional commitment

- President and CDO report to Board of Regents on the progress of the DEIJ Plan
- Monitor and report out on student admission, access, and retention
- Deans and administrative leaders report on DEIJ Plan progress during annual budget process
- Leaders, faculty, and staff report on DEIJ activity as part of their regular job evaluations
- Create an annual snapshot of hiring, retention, and promotion data to clearly delineate employment trends – publish on DEIJ website
- Create an annual snapshot of student enrollment, student success and graduation with disaggregated data – publish on DEIJ website
- Share high-level findings of all the above with the Board of Regents and campus community

Modeling the Way

Cabinet and members of the President's Equity Council are expected to model support of the DEIJ Commitment which reads as follows:

Aligned with our University mission, the faculty and staff at Cal Lutheran are called and empowered to challenge barriers that limit human potential as we prepare students to lead a life of meaning and purpose in pursuit of socially-just communities.

Cabinet and members of the President's Equity Council are expected to develop a sophisticated understanding of the following key concepts and use these concepts as a lens to make decisions around policies, practices, programs and services.



Diversity

Diversity at California Lutheran University refers to the differences that individuals and groups bring to the community as we contribute our own unique gifts. Diversity comes in the form of intersectional identities related to race, ethnicity, national origin, age, religious beliefs, gender identity, sexual orientation, socioeconomic status, physical characteristics, and being differently abled. Diversity also comes from the differences in thought and perspective that are associated with lived experiences.



Equity

Equity at California Lutheran University means providing students, faculty and staff with specific opportunities, access, and resources to reach their full potential. Equity acknowledges that each of our starting points to and paths through Cal Lutheran are different. Therefore, equity means we commit to supporting individuals and programs with what they need now to succeed here. This support varies from person to person and from program to program. As such, equity is not synonymous with equality.



Inclusion

Inclusion at Cal Lutheran goes beyond being invited into the community. It means creating the space for everyone to fully participate and engage in the community. As such, it necessitates the creation of structures and systems that foster genuine belonging and connections, including those inside and outside the classroom.



Justice

Justice at Cal Lutheran is putting into practice diversity, equity, and inclusion concepts as we transform institutional practices, policies, and norms. Justice is achieved by embodying our Lutheran values, confronting challenging issues, examining biases, and dismantling structural and systemic barriers. We model justice so that Cal Lutheran students may go on to become what our mission describes:

leaders for a global society who are strong in character and judgment, confident in their identity and vocation, and committed to service and justice.

Overarching Strategies

The DEIJ Strategic Plan is comprised of seven key strategies. Click the items below for details.

Teams: The Office of Educational Effectiveness and Institutional Research, Human Resources, and Enrollment

- Administer a campus climate survey every two to three years starting in the 2022-23 academic year
 - Following the survey timeline, hold focus groups comprised of faculty, staff, and students (all races and ethnicities) to supplement survey data and gain further and more in-depth understanding of the challenges and opportunities
- Gather, analyze and report DEIJ data to campus – this data will inform future DEIJ work
- Build and maintain a DEIJ website that contains summaries of key reports – DEIJ website and marketing support
- Use data to inform decisions and practices that impact underserved student outcomes in curricular and co-curricular programming (HSI)

Team: Enrollment Management and Student Success, Student Affairs, Human Resources, Academic Affairs

- Create college pathways for underrepresented Students of Color for college readiness
 - Outreach to prospective students of color
 - Continue to host InCLUsive Overnight Program
 - Spanish translation for all relevant print, online admission, and financial aid materials
 - Ensure that admission and financial aid policies and practices are equitable for the entire applicant pool
 - Establish a bus scholarship program
 - Establish Summer InCLUdes You program
 - First Generation Student Support
 - Graduate Student Pipeline
- Develop a mentoring program for underrepresented students
- Increase on-campus student employment opportunities for all students, including those from underrepresented groups
- Increase on- and off-campus internship opportunities for students
- Strive for employee recruitment, retention and promotion of diverse faculty and staff to reflect the student population
 - Create a Traditionally Underserved/Underrepresented Women in Academe (ATUWA) mentoring program
 - Review the recruitment and hiring process for adjunct faculty

- Deliver a better New Employee Orientation onboarding program that incorporates our commitments to DEIJ and our institutional values
- Faculty and staff Leadership Development fellowships
- Explore housing support for faculty and staff
- Inclusion of DEIJ contributions in Promotion & Tenure Review
- Continue to support and engage employee affinity groups
- Incorporate DEIJ commitment and proficiency in search criteria for all positions

Teams: President's Office, Student Affairs, Human Resources, Academic Affairs

- Offer DEIJ training and employee development opportunities
 - **✓ Complete:** Develop anti-bias and equity advocate training for search committee members and other managers
 - Ensure that deans and senior administrators participate in professional development opportunities in DEIJ Leadership
 - Educate and engage all employees on what it means to be an HSI and create a campus culture where all faculty, administration and staff are aware of and dedicated to fostering the "Serving" part of our HSI designation
- Create inclusive physical spaces (*Facilities incorporated into Campus Plan*)
 - Co-locate offices and departments for better coordination and better promotion of student programs and services
 - Improve the space for CCEI Center
 - Work with campus leaders to enhance the visual representation of DEIJ/HSI
- Prioritize Student Success and Support
 - Develop and implement an Intercultural Development Assessment for undergraduate and graduate students
 - **Complete:** Create and publish a resource guide for students of color (D. Hernandez)
 - Train Peer Advisors and Mentors on how to support Students of Color
- Update policies and emphasize accountability
 - Add DEIJ expectations and accountability into the evaluation process for all employees
 - Add expectations related to DEIJ into the official ART process and hold faculty accountable for meeting them
 - Develop a robust Incident Reporting System and implement an awareness campaign about its existence and how to use it
 - Revise the Student Handbook in ways that address expectations about DEIJ
 - Revise the Faculty Handbook in ways that include expectations about DEIJ
- Recognize and celebrate employee engagement and achievements

- Incorporate DEIJ contributions into Recognition Awards

Team: Academic Affairs

- Use curriculum assessment to guide innovative and inclusive curriculum and pedagogy
- Increase belonging, social transformation, and inclusive teaching by leveraging CHES program and concepts
- Increase DEIJ responsive course syllabus as indicated by DEIJ Curriculum Committee
- Increase faculty attendance, participation, and development around DEIJ
- Provide further support for STEM Summer Institute - DEIJ faculty development focus
- Establish Professional Network and Recognition for distinguished career for DEIJ

Teams: President's Office; Talent, Culture, and Diversity; Advancement

- Continue to identify DEIJ programs and services as fundraising themes around which the development team and the University President will solicit gifts and grants such as Campus DEIJ Mini-Grants and the Student Equity and Inclusion Fund
- Establish an ongoing operational DEIJ budget in the division of Talent, Culture, and Diversity. This budget line will be used to institutionalize the University's commitment to DEIJ work
- Identify funds and administer, on an annual basis, a campus DEIJ Mini-Grant program

Team: University Advancement

- Grow Community Scholars for Black Lives Fellowship Program – more broadly report its impact
- Support ASCENSO
- Enhance and better promote Callu STEAM
- Develop strategic partnerships with equity organizations and HSIs for knowledge sharing and program development to better support underserved students
- Increase visibility and reputation of Cal Lutheran as an HSI to the communities we serve
- Strategically reach out to alumni groups who may be interested in funding HSI programs and initiatives

Team: Athletics

- Create programs and opportunities for a supportive community among student athletes and coaches
- Build DEIJ capacity through educational and professional development
 - Collaborative process with input from administrators, staff, coaches, and student athletes on DEIJ strategies
- Develop campus partnerships

- Have accountability measures in place