PRESIDENT'S COMMISSION ON THE STATUS OF WOMEN

ANNUAL REPORT 2019-2020

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Kim Hack

Communications

Erin McIlraith



Breaking Barriers 2020: 11

MISSION AND OVERVIEW

The mission of PCOSW is to actively advocate for, support, and promote the well-being, development, and advancement of all OSU women.

The Commission is an independent commission that advises the president on the status of women. Established in 1972, PCOSW gives voice to women's experiences and perspectives by advocating for gender equity. Rooted in feminist principles, the Commission works to identify and address the changing needs of all women in our university community. PCOSW recognizes that the status of women is affected by social location (including but not limited to ability, age, class, ethnicity, gender, language, nation of origin, race, religion, sexual, and other identities). PCOSW seeks to improve the collective status of all who have been limited, silenced, excluded, or otherwise disadvantaged by unexamined norms, beliefs, and practices of the OSU community. To this end, PCOSW aspires to build solidarity with other campus entities to work for change.

Specifically, the Commission pursues its mission by:

- holding the OSU community accountable to the stated institutional mission of assuring equity for all
 those affiliated with OSU by working to eliminate bias and by recommending and promoting policies and
 resources that improve the status of women and ensure an environment of equal education and
 employment opportunities;
- championing evidence-based initiatives to enhance diversity in recruitment, employment, salary equity, promotion and retention of students, faculty, staff and administrators;
- advancing educational opportunities and professional development for all women affiliated with OSU by
 initiating and supporting educational outreach programs and materials that help women develop their
 skills, continue their education, and increase their networking opportunities;
- recognizing OSU community members who excel in mentoring, supporting, and encouraging OSU employees, especially women and those from under-represented groups or non-traditional careers;
- promoting a safe and healthy environment for all women in the OSU community by recommending policy and programs as well as supporting other community efforts and initiatives to reduce all forms of physical, sexual, and emotional violence (including harassment and bullying);

• advocating for work-life balance as a university priority through initiatives and best practices that support the flourishing of health and wellness, as well as professional and personal well-being, for OSU faculty, staff, students, and administrators.

http://leadership.oregonstate.edu/pcosw

PCOSW recognizes that Oregon State University in Corvallis, OR is located within the traditional homelands of the Mary's River or Ampinefu Band of Kalapuya. Following the Willamette Valley Treaty of 1855 (Kalapuya etc. Treaty), Kalapuya people were forcibly removed to reservations in Western Oregon. Today, living descendants of these people are a part of the Confederated Tribes of Grand Ronde Community of Oregon (https://www.grandronde.org) and the Confederated Tribes of the Siletz Indians (https://ctsi.nsn.us). We pay respect to elders both past and present and thank the Kalapuya People, who stewarded this land for generations before being forcibly removed. Indigenous people have been on these lands since time immemorial. We know that Kalapuya people are a part of the present and future - not only a part of the past. They are still here fighting for their land, human rights, and their culture. It's important to not only honor the legacy and lives of the original caretakers of this land but to also continue to build solidarity with Indigenous Peoples across the Americas and across the globe.

INTRODUCTION

As we finalize this annual report, we do so with heavy hearts at the state of all that is happening in our communities and world. Today, June 5th is Breonna Taylor's birthday. She would have been 27, had she not been fatally shot by police in our own home on March 13th. We join with activists to #SayHerName and call for justice. We acknowledge the pain of Black communities, and the countless ways anti-Blackness is woven into the fabric of our nation. Black students, staff and faculty at OSU are hurting, they are tired. We take seriously the charge of the Commission and our commitment to actively working to build a more just campus community at Oregon State. PCOSW is committed to doing better to show up for fully for our Black, Indigenous and other colleagues of color. The Commission acknowledges that racial justice is an area where we must grow. As Ijeoma Oluo reminds us "[t]he beauty of anti-racism is that you don't have to pretend to be free of racism to be an anti-racist. Anti-racism is the commitment to fight racism wherever you find it, including in yourself. And it's the only way forward." We cannot authentically do feminist work in service of gender equity if we are not mindful of the ways that white supremacy and patriarchy are intertwined.

This year, PCOSW has taken an intentional pause to evaluate and update our policies, practices and by-laws to better serve the evolving needs of our campus. We updated our on-boarding process which included better communication with prospective members and we believe will result in a more active and engaged Commission membership. We've strengthened relationships with other affinity-based groups on campus. PCOSW, QueerPros and Association of Faculty and Staff for the Advancement of People of Color (AFAPC) were highlighted in an episode of the Office of Institutional Diversity's (OID) *Got Work To Do* podcast and co-presented the President and Provost's Leadership Council (PPLC). As we wrap up this year, we are continuing our strategic planning efforts. The need for successful Commission is demonstrated in the numerous ways our work in imbedded within OSU's 2019-23 SP4.0, OID's *Innovate and Integrate: Plan For Inclusive Excellence as* well as within the recommendations put forth by the PPLC.

President Ray, we are grateful for the support you've shown to PCOSW and the ways you've collaborated to advance our work during your tenure as President of OSU. Your work with the Commission offers an important legacy, one which we are excited to continue with President-Elect Dr. F. King Alexander.

Subcommittee Reports

WORK-LIFE FIT

Co-Conveners: Amy Luhn and Cari Maes

Members: Janette Byrd, Sara Dalotto, Nicole Duplaix, Urmila Mali, Tiah Edmunson-Morton, Mei-Ching Lien

BACKGROUND FOR THE SUBCOMMITTEE'S WORK

PCOSW's support of work life initiatives is long standing and rooted in issues of parity and equity for women working and studying at Oregon State. Historically, women are the family caregivers and although this reality is shifting and today we see an increase in shared parenting responsibilities, dependent care responsibilities and impacts are still disproportionately held and experienced by women. In addition to addressing policies and programs that support dependent care responsibilities, work life initiatives hold the overarching goal of supporting an institutional culture that values its people and the professional and personal lives we all live. Each of us strives to live an integrated, healthy life – professional and personal lives are not mutually exclusive. Moreover, institutional support of the whole individual facilitates greater engagement and productivity in the workplace and is an integral part of a transformative learning and working environment. Businesses that value a culture of work life fit have policies and programs in place that support the dependent care needs of its people.

In 2013 OSU, through the vision of Becky Warner, then Senior Vice Provost of Academic Affairs, created an Academic Affairs Office of Work Life. PCOSW advocacy and support for this new position was highlighted in 2011 during PCOSW's annual meeting with President Ray. PCOSW Work Life Balance subcommittee members served on the search committee for this key university position, with a national higher education Work Life expert filling the position in late 2012. OSU, for the first time, was on par with other peer and aspirational institutions in establishing a cultural driver that increased OSU's ability to competitively recruit and retain greater numbers of female and diverse academic and administrative talent.

In early 2016, a shift in Academic Affairs leadership occurred and all signs indicated that leadership was sun setting this vital office to accommodate shifting priorities and budget reductions. During PCOSW's annual spring 2016 meeting with President Ray, PCOSW advocated for the Office of Work Life and OSU's need for this unique office. Although the office survived, the administrative position overseeing the unit was reduced to half time. PCOSW felt an ethos of "people first" had been preserved, albeit significantly reduced in its strategic role within the university.

We share historical context to frame further changes made in 2019-20 when the Office of Work Life underwent another dilution of its import within the university landscape. The Faculty Affairs Office of Work Life is eliminated and the Work Life Coordinator has transitioned into a benefits position reporting within Human Resources. Our university no longer has a Coordinator of Work Life within a Faculty Affairs Office of Work Life. The Work Life Fit subcommittee, and PCOSW's work more generally, defines "work life fit" as a complex, all-encompassing paradigm rather than simply an employee benefit. We assert that optimal work life fit cannot materialize using an additive approach (a set of discrete policies and programs) administered through the Office of

Human Resources. On the contrary, achieving institution-wide work life fit requires imbedding practices at every level and creating a culture and an operating system that supports employees' whole lives.

As shared, the field of work life is not an employee benefit but rather an institutional and corporate compass in creating and evolving a culture and climate that values the whole person; that holds a people-centric culture as an integral part of its business model. Given the increasing competition among universities for the recruitment and retention of top academic and student talent, OSU's need for a robust Office of Work Life is needed now more than ever. Several of our peer institutions, such as Michigan State University, are actively expanding work life not only to care for their faculty, staff, and students, but to remain competitive in recruitment and retention of faculty, staff and students. We hope OSU leaders will reconsider the decision to sunset an office that has historically operated as a critical component of our institution's movement toward a community of holistic health and wellness for all.

ACTIVITIES

Expanded capacity and affordability of quality campus child care has been a recommendation of PCOSW annual reports in 2012, 2013, 2014, 2015, 2016, 2017 and 2019. The COVID-19 pandemic has exacerbated an already desperate child care situation throughout the state of Oregon and, specifically, in OSU's local community. Prior to the outbreak, one slot was available for every three children needing care. Since mid-March our state has lost nearly 75% of its child care capacity. Our local community has seen the shuttering of three quality child care centers, a loss of approximately 160 slots – many of these slots having been filled with OSU families. The permanent loss of family provider capacity following the national health emergency is unknown. We are now a child care desert within a desert. Quality, affordable child care is not a financially self-sustaining endeavor. Public and private investment is necessary to operate these centers. Included below are viable options for increasing capacity for child care and family supports such as the International Mother's Group.

•Increase capacity and funding for child care and family supports, including specific funding for the International Moms Group Child care capacity has been a longstanding effort illustrated by PCOSW annual reports dating back as far as 2004, Faculty Senate reports since 2006, as well as several reports from the Division of Student Affairs and Health and Wellness Surveys.

Expand Our Little Village (OLV) - Offers drop-in, child care for up to 3 hours for parenting students, free of charge

- Model expansion of service to employees;
- Increase OLV | Dixon hours for undergraduate and graduate student parents;
- Identify new OLV location on campus and expand operations to include early care and youth programming for employees;
- OLV expansion would satisfy ongoing requests from students for additional OLV hours and requests from employees for access
 to this quality of short term, drop in care

Approximate 1st year operational costs = \$100,000*

*not inclusive of start-up costs, any space renovation (if needed)

Renovation of Education Wing @ Church of the Good Samaritan

• Renovate 1960's era education wing, creating 46 child care slots;

Approximately \$600,000 renovation, inclusive of FF&E and operating supplies investment

Partner with current Azalea CCC vendor, Bright Horizons, on provision of quality care;

Approximately \$300,000 annual management fee

**As of May 11, 2020, church leadership remain interested in partnering with Oregon State University on this project. Project managers would need formal proposal to continue further exploration

Expansion and Renovation of Azalea Child Care Center 2nd floor

Would potentially double the capacity of Azalea CCC by creating 8 additional infant slots, 8 additional toddler slots, 10 additional older toddler slots, create 20 3-5 year old slots

Approximately \$3M renovation

New construction of campus children's center

- 2015 Task Force on Children, Youth and Family recommended OSU build a new child care center;
- The <u>Task Force made a funding request of \$10 million as a one-time investment</u> based on the total square footage of center and capacity in addition to annual funding to cover building reserve and maintenance (Note: total building size should be calculated on allowing indoor space of 50 square feet per child);
- Would increase early child care slots by 100-125 for OSU families;
- Provide temporary care for approximately 25 school-age children;

Institutionalize funding for the International Mother's Group (IMG)

Conversations are underway with the Office of Audit, Risk and Compliance, Equal Opportunity and Access and Office of General Counsel regarding the ability to publicly fund the International Mother's Group (IMG). We anticipate a definite go/no go path in the coming months. Should OSU not be legally able to fund IMG, campus stakeholders will continue to partner with IMG on applicable grant opportunities to fund this important resource for OSU's international mothers. Specific goals and outcomes around IMG by the Work Life Fit Subcommittee are as follows:

- •Increase awareness of existing policies and programs at OSU that support work life fit The Subcommittee was not able to devote time and energy to this initiative.
- •Leverage similar and complementary efforts across campus
 Outreach to Office of Institutional Diversity; Healthy Campus Coalition; Children, Youth and Family
 Committee and ASOSU continues in efforts to coordinate
- •Active support in creating a culture of care

In order to create a culture of belonging, collaboration, and innovation - Goal 4 of Oregon State University's Strategic Plan - the university must provide innovative, equitable resources to achieve work-life fit. In turn, improved work-life fit can improve the physical and mental health, job performance, and retention of students and employees at Oregon State University. OSU's number one asset is people. The more OSU invests in its people, the happier, healthier, and more successful they and the university will be.

The OSU Children, Youth and Family Committee recommended in their 2017-2019 biennium report a recommendation that OSU formally adopt and continue the work of enculturating a Culture of Care. PCOSW supports the formal adoption and systemizing of an OSU culture of care, a people centric culture that ensures a shared understanding and experience that OSU's people are its #1 asset. PCOSW continues to be available to assist in these important efforts.

RECOMMENDATIONS

- Immediately dedicate the necessary university funds and infrastructure to the expansion of campus child care and the OSU Foundation Friend Raisers employee child care assistance fund.
- Reinstate the Office of Work Life, either within Faculty Affairs, Human Resources or an alternate "home" that university stakeholders deem appropriate to this work; increase the Coordinator position to a 1.0 FTE in full time

dedication to Work Life, and designate a Work-Life liaison within each administrative unit (Colleges, Library, UHDS, Athletics, etc.) who relates the work of the Office to their unit

• Establish a Culture of Care Taskforce inclusive of Office of Institutional Diversity, Human Resources, Healthy Campus Coalition, Children, Youth and Family Committee, Faculty Senate and other stakeholders on the creation of a defined culture of care, framework, and the needed systems that would ensure a university wide cultural shift that results in a people-centric campus culture.

CAREER ADVANCEMENT SUBCOMMITTEE

Co-Conveners and Members: Grace Atebe, Maria Davilla-Ash

FOCUS OF THE WORK

In mid-April 2019, the Career Advancement subcommittee reached out to the Chief Human Resource Officer (CHRO) Cathy Hasenpflug. The group focused on forging a relationship with OSU's new Chief HR Officer, who is a key stakeholder regarding career advancement for women at OSU. The subcommittee was interested in understanding the CHRO's vision for HR, and, where PCOSW representatives might coalesce with projects in development. This was intended to address the anecdotal information shared in the fall 2018 retreat i.e. employees, particularly women and women-identified individuals, face barriers to career advancement because they lack information about their rights to request professional development support and how to request such resources from supervisors.

ACTIVITIES

The group set up recurring meetings with the CHRO to understand the HR vision and where PCOSW subcommittee representatives could serve as strategic partners. During these meetings, the subcommittee learnt that HR is moving towards establishing a three-pronged model with steering committees:

- 1) Supervisor/Management Development
- 2) Talent Acquisition
- 3) Development Training

The CHRO welcomed PCOSW subcommittee members' participation as strategic partners in the steering committees. The steering committees were either newly developed or a work in progress, therefore PCOSW representative roles are not yet fully defined or active.

RECOMMENDATIONS

When PCOSW representatives roles on the HR steering committees are further defined and become active, the subcommittee will use both anecdotal information as well as faculty and staff climate survey <u>reports</u>, relevant to career advancement to inform policy and practice around supervisor/management development, talent acquisition, and employee development training.

SCHOLARSHIPS AND AWARDS (SA) SUBCOMMITTEE

Convener: Joy Jorgensen

Members: Cindy Alexis, Brittany Griffin, Keahi McFadden, Mealoha McFadden, Vanessa Petroj, Katie Reinhardt,

and Yvette Spitz

FOCUS OF THE WORK

The Scholarships and Awards (SA) subcommittee provides funding for women faculty, students, and staff who are pursuing professional development, research opportunities, or community engagement/outreach efforts that support PCOSW's mission. This committee undertakes important work during each of the academic quarters. First, the subcommittee oversees the call for scholarship and co-sponsorship applications, receives submissions, and selects award recipients in the Fall, Winter, and Spring terms. In the fall term, the committee collects applications and selects recipients for scholarships to attend the Oregon Women in Higher Education Conference (OWHE), held annually in January. In the Spring term, the subcommittee selects the recipient of the University Mentoring and Professional Development Award. Finally, the subcommittee organizes an annual gathering near the end of the academic year in which award recipients are acknowledged and given an opportunity to present their projects to the PCOSW membership. Due to campus closure related to the COVID-19 pandemic, scholarship presentations were cancelled for 2019-20. Conference cancellations resulted in several winter and spring professional development awards being returned. PCOSW re-allocated unused funds to KidSpirit and the Oregon State University International Mom's Group to aid in their response to community need during this time.

BACKGROUND FOR THE SUBCOMMITTEE'S WORK

The SA subcommittee provides funding opportunities in the form of scholarships and co-sponsorships, ranging from \$250-1500 depending on need and merit, with an average award of \$500. Awards are made once per term with applications due in Week 5 and notification in Week 7. The submissions include a mixture of individual professionalization, creative, research, and community outreach and engagement projects, from faculty, staff, and graduate students. The SA subcommittee also evaluates event co-sponsorship applications.

Over the past several years, the overall number of applicants has increased, and the awards have become more competitive. This increase is due to better publicity and outreach by the subcommittee and PCOSW members, as well as ebbing availability of other sources of funding for professional development, research, and event sponsorship. Each year the subcommittee refines the scholarship criteria based on the previous year's membership feedback and new member ideas.

2019-2020 SUBCOMMITTEE ACTIVITIES

While fall and applications for winter went smoothly, the subcommittee saw a decline in the number of requests for spring and summer, likely due to the COVID-19 outbreak. In response, subcommittee members determined to re-open scholarship opportunity for fall 2020 applicants. These requests will be reviewed by the subcommittee during the summer 2020 term.

The Scholarships and Awards subcommittee also selected one individual for the University Mentoring and Professional Development Award (\$500). This individual will receive their award at University Day celebration in fall of 2020.

In the spring 2020 quarter, the subcommittee initiated continuation of past years' improvement of the applicant review processes in response to feedback from key campus constituencies. Potential ideas include a rubric for review, clarifying criteria and tackling improved inclusivity. Another area of clarification the subcommittee hopes for is around improving accessibility as applicants link their work with the mission of PCOSW.

Application Term	Number of Awards	Total Amount
Fall 2019	10 scholarships	\$3700
Winter 2020	11 scholarships, 1 co-sponsorships	\$5500
Winter 2020	8 student registrations	\$3144
	16 faculty/staff registrations for the	
	Oregon Women in Higher Education	
	Conference (January 2020)	
Spring 2020	9 scholarships	\$884 *cancellations due to pandemic
	Total Expenditure	\$13228

SCHOLARSHIPS AND AWARDS AT A GLANCE

PCOSW funds allowed members of the OSU community to:

- ⇒ Attend academic/professional conferences such as:
 - o 2020 Viral EcoGenomics and Applications Symposium
 - o Latin American Studies Association Annual Congress
 - o 10th Annual College Mental Health & Depression on College Campuses Conference
 - o "Cajun Women at the Intersection: Articulating a Cajun Feminism Through Story-telling and Care Work" at the 2020 SEWSA Conference
 - o 13th International Biocuration Conference
 - o Society for American Archaeology Conference



PCOSW Scholarship Summer 2019 • My PCOSW scholarship in Summer 2019 went towards my recruitment efforts in four Northern Bavarian cities in Germany • In August and September 2019 I built a network of birthing and pregnancy class facilitators as well as pregnancy counsellors to be able to subsequently recruit participants. • As a result, I was able to conduct 36 pre-birth interviews with 18 couples. Interviews took place from January to March 2020. The second, post-birth field work phase is planned for October- December



DISCUSSION

Coming through the COVID-19 pandemic, the subcommittee is concerned about dissipation of professional development funding sources. In light of have increased applications in recent years and that there will likely be increased need, we hope our funding support is renewed at the same level for professional development, research, and engaging co-sponsored events in 2020-2021.

On behalf of all the individuals and events we were able to support his year, the subcommittee would like to express our gratitude President Ray, the Office of the Provost, and the Office of Institutional Diversity for their continued financial and institutional support. Thank you!

SPEAKER SERIES (SS) SUBCOMMITTEE

Convener: Kim Hack

Members: Todd Cross, Meredith Williams and Mealoha McFadden

FOCUS OF THE WORK

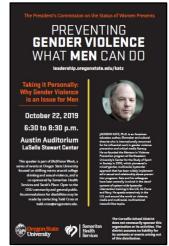
The Speaker Series has traditionally funded campus events that complement the mission of PCOSW. Members of the OSU community can apply for funding support, and committee members then review and determine the funding to be granted. While we continued our purpose this year, we also decided to host our own event with the committee funding. This decision was prompted by the desire to promote PCOSW and to have the ability to bring a more well-known speaker to campus. This led the Speaker Series committee, along with the support of the greater commission and other campus/community partners, to bring Dr. Jackson Katz to OSU in Fall term. The committee also partnered with Samaritan Health Services, who provided additional funding support to the event. This goal did present new challenges for the committee, including managing the event planning and marketing, which were additional activities for the committee members who were volunteering their time. However, the event was well attended and garnered engagement from all over the campus community. Following this event, the remaining committee funding was allocated to applicants from across campus for Winter and Spring term events, however many of these events were unfortunately canceled due to the COVID-19 crisis.

SPEAKER SERIES ACTIVITIES

PCOSW collaborated with Samaritan Health Services to bring Dr. Jackson Katz to campus for *Taking It Personally:* Why Gender Violence is an Issue for Men on October 22, 2019. Dr. Katz is an educator and author, internationally known for his activism in issues of gender, race and violence. He spoke on ways that our community, especially men, can engage in prevention of domestic and sexual violence.

Other funded events and speakers, including those canceled due to the pandemic:

- Black History Month event support (\$500)
- Dr. Nancy Turner, an ethnobiologist who's research focuses on documenting and promoting traditional land and resource management systems of Indigenous Peoples of the Pacific Northwest, was scheduled to speak at "Outside the Lab" with the department of Integrative Biology. (\$500)
- Dr. Melissa Bird, "The Graceful Revolution: Justice, Power, and Change for Communities" with the department of Diversity & Cultural Engagement. (\$500)
- Dr. Aradhna Tripati, a leader in promoting diversity in STEM in higher education, was invited to share her experiences in founding and directing the Center for Diverse Leadership in Science. Dr. Tripati was to speak as part of the Unpacking Diversity seminar series with the department of Ocean, Earth and Atmospheric Sciences and the College of Science. (\$500)
- Felicia Rice, artist and social activist, was invited to speak and provide a workshop on book art and her experience as a woman in the field of letterpress printing with the School of Writing, Literature, and Film. (\$1,000)
- Dr. Theri Alyce Pickens, a Black Studies and Disability Studies scholar and creative writer, was invited by the Women, Gender, and Sexuality Studies program to do a workshop on Blackness and Disability in celebration of the 30th anniversary of Americans with Disabilities Act. (\$750)





Jackson Katz Organizing Committee

BREAKING BARRIERS 2020:

CELEBRATING THE ACCOMPLISHMENT AND IMPACTS OF OSU WOMEN

Awards Committee: Whitney Archer, Brittany Nefcy, Kim Hack, Erin McIlraith, and Diana Ulrey

PCOSW would like to thank the Office of Institutional Diversity, the Office of the Provost, and the Office of the President for their support towards this important recognition. Special thanks goes to Brandi Douglas and Pamela Johnson for their tireless assistance, and to Dr. Charlene Alexander for her guidance in transitioning the awards presentations to virtual platforms during the COVID-19 pandemic. Thank you to President Ed Ray, Provost Ed Feser and our nominators for their contributions through video recognition.

BREAKING BARRIERS AWARDS

Breaking Barriers in Education

Maude David, Assistant Professor/Microbiology and Pharmacy Natasha Mallette, Professor/Chemical, Biological, and Environmental Engineering

Breaking Barriers in Research

Satoris Howes, PhD, Associate Professor/College of Business

Breaking Barriers in Athletics

Tanya Chaplin, Oregon State University Head Gymnastics Coach

PCOSW Community Builder Award

Unpacking Diversity CEOAS Professional Learning Community

Harriet 'Hattie' Redmond Award

Allison Davis-White Eyes, Director of Community Diversity Relations Dam Diverse Dance (3D), student-lead dance group

DISCUSSION

The Speaker Series committee would like to continue the model of funding OSU campus events that align with PCOSW's mission. Continued funding for this purpose is needed especially now more than ever due to the cancelation of events from the pandemic. Many of the applicants stated that they hope to plan their events again in the following academic year and are dependent on the funding we provide to support these important learning opportunities. Without this funding, the events listed above would not be possible and our campus community will be deprived of valuable enrichment, all of which promotes diversity and inclusion.

Other goals for the committee:

- We would like to market this opportunity differently to reach more people on campus who are interested in hosting an event. One way we plan to do this is by putting out a call for applications and setting a deadline for each upcoming term, instead of the rolling application process that we currently use.
- We would also like to be more involved with each funded event, such as assisting with promotion of the
 events and asking that PCOSW be represented on materials as a sponsor, in an effort to reach a wider
 audience.
- Additionally, we plan to collect more follow up data on each event to learn more about it's impact on campus.
- Another goal is to develop a rubric for assessing each application so that future committee members have a guide on how to review and distribute funding in an equitable way.