

DIVERSITY ACTION PLAN: 2024-2030

INTRODUCTION

In November 2023, Oregon State University launched [Prosperity Widely Shared: The Oregon State Plan](#), offering the world an achievable vision: that humankind can equitably and sustainably prosper, and that Oregon State will be a catalyst for that prosperity.

Prosperity Widely Shared is grounded by a collective commitment to underlying values of excellence, knowledge generation, environmental stewardship and equity. Achieving the plan will require us to:

- Support the excellence and diversity of faculty work: traditional and alternative ways of knowing; basic, applied and engaged scholarship; transdisciplinary collaboration; and innovation and entrepreneurship.
- Continually work to remove barriers and create equitable outcomes for communities denied access to opportunity.
- Value and integrate the diverse lived experiences, perspectives and viewpoints within Oregon State and the communities we serve.
- Broaden our distinction in collaborative, team-based and solutions-oriented work.
- Engage communities to build resilient relationships, advance shared goals and ensure sustainable futures.

A fundamental commitment to advancing diversity, equity, inclusion and accessibility throughout the university enterprise is embedded in *Prosperity Widely Shared*. Indeed, OSU's inclusive excellence mission is core to who we are as a land grant institution committed to broadening access, belonging and success for all communities we serve.

The Diversity Action Plan articulates actions advancing commitments to inclusive excellence made in *Prosperity Widely Shared*. By fully aligning the university's new Diversity Action Plan with its new strategic plan, OSU continues to mature in its ability to create real, integrated and equitable organizational change that is sustainable and impactful.

The Diversity Action Plan, like *Prosperity Widely Shared*, prioritizes actions that are impactful and strategic – concentrating on efforts that are ambitious and realistic. The process of developing the Diversity Action Plan was community-informed; the outcome of hundreds of conversations, meetings and consultations. Through this process, actions were proposed, debated and selected based on what will create a university that fosters prosperity for the widest array of individuals and communities, in Oregon and beyond.

DEVELOPMENT PROCESS

Development of the Diversity Action Plan has involved the entire Oregon State community over a period of a year utilizing an [Adaptive Strategic Planning for Inclusive Excellence](#) process.

Beginning in January 2023, the President and Provost's Leadership Council for Diversity, Equity and Inclusion, consisting of university leaders, faculty and students, framed priorities within a new Diversity Strategic Plan. This framework was elaborated upon by the Equity Leaders

Consortium, a group of OSU employees charged with advancing diversity, equity, inclusion and accessibility efforts in every academic and administrative unit at the university.

With this framework in hand, the Office of Institutional Diversity developed a [comprehensive planning roadmap](#) and held over 20 engagement sessions with groups big and small, integrating and iterating on feedback from over 300 OSU community members representing:

- All OSU locations, including campuses in Corvallis and Bend, Extension, Ecampus, the Hatfield Marine Science Center and the OSU Portland Center
- All colleges and administrative units
- Undergraduate and graduate students, academic faculty, professional faculty, classified staff and graduate employees

Additionally, and importantly, the Diversity Action Plan builds on and incorporates many ongoing efforts to advance diversity, equity, inclusion and accessibility across the university, including:

- [Strategy for Supporting the Success and Retention of Employees of Color](#), *President and Provost's Leadership Council on Diversity, Equity and Inclusion*
- [ADA31 Report and Recommendations](#), *Americans with Disabilities Act at 31 Task Force*
- [Managerial Competencies Framework](#), *Office of University Human Resources*
- [Core Education](#), *Office of Academic Affairs*
- OSU Indigenous Strategic Plan, *President's Commission on Indigenous Affairs*
- Transfer Student Experience Initiative 2.0, *Transfer Student Experience Task Force*
- [Internationalization and Global Engagement Strategy](#), *Office of Global Engagement*
- [Innovate & Integrate: Plan for Inclusive Excellence 2018-2023](#), *Office of Institutional Diversity*
- [Moving Forward Together](#), *Office of the President*
- Many other strategic diversity, equity, inclusion and accessibility efforts of colleges and units across the university.

The outcome of this process is a plan that embodies the best thinking of the OSU community and reflects its priorities as we seek to advance the university's new strategic plan and inclusive excellence mission.

ORGANIZATION

The Diversity Action Plan aligns with the three goals and five actions articulated in *Prosperity Widely Shared* to advance the university's priorities between 2024 and 2030.

[Three goals](#) describe in broad terms what OSU is striving to achieve. These are the "whats" of the strategic plan:

- A university focused on big discoveries that drive big solutions;
- A university where every student graduates; and
- A university that fuels a thriving world.

[Five actions](#) elaborate big strategic undertakings through which the university will achieve the three goals. These are the “hows” of the strategic plan:

- Launch a campaign for timely undergraduate degree completion;
- Build international research distinction in areas of competitive advantage;
- Build an enterprise approach to knowledge translation, innovation and partnerships;
- Build faculty excellence; and
- Significantly increase enrollment online and at OSU-Cascades.

The Diversity Action Plan builds on these goals and actions by aligning its tactics and initiatives with actions articulated in the *Prosperity Widely Shared* and providing a more specific level of detail that will allow the articulation of clear progress metrics to hold ourselves accountable at all levels of the institution.

DIVERSITY ACTION PLAN

The draft Diversity Action Plan is attached for the Board of Trustees’ review and comment.

NEXT STEPS

Following presentation of the Diversity Action Plan to the OSU Board of Trustees during its January 2024 meeting, the Office of Institutional Diversity will integrate additional feedback and finalize the plan during winter term 2024 and begin the implementation process.

IMPLEMENTATION

Implementation of the Diversity Action Plan will begin in winter term 2024 in alignment with *Prosperity Widely Shared*. Tactics and initiatives articulated in the Diversity Action Plan will be integrated into the implementation and accountability structure of the strategic plan. The Office of Institutional Diversity will work closely with university partners to monitor and report on progress of tactics and initiatives within the Diversity Action Plan. Integrating the implementation and accountability for both plans ensures the greatest opportunity to advance inclusive excellence as a normal, anticipated expectation of the university’s highest priorities.

Implementation will begin by further defining tactics based on content expertise, development of success metrics for each action, projecting resources needed and development of infrastructure to collect any needed data to measure progress and success.



**Oregon State
University**

**Diversity Action Plan
2024-2030**

**January 2, 2024
DRAFT**

Table of Contents

Background 5

Development Process 5

Organization of Plan 6

Diversity Action Plan: 2024-2030 7

Introduction.....7

Terminology.....7

Tactics and Initiatives8

 Prosperity Widely Shared Action 1: Launch a campaign for timely undergraduate degree completion8

 Prosperity Widely Shared Action 2: Build international research distinction in areas of competitive advantage
 9

 Prosperity Widely Shared Action 3: Build an enterprise approach to knowledge translation, innovation and
 partnerships10

 Prosperity Widely Shared Action 4: Build faculty excellence11

 Prosperity Widely Shared Action 5: Significantly increase enrollment online and at OSU-Cascades12

Adoption 12

Implementation..... 12

Background

In November 2023, Oregon State University launched *Prosperity Widely Shared: The Oregon State Plan*, offering the world an achievable vision: that humankind can equitably and sustainably prosper, and that Oregon State will be a catalyst for that prosperity.

Prosperity Widely Shared is grounded by a collective commitment to underlying values of excellence, knowledge generation, environmental stewardship and equity. Achieving the plan will require us to:

- Support the excellence and diversity of faculty work: traditional and alternative ways of knowing; basic, applied and engaged scholarship; transdisciplinary collaboration; and innovation and entrepreneurship.
- Continually adapt to remove barriers and create equitable outcomes for communities denied access to opportunity.
- Value and integrate the diverse lived experiences, perspectives and viewpoints within Oregon State and the communities we serve.
- Broaden our distinction in collaborative, team-based and solutions-oriented work.
- Engage communities to build resilient relationships, advance shared goals and ensure sustainable futures.

A fundamental commitment to advancing diversity, equity, inclusion and accessibility throughout the university enterprise is embedded in *Prosperity Widely Shared*. Indeed, OSU's inclusive excellence mission is core to who we are as a land grant institution committed to broadening access, belonging and success for all communities we serve.

The Diversity Action Plan articulates tactics and initiatives advancing commitments to inclusive excellence made in *Prosperity Widely Shared*. By fully aligning the university's new Diversity Action Plan with its new strategic plan, OSU continues to mature in its ability to create real, integrated and equitable change that is sustainable and impactful.

Development Process

Development of the Diversity Action Plan has involved the entire Oregon State community over a period of a year utilizing an [Adaptive Strategic Planning for Inclusive Excellence](#) process.

Beginning in January 2023, the President and Provost's Leadership Council for Diversity, Equity and Inclusion, consisting of university leaders, faculty and students, framed priorities within a new Diversity Strategic Plan. This framework was elaborated upon by the Equity Leaders Consortium, a group of OSU employees charged with advancing diversity, equity, inclusion and accessibility efforts in every academic and administrative unit at the university.

With this framework in hand, the Office of Institutional Diversity developed a [comprehensive planning roadmap](#) and held over 20 engagement sessions with groups big and small, integrating and iterating on feedback from over 300 OSU community members representing:

- All OSU locations, including campuses in Corvallis and Bend, Extension, Ecampus, the Hatfield Marine Science Center and the OSU Portland Center
- All colleges and administrative units

- Undergraduate and graduate students, academic faculty, professional faculty, classified staff and graduate employees

The hundreds of unique participants in the planning process netted many dozens of possible tactics and initiatives. Condensing, mapping and prioritizing every great idea was an in-depth process that required a set of parameters for prioritization. Therefore, the plan prioritizes tactics that most align with the following outcomes:

- Real and systemwide impacts: the tactic will result in material change to advance a university-wide culture of inclusive excellence
- Operationalization: the tactic can be implemented and operationalized in a seven-year window
- Measurable: implementation of the tactic can be monitored and evaluated for progress and success
- Strategic Plan integration: the tactic supports advancement of goals and actions articulated in *Prosperity Widely Shared*

In evaluating these parameters, the plan reflects specific priority focus areas mirrored by the university's strategic plan and was designed to create real, sustainable impact.

Finally, the Diversity Action Plan builds on and incorporates many ongoing efforts to advance diversity, equity, inclusion and accessibility across the university, including:

- [Strategy for Supporting the Success and Retention of Employees of Color](#), *President and Provost's Leadership Council on Diversity, Equity and Inclusion*
- [ADA31 Report and Recommendations](#), *Americans with Disabilities Act at 31 Task Force*
- [Managerial Competencies Framework](#), *Office of University Human Resources*
- [Core Education](#), *Office of Academic Affairs*
- OSU Indigenous Strategic Plan, *President's Commission on Indigenous Affairs*
- Transfer Student Experience Initiative 2.0, *Transfer Student Experience Task Force*
- Internationalization and Global Engagement Strategy, *Office of Global Engagement*
- [Innovate & Integrate: Plan for Inclusive Excellence 2018-2023](#), *Office of Institutional Diversity*
- [Moving Forward Together](#), *Office of the President*

Many other strategic diversity, equity, inclusion and accessibility efforts of colleges and units across the university.

The outcome of this process is a plan that embodies the best thinking of the OSU community and reflects its priorities as we seek to advance the university's new strategic plan and inclusive excellence mission.

Organization of Plan

[Prosperity Widely Shared](#) contains three goals and five actions to advance the university's priorities between 2024 and 2030.

[Three goals](#) describe in broad terms what OSU is striving to achieve. These are the "whats" of the strategic plan:

- A university focused on big discoveries that drive big solutions;
- A university where every student graduates; and
- A university that fuels a thriving world.

[Five actions](#) elaborate big strategic undertakings through which the university will achieve the three goals. These are the “hows” of the strategic plan:

- Launch a campaign for timely undergraduate degree completion;
- Build international research distinction in areas of competitive advantage;
- Build an enterprise approach to knowledge translation, innovation and partnerships;
- Build faculty excellence; and
- Significantly increase enrollment online and at OSU-Cascades.

The Diversity Action Plan builds on these goals and actions, aligning its actions with those articulated in the Strategic Plan and providing a more specific level of detail that will allow us to define metrics and hold ourselves accountable at all levels of the institution.

Diversity Action Plan: 2024-2030

Introduction

The Diversity Action Plan, like *Prosperity Widely Shared*, prioritizes tactics and initiatives that are both impactful and strategic – concentrating on efforts that are ambitious and realistic. The process of developing the Diversity Action Plan was community-informed; the outcome of hundreds of conversations, meetings and consultations. Through this process, tactics were proposed, debated and selected based to continue creating a university that fosters prosperity for more individuals and more communities, in Oregon and beyond.

Terminology

Language related to equitable organizational transformation is dynamic. As our understanding of barriers experienced by communities in higher education increases, so too does the complexity of terminology used to describe communities and processes.

For purposes of the Diversity Action Plan, we adopt definitions of terms set forth in [Innovate & Integrate: Plan for Inclusive Excellence 2018-2023](#). However, two additional terms require definition:

- **Minoritized** acknowledges the process by which individuals or group social identities are persistently devalued within a structure of systemic oppression. This experience can be evident along economic, political, social and cultural dimensions. Importantly, while some minoritized groups may not constitute a demographic minority, their experience of minoritization requires intervention to create equitable outcomes. Commonly, this term references racially minoritized communities which typically includes Black, Indigenous, Latine, Asian, Pacific Islander, Multiracial and other communities of color.
- **Underserved** refers to individuals or groups that, due to social context, location, socio-economic status, educational history, family history, employment history and other factors are persistently excluded from opportunity in higher education.

During implementation, it is possible additional terms will need definition to more precisely design and target efforts. This is a normal and necessary part of any organizational transformation process.

Tactics and Initiatives

Prosperity Widely Shared Action 1: Launch a campaign for timely undergraduate degree completion

Diversity Action Plan Tactics:

1. Reduce and eliminate financial barriers to persistence and graduation

Initiatives:

- Collaborate with the OSU Foundation and Alumni Association to complete the *Finish in Four* campaign to close unmet student financial need gaps
- Expand and equitably distribute centralized excellence scholarships to account for differences in availability of college-based funds
- Develop targeted need-based, first-generation, transfer and Ecampus student scholarship awards
- Expand OSU Tribal tuition policy to cover cost of attendance for in-state students enrolled in non-Oregon Tribes
- Expand emergency funds for international student use

2. Reengage learners to complete degrees

Initiatives:

- Develop stronger pathways for transfer students to OSU
- Clarify and standardize stranded credit pathways
- Clarify and standardize prior experience credit attainment
- Develop a network of culturally-related alumni and community-based mentors for current students

3. Increase access to experiential learning opportunities for minoritized and underserved students

Initiatives:

- Expand access to paid intern/externships, study abroad and undergraduate research to ensure equitable access for all students
- Increase incorporation of experiential learning in coursework
- Improve access to research opportunities for minoritized and underserved students, and Ecampus students
- Expand intern/externship opportunities in rural and underserved communities

4. Develop and expand centralized transition experiences

Initiatives:

- Ensure First Year Experience programs purposefully attend to the needs of minoritized and underserved students
- Develop a “last-year transition experience”
- Develop a transfer transition experience attentive to minoritized and underserved students
- Expand education on transfer student experience to relevant stakeholders

5. Target courses with disproportionately high DFW (D, F, withdrawal) rates for redesign

Initiatives:

- Expand access to resources for priority redesign of courses with highest DFW rates
- Provide instructional design coaches to faculty redesigning high DFW courses
- Incentivize excellence in teaching for instructors with focus on equalizing outcomes for minoritized and underserved students

6. Expand culturally relevant academic interventions

Initiatives:

- Develop holistic education for advisors to provide culturally-relevant interventions to support students from minoritized and underserved communities
- Develop strategy to ensure consistency in advising across colleges

7. Expand support to enhance persistence and completion of minoritized and underserved graduate students

Initiatives:

- Develop university-wide processes for equitable recruitment and holistic admission of graduate students
- Expand Graduate Summer STEP program to serve more students
- Expand the OSU Grad Advantage program to ensure every graduate student and postdoc develops transferable skills to support career success
- Increase number of graduate advisors completing culturally-aware mentorship education
- Expand centralized emergency funds to support graduate student completion

8. Advance inclusive infrastructure for disabled, trans and gender diverse students

Initiatives:

- Advance Trans and Gender Non-Conforming Task Force recommendations to ensure up to date and supportive health care for trans students and expand university resources for gender inclusive physical infrastructure, including restrooms
- Complete implementation of [Americans With Disabilities Act at 31 Task Force recommendations](#)

Prosperity Widely Shared Action 2: Build international research distinction in areas of competitive advantage

Diversity Action Plan Tactics:

1. Establish policies and practices for OSU to equitably collaborate and engage in research with minoritized and underserved communities

Initiatives:

- Develop policy, guidance and education for research engagement with Tribal governments
- Develop policies regarding access, sharing and protection of proprietary Traditional Ecological Knowledge and Indigenous Knowledge in research
- Develop guidance and education for research engagement with minoritized and underserved individuals and communities

2. Increase employee knowledge, skill and ability to conduct research equitably

Initiatives:

- Develop education and training to conduct research with an equity lens as outlined in [OSU's DEI Guidance for Research](#)
- Incorporate social and psychological safety as part of field safety guidance
- Develop and fund roles through research proposals to guide development and implementation of equity-related research aims

3. Embed inclusive excellence imperative in strategic research focus areas of climate science and related solutions, clean energy technology and related solutions, robotics, and integrated health and biotechnology

Initiatives:

- Articulate and advance opportunities to integrate equitable outcomes within priority research focus areas

Prosperity Widely Shared Action 3: Build an enterprise approach to knowledge translation, innovation and partnerships

Diversity Action Plan Tactics:

1. Develop organizational infrastructure and collaborations for equitable transdisciplinary research

Initiatives:

- Incentivize large-scale team-based projects with focus on inclusive excellence
- Encourage and support opportunities for bidirectional learning and reciprocity in collaborative research with minoritized and underserved communities; explore accountability measures for this outcome

2. Cultivate and steward institutional relationships with Tribal Nations, Minority Serving Institutions and minoritized and underserved community serving organizations

Initiatives:

- Develop and adopt agreements with Tribal Nations articulating mutually beneficial relationships
- Develop and adopt agreements with Minority Serving Institutions articulating mutually beneficial relationships

3. Catalyze equitable workforce development in Oregon through strategic partnerships

Initiatives:

- Conduct outreach and build relationships with stakeholders serving minoritized and underserved communities in Oregon
- Increase supplier diversity with Minority, Women Owned, Emerging Small Business and Service-Disabled Veteran Business Enterprises (MWESB SDVBE) and Certification Office for Business Inclusion and Diversity (COBID) entities
- Connect equitable workforce development outcomes to [Core Education](#) goals
- Develop education opportunities for employer as a service to advance equitable recruitment of students and address barriers in hiring processes

4. Establish an enterprise-wide language access strategy and program

Initiatives:

- Expand translation and interpretation support
- Explore incentivization for multilingual employees who are experienced in priority languages
- Develop education and training on communication equity

Prosperity Widely Shared Action 4: Build faculty excellence

Diversity Action Plan Tactics:

1. Develop pathways for employee recruitment aligned with university strategic priorities

Initiatives:

- Utilize unit and college-level staffing plans and strategic faculty hiring initiative
- Foster suite of faculty recruitment pathways (i.e. predoctoral scholars, early career faculty, etc.)
- Expand resources to recruit qualified candidates who meet strategic needs of this diversity action plan (e.g., relocation supports, targeted outreach, recruitment strategies, etc.)

2. Create accountability for equitable search processes and outcomes

Initiatives:

- Modernize recruitment practices and processes to ensure efficient, equitable recruitment of employees
- Build knowledge, skill and ability for hiring managers to articulate duties to advance equity in position descriptions
- Establish expectation for search committees to demonstrate competency in equitable search processes
- Incorporate recruitment outcomes into unit reviews

3. Improve retention of employees and families

Initiatives:

- Advance recommendations to improve success and retention of employees of color adopted by the [President and Provost's Leadership Council \(PPLC\) on Diversity, Equity and Inclusion](#):
 - Develop consistent opportunities for OSU to introduce new employees to the OSU community and learn from their experience to support success and belonging
 - Build supervisor knowledge, skill and ability to provide culturally equitable support
 - Support opportunities for mentorship of employees of color
 - Support livable communities within which OSU employees and their families reside
 - Establish supervisor education and expectations
- Incorporate retention outcomes into unit reviews

4. Enhance opportunities for employee career-long equity education

Initiatives:

- Integration of equity in curriculum and instructional design utilizing existing partners in Center for Teaching and Learning, Difference Power and Oppression Program, Faculty Affairs, etc.
- Prioritize academic faculty development related to equalizing student success, focusing on instructors of high DFW rate courses

5. Create opportunities for employee career skill-building and advancement

Initiatives:

- Expand opportunities for academic and administrative skill building and leadership development
- Expand opportunities for classified employee skill building and leadership

Prosperity Widely Shared Action 5: Significantly increase enrollment online and at OSU-Cascades

Diversity Action Plan Tactics:

1. Develop recruitment strategies responding to needs of minoritized and underserved communities to Corvallis, Cascades and Ecampus

Initiatives:

- Develop pathway programs for underserved communities by engaging relevant community partners in Central Oregon
- Develop and implement frameworks for seamless pathways to OSU degree completion across flexible learning modalities (e.g., on-campus, Ecampus, community college dual enrollment, etc.).
- Expand flexible pathways to reengage students who have stopped out to advance toward degree completion

2. Create infrastructure to support minoritized and underserved students and employees at OSU-Cascades

Initiatives:

- Develop plan for development of physical infrastructure at OSU-Cascades to meet present and future needs of minoritized and underserved university community members
- Develop OSU-Cascades specific efforts to support retention and success of minoritized and underserved employees

3. Create, adapt and expand culturally responsive resources to support needs of Ecampus students

Initiatives:

- Expand, adapt and create academic student support programs tailored for Ecampus students and OSU-Cascades students
- Expand, adapt and create community and belonging programs tailored for Ecampus students and OSU-Cascades students

Adoption

Following presentation of the Diversity Action Plan to the OSU Board of Trustees during its January 2024 meeting, the Office of Institutional Diversity will integrate additional feedback and finalize the plan during winter term 2024 and begin the implementation process.

Implementation

Implementation of the Diversity Action Plan will begin in winter term 2024 in alignment with *Prosperity Widely Shared*. To this end, tactics and initiatives articulated in the Diversity Action Plan will be integrated into the implementation and accountability structure of the strategic plan. The Office of Institutional Diversity will work closely with university partners to monitor and report on progress of

tactics and initiatives within the Diversity Action Plan. Integrating the implementation and accountability for both plans ensures the greatest opportunity to advance inclusive excellence as a normal, anticipated expectation of our highest priorities.

Implementation will also include defining tactics based on content expertise, development of success metrics for each action, projecting needed resources and development of infrastructure to collect any needed data to measure progress and success.

A framework for assessment and reporting will be developed and published to ensure consistent monitoring and evaluation of implementation, and to consider any necessary iterations to the plan.

DRAFT