

Implementation of Action Plan to Change CCSU Campus Culture January 2020 Progress Report

This report includes the progress achieved between September 12, 2019 and January 6, 2020. The first progress report covered the period between March 2019 and September 11, 2019.

1. Reengineering the Offices of Diversity and Equity (ODE) and Human Resources (HR)

- At the end of September 2019, Sibson Consulting issued a report of the first phase of its review and analysis of the Department of Human Resources (HR) and the Office of Diversity and Equity (ODE) and the Ombudsperson (OMB).
- To better understand the strengths, deficiencies and interrelated dimensions of HR, ODE and OMB, Sibson assessed their structure, policies and processes, tools and technologies, staffing levels and much more. Sibson recognized many areas of strength on which we can build. Our efforts during the past couple of years to hold people accountable for their actions, along with frequent communication and transparency with the campus community, was noted by Sibson. However, the long-term lack of action in addressing cultural and behavioral matters has contributed to an environment of diminished trust, according to Sibson. To address these and other concerns, the Sibson team recommended a significant number of changes. The recommendations are included below in bold along with relevant commentary:
 - **Revise the structure and staffing model for the ODE.** We are making headway in this area with the hiring of the Interim Vice President for Equity and Inclusion Rusty Barcelo and Senior Equity and Inclusion Officer—Pamela Whitley. We also hired two full-time people to conduct Title IX and misconduct investigations. With two investigators, we have eliminated both the single investigator model and the need to hire outside investigators.
 - **Conduct a comprehensive assessment of the Women’s Center.** Determine its alignment to the ODE mission and goals and, among other things, identify opportunities to improve operational, organizational, and cultural aspects of the unit.
 - **Develop a comprehensive plan to address culture and climate issues.** Clearly articulate goals and include a system for measuring progress, a communications strategy, and an education plan. This initiative will be guided, in great part, by your responses to the campus climate survey we will administer in several weeks.
 - **Reimagine the Ombudsperson model.** Transition to an in-house conflict resolution function. To avoid bias and conflict, the Ombudsperson should have no teaching or administrative responsibilities.
 - **Transform the HR Department.** With the pending retirement of Chief HR Officer Anna Suski-Lenczewski, we are conducting a national search for her replacement. This individual will help establish a new model of operation to replace the department’s current transactional focus. The transformed HR will provide a deeper level of support to the Central workforce and drive the needed culture changes. Also, we will provide professional development to current staff and redefine several positions, among them an HR Operations Director and Employee Relations Specialist.

- **Reduce HR and ODE manual efforts and increase efficiency.** A cross-functional work group is reviewing current technologies and processes that can be automated. Chief Information Officer George Claffey is investigating current HR IT system capabilities (Banner, ATS System) to determine needs for additional technology to increase efficiencies and service levels.
- Sibson has submitted the draft of the Process Mapping for HR and ODE and will also be submitting a Recommendation Report. A presentation to the parties affected will occur in early February. After that presentation the implementation of the improvements to the processes will start.

2. Implementation of an Institution-wide Reporting, Monitoring and Tracking System to Facilitate and Maintain Collection of Information (Complaints and Training)

- A survey of training providers to meet the requirements prescribed by the State of Connecticut and the Federal Government has been completed.
- The software Simplicity was purchased for HR and the Office of Equity and Inclusion (former ODE) to address faculty and staff information collection requirements related to Equity and Inclusion.

3. Administer a Campus Climate Survey

- The Office of Institutional Research & Assessment (OIRA) and the Office of Equity & Inclusion (OEI) are working with UCLA Higher Education Research Institute (HERI) to conduct three campus surveys with one targeted for faculty, one targeted for students and one targeted for staff. The surveys will be launched online February 3, 2020 until April 2020. The Office of Marketing & Communications is working with OIRA and OEI to initiate a marketing campaign to encourage campus participation for meaningful results.
- Dr. Sylvia Hurtado, Professor of Education, UCLA and former Director, of HERI with special emphasis on Studies of Climate for Students and Faculty in Diverse Learning Communities is being contracted to lead CCSU in the analysis of the data to address and identify areas of concerns and strength. As director of HERI, Dr. Hurtado provided much of the initial work toward the development of the campus surveys. The HERI climate surveys are utilized throughout higher education with a focus on student success. HERI also houses Cooperative Institutional Research Program (CIRP) that conducts empirical study of higher education that includes, First Year Survey, Diverse Learning Environment Survey and more. These research projects are all recognized and highly respected in higher education. Given that Dr. Hurtado has had a key role as a researcher and leader toward the development and implementation HERI's work, especially as it relates to climate studies, CCSU is committed to seeking her counsel as a consultant of our climate survey efforts to ensure our campus is a safe and welcoming environment.
- The newly formed President's Commission on Diversity, Equity and Inclusion will be directly involved with OIRA & OEI in the analysis of the surveys and recommendations for future efforts.

4. Implement Actions to Improve Campus Climate

- Since the President's appointment of the Interim Vice President for Equity and Inclusion, there has been much work toward reengineering an office that is focused toward the development of new and innovative diversity, equity and inclusion strategies based on the vision of the President and recommendations of the Task Force on Sexual Misconduct, Bullying and Campus Climate with some highlighted as follows:
 - The office was renamed the Office of Equity and Inclusion to reflect a broader and more inclusive mission, that is in line with national trends.
 - A new space for OEI within Davidson Hall was secured just prior to the 2019-20, Academic year providing enhanced confidentiality for records and interviews. The space also provides a more professional and welcoming environment that prioritizes the work of CCSU.
 - Two new Equity & Inclusion Associates were appointed November 8, 2019, following a national search to provide much needed assistance toward the timely investigation of complaints and their resolutions. The Associates are also pinitol toward enhanced training and professional development efforts, participating in search processes, and assisting in the review and rethinking of communication strategies to enhance the delivery services and recognition of OEI as an important resource for campus-wide equity and inclusion efforts.
 - OEI collaborated with the Office of the Provost and, more specifically, the Center for Faculty Development toward the development and implementation of three workshops for faculty entitled, "Coffee over Culture" in September and November that had well over 200 participants. The focus of these workshops was to discuss such questions as "What do we mean by diversity at CCSU? What should be included in an equity and inclusion mission? What are challenges and opportunities of diversity work?" Also, the workshops provided an opportunity to share questions faculty had about equity and inclusion. Overwhelming the faculty focused on the need for how to make their courses more diverse, how to teach to diversity, and how to address diversity issues when they arise. These discussions were robust, thoughtful, candid and helpful and will be continued during the Spring Semester and will include staff.
 - OEI and the Victim Advocacy Program, in cooperation with Student Affairs conducted a series of workshops beginning with student orientation focusing on Sexual Misconduct issues.
 - OEI is conducting a retreat January 24, 2020 to explore a training and professional development plan that move beyond Federal and State requirements. It is anticipated that this will provide ongoing sustainable efforts. This plan will be inclusive of such topics as disabilities, race, homophobia, sexual misconduct among others.
 - OEI in collaboration with LGBT Center and LGBT Advisory Committee developed and hosted the Annual Rainbow Breakfast. The celebratory gathering provided an opportunity to reaffirm CCSU commitment to the Rainbow Community, sharing personal stories of success in the face of obstacles to the progress made and the importance of the work in the future.

- President Toro appointed a Task Force to assess the alignment of the LGBT Center and the Ruthe Boyd Women’s Center to the University. The Task Force on Sexual Misconduct, Bullying and Campus Climate recommended the retention of a third party to review and reengineer the Human Resources and OEA (now OEI). Sibson Consulting was hired to conduct the review and recommended a Comprehensive assessment of the Women’s Center to better understand its role in relation to the OEI’s overall strategy and to identify opportunities for improving the operational, organizational, and cultural aspects of the Women’s Center. Also, the LGBT Center’s Advisory Board and students requested a review of the LGBT Center’s mission and recommended that faculty and staff and students be included in the services, programs and support of the LGBT Center.
- The Commission in collaboration with OEI is developing a Spring 2020 Symposium addressing the Status of Diversity, Equity and Inclusion at CCSU. An overarching goal will be showcasing faculty and staff work from research, teaching, service to programs such as the Equal Opportunity Program (EOP). It will be time to share and identify gaps.
- It should be noted that many other activities addressing diversity, equity and inclusion were launched from Athletics to Academic Affairs to student organizations.

5. Development of a Vision for a Safe and Inclusive Central Connecticut State University

- Goal number three of the CCSU Strategic Plan 2030 – Changing Lives, Building Communities, Central to Connecticut, considers this vision. The goal reads “Foster an Inclusive and Safe Campus Culture that Values and Encourages Individuals to Participate in a Free and Respectful Exchange of Ideas.” The plan is expected to be approved by the Faculty Senate on January 27, 2020.

6. Partner with Faculty and Union Leaders to Achieve 100% Employee Participation in Title IX Training

- The inventory of all mandatory training has been completed as well as a survey of training providers.

7. Explore A New Model for Investigating Sexual Harassment, Bullying, and Sexual Misconduct on Campus and HR Complaints Rather Than a “Single Investigator” to Decrease Individual Bias or Conflicts of Interest

- Attorney Carolyn Magnan’s report on this action item can be accessed [here](#).
- Following the recommendations included in the report, a national search was conducted for two Equity and Inclusion Associates who joined CCSU on November 8, 2019. The OEI has implemented the recommended investigative model.

8. Appoint a Work Group to Examine and Make Recommendations on Policies and Processes Related to Bullying

- A draft of a new policy on bullying has been developed and is under review by the Chief Human Resources Officer.

9. **Determine How Best to Incorporate Educational Material on Title IX, Bullying, and Civility into Student Programming**
 - The Division of Student Affairs in collaborations with OEI is assessing the results of the changes implemented during the fall semester to determine next steps.
10. **Analyze Programs Offered by Student Affairs' Department on Topics Such As: Sexual Misconduct and Bullying, Among Others, to Leverage Efforts and Resources and Increase Effectiveness**
 - The Division of Student Affairs is working in collaboration with OEI to develop new training material which should be ready for the Spring semester.
11. **Implement the Recommendations Contained in the report of Counseling & Student Development Reviewed with Special Attention to After Business Hours and Weekend Coverage**
 - Most of the recommendations have been implemented including a new protocol for after business hours and weekend coverage in collaboration with the Police Department.
12. **Assess training programs and delivery modes**
 - Demo with three online training vendors and two systems demonstrations have been conducted.
 - New electronic courses were demoed and evaluated by HR, University Counsel and OEI for feasibility to meet training requirements:
 - Security Awareness with Privacy Principles
 - Diversity Benefits for all Employers
 - Harassment Prevention for Connecticut Supervisors
 - Title IX, VAWA, & Clery Act for Faculty & Staff
 - Demos of products on state contract were positive and budget request to training models were included in the FY21 budget request.
13. **Review Operation of the Sexual Assault and Interpersonal Resource Team (SART)**
 - Attorney Carolyn Magnan's report on this action item can be accessed [here](#).
 - As per the Connecticut law approved in 2014, President Toro appointed the members of SART based on recommendations from Attorney Magnan and Vice President Jasek.
14. **Create a New Webpage to Keep the Internal and External Campus Community Informed on the Progress Made with Respect to the Above Action Items, Including Actions Implemented, As Well As to Gather Feedback as Needed**
 - The new webpage created can be found at www.ccsu.edu/ccs.

15. **Develop and support “champions” to lead the transformation of the CCSU campus climate to become more inclusive, welcoming and safe environment.**

- President Toro appointed 36 Diversity Liaisons as “Champions” to the Inaugural President’s Commission on Diversity, Equity & Inclusion (Commission) November 2019, chaired by the Interim Vice President of Diversity and Equity that has met three times in Fall 2019.
- The Commission is comprised of Diversity Liaisons from each School, College, Affinity group, Student Government Association, Faculty Senate, and administrative divisions. While broad in numbers, President Toro’s goal is to assemble a diversity of voices for their knowledge and perspectives representing the many facets of the CCSU community.
- The Commission has been charged to review and monitor Goal V of the Strategic Plan that focuses on equity and diversity. Also, the Commission is charged to provide oversight of diversity, equity and inclusion practices, policies, climate, data and research. The Commission will host a series of smaller conversations and professional development opportunities throughout the year focusing on different topics including gender, disabilities, and race, among others. The Commission will work in concert with the President to establishing institutional diversity priorities and advise the President on Diversity, Equity & Inclusion progress and issues.
- All of these efforts are intended to create ongoing dialogue about the importance of diversity and how it is everyone’s responsibility to help create a campus environment that is welcoming.
- The Commission will also be key toward enhancing CCSU collaboration and coordination of equity and inclusion efforts.