

Moving Forward Together Progress Matrix

Category	Action No.	Action	Lead	Status	Status Notes	Date of Last Update	Reference Links
Staff and Faculty	1	Work with the university's Employee Assistance Program to improve how OSU serves the mental health needs of Black and Indigenous faculty and staff, and the mental health needs of all faculty and staff of color by making these resources easily available and accessible.	Heather Horn	Complete	University Human Resources (UHR) implemented a new Employee Assistance Program (EAP) and has significantly increased the number of EAP educational opportunities and general EAP visibility and outreach across the university in support of increased employee needs during the pandemic. Bonny Ray, Associate Director Benefits, has partnered with the EAP, OID, affinity groups and internal stakeholders to develop a set of supplemental EAP materials on topics responsive to Black and Indigenous faculty and staff, and employees of color, including new healthcare provider lists that identify providers of color in the local communit(ies). These materials have been posted on the UHR website	7/26/22	UHR Mental Health Resources - <a href="https://hr.oregonstate.edu/work-life/culture-care/mental-health-resources">https://hr.oregonstate.edu/work-life/culture-care/mental-health-resources</a>
Staff and Faculty	2	Incorporate recruitment, development and retention practices recommended by the President and Provost's Leadership Council on Equity, Inclusion and Social Justice into Oregon State's Talent Management Plan, which articulates the university's hiring and retention strategy. Recommended practices include cluster hiring, expanded mentoring, comprehensive employee training and development.	Heather Horn	Complete, ongoing	Diversity, equity and inclusion competencies have been embedded across the new Managerial Competencies Framework. New tools and approaches to improving the diversity of candidate pools, including the Pre-Doctoral Scholars Program, and membership in national organizations like the Southern Regional Education Board have been implemented or are currently under evaluation.  A new training portal and online learning library was introduced in March 2021 and will provide visibility to a wide array of internal professional development opportunities available to faculty and staff and will provide equitable access to external on-demand and online courses responsive to individual needs and development goals. A new exit survey process to collect data on retention factors has been implemented, and the implementation of a modern HR service delivery technology platform providing comprehensive onboarding processes is currently underway.	7/11/22	Talent Management Initiative - <a href="https://fa.oregonstate.edu/talent-management">https://fa.oregonstate.edu/talent-management</a>  Managerial Competencies Framework - <a href="https://hr.oregonstate.edu/training/managerial-competencies-framework">https://hr.oregonstate.edu/training/managerial-competencies-framework</a>
Staff and Faculty	3	Implement a comprehensive talent management system as one of the 20 actions identified in the university's strategic plan, which is available to the broader university community for review. Implementation of the talent management system will include regular and ongoing opportunities for feedback to improve efforts.	Heather Horn	Complete, ongoing	The multi-year Talent Management Initiative is underway and initiatives include an onboarding platform, training portal, online learning library, manager competency framework, performance management pilot, and workforce planning pilot. A new Human Resources Strategic Partner (HSRP) model will support the application of new talent management programs and approaches within colleges and units. Early experience with the first year of HSRP support has been positive as measured by client survey.	7/26/22	Talent Management Initiative - <a href="https://fa.oregonstate.edu/talent-management">https://fa.oregonstate.edu/talent-management</a>
Staff and Faculty	4	Provide an annual report on the university's progress in improving the recruitment and retention of Black and Indigenous employees, and other employees of color.	Rich Settersten, Heather Horn	In progress	The Office of Faculty Affairs (OFA) and University Human Resources (UHR) are working on the format, needed data, and benchmarking for this report. This will be part of OFA and UHR reporting going forward. Highlights in the recruitment and retention area include the initiation of the Pre-doctoral Scholars Program, the ongoing and expanded use of TFDI funding and dual career funding, and the development of diversity, equity, and inclusion action plans within colleges and academic units.	9/24/21	Pre-doctoral scholars program: <a href="https://facultyaffairs.oregonstate.edu/pre-doctoral-scholars-program">https://facultyaffairs.oregonstate.edu/pre-doctoral-scholars-program</a>

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Staff and Faculty	5	As part of the development of the university's Affirmative Action Plan, analyze employee applicant data to determine junctures where qualified Black and Indigenous applicants, and other applicants of color, leave the hiring process. OSU will work to ensure interventions to address persistent trends uncovered in these analyses and incorporate changes in the Talent Management Plan and OSU's Affirmative Action Plan.	Heather Horn	In progress	Currently, OSU's recruitment process does not track candidate movement through stages of the recruitment process; "disposition" data is collected only at the conclusion of the search. The recruitment workflow within the current applicant tracking system will be redesigned to track and monitor candidate progress through each recruitment stage, equipping UHR recruitment specialists to consult with search committees at key decision points re candidate disposition. These improvements are part of a larger assessment and redesign of the university's applicant tracking system that commenced in April 2021.	9/24/21	
Staff and Faculty	6	Expand faculty and staff training and professional development opportunities focused on anti-racism and ensure that the opportunities are embedded in comprehensive training, professional development, and faculty and staff onboarding that currently is in development. The university will work to ensure that the strategies and programs are responsive to Black employees, Indigenous employees, and other employees of color.	Rick Settersten, Heather Horn, Scott Vignos	Complete, ongoing	The Office of Institutional Diversity will expand access to foundational learning on antiracism to all OSU faculty and staff through the addition of staff in Summer 2022. Additionally, a new comprehensive curriculum on bias intervention is scheduled to be included as a mandatory critical training for all employees. OIDA also offers comprehensive DEI learning opportunities for units by consultation. OIDA and UHR are currently in the process of evaluating additional offerings in consultation with OIDA, the President's Commission on Status of Black Faculty and Staff Affairs, and Cultural Resource Centers to develop internal trainings and workshops, as well as work with the larger higher education community.	7/26/22	Academic Leadership Academy - <a href="https://facultyaffairs.oregonstate.edu/academic-leadership-academy">https://facultyaffairs.oregonstate.edu/academic-leadership-academy</a> ; Leading Change for Diversity, Equity and Inclusion - <a href="https://diversity.oregonstate.edu/main/leading-change">https://diversity.oregonstate.edu/main/leading-change</a>
Staff and Faculty	7	Embed in the Academic Leadership Academy, which is offered through the Office of Faculty Affairs, the Leading Change for Diversity, Equity and Inclusion program designed by the Office of Institutional Diversity to prepare academic unit leaders to effectively lead organizational change toward achievement of diversity, equity and inclusion goals.	Scott Vignos, Rick Settersten	Complete, ongoing	Leading Change for Diversity, Equity and Inclusion, an intensive seminar aimed at improving the capacity of university leaders to create and sustain anti-racist, equitable organizational change, has launched. Ongoing cohorts are scheduled for every Fall and Spring terms.	7/26/22	Leading Change - <a href="https://diversity.oregonstate.edu/main/leading-change">https://diversity.oregonstate.edu/main/leading-change</a>
Staff and Faculty	8	Continue to comply with state and federal law in addressing concerns of inequitable pay based on race, gender or other protected characteristics, and continue to provide guidance via the Office of Human Resources to employees seeking to navigate pay equity laws and regulations.	Heather Horn	Complete, ongoing	UHR continues to provide guidance on Oregon Equal Pay Act requirements through setting OEPA-compliant pay ranges for new hires, reviewing hiring salaries outside of OEPA ranges, and evaluating pay equity issues identified by colleges and units through an OEPA lens. EOA provides guidance on federal pay equity considerations and evaluates claims of pay discrimination.	9/24/21	
Public Safety	9	Commit that the university's public safety advisory committee, which is made up of students, faculty and staff, will continue to meet regularly and provide review and recommendations on public safety programs and best practices on other campuses.	Paul Odenthal	Complete	The Public Safety Advisory Committee (PSAC) has completed its charter. The ongoing function requested here will be conducted by the Committee for Transparency and Accountability in Policing and Public Safety under action 10.	2/8/22	OSU Public Safety Advisory Committee - <a href="https://publicsafety.oregonstate.edu/public-safety-advisory-committee">https://publicsafety.oregonstate.edu/public-safety-advisory-committee</a>

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Public Safety	10	Create a diverse public safety oversight group composed of students, faculty, and staff to serve in an advisory role regarding the goals and programs of the Department of Public Safety.	Paul Odenthal	In progress	The Committee for Transparency and Accountability in Policing and Public Safety (CTAPPS) is in final development with a targeted launch in Fall 2022.	7/26/22	
Public Safety	11	Ensure investment in public safety services and personnel is commensurate with demonstrated university public safety needs.	Paul Odenthal	Complete, ongoing	Ongoing review of budget and staffing will continue.	9/24/21	
Public Safety	12	Ensure that positions filled within the Department of Public Safety follow a fair and equitable hiring process, consistent with all university hiring processes.	Paul Odenthal	Complete, ongoing	DPS continues to utilized OSU best practices for all hiring.	9/24/21	
Public Safety	13	Provide reasonable contact information available on the Department of Public Safety website for public safety personnel who are employed in public-facing roles.	Paul Odenthal	Complete, ongoing	Contact information is available on the DPS website.	9/24/21	OSU Public Safety About Us - <a href="https://publicsafety.oregonstate.edu/about">https://publicsafety.oregonstate.edu/about</a>
Public Safety	14	Make appropriate information related to public safety clearly available on the Department of Public Safety website.	Paul Odenthal	Complete, ongoing	The DPS website is being updated regularly. A Department policy page has been recently added. A Facebook presence has been established to share information.	9/24/21	OSU Public Safety Site - <a href="https://publicsafety.oregonstate.edu/">https://publicsafety.oregonstate.edu/</a>
Public Safety	15	Explore ways to increase collaboration among OSU public health services, support services, police and public safety programs.	Paul Odenthal	Complete, ongoing	Work continues to develop the OSU Community Wellness, Education & Safety Network as a key partner in alignment with Action 16.	9/24/21	Community Wellness, Education & Safety Network - <a href="https://studentlife.oregonstate.edu/CWESN">https://studentlife.oregonstate.edu/CWESN</a>
Public Safety	16	Evaluate the potential of implementing an unarmed crisis mediation team within the Corvallis and campus community similar to the CAHOOTS crisis mediation program utilized in Eugene.	Dan Larson	Complete, ongoing	OSU Assist, a multidisciplinary support team providing compassionate mobile crisis response and wraparound services for students facing mental health challenges or experiencing other forms of distress, has launched.	9/24/21	OSU Assist - <a href="https://studentlife.oregonstate.edu/osu-assist">https://studentlife.oregonstate.edu/osu-assist</a>
Public Safety	17	Hold all Department of Public Safety employees accountable by developing measurable goals that are consistent with university values.	Paul Odenthal	Complete, ongoing	Numerous university stakeholders contribute to the DPS training plan for both initial orientation and continuing training. Black Minds Matter training was provided to the initial group of officers and new officers will complete as classes become available. Training is also being provide by offices to include OID, OGC, EOA, SARC and UHDS. Additional training beyond DPSST standards regarding ethics and use of force/de-escalation is being provided by a consultant.	9/24/21	
Public Safety	18	Maintain an agreement with the Corvallis Police Department to provide backup for mutual aid in the event of a crime on OSU's Corvallis campus.	Paul Odenthal	Complete	Several joint MOU's exist for mutual aid among local partners (Corvallis, Philomath, Benton County, Albany, Linn County). Updates are under consideration.	9/24/21	

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Public Safety	19	Continue to build relationships with local government partners, including the Corvallis Police Department, that are consistent with Oregon State University's values and expectations for public safety partners.	Paul Odenthal	Complete, ongoing	OSU leadership participate in the Willamette Criminal Justice Council (WCJC). WCJC brings together law enforcement, justice, city and county officials, and citizen representatives from across Benton County. OSU participates in several subcommittees to include a Bias Response Subcommittee.	9/24/21	
Public Safety	20	Hold listening sessions regarding public safety with stakeholders.	Paul Odenthal	Complete, ongoing	Many stakeholders meetings have been held to date. Chief Shanon Anderson and other DPS staff members regularly engage with stakeholder groups.	9/24/21	Public Safety Dialogues - <a href="https://publicsafety.oregonstate.edu/public-safety-dialogue">https://publicsafety.oregonstate.edu/public-safety-dialogue</a>
Immigration/ International Students/ Dreamers	21	Continue to collaborate with the OSU Foundation on fundraising for the Dreaming Beyond Borders Resource Center. Since its inception, the center and its programming have been funded from philanthropy raised by the Division of Student Affairs. In early 2020, the division collaborated with the OSU Foundation to establish a dedicated fundraising account and strategy to support center programs.	Dan Larson	Complete, ongoing	An OSU Foundation account for the Dreaming Beyond Borders Center has been established. Fundraising is underway. A \$60K grant was provided from the Meyer Memorial Trust has been provided for students accessing the center.	9/24/21	
Immigration/ International Students/ Dreamers	22	Examine and revise OSU's financial aid and scholarship policies that may unintentionally exclude students with DACA, undocumented students or students from mixed-status families.	Jon Boeckenstedt	Complete, ongoing	This work is in progress and ongoing. Significant improvements have been made allowing DACA and undocumented students to qualify for more internal scholarships. Many of scholarships have a financial need component typically established by filling out the FAFSA. The Scholarship Office led work to include students who have filled out an ORSAA (Oregon aid application for students who are not eligible for a FAFSA) to provide a financial need calculation to qualify for the scholarship pool. Additionally, the Financial Aid and Scholarships subcommittee of the University Student Success Initiative will be working on this topic this calendar year.	9/24/21	
Immigration/ International Students/ Dreamers	23	Incorporate UndocuAlly training into employee and leadership development programming and training.	Scott Vignos	Complete	The Office of Institutional Diversity collaborated with members of the UndocuAlly Working Group, which includes students representing the Dreaming Beyond Borders Center and Here To Stay, to revise and update the UndocuAlly curriculum. The revision is nearing completion; updates need to be made given recent changes to the DACA program and expanded resources at OSU. The finalized curriculum will be integrated into the standard curricular offerings for employees offered by OID.	9/24/21	
Immigration/ International Students/ Dreamers	24	Embed information from the UndocuAlly training into the Creating an Inclusive Community online course.	Scott Vignos	Complete	Information from the UndocuAlly curriculum will be included in the next revision of the Creating an Inclusive Community modules for students.	9/24/21	
Immigration/ International Students/ Dreamers	25	Make UndocuAlly training opportunities available to OSU Foundation staff members who assist with fundraising for the Dreaming Beyond Borders Resource Center.	Scott Vignos	Complete	Outreach to the OSU Foundation regarding the UndocuAlly training will begin as soon as the the training curriculum is finalized.	9/24/21	

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Immigration/ International Students/ Dreamers	26	Continue to monitor federal policy affecting international students and engage OSU's federal relations team in continuing to advocate aggressively in Washington, D.C. for the interests of international students, staff and faculty.	N/A	Complete, ongoing	Staff from OSU's Government Relations office continue to monitor and provide regular updates to university leadership on legislative actions to support international students, staff and faculty.	9/24/21	
Immigration/ International Students/ Dreamers	27	Work with appropriate partners to explore the enhancement of student legal services for immigration-related issues.	Dan Larson	Complete, ongoing	Expanded immigration legal services through ASOSU Student Legal Services are now available. The Dreaming Beyond Borders Center and Here To Stay coordinated a student-led initiative to seek expanded services. In January 2021, ASOSU approved the ongoing allocation of funds to support comprehensive immigration screenings for all students, and comprehensive assistance for DACA applications and renewals.	9/24/21	
Teaching and Learning	28	Consider adopting in syllabi a statement directing students to support resources for bias incident response; embedding standards for inclusive and critical teaching practices in the new course approval process; and establishing systems of accountability for anti-racist education.	Alix Gitelman	Complete, ongoing	Office of Academic Programs is working on modifications to CIM to direct faculty to resources on inclusive teaching. The Office of Undergraduate Education is working with OID to develop syllabus statements, which will then be shared with Faculty Senate for input.	9/24/21	
Teaching and Learning	29	Charge a university task force composed of faculty, academic leaders and students to review and recommend changes to current curricular and co-curricular offerings to address diversity, racism and its origins and anti-racism. This review will include those programs offered through: Ethnic Studies, the Difference, Power, and Discrimination Program, Student Experiences & Engagement, Diversity & Cultural Engagement, and Diversity Initiatives and Programs within University Housing and Dining Services, among others. This new task force will consider and advise on the following proposals: including an anti-racism requirement in the Baccalaureate Core; incorporating anti-racism education in graduate education; requiring that Difference, Power, and Discrimination courses be satisfied within a student's academic home; establishing standards and shared responsibilities for anti-racism education; and mandating participation of instructors in Black Minds Matter training. Task members and stakeholders may suggest other matters for review.	Alix Gitelman	Complete	The Racism and Antiracism Curriculum Task Force has completed its work for this and has provided preliminary recommendations to the Provost and FS President.	9/24/21	
Teaching and Learning	30	Charge appropriate leaders to evaluate and develop recommendations regarding standards for adding inclusive and critical teaching practices within faculty position descriptions across disciplines and embedding evaluation of inclusive teaching practices in formal faculty review processes, including evaluations of teaching and annual review.	Rick Settersten	In progress	A second effort is in play to charge a teaching evaluation workgroup to examine how we evaluate teaching effectiveness for P&T and for annual reviews. This group will report to the VPFA and VPUE.	9/24/21	

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Student Services	31	Continue recruitment processes underway to hire a Black and African-American student specialist in the Department of Counseling and Psychological Services.	Dan Larson	Complete	Search complete for Coordinator of Black/African-American Student Mental Health and Wellness. Two successful candidates were hired. The Coordinator of Indigenous Student Mental Health and Wellness search has been launched with applications being received.	9/24/21	
Student Services	32	Conduct a needs assessment of existing community health and safety services regarding the university's capacity and effectiveness in serving Black and Indigenous students, and other students of color.	Dan Larson	In progress	The questions and instrument for assessment are being determined. The assessment may be included in other existing assessments.	9/24/21	
Student Services	33	Continue fundraising, in partnership with the OSU Foundation, to reduce financial barriers for students who wish to engage in leadership and experiential learning activities that enhance their learning and development, thereby recognizing that students who have financial means are more likely to engage in meaningful extracurricular learning and leadership experiences than those who have to work.	Deans	Complete, ongoing	Fundraising to support direct student support (Beavers Care), the OSU Student Success Initiative, and diversity, equity and inclusion initiatives at Oregon State continues. Each of these initiatives have outcomes aimed at equalizing access to leadership and experiential learning opportunities.	9/24/21	
Leadership	34	Establish a presidential commission that will advise university leaders and other stakeholders on initiatives and strategies to support Black community members at Oregon State University.	Scott Vignos	Complete	The President's Commission on the Status of Black Faculty and Staff Affairs launched in Fall 2020. The Commission met with PPLC in February 2021.	9/24/21	
Leadership	35	Evaluate the alignment of Oregon State University's values with current expectations for contractors and vendors.	Mike Green	In progress	The Division of Finance and Administration and Office of Institutional Diversity leadership continue to meet to deliberate this item. DFA leaders are currently gathering policies, processes and activities that support OSU's values, and addressing concerns shared by OID staff. DFA leaders are starting to utilize promising practices shared by OID to strengthen current expectations of contractors and vendors.	9/24/21	
Leadership	36	Evaluate whether to discontinue the use of vendors utilizing labor provided by incarcerated persons.	Mike Green	In progress	Work to broaden and expand risk assessment is underway. The decision of whether or not to divest from this vendor has significant impacts either way. Next steps are being considered, including a targeted dialogue with interested students and staff.	9/24/21	
University Relations and Marketing	37	Continue to conduct comprehensive reviews of marketing materials to ensure accurate and empowering representation of Black employees and students, and to increase representation where necessary.	Steve Clark	In progress	URM has recruited OSU community members for advisory board to assist in developing a framework for culturally competent marketing and communication within OSU. URM managers have also met with OID staff to discuss the marketing review process; trainings and on-going reviews of marketing materials produced by staff within URM, colleges, as well as OSUF and OSUAA. Trainings are anticipated to occur as part of regular brand workshops, at quarterly university communicators meetings, and during annual marketing and communications conference sponsored by URM.	9/24/21	

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University Relations and Marketing	38	Utilize culturally competent design strategies to ensure that new marketing materials accurately empower Black employees and students.	Steve Clark	In progress	URM is currently recruiting members to an advisory board to assist in developing a framework for culturally competent marketing and communication within OSU. URM managers have also met with OID staff to discuss the marketing review process; trainings and on-going reviews of marketing materials produced by staff within URM, colleges, as well as OSUF and OSUAA. Trainings are anticipated to occur as part of regular brand workshops, at quarterly university communicators meetings, and during annual marketing and communications conference sponsored by URM.	9/24/21	
University Relations and Marketing	39	Review research completed in 2017 as part of a building and place name review process that included consideration of Gill Coliseum and Arnold Dining Center. If new information has surfaced regarding these buildings namesakes, the Architectural Naming Committee (ANC) will lead efforts to reconsider new information provided.	Steve Clark	Complete	To date, no additional information regarding building names or proposed name changes has been provided the Architectural Naming Committee (ANC). The committee will meet to review past criteria and procedures used by the university in 2016 and 2017 to consider name changes of buildings within the university, and to determine any changes in those criteria or procedures. The committee will be asked to consider whether to commission scholarly review of building names and namesakes when a proposed name is called for; a name change is requested or in advance of such requests. Next steps by the committee will be communicated.	9/24/21	
University Relations and Marketing	40	The ANC will consider any information provided to it to consider recommendations as to whether the Linus Pauling Science Center should be renamed. The committee will review such recommendations and information, and advise the President on this naming.	Steve Clark	In progress	A process to inform the consideration by the ANC of Linus Pauling as a university namesake has been initiated is anticipated to complete in Fall 2022.	9/24/21	
University Relations and Marketing	41	The ANC will lead creation and installation of permanent education displays in Community Hall, the Hattie Redmond Women and Gender Center, and Champinefu Lodge.	Steve Clark	In progress	The ANC will develop, adopt and implement a plan for permanent education displays in in Community Hall, the Hattie Redmond Women and Gender Center, and Champinefu Lodge.	9/24/21	
Bias Response	42	Initiate a process for the Bias Response Team (BRT) to gather community feedback on the team's role and function from Black and Indigenous community members, community members of color and other community members to identify and take action on areas for growth and development	Scott Vignos	Complete	An internal review of the bias response program is complete. Findings are being discussed with university leaders and stakeholders and will be released to the OSU community in Fall 2021.	9/24/21	
Bias Response	43	The BRT will continue to engage stakeholders on a regular basis to present data and trends, assess progress and hold the BRT accountable.	Scott Vignos	Complete, ongoing	The BRT will continue presenting data and trends to key university stakeholders (PPLC, Cabinet, key university partners) and is currently exploring, through the review process, additional avenues to periodic and consistent outreach to community members.	9/24/21	
Bias Response	44	The BRT will continue to publish a public annual report assessing trends and recommendations for addressing bias on individual and institutional bases.	Scott Vignos	Complete, ongoing	BRT will continue to publish term-by-term summaries of bias incident data, and distribute these summaries to leaders and university partners. BRT will continue publishing an annual report outlining annual bias incident report data and trends, and providing recommendations for improving the university's response to bias. These reports are currently published on the PPLC website and will be made available on the BRT website.	9/24/21	

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Bias Response	45	Ensure that the university's public safety personnel are aware of the BRT's role as a support resource and ensure bias incidents originating from the Department of Public Safety are reported to the BRT and included in public reporting.	Scott Vignos	Complete, ongoing	BRT has already initiated conversations with DPS to ensure BRT is made available as a support resource. Forthcoming conversations include regular communication between DPS and BRT re ensuring bias incidents regarding DPS personnel are routed through BRT and included in public reporting.	9/24/21	
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