



**Focused Diversity, Equity, & Inclusion (DEI) Mapping Report  
California State University, Fullerton (CSUF)  
Executive Summary**

In Spring 2021, Halualani & Associates conducted a **focused diversity, equity, & inclusion (DEI) mapping** of **California State University, Fullerton (hereafter CSUF)** through which we examined the current state of its diversity, equity, and inclusion landscape in terms of four (4) areas-of-focus (as delineated below). Originally developed by Dr. R. Tamiko Halualani, this diversity mapping represents an evidence-based methodology that rigorously examines an institution's record of action with regard to diversity, equity, and inclusion. More specifically, the mapping analysis employs several key analytical taxonomies, scales, and layers uniquely created by Dr. Halualani in order to identify and assess an institution's diversity habits and routines as well as its extant diversity leverage points and "opportunities" for growth, improvement, and transformation. Here a mapping represents a 360-degree analysis and evaluation of California State University, Fullerton's institutional actions in relation to its diversity, equity, and inclusion efforts in specific areas. **We hope that California State University, Fullerton uses this focused diversity mapping as a reflection and planning tool for institutional change.**

**Scope and Process:** For this focused mapping, the scope of analysis included the following:

- Diversity, Equity, & Inclusion (DEI) Infrastructure/Roles
- Diversity, Equity, & Inclusion (DEI) Alignment
- Overall Assessment of the Quality and Scope of Core University-Wide Diversity, Equity, & Inclusion (DEI) Programs/Initiatives
- Level of DEI Impact Culture
- The units of analysis that were examined, fit within the most recent year time frame of: January 1, 2020 through March 1, 2021. However, while this was indeed the focus of this mapping, Dr. Halualani reviewed information prior to this time frame (dating back to 2018) in order to provide the surrounding historical context and institutional memory insights to deepen her mapping analysis.

**Different from a campus climate survey, a focused diversity, equity, and inclusion (DEI) mapping examines an institution's record of diversity, equity, and inclusion activity within a specific time period in terms of its diversity strategy, diversity capacity, as well as the overall nature, scope, and quality of its delineated diversity efforts, initiatives, and programs in specified areas.** As such, this focused diversity, equity, and inclusion (DEI) mapping relied on information about diversity activity from key institutional documents and sources, electronic documents, texts, and media coverage retrieved through web scraping. More specifically, this project is based on information from: a) 52 multi-page institutional documents, b) 20 media coverage items, and c) 308 informational entries gathered through web scraping.

**Key Findings:**

- **Diversity, Equity, and Inclusion (DEI) Infrastructure:** Overall, CSUF has established a **de-centralized DEI Infrastructural foundation**. DEI is named as an area of focus and priority for CSUF. This is an important and excellent action that not all institutions make or invest in. Thus, CSUF is already in an ideal position from which to continue the diversity, equity, and inclusion

(DEI), equity, and inclusion (DEI) work ahead. In looking to the future, this de-centralized DEI infrastructure should be further developed and strengthened in terms of issues of “centrality,” maximizing coverage of main DEI functions, DEI focus, DEI capacity, and connectivity and alignment in terms of the level of DEI engagement, consistency, and quality assurance.

- **Leverage Points of CSUF’S De-Centralized DEI Infrastructure:**
  - Commitment Made By CSUF’s Leadership;
  - Resource Allocation and Investment Made By CSUF’s Leadership;
  - Historical Commitment and Actions on Diversity, Equity, and Inclusion Work;
  - Participation of and Contribution by All Divisions in DEI Work;
  - Division-Specific DEI Focus;
  - Division-Sharing/Collaboration on DEI Work;
  
- **Challenges With CSUF’S DEI Infrastructure:**
  - Less Consistency on DEI Excellence; Uneven Levels of Quality &/or Engagement on DEI Work;
  - Limited Development of DEI Understanding & Engagement as a Collective;
  - Limited Establishment of Long-Lasting Relationships Across Divisions & Units Around DEI;
  - Lack of Additional Perspectives on Division-Specific DEI Work;
  - Does Not Fully Address Key DEI Work That Requires Collaboration Across All Divisions and Units of an Institution;
  - With a Division-Level Mode of Operating & a Division (With Other Non-DEI-Related Functions) That Facilitates DEI Work Across Divisions, There Is Not A University-Wide (360-Degree) Vantage Point Onto DEI Strategic Priorities or Work;
  - Infrastructural Capacity and Sustainability;
  - Need to Identify the Connective Mechanism For a DEI University-Wide (360-Degree) Vantage Point (Is it in a role or a division or larger than that?);
  
- We especially encourage CSUF to further develop, strengthen, and refine its de-centralized DEI infrastructure — given its leverage points and limits - as it pursues a meaningful and strategic diversity, equity, and inclusion (DEI)-focused future.
  
- **Overall Assessment of the Quality, Range, Scope, and Rigor of Core University-Wide Diversity, Equity, & Inclusion (DEI) Programs/Initiatives:** This mapping examined approximately 308 diversity-focused efforts that have been completed and or undertaken by California State University, Fullerton. 93% (285) of CSUF’s efforts were primarily focused on and centrally designed to achieve an aspect of diversity, equity, and inclusion (DEI). A significant portion of these efforts, represent high quality diversity-related efforts and initiatives that have become permanent and institutionalized in the university infrastructure. When these diversity efforts are further linked to a DEI-specific strategic logic, the quality will increase even more.
  
- **Level of DEI Impact Culture:** This focused diversity mapping also engaged the extent to which a **DEI impact culture** is being established at CSUF and at what level. **Impact determination of CSUF’s diversity, equity, and inclusion efforts, is taking place but mostly at an initial level.** 72% (221) of all diversity, equity, and inclusion efforts are examining the impact being made through such activities. Such impact determination is largely based on program participation or reach, goal completion, and or effort completion.

- 67% (147) of the efforts are engaged in impact determination are at the **initial or foundational level** (program participation or reach, goal completion, and or effort completion).
- 33% (74) of the efforts that are determining impact are doing so at a **moderate level** through identified outcomes, measures, and tracked progress.
- The goal for the future is to determine DEI impact at a **high level** through multi-year tracked performance measures, baseline to post indicators, and institutional data mechanisms. Institutional Research has the most energy and expertise in this regard.
- The fact that impact determination is taking place at all is a huge first step in producing meaningful and sustainable action and diversity, equity, and inclusion (DEI) work. Impact measures and indicators will be especially important for the planned stand-alone diversity, equity, and inclusion strategic/operational plan in order to determine progress and completion of DEI-related goals. CSUF should continue to identify impact measures and indicators for diversity, equity, and inclusion activities and for future DEI strategic plans (university-wide, division-specific, unit-specific).
- **Diversity, Equity, & Inclusion (DEI) Alignment:** This focused diversity mapping places CSUF's diversity alignment on the developing levels of this scale, namely the "Shared Direction" position. While there is no formal university-wide diversity, equity, and inclusion strategic plan, this mapping reveals that California State University, Fullerton's divisions and units are moving in the same shared direction around core diversity, equity, and inclusion functions (a commitment to DEI, varying levels of DEI engagement, recruitment, retention, belonging for all constituencies, DEI learning, training, and education, connections to diverse communities and social justice issues). Such energy and effort will continue to some degree through the focused momentum via CSUF's university-wide strategic plan, 2018-2023, with Goal 3 as being focused on diverse faculty and staff recruitment and retention and Goals 1 and 2 on DEI elements associated with the student experience and student completion and graduation. However, this may not be enough. For full alignment, a specific university-wide DEI strategy through which all divisions participate and or contribute to shared/360 degree overview/umbrella DEI strategic priorities/goals, will be needed. While divisions may be contributing to the current university strategic plan via division-specific goal areas and through the creation of their own DEI divisional strategic plans, the connective tissue that links all divisions together as CSUF in terms of the shared and pursued DEI vision will need to be created and formalized through a stand-alone DEI strategic plan with explicit goal areas and actions steps and the delineations of shared/university-wide DEI goals and within-division DEI goal areas to be taken up. We encourage CSUF to formally establish connectivity across its divisions and units around diversity themes. It is important for CSUF to continue to work together and focus on its larger institutional diversity, equity, and inclusion imperative for the future.
- **Diversity Change Order:** In terms of Halualani's Diversity Change Order and this focused diversity mapping, CSUF is clearly located in a 2nd Order - Diversity Action Stage, or the stage through which the institution has demonstrated its commitment to diversity, equity, and inclusion by embarking on and completing diversity actions, efforts, programs, and activities. CSUF is currently at the Outstanding (elaborated) level or the highest level within the 2nd Order stage. In order to move into the 3rd order stage, CSUF will need to embark on a university-wide and dedicated DEI strategic planning process that is connected to impact determination. Through a review of its overall range, scope, and quality of its diversity, equity, and inclusion efforts and initiatives, CSUF has already demonstrated an initial level to moderate

level of impact determination (with some efforts already doing so at a moderate level and high level).

## DIVERSITY CHANGE ORDER FOR THE CALIFORNIA STATE UNIVERSITY, FULLERTON

**Assessing the Evolution of Diversity Activity:** The goal is to have a sequential, "building," and intentional enactment of diversity efforts across all change orders (Halualani, 2020).



- In order to make it to a 3rd Order Stage (through which a diversity, equity, and inclusion strategic framework anchors and organizes diversity efforts and there is impact determination of such efforts), CSUF needs to actually craft a strategic framework through which to steer itself in the desired direction with regard to diversity, equity, and inclusion.** In addition, CSUF should create more robust mechanisms to assess or identify the impact of its diversity efforts. By doing so, it will be able to determine if it is moving in the desired strategic direction and or if it needs to be more intentional and purposeful about its diversity efforts. Such a plan should include evaluative frameworks in order to determine the diversity progress and achievements made. Thus, there is a record of diversity activity at CSUF but not a fully clear sense of the extent to which these efforts are bringing about its desired strategic vision.

  - The key steps to work on in order for CSUF to move to the 3rd order stage are as follows:
    - to develop a university-wide DEI strategic framework/plan for full strategic alignment among all divisions and at a 360-degree vantage point;
    - to formalize a connective mechanism through this DEI strategic framework or plan from a university-wide focus;
    - make refinements to its de-centralized DEI infrastructure (in relation to the considerations identified in the focused mapping report);
    - further development of a DEI impact assessment system/culture built into the university-wide DEI strategic framework or plan.