Antiracism & Inclusion Action Plan- Year 1 (Believing)
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"One either allows racial inequities to persevere, as a racist, or confronts racial inequities, as an antiracist. There is no in-between safe space of "not racist." The claim of "not racist" neutrality is a mask for racism."— **Ibram X. Kendi, How to Be an Antiracist**

Introduction
In the Spring of 2021, the Sacramento State community, developed an Antiracism and Inclusive Campus plan. This plan contained recommendations for becoming an Antiracism and Inclusive Campus. There were seven Action Planning Groups (APGs) focused on themed areas articulated in the plan: (1) Antiracism Curriculum, Pedagogy, and Assessment; (2) Antiracism Learning & Literacy; (3) Cross Racial and Inclusive Engagement; (4) Encounters with Racial Stress & Bias; (5) Mattering & Affirmation; (6) Institutional Commitment; (7) Impacts on and of the Sacramento Region.

In order to implement the recommendations in the plan, Sacramento State will utilize a five-year implementation framework. Year 1 (February 2022-January 2023) will be the foundational year of **BELIEVING**. In this year, the Sacramento State community will lay the structural foundation for prioritizing and implementing recommendations from the AICP. For years 2-3, the focus will be on **BECOMING**. During these years, the Sacramento State community will conduct an institutional audit of its policies, practices and procedures through a DEIBJ and Antiracism lens. For years 4-5, the focus will be on **BEING**. During these years, Sacramento State will interrogate our systems proactively, standardize opportunities and resources, and track our progress on a consistent and continuous basis.

An Antiracism and Inclusive Campus Advisory Council made up of students, staff, faculty, administrators, alumni and community members will be charged to oversee the following:
- ▶ Prioritize AICP recommendations (annually)
- ▶ Assess gaps in the AICP and add additional recommendations (e.g. intersectionality, LGBTQ+ community, communities with disabilities etc.)
- ▶ Develop Antiracism & Inclusive policy
- ▶ Establish new and modified Antiracism and Inclusive traditions
- ▶ Develop Antiracism & Inclusive programming & toolkits
- ▶ Create a structure for community engagement & counter-narrative story-telling
- ▶ Standardize opportunities, structures and resources for healing, reconciliation & restorative justice
- ▶ Create tools for accountability and progress monitoring

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How to Use the Action Plan
For each year, there will be prioritized goals. Each goal will be tied to one of the seven APG focus areas and have key action steps articulated to reach the goal. Each action step will have a progression timeline, expected outcome, and initiator/ division(s) responsible for putting in place structures, identifying the people, and monitoring the completion of each action step. Each action step will be aligned to one of the major strategic initiatives. Once all action steps are completed, we will assess whether the goal has been achieved, embedded, and sustained towards becoming an antiracism and inclusive campus.

Monitoring & Accountability
Each year in January, the Antiracism and Inclusive Campus Advisory Council will release an Annual Antiracism and Inclusion Impact Report. This report will be followed by town halls, community forums, and conferences that encourages community engagement, questions, and feedback on the implementation and progress

Working Definitions:

Antiracism- intentional and systematic identification, actions, policy development, and practices that address differential experiences and outcomes based on race.

Antiracist- a person who is self-aware, self-critical, self-corrective, and intentionally challenges the status quo and actively practices antiracism.

Belonging- experiential and psychological security that one is accepted, heard, and affirmed in all aspects of their identities.

Community Involvement- participation with the larger Sacramento community in an activity, project, or process where feedback, recommendations, and community input are encouraged, expected, included and informs decision-making processes.

Disaggregate- the use of data and its various component parts or sub-groups to uncover hidden patterns and trends

Diversity- a complex and robust variety of people from various racial, ethnic, cultural backgrounds, ancestry, lifestyles, experiences, interests, social economic status, abilities, gender, sexual orientation and expression.

Equality- the state of being fair and providing the **same** opportunity, experience, access to resources regardless of circumstance or situatedness.

Equity- Inclusive access to resources, opportunities, and to experiences; the intentional and systemic actions taken to address historical and predictable differential outcomes.

Inclusion- the conscious action and practice to ensure equal access to resources, opportunities, and participation for those who might otherwise be excluded

Initiation & Progression Timeline- date(s) in which an action, goal, program, or project is started and the targeted date of making progress to reach or complete the action, goal, program or project.

Initiator- person who is the catalyst, starts or leads the program, project, or action.

Intersectionality- the intersecting and interdependent characteristics of an individual that includes race, ethnicity, sexual orientation and identity, gender, disability, immigration status, etc.

Living Document- a document that is continually edited, updated, and monitored.

Parity- the condition of being equal in terms of representation, enrollment, classification, pay etc.

Outcome- the results or consequences of an intentional or unintentional action.

Overrepresented- a disproportionate large number or percentage of a particular group, category, identity, or type of person

Strategic Initiatives- the mechanism used in an organization to translate vision, goals, and intended outcomes into practice.

Underrepresented- a disproportionate small number or percentage of a particular group, category, identity, or type of person

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List of Strategic Initiatives & Mission

Anchor University Initiative-the plan to bring the full weight of Sac State's intellectual and economic readiness to support the growth and flourishing of the city and region—most especially, to address those neighborhoods and communities that have been historically underrepresented and underserved.

Antiracism, Diversity & Inclusion Initiative- plan to embed diversity, equity, inclusion, and belonging throughout the campus and to implement the Antiracism and Inclusive Campus Plan (AICP)

Campus Safety Initiative- to create a safe and secure campus that mitigate consequences of crimes, natural disasters, and other hazards, plans and prepares for deliberate responses to situations, and establish the means to support community engagement and recovery.

Graduation & Student Success Initiative 2025- plan to increase graduation rates, eliminate equity gaps in degree completion, and meet California's workforce needs

Philanthropy – raise additional funds to enhance state funding for critical initiatives and amplify Sac State's impact in the region and beyond.

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Goal 1: Recruit and Hire Underrepresented Staff & Faculty (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/Division Responsible**	**Strategic Initiative Alignment**
Establish a Faculty & Staff Hiring & Retention Work Group	March 2022	12-15 committee members	Human Resources Inclusive Excellence	Diversity & Inclusion Anchor University
Develop the Charge	March 2022	Clear direction and deliverables	Human Resources Inclusive Excellence	Diversity & Inclusion Anchor University
Call for Participation	March 2022	Community engagement in process/ feedback loop	Human Resources Inclusive Excellence	Diversity & Inclusion Anchor University
Scale Inclusive Search Training	August 2022	Framework for reducing bias in search committee process	Human Resources Inclusive Excellence	Diversity & Inclusion Anchor University
Re-imagine onboarding experience	August 2022	Great experience with work environment	Human Resources Inclusive Excellence Office of Faculty Advancement	Diversity & Inclusion Anchor University
Accommodations for Faculty & Staff with Disabilities	August 2022	Accessibility, belonging, and inclusion; set-up for success	Human Resources Inclusive Excellence Office of Faculty Advancement	Diversity & Inclusion Anchor University
Develop a suite of staff & faculty retention strategies	October 2022	Maintain a strong diverse workforce	Human Resources Inclusive Excellence Academic Affairs	Diversity & Inclusion Anchor University
Conducting exit Interviews	October 2022	Understanding where we need to make improvements	Human Resources Inclusive Excellence Office of Faculty Advancement	Diversity & Inclusion Anchor University

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Goal 2: Design and Commemorate an Antiracism and Inclusive Mural (Cross Racial and Inclusive Engagement)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division (s) Responsible**	**Strategic Initiative Alignment**
Establish a steering committee to facilitate and guide the implementation process	March 2022	A group to facilitate and guide the mural project to completion	University Communication Public Affairs and Advocacy Advancement	Diversity & Inclusion Anchor University Philanthropy
Identify the location for the mural	March 2022	Visible and prominent location for community engagement	University Communication Public Affairs and Advocacy	Diversity & Inclusion Anchor University Philanthropy
Select a muralist	April 2022	Secure a muralist that has the vision and expertise for social justice artwork	University Communication Public Affairs and Advocacy	Diversity & Inclusion Anchor University Philanthropy
Call for Community Participation	April 2022	Include and engage the campus community	University Communication Public Affairs and Advocacy Advancement	Diversity & Inclusion Anchor University Philanthropy
Design a Mural Options based on the Antiracism and Inclusive Campus Theme	May 2022	Provide the community with an opportunity to select from a set of options	University Communication Public Affairs and Advocacy Advancement	Diversity & Inclusion Anchor University Philanthropy

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Provide opportunity for community feedback on options	May-August 2022	Obtain community feedback and encourage community informed decision-making	University Communication Public Affairs and Advocacy Advancement	Diversity & Inclusion Anchor University Philanthropy
Select one mural option	September 2022	Use community feedback to select the mural that will reflect our Antiracism and Inclusion journey	University Communication Public Affairs and Advocacy Advancement	Diversity & Inclusion Anchor University Philanthropy
Draft and finalize composition	October 2022	Muralist draft and finalize composition	University Communication Public Affairs and Advocacy Advancement	Diversity & Inclusion Anchor University Philanthropy
Obtain all final approvals	October 2022	Ensure all procurement, graphic design, and any other elements are approved	University Communication Public Affairs and Advocacy Advancement	Diversity & Inclusion Anchor University Philanthropy
Begin the painting of the mural & Chronicle the Process	November 2022	Enshrine the mural on the Sac State campus	University Communication Public Affairs and Advocacy Advancement	Diversity & Inclusion Anchor University Philanthropy
Prepare Promotion Materials	November 2022	Promote and advertise the process and the grand reveal ceremonies	University Communication Public Affairs and Advocacy	Diversity & Inclusion Anchor University Philanthropy

Key Action Step	Initiation & Progression Timeline	Expected Outcome	Initiator/ Division(s) Responsible	Strategic Initiative Alignment
			Advancement	
Finalize mural project and host a grand reveal of the mural	January 2023	Host a community wide grand reveal of the mural	University Communication Public Affairs and Advocacy Advancement	Diversity & Inclusion Anchor University Philanthropy
Goal 3: Embed DEIBJ goals into Leaders' Performance Evaluations (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Develop a new MPP performance evaluation criteria	Fall 2022	Alignment with AICP best practices for managers	President's Office Inclusive Excellence Human Resources	Antiracism, Diversity. & Inclusion
Produce an Antiracism and Inclusive Action Plan with timelines, divisional leaders, and action steps aligned to the AICP	Feb 2022	Clear, specific, measurable and timely action steps for the entire campus community to prioritize and implement.	President's Office Inclusive Excellence	Diversity & Inclusion Graduation Initiative 2025 Anchor University Philanthropy Community Safety
Establish clear DEIB measurable expectations into each Cabinet level leaders' performance goals	Feb 2022	To ensure that DEIBJ and Antiracism efforts are not assigned to a single division and to impact every aspect of the entire campus community	President's Office Inclusive Excellence Human Resources	Diversity & Inclusion Graduation Initiative 2025 Anchor University Philanthropy Community Safety
Monitor the progress quarterly on each of the prioritized AICP action plan.	April 2022 August 2022 October 2022 January 2023	To maintain momentum and report out to the campus community the progress on the action plan	President's Office Inclusive Excellence	Diversity & Inclusion Graduation Initiative 2025 Anchor University Philanthropy Community Safety

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Embed the Antiracism and Inclusive Plan and DEIBJ into every aspect of the Strategic Planning process	February 2023	Alignment of all strategic initiatives into the Campus Strategic Plan	President's Office Inclusive Excellence	Diversity & Inclusion Graduation Initiative 2025 Anchor University Philanthropy Community Safety
Goal 4: Establish a Community Safety Advisory Council (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Select a chair of the Community Safety Advisory Council	November 2021	An identified person(s) assigned to lead, promote, design, and launch a Police Safety Advisory Council	President's Office Sac State Police Dept. Inclusive Excellence	Community Safety Diversity & Inclusion
Develop a charge for the Community Safety Advisory Council	December 2021	Clarity of the work and purpose of the Police Safety Advisory Council	President's Office Sac State Police Dept. Inclusive Excellence	Community Safety Diversity & Inclusion
Establish the composition of the Council, term limits, and goals	January 2022	Ensure a diverse and cross functional community informed council	President's Office Sac State Police Dept. Inclusive Excellence	Community Safety Diversity & Inclusion
Send invitation for participation on the Community Safety Advisory Council	February 2022	Community participation on the council	President's Office Sac State Police Dept. Inclusive Excellence	Community Safety Diversity & Inclusion
Host the first Community Safety Advisory council meeting	May 2022	Obtain community input and recommendations on how to increase community safety at Sac State	President's Office Sac State Police Dept. Inclusive Excellence	Community Safety Diversity & Inclusion
Goal 5: Establish an Appreciation & Recognition Plan (Mattering & Affirmation)				

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Key Action Step	Initiation & Progression Timeline	Expected Outcome	Initiator/ Division(s) Responsible	Strategic Initiative Alignment
Send out a survey to the entire Sac State community about appreciation and recognition options	November 2022	To obtain direct feedback from the campus community about the breadth and scope of ways to appreciate and recognize campus community members	President's Office Human Resources Administration & Business Affairs	Diversity & Inclusion Anchor University
Analyze the survey data to design an appreciation and recognition program that meets the needs of the campus community	December 2022	Use of data to drive the design of the appreciation and recognition program	President's Office Human Resources Administration & Business Affairs	Diversity & Inclusion Anchor University
Identify a small steering committee to develop an appreciation and recognition program	January 2022	Development of a draft appreciation and recognition program for faculty and staff	President's Office Human Resources Administration & Business Affairs	Diversity & Inclusion Anchor University
Develop the plan for campus wide appreciation and recognition	February 2022	Alignment with recommendation from the AICP section on Mattering and Affirmation	President's Office Human Resources Administration & Business Affairs	Diversity & Inclusion Anchor University
Obtain feedback from campus community members (e.g. EAGs, Staff Assembly, faculty, alumni etc.) on different aspects of the program	February 2022	Community feedback and engagement	President's Office Human Resources Administration & Business Affairs	Diversity & Inclusion Anchor University
Host monthly, quarterly and annual recognition	March 2022- January 2023	Execute the program and demonstrate appreciation and	President's Office Human Resources	Diversity & Inclusion Anchor University

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Key Action Step	Initiation & Progression Timeline	Expected Outcome	Initiator/ Division(s) Responsible	Strategic Initiative Alignment
and appreciation events and activities		value for the Sac State community	Administration & Business Affairs	
Goal 6: Incentivize & develop annual Call for DEIB and Antiracism Proposal for Colleges & Departments (Antiracism Learning & Literacy)				
Set up a consistent meeting structure between the VP for IE, Provost & VP Academic Affairs, Director Faculty Diversity & AVP for Academic Affairs	January 2022	Align and collaborate on the work between Academic Affairs and IE	Academic Affairs Inclusive Excellence	Student Success Diversity & Inclusion Graduation Initiative
Develop a Call for DEIB Proposals process aligned to the Antiracism and Inclusive Campus Plan and the Graduation Initiative	February 2022	Co-construct a proposal process that is transparent and aligned to the campus strategic initiatives	Academic Affairs Inclusive Excellence	Student Success Diversity & Inclusion Graduation Initiative
Finalize the Call for DEIB proposals	February 2022	Finalized proposal process that is transparent and aligned to the campus strategic initiatives	Academic Affairs Inclusive Excellence	Student Success Diversity & Inclusion Graduation Initiative
Develop a rubric for evaluation of proposals to equitably assess and select awardees	March 2022	Creation of a clear evaluation rubric to assess proposal submissions equitably and transparently	Academic Affairs Inclusive Excellence	Student Success Diversity & Inclusion Graduation Initiative
Send out a Call for DEIB and Antiracism Proposals for Fall Awards	April 2022	Multiple submissions from colleges and departments to	Academic Affairs Inclusive Excellence Advancement	Student Success Diversity & Inclusion Graduation Initiative

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		design antiracism and inclusive proposals		
Select Colleges and Departments for DEIB and Antiracism Awards (Design year 1)	May 2022	Identify and fund proposals that will advance the strategic initiatives and move the needle on DEIBJ and antiracism implementation	Academic Affairs Inclusive Excellence Advancement	Graduation Initiative 2025 Diversity & Inclusion Graduation Initiative
Publicize the Colleges and Departments awardees	May 2022	Share with the campus the names of the awardees for accountability and community awareness	Academic Affairs Inclusive Excellence Advancement	Graduation Initiative 2025 Diversity & Inclusion Graduation Initiative
Measure the impact of the effectiveness of college and departmental plans to address cultural taxation, faculty diversity, and implementation of AICP	May 2023	Use data to identify the programs that should be scaled throughout Colleges and Departments	Academic Affairs Inclusive Excellence	Graduation Initiative 2025 Diversity & Inclusion Graduation Initiative
Goal 7: Embed DEIB strategy into colleges and departments through Deans & Associate Deans Circle (Antiracism Learning & Literacy)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Establish a quarterly meeting session with Academic Affairs, IE, Deans and Associate Deans or retreat(s)	March 2022	Synergy and alignment of DEIBJ and Antiracism practices in Academic Affairs and in Colleges and Departments	Academic Affairs Office of Faculty Advancement Inclusive Excellence Deans & Associate Deans	Diversity & Inclusion Graduation Initiative 2025
Expand the Diversity Hiring Fellows initiative	April 2022-January 2023	Parity between administration, students, staff, and faculty	Academic Affairs Inclusive Excellence	Diversity & Inclusion Graduation Initiative 2025

Key Action Step	Initiation & Progression Timeline	Expected Outcome	Initiator/ Division(s) Responsible	Strategic Initiative Alignment
and the inclusive search process across colleges and departments		representation on the Sac State campus	Deans & Associate Deans CTL	
Generate a list of DEIBJ and Antiracism dilemmas that are relevant to Deans and Associate Deans	April 2022	Robust list of DEIBJ topics and issues that will be the focus of our year 1 consultations and strategy sessions	Academic Affairs Inclusive Excellence Deans & Associate Deans	Diversity & Inclusion Graduation Initiative 2025
Offer frameworks and professional learning on how to embed inclusive pedagogies	September 2022	Increase the diversity in content, pedagogies and student engagement and success	Academic Affairs Inclusive Excellence Deans & Associate Deans	Diversity & Inclusion Graduation Initiative
Strategize and brainstorm support structures for junior faculty	October 2022	Create pathways, develop a pipeline, and remove barriers to success for junior faculty	Academic Affairs Inclusive Excellence Deans & Associate Deans	Diversity & Inclusion Graduation Initiative 2025
Set-up clear structures and guidelines for navigating tenure and promotion processes	November 2022	Demystify and remove barriers to success for tenure and promotion processes	Academic Affairs Inclusive Excellence Deans & Associate Deans	Diversity & Inclusion Graduation Initiative 2025
Provide guidance on how to develop Antiracism and Inclusive teams within Colleges and Departments	December 2022	Embed antiracism and inclusion into the foundational practices of colleges and departments	Academic Affairs Inclusive Excellence Deans & Associate Deans	Diversity & Inclusion Graduation Initiative 2025
Goal 8: Launch and execute an Acts of Bias tool and impact report (Encounters with Racial Stress & Bias)				
Key Action Step	Initiation & Progression Timeline	Expected Outcome	Initiator/ Division(s) Responsible	Strategic Initiative Alignment

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Hire a Director of Belonging Education	Fall 2021	Lead, manage, and execute processes for reduction of bias on campus and increasing belonging	Inclusive Excellence	Diversity & Inclusion Community Safety
Establish a Belonging Education and Support Team (BEST)	Fall 2021	Cross section of confidential professionals to support analysis of systemic interventions and root causes of belonging dilemmas and bias on campus	Inclusive Excellence	Diversity & Inclusion Community Safety
Develop and continually improve the Acts of Bias Tool	January 2022	Mechanism for campus community members to report perceived acts of bias that do not	Inclusive Excellence	Diversity & Inclusion Community Safety
Update and socialize the Belonging Education and Support Website	February 2022	Information transfer to the entire campus community and accessibility to tools of reporting acts of bias	Inclusive Excellence	Diversity & Inclusion Community Safety
Develop and socialize acts of bias flowchart	February 2022	Transparent and effective decision-making , triage, and resourcing, and analysis of acts of bias reports	Inclusive Excellence	Diversity & Inclusion Community Safety
Obtain feedback on Bi-Annual acts of bias impact report	May 2022 December 2022	Consult with ASI, Faculty Senate, and EAGs on report	Inclusive Excellence	Diversity & Inclusion Community Safety
Bi-Annual acts of bias impact report	May 2022 December 2022	Increase belonging, illuminate where policies and procedures should change or be developed, identify systemic issues and	Inclusive Excellence	Diversity & Inclusion Community Safety

		interventions to support a culture of belonging		
Goal 9: Coordinate a reasonable accommodations and accessibility response team (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Hire a Director of Universal Access and Design/ ADA Coordinator	June 2022	Provide leadership, vision, and accountability to proactively engage the campus in laying the foundation for disability justice and accessibility	Inclusive Excellence Administration & Business Affairs Information Resources & Technology	Diversity & Inclusion Student Success Anchor University
Hire an administrative support position	October 2022	Provide administrative support to the Director of Universal Access and Design	Inclusive Excellence	Diversity & Inclusion Student Success Anchor University
Identify a coordinator of Universal & Alternative Communications	October 2022	Coordinate ASL/ CART services across campus; manage language accessibility needs campus wide; promote education and develop toolkits for accessibility	Inclusive Excellence Administration & Business Affairs Information Resources & Technology	Diversity & Inclusion Student Success Anchor University
Identify Coordinator of Technology Accessibility	October 2022	Coordinate and advise on technology enhancements for accessibility across campus	Inclusive Excellence Administration & Business Affairs Information Resources & Technology	Diversity & Inclusion Student Success Anchor University Accessible Technology Initiative
Identify Coordinator of Facilities Accessibility	October 2022	Coordinate and advise on facilities accessibility and ADA requirements for master plan	Inclusive Excellence Administration & Business Affairs	Diversity & Inclusion Student Success Anchor University

			Information Resources & Technology	
Work with Benefits office to update and align workplace reasonable accommodation processes	October 2022	Provide an easy, user-friendly, transparent, and streamlined process for requesting reasonable workplace accommodations; improve experience of belonging for communities with disabilities	Inclusive Excellence Administration & Business Affairs Information Resources & Technology	Diversity & Inclusion Student Success Anchor University
Work with Event Planning Team for Event accessibility	October 2022	Provide an easy, user-friendly, transparent, and streamlined process for ensuring all events are accessible and accommodations available	Inclusive Excellence Administration & Business Affairs Information Resources & Technology Advancement President's Office	Diversity & Inclusion Student Success Anchor University
Establish a cross-functional team to develop toolkits and guides for accessibility	November 2022	Offer campus foundational and embedded accessibility and accommodations best practices	Inclusive Excellence Administration & Business Affairs Information Resources & Technology Academic Affairs Advancement President's Office	Diversity & Inclusion Student Success Anchor University
Produce an annual report on campus wide accessibility services and outcomes	April 2023	Transparently report to the community our progress towards disability justice	Inclusive Excellence Administration & Business Affairs Information Resources & Technology	Diversity & Inclusion Student Success Anchor University

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Goal 10: Develop an online tracking and accountability system to measure progress on AICP recommendations (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Meet with IRT Team to discuss submission to IT Projects Process	February 2022	Understanding of the IT Project process and the feasibility of a tracking and accountability system to measure AICP progress	Inclusive Excellence Information Resources & Technology	Diversity & Inclusion Anchor University
Review of current IT structures that may satisfy the request for a tracking system	March 2022	To avoid duplication of effort and to utilize existing structures if applicable	Inclusive Excellence Information Resources & Technology	Diversity & Inclusion Anchor University
Identifying and refining the parameters and features of a tracking system	April 2022	A scope of work that is user-friendly, intuitive and easy to navigate and track	Inclusive Excellence Information Resources & Technology	Diversity & Inclusion Anchor University
Developing the tracking system and aligning it to the year 1 priorities	October 2022	Beta-testing the tracking system and aligning it to the AICP year 1 priorities	Inclusive Excellence Information Resources & Technology	Diversity & Inclusion Anchor University
Launch the AICP recommendations tracking system on the IE website	December 2022	Community engagement and transparent showcase of the progress on the AICP recommendations	Inclusive Excellence Information Resources & Technology	Diversity & Inclusion Anchor University
Goal 11: Create a link learning scaffolded module series on DEIB learning (Antiracism Learning & Literacy)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**

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Establish a partnership between Inclusive Excellence Learning and Organizational Leadership	February 2022	Alignment and partnership in embedding DEIBJ and Antiracism practices throughout the campus	Inclusive Excellence Human Resources	Diversity & Inclusion Anchor University
Survey campus community on the top 10 DEIBJ learning that will support an antiracism and inclusive campus	March 2022	Obtaining feedback from end-users and community on the most important learning and unlearning year 1 of the AICP Implementation	Inclusive Excellence Human Resources Academic Affairs Student Affairs	Diversity & Inclusion Anchor University
Develop the link learning modules based on the outcomes of the survey	April 2022-August 2022	A robust and relevant set of modules that will address the communities learning needs	Inclusive Excellence Human Resources Academic Affairs Student Affairs	Diversity & Inclusion Anchor University
Pilot the link learning modules with focus groups across the campus (students, EAGs, staff and faculty)	September 2022	Engagement with community to ensure the modules are user-friendly, appropriate, and effective	Inclusive Excellence Human Resources Academic Affairs Student Affairs	Diversity & Inclusion Anchor University
Create a module focused on donors, community members and alumni	October 2022	Engage with foundation board and alumni association to pilot a user-friendly and informative module	Inclusive Excellence Human Resources Academic Affairs Student Affairs Advancement	Diversity & Inclusion Anchor University
Launch a DEIBJ and Antiracism Linked Learning Series	February 2023	Offer an online series that satisfies adult learning continuum about DEIBJ and Antiracism	Inclusive Excellence Human Resources Academic Affairs Student Affairs	Diversity & Inclusion Anchor University

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Goal 12: Develop how to toolkits, guidelines, and procedures for implementing Antiracism & DEIBJ practices across the campus (Antiracism Learning & Literacy)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division (s) Responsible**	**Strategic Initiative Alignment**
Engage a diverse group of experts across campus to serve on an Antiracism Learning & Literacy subgroup of the Antiracism and Inclusive Campus Council	April 2022	The creation of a diverse body of experts across campus who can develop a suite of toolkits, guidelines and procedures for implementing Antiracism and DEIBJ practices across campus	Inclusive Excellence	Diversity & Inclusion Anchor University
Establish a regular check-in meeting structure to discuss how to identify areas of needed guidance	April 2022	To have a way for the sub-group to consistently connect and act as critical thought partners and engage with community	Inclusive Excellence	Diversity & Inclusion Anchor University
Identify the areas of guidance needed (e.g. how to set-up an accessible meeting or event or how to create an antiracism policy)	May 2022	Illumination of the gaps in learning about the "how to" be antiracist and inclusive	Inclusive Excellence	Diversity & Inclusion Anchor University
Produce different toolkits, guidelines, and procedures that promote antiracism and inclusive best practices	August 2022-January 2023	Standardize antiracism and inclusive practices across the Sac State campus	Inclusive Excellence	Diversity & Inclusion Anchor University

Host these toolkits, guidelines and procedures on the IE website	February 2023	Annually grow the library of resources available to the campus for practicing antiracism and inclusion	Inclusive Excellence	Diversity & Inclusion Anchor University
Goal 13: Host symposiums and conferences focused on Antiracism and Inclusion best practices (Antiracism Learning & Literacy)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Establish a Steering Team that will host Antiracism and Inclusive symposiums and conferences throughout the year	April 2022	A diverse group of stakeholders who will provide vision for implementing Antiracism and Inclusive symposiums and conferences	Inclusive Excellence Public Affairs & Advocacy Strategic Partner-CCE	Diversity & Inclusion Anchor University
Establish a strategic partnership with CCE to support the planning and execution of symposiums and conferences	May 2022	An established partnership with content experts who can effectively execute large scale events	Inclusive Excellence Public Affairs & Advocacy	Diversity & Inclusion Anchor University
Engage a diverse group of experts across campus to serve on an Antiracism Events/Traditions subgroup of the Antiracism and Inclusive Campus Council	May 2022	The creation of a diverse body of experts across campus who can develop a suite of Antiracism and inclusive annual events	Inclusive Excellence Public Affairs & Advocacy Advancemednt	Diversity & Inclusion Anchor University
Plan first fall Antiracism and Inclusive symposium and or conference	May-October 2022	A timely, relevant, and intentional symposium for	Inclusive Excellence Student Affairs Academic Affairs	Diversity & Inclusion Anchor University

		community showcase and coalition building		
Plan first fall Antiracism and Inclusive symposium and or conference	May 2022-January 2023	A timely, relevant and intentional conference that engages community around the progress of the AICP	Inclusive Excellence Public Affairs & Advocacy	Diversity & Inclusion Anchor University
Host annual Antiracism and Inclusive Conference	February 2023	New tradition and expectation of chronicling the journey of Sacramento State becoming and being an antiracism and inclusive campus	Inclusive Excellence Public Affairs & Advocacy	Diversity & Inclusion Anchor University
Goal 14: Create a Antiracism & Inclusion Ambassadors Certification Program (Antiracism Learning & Literacy)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Announce Caught in the Act of being antiracist and inclusive program	March 2022	Socialize the community around the value the campus has and is focused on around Antiracism and Inclusive practices	Inclusive Excellence	Diversity & Inclusion
Receive monthly nominations for those who are Caught in the Act of being Antiracist and inclusive	April-December 2022	Engage the community in identifying individuals or groups that practice antiracism and inclusion	Inclusive Excellence	Diversity & Inclusion
Promote and recognize individuals who were Caught in the Act of being Antiracist and	April-December 2022	Elevate and celebrate individuals and groups that are advancing and modeling	Inclusive Excellence	Diversity & Inclusion

Inclusive through monthly spotlight, interview and feature on the IE website		antiracism and inclusive practices		
Design a Certificate Program that develops Antiracism and Inclusive Ambassadors	April 2022-January 2023	Utilize the data from the Caught in the Act of being antiracist and inclusive to create a program that distinguishes and certifies individuals as Antiracism Ambassadors (train the trainer model)	Inclusive Excellence Selected Academic Departments	Diversity & Inclusion
Launch Antiracism and Inclusive Ambassadors Certificate Program	February 2023	Increase the number of campus community members certified as antiracism and inclusive ambassadors, "Join the Movement"	Inclusive Excellence	Diversity & Inclusion
Goal 15: Update Policy on Policies language to include Antiracism and Inclusive Framework (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Review policy on policies current document	January 2022	To understand the currently policy on policies and to identify any gaps or unclarity around the policy	President's Office Academic Affairs Inclusive Excellence	Diversity & Inclusion Anchor University
Identify a small team to provide feedback and edit the policy on policies document utilizing an	January 2022	Engage multiple perspectives on the language in the current policy	President's Office Academic Affairs Inclusive Excellence	Diversity & Inclusion Anchor University

Key Action Step	Initiation & Progression Timeline	Expected Outcome	Initiator/ Division(s) Responsible	Strategic Initiative Alignment
antiracism and inclusive lens				
Proposed updated language for the policy on policies document	February 2022	Edit the policy and infuse antiracism and inclusive language, with a focus on antiracism and inclusive outcomes	President's Office Academic Affairs Inclusive Excellence	Diversity & Inclusion Anchor University
Engage the faculty senate and obtain consultation, feedback, and edits to the updated language to the policy on policies document	February-March 2022	Uphold and align with the Statement on Shared Governance and Consultation	President's Office Academic Affairs Inclusive Excellence	Diversity & Inclusion Anchor University
Finalize policy on policies document and send to President Nelsen for approval	April 2022	Institutionalize a policy on policies document that reflects that embeds antiracism and inclusive outcomes in policy development	President's Office Academic Affairs Inclusive Excellence	Diversity & Inclusion Anchor University
Goal 16: Strategies for reducing DFW Rates (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Develop a working group to assess how DFW rates and the data can inform institutional efforts towards student success	January 2022	A group established to increase accountability for implementation of the Graduation Initiative 2025 strategies	Student Affairs Academic Affairs Office of Institutional Research, Planning, and Effectiveness Faculty Senate	Graduation Initiative 2025 Antiracism, Diversity and Inclusion Anchor University

Identifying and overhaul 10 courses with high DFW rates	Ongoing	Identification of course with high DFW rates and revamping those courses to increase retention	Student Affairs Academic Affairs Office of Institutional Research, Planning, and Effectiveness Faculty Senate	Graduation Initiative 2025 Antiracism, Diversity and Inclusion Anchor University
Expand supplemental instruction opportunities	Ongoing	Offer opportunities to close equity gaps through wraparound services (i.e. tutoring)	Student Affairs Academic Affairs Office of Institutional Research, Planning, and Effectiveness	Graduation Initiative 2025 Antiracism, Diversity and Inclusion Anchor University
Offer retention grants	February 2022	Increase number of students retained at Sac State	Student Affairs Academic Affairs Office of Institutional Research, Planning, and Effectiveness	Graduation Initiative 2025 Antiracism, Diversity and Inclusion Anchor University
Continue to promote "Finish in 4" Initiative	Ongoing	Increased number of students graduating in 4 years and saving money	Student Affairs Academic Affairs Office of Institutional Research, Planning, and Effectiveness	Graduation Initiative 2025 Antiracism, Diversity and Inclusion Anchor University
Goal 17: Evaluation of campus master plan for gender inclusive bathrooms and lactation pods (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Conduct an evaluation of the number of gender inclusive bathrooms on campus	March 2022	Quantitative data available to campus on the number of gender inclusive bathrooms available to the community	Administration & Business Affairs	Diversity & Inclusion

Conduct an evaluation of the number of lactation pods on campus	March 2022	Quantitative data available to campus on the number of gender lactation stations available to the community	Student Affairs Academic Affairs	Student Success Diversity & Inclusion
Establish goals and plans for increasing the number of gender inclusive bathrooms and lactation stations	August 2022	Understanding of the master plan, budget, and intended outcomes for increasing accessibility and availability of inclusive bathrooms and lactation stations	Student Affairs Academic Affairs Inclusive Excellence	Student Success Diversity & Inclusion
Update master plan use a phased approach to increasing the number of gender inclusive bathrooms	August 2022	Understanding of the costs and the timing for additional gender inclusive bathrooms	Student Affairs Academic Affairs	Student Success Diversity & Inclusion
Develop maps to showcase locations of gender inclusive bathrooms and lactation stations	October 2022	Transparent and awareness campaign for accessibility and availability of gender inclusive bathrooms and lactation stations	Student Affairs Academic Affairs Inclusive Excellence	Student Success Diversity & Inclusion
Identify auxiliary buildings (e.g. Julia Morgan House, Alumni Center, Placer Center etc.) to assess gender inclusive bathrooms and lactation stations	December 2022	Work with Advancement to plan and identify auxiliary buildings and the accessibility and availability of gender inclusive bathrooms and lactation stations	Student Affairs Academic Affairs Advancement	Student Success Diversity & Inclusion
Goal 18: Develop measures and structures that account for cultural taxation (Institutional Commitment)				

Key Action Step	Initiation & Progression Timeline	Expected Outcome	Initiator/ Division(s) Responsible	Strategic Initiative Alignment
Establish a workgroup to review cultural taxation	April 2022	A group that is assigned to specifically look at and understand cultural taxation	President's Office Academic Affairs Human Resources Inclusive Excellence	Diversity & Inclusion
Define the scope of cultural taxation and how it manifests in the workplace	May 2022	Greater understanding of the challenge in addressing cultural taxation	President's Office Academic Affairs Human Resources Inclusive Excellence	Diversity & Inclusion
Analyze the who, when, and in which areas cultural taxation takes place	June 2022	Data that demonstrates who is impacted by cultural taxation and how large the problem is on the campus	President's Office Academic Affairs Human Resources Inclusive Excellence	Diversity & Inclusion
Establish a baseline for "duties as assigned"	August 2022	An initial and clear way to monitor and manage cultural taxation through specificity instead of ambiguity	President's Office Academic Affairs Human Resources Inclusive Excellence	Diversity & Inclusion
President a proposal on how to address cultural taxation	October 2022	Present a pathway to address and shift the campus' reliance on cultural taxation as a hidden norm or expected duty	President's Office Academic Affairs Human Resources Inclusive Excellence	Diversity & Inclusion
Goal 19: Assess feasibility for an equity salary program (Institutional Commitment)				
Key Action Step	Initiation & Progression Timeline	Expected Outcome	Initiator/ Division(s) Responsible	Strategic Initiative Alignment

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Review system-wide salary assessment	August 2022	Use system-wide assessment as a guide to salary equity assessment	Administration & Business Affairs	Diversity & Inclusion Anchor University
Conduct campus analysis of feasibility of an equity salary program	Fall 2022	Understand local context and financial picture for the feasibility of a salary equity program	Administration & Business Affairs	Diversity & Inclusion Anchor University
Goal 20: Embed DEI into the IT Procurement Process (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Update RFP to include DEI values and language	July 1, 2022	Vendors and contracting processes aligned to our values, templates updated and distributed	Information Resources and Technology	Diversity & Inclusion Accessible Technology Initiative
Update ICT to include DEI questions to the ICT process	July 1, 2022	Requests which store, process, transmit preferred name, gender and non-binary, and pronouns	Information Resources and Technology	Diversity & Inclusion Accessible Technology Initiative
Develop supplemental document for vendor addressing name, gender, pronoun support	November 1, 2022	Detailed follow-up information from vendor that teases out important inclusive identifiers	Information Resources and Technology	Diversity & Inclusion Accessible Technology Initiative
Develop evaluation process & approval	January 31, 2022	Process to research, review, approve, document	Information Resources and Technology	Diversity & Inclusion Accessible Technology Initiative

Update ICT form language to be more understandable and inclusive	July 1, 2023	Make the ICT request process more understandable and inclusive	Information Resources and Technology	Diversity & Inclusion Accessible Technology Initiative
AICP Tracker Development	July 1, 2023	AICP goal status will be visible as a dashboard to the general public to track and hold the campus accountable on our collective progress	Information Resources and Technology Division of Inclusive Excellence	Diversity & Inclusion Accessible Technology Initiative
Goal 21: Reduce and remove administrative barriers to student graduation (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Establish an Administrative Barriers Taskforce	Established in 2019	Identify administrative barriers to progression and graduation to reduce equity gaps	University Initiatives and Student Success Student Affairs	Graduation Initiative 2025 Diversity & Inclusion
Continue Graduation Goals	Ongoing	Continue Progress towards 4-year & 6-year First Year graduation rates and 2-year & 4-year Transfer graduation rates with a reduction in equity gaps	University Initiatives and Student Success Student Affairs	Graduation Initiative 2025 Diversity & Inclusion
Re-Engage and Re-Enroll Underserved Students	Beginning with the spring 2022 semester and continuing for the next three years.	Advance systemwide and campus re-enrollment campaigns and establish campus retention targets	University Initiatives and Student Success Student Affairs	Graduation Initiative 2025 Diversity & Inclusion
Expand Credit Opportunities with	Ongoing	Supplement enrollment of URM and Pell students in intersession and summer	University Initiatives and Student Success Student Affairs	Graduation Initiative 2025 Diversity & Inclusion

Summer/Intersession Funds		session with the goal of closing equity gaps in credit accumulation at targeted campuses.		
Ensure Equitable Access to Digital Degree Roadmaps	No later than June 15, 2022	Every CSU student will have access to and adoption of a real-time digital degree planner	University Initiatives and Student Success Student Affairs	Graduation Initiative 2025 Diversity & Inclusion
Eliminate Administrative Barriers to Graduation	No later than June 30, 2022	Each CSU campus shall, with an equity-centered framework, revise drop for non-payment policies, re-evaluate registration hold policies and reform the graduation filing process	University Initiatives and Student Success Student Affairs	Graduation Initiative 2025 Diversity & Inclusion
Identify administrative systematic barriers through surveys and focus groups	August 2022	Identify systemic barriers to student success through Use of climate surveys like the NSSE and the development of student focus groups to create actionable reports for University Leadership	University Initiatives and Student Success Student Affairs	Graduation Initiative 2025 Diversity & Inclusion
Standardized withdrawal and alumni tracking	September 2022	Creation and Improvement of standardized withdrawal and alumni tracking surveys that will identify high-risk indicators for student withdrawal	University Initiatives and Student Success Student Affairs	Graduation Initiative 2025 Diversity & Inclusion
Development of dashboards to monitor student success,	Ongoing	Continue and expand provision of dashboards with progression and outcome data	Office of Institutional Research, Planning, and Effectiveness	Graduation Initiative 2025 Diversity & Inclusion

SACRAMENTO STATE
Redefine the Possible

including progression to degree by disaggregating data for URM/Non URM students		disaggregated by demographic group		
Goal 22: Provide a diversify Athletics by sport and staffing profile (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
(Re)Establish Hornet Athletics Diversity and Inclusive Excellence Council	March 2022	Add new members as appropriate to ensure optimum participation.	Athletics	Diversity & Inclusion
Develop charge for Hornet Athletics Diversity and Inclusive Excellence Council	March 2022	Ensure work and purpose is aligned with departmental and campus goals and vision.	Athletics	Diversity & Inclusion
Establish composition of the Council including term limits, goals, expectations, etc.	March 2022	Ensure diverse and engaged council members.	Athletics	Diversity & Inclusion
Review previously defined areas of focus from Fall 2020 meeting.	March 2022	Ensure previously defined areas of focus are appropriate and necessary.	Athletics	Diversity & Inclusion
Develop and conduct baseline departmental DEI climate survey	April 2022	Establishes baseline for departmental efforts.	Athletics	Diversity & Inclusion
Develop departmental DEI resource guide	May 2022	Serves as a resource for coaches and staff outlining the	Athletics	Diversity & Inclusion

		resources, expectations and DEI efforts of the department.		
Goal 23: Supplement and advance Antiracism and DEIB efforts through Advancement (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Provide diverse engagement opportunities for alumni and donors.	Summer 2022 (ongoing)	Growth diverse donor base and retain their engagement with the campus	Advancement Inclusive Excellence Academic Affairs Student Affairs	Philanthropy
Support a grant that advances antiracism and DEiBJ work though the foundation board	July 2022	Tangible support and alignment of the Board's values with the campus initiatives	Advancement Inclusive Excellence	Diversity & Inclusion Philanthropy
Review and update campus fundraising and hospitality policies utilizing a DEI lens.	Fall 2022	Policy development that results in more equitable outcomes for fundraising and hospitality	Advancement Inclusive Excellence	Diversity & Inclusion
Ensure our new gift agreement and scholarship templates include a DEI lens related to criteria and administration.	Summer 2022	Alignment with campus initiatives and addressing predictable and historic inequities through targeted scholarships	Advancement Inclusive Excellence	Diversity & Inclusion Student Success Philanthropy
Strive for diverse representation of the Hornet community on Committees, Councils,	Fall 2022	Fill representation gaps and leverage multiple perspectives for broader impact	Advancement	Diversity & Inclusion

and Boards managed by Advancement.				
Prioritize fundraising efforts for DEI initiatives based on College/unit priorities.	Summer 2022	Embed targeted fundraising efforts that elevate the initiative work and support within colleges and units	Advancement Inclusive Excellence	Diversity & Inclusion
Ensure Advancement communication represents a DEI/Antiracist lens and values	Ongoing	Showcase asset-based story-telling and messaging that enhancing community awareness of DEIB	Advancement Inclusive Excellence	Diversity & Inclusion
Goal 24: Implement the CSU Assessible Technology Initiative (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Conduct an assessment of the Web for accessibility	Fall 2022	Make all online activities accessible	Information Research Technology	Diversity & Inclusion
Phased approach to ensuring documents are accessible	Fall 2022	Make all documents assessible through a phased approach to alt document descriptions	Information Research Technology	Diversity & Inclusion
Update process for procurement accessibility	Fall 2022	Align values and practice of accessibility in procurement processes	Information Research Technology	Diversity & Inclusion
Universal Design for Learning	Fall 2022		Information Research Technology	Diversity & Inclusion
Provide Campus Tech Accessibility Training	Fall 2022	Support ongoing accessibility training	Information Research Technology	Diversity & Inclusion

Produce tools that measure accessibility through CANVAS	Fall 2022	Provide campus job-aids and toolkits for campus education and awareness	Information Research Technology	Diversity & Inclusion
Goal 25: Embed antiracism and inclusive practices throughout all aspects of the campus (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Engage and consult with Cabinet to embed AICP into practices	February 2022- February 2023	Development of a YEAR 1 AICP action plan with goals and action steps	Inclusive Excellence President's Office	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Community Safety Anchor University Philanthropy
Engage and consult with Faculty Senate to embed AICP into practices	Fall 2022	Development of a YEAR 1 Faculty Senate action plan with goals and action steps	Inclusive Excellence Faculty Senate President's Office Academic Affairs	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Community Safety Anchor University Philanthropy
Engage and consult with ASI to embed AICP into practices	Fall 2022	Development of a YEAR 1 ASI action plan with goals and action steps	Inclusive Excellence ASI Leadership President's Office Student Affairs	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Community Safety Anchor University Philanthropy
Engage and consult staff organizations to embed AICP into practices	Fall 2022	Assess and include a staff participation and consultation engagement process with feedback loop	Inclusive Excellence Employee Affinity Groups United Staff Association President's Cabinet	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Community Safety

Key Action Step	Initiation & Progression Timeline	Expected Outcome	Initiator/ Division(s) Responsible	Strategic Initiative Alignment
				Anchor University Philanthropy
Engage and consult Foundation Board and community constituents to embed AICP into practices	Fall 2022	Assess and include community participation and consultation engagement process with feedback loop	Inclusive Excellence Foundation Board President's Office Advancement Public Affairs and Advocacy	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Community Safety Anchor University Philanthropy
Goal 26: Plan and host Juneteenth Activities annually and the system-wide CSU Juneteenth Symposium 2024 (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**
Identify a campus-wide Juneteenth delegation of no more than 25 stakeholders across the campus	May 2022	Selection of volunteer stakeholders to attend the inaugural Juneteenth symposium 2022; bring back reflections and ideas to embed in the culture of Sac State	Inclusive Excellence President's Office	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University
Sac State Juneteenth delegation attend the system-wide inaugural Juneteenth symposium in LA	June 15-16 2022	Delegates will actively participate in the symposium, take notes and learn ways to embed Juneteenth activities into the campus	Inclusive Excellence President's Office	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University
Juneteenth delegation host debrief and reflection meetings in preparation for meeting with the President	July 2022	Synthesize and summarize take-aways from the Juneteenth symposium and establish recommendations for campus engagement in Juneteenth activities	Inclusive Excellence President's Office Student Affairs	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University

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Meet with President Nelsen and the Juneteenth delegation to discuss recommendations for Juneteenth activities	July 2022	Share recommendations for campus-wide activities related to Juneteenth and to receive leadership support to embed Juneteenth activities throughout the campus aligned to the AICP	Inclusive Excellence President's Cabinet	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University
Establish monthly meetings with the Juneteenth Cabinet level representative and the Juneteenth delegation	August 2022	To set a consistent structure for planning and execution of Juneteenth activities throughout the 2022-23 year	Inclusive Excellence President's Office Public Affairs and Advocacy	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University
Plan and execute a panel discussion about the 13th amendment and its connection to Juneteenth; offer showings of the Netflix documentary, 13th and have facilitated discussion of the prison pipeline and modern structures of slavery	December 2022	Raised awareness of the legislative process and connection of the 13th amendment to Juneteenth, the prison pipeline, and criminalizing Blackness and finding remedies to the structural injustices practiced against Black individuals	Inclusive Excellence President's Office Public Affairs and Advocacy Academic Affairs Ethnic Studies Department	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University
Explore the foundations of the Emancipation Proclamation, the abolition of slavery as an economic and de-humanizing structure,	January 2023	Campus-wide understanding of how race operates in the U.S. and generate actions that Sac State will operate to address the impacts of racism on all aspects of campus life	Inclusive Excellence President's Office Public Affairs and Advocacy Ethnic Studies Department	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University

and the impacts of systematic racism today				
Unpack the Reparations Taskforce Report through the Green and Gold Speaker Series, host Secretary of State, Shirley Weber as the featured Green and Gold speaker	February 2023	Unpack the Reparations Taskforce Report as a form of justice for Black people in America; explore the implications of the report on transforming the Sac State campus experiences for the Black community	Inclusive Excellence President's Office Public Affairs and Advocacy Ethnic Studies Department	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University
Host a teach-in on topics selected by academic departments, programs, and organizations (e.g. BSU, CAPCR, MLK, BSFA, and CWC etc.)	March 2023	Expand education and deepen knowledge about the Black experience and Black excellence from the lens of the Black diaspora	Inclusive Excellence President's Office BSU CAPCR MLK BSFA	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University
Understanding the legislative process- how to move from an idea/proposal to an actual legislative act or bill	April 2023	Applied learning of the legislative process of moving from an idea to developing legislation that support the Black community in obtaining justice for the impacts of slavery on education, economics, and experiences of Black students, staff, and faculty at Sac State	Inclusive Excellence President's Office Public Affairs and Advocacy Ethnic Studies Department	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University
Host activities in observance of the	June 2023	Offer the campus and community a set of activities in recognition of Juneteenth	Inclusive Excellence President's Office	Antiracism, Diversity and Inclusion Graduation Initiative 2025

			Public Affairs and Advocacy Ethnic Studies Department	Anchor University
federal Juneteenth Holiday				
Call for proposals to design global and cross-cultural activities that focuses on the educational, cultural (including the arts/ dance and performance), health and wellness, recreational, and community service elements of the Black experience and Black excellence	Ongoing- through 2024	To prepare for the Juneteenth system-wide symposium and to center and leverage the expertise of multiple Black and other ally group constituencies to develop and promote an agenda focused on addressing predictable and historic outcomes for and with the Black community	Inclusive Excellence President's Office Public Affairs and Advocacy Advancement Ethnic Studies Department Black programs, organizations, and clubs	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University
Participate in the planning meetings for Juneteenth system-wide symposium at Sac State 2024	Ongoing-June 2024	Host Juneteenth 2024 at Sac State with clear objectives and measurable outcomes from the symposium	Inclusive Excellence President's Office Public Affairs and Advocacy Ethnic Studies Department	Antiracism, Diversity and Inclusion Graduation Initiative 2025 Anchor University
Goal 27: Execute a strategy to respond proactively to hate incidents and hate symbols to combat antisemitism, anti-Blackness, anti-Asian, Islamophobia, homophobia, etc. (Institutional Commitment)				
Key Action Step	**Initiation & Progression Timeline**	**Expected Outcome**	**Initiator/ Division(s) Responsible**	**Strategic Initiative Alignment**

Educate the campus about anti-Semitism and the forms and symbols associated with antisemitism as it relates to the Jewish community	Ongoing	Raised awareness of the impacts of the notions of white supremacy on the Jewish community; the impacts from the holocaust and the strategies to address antisemitism	Inclusive Excellence President's Office Jewish Community members	Antiracism, Diversity and Inclusion Anchor University
Educate the campus about Native and Indigenous peoples' erasure and the symbols/language associated with the erasure and genocide of the Native community	Ongoing	Raised awareness of the impacts of notions of white supremacy on the Native community; the impacts colonialism continues to have on Native people today	Inclusive Excellence President's Office Native Community members	Antiracism, Diversity and Inclusion Anchor University
Educate the campus about anti-Blackness and the symbols associated with anti-Blackness as it relates to the Black community	Ongoing	Raised awareness of the impacts of notions of white supremacy on the Black community; the impacts slavery, Jim Crow, colonialism continues to have on the Black people today	Inclusive Excellence President's Office Black Community members	Antiracism, Diversity and Inclusion Anchor University
Educate the campus about anti-Asian hate and the symbols associated with anti-Asian hate as it relates to the AAPI community	Ongoing	Raised awareness of the impacts of notions of white supremacy on the AAPI community; the impacts the notions of the model minority, replacement theory continues to have on AAPI people today	Inclusive Excellence President's Office AAPI Community members	Antiracism, Diversity and Inclusion Anchor University

Educate the campus about anti-Latinx/Chicanx, undocumented and the symbols associated with anti-immigrations as it relates to the Latinx/Chicanx community	Ongoing	Raised awareness of the impacts of notions of white supremacy on the Latinx/Chicanx community; the impacts immigration laws, executive orders, and differential treatment of Latinx/Chicanx immigration continues to have on the Latinx/Chicanx people today	Inclusive Excellence President's Office Latinx/Chicanx Community members	Antiracism, Diversity and Inclusion Anchor University
Educate the campus about homophobia and the symbols associated with homophobia as it relates to the LGBTQIA+ community	Ongoing	Raised awareness of the impacts of notions of white supremacy and homophobia have on the LGBTQIA+ community today	Inclusive Excellence President's Office LGBTQIA Community members	Antiracism, Diversity and Inclusion Anchor University
Educate the campus about Islamophobia and the symbols associated with Islamophobia as it relates to the Muslim-Sikh communities	Ongoing	Raised awareness of the impacts of notions of white supremacy on the Islamic community; the impacts colonialism, associations with stereotypes and criminalization continues to have on Islamic people today	Inclusive Excellence President's Office Muslim-Sikh Community members	Antiracism, Diversity and Inclusion Anchor University
Host consistent Cabinet and community walks around campus to observe the environment and proactively remove	Ongoing	To proactively identify and remove all forms of hate from the Sac State campus and to demonstrate that hate has no place at Sac State	Inclusive Excellence President's Office Administration & Business Affairs	Antiracism, Diversity and Inclusion Anchor University

any symbols and language of hate				
Develop a protocol to respond within 24 hours of reported hate incident, symbols, or language found on the Sac State campus that violates time, space, and manner	Ongoing	To immediately identify, respond, and remove all forms of hate from the Sac State campus To proactively identify and remove all forms of hate from the Sac State campus	Inclusive Excellence President's Office Administration & Business Affairs	Antiracism, Diversity and Inclusion Anchor University
Work with the Police department and city to hold vandals accountable for vandalism and defacing property	Ongoing	To deter vandals from defacing the Sac State environment and to hold violators responsible for their actions	Inclusive Excellence President's Office City Officials	Antiracism, Diversity and Inclusion Anchor University