

## Advancing Equity, Inclusion, and Social Justice: Update on Goals and University Climate

### SUMMARY

The university made important progress on the phased development plan introduced to the Board of Trustees by the Office of Institutional Diversity (OID) in June 2016. Guided by this plan, OID has worked in close collaboration with university partners to advance equity, inclusion and social justice at Oregon State in important areas, while cultivating the conditions necessary to prepare for transitioning to a permanent vice president and chief diversity officer in 2017.

#### **The development plan has been organized into three phases:**

- Phase I began, following the establishment of the office on February 1, 2016, and lasted through the end of the 2015-16 academic year (June 30, 2016);
- Phase II began in July 2016 and will continue through the hiring of a permanent vice president and chief diversity officer; and
- Phase III will begin following the hiring of a permanent vice president and chief diversity officer (anticipated July 1, 2017).

This plan was created not only to guide the work of the office but also to create a culture of accountability for the university in the area of diversity, equity, inclusion and social justice. This approach is designed to keep a sharp focus on goals and advancing the critical culture shift needed to achieve and sustain long-term success. The work of OID and its partners is unique in that it touches every corner of the institution, and outcomes can be difficult to measure quantitatively. For this reason, a comprehensive, broad-based strategy grounded on targeted priorities is necessary to guide and measure the university's progress.

This fall term was marked by a tumultuous presidential campaign that highlighted the need for a continued, robust commitment to inclusive excellence and discussion of a variety of viewpoints as an essential component of the health and progress of the university. The work of OID and its partners creates opportunities for students, faculty and staff to learn about new perspectives and experience other ways of being and doing. These efforts result in conversations across differences, a vital ingredient to building a positive campus climate and creating an inclusive, socially just institution. A summary of efforts to date is provided in Attachment 1.

As part of that work, OID and its partners are creating a tool – the *Diversity Dashboard* – to assess who we are as an institution, the progress we have made towards creating an equitable learning and working environment, and what gaps and needs exist as we continue to refocus and bolster Oregon State's institutional equity and inclusion efforts. The Diversity Dashboard is described in greater detail in Attachment 2. The dashboard, like all social justice efforts, is a work in progress, and OID looks forward to continuing to develop this tool, and its overall portfolio of work, as the office enters the third phase of development.

### NEXT STEPS

Through partnerships and a dedication to inclusive excellence at all levels of the institution, Oregon State will continue to make steady progress towards the equity, inclusion and social justice that we seek for our community. We will also continue to regularly report this progress and seek input from the Board as we move forward.

## Attachment 1

## Advancing Equity, Inclusion, and Social Justice

### UPDATES ON PHASE I: FEBRUARY 2016 TO JUNE 2016

With the completion of Phase I, the university made and continues to make progress on the following priorities:

- *Establishing the new Office of Institutional Diversity (OID):* OID established February 1, 2016.
- *Reorganizing the Office of Equal Opportunity and Access (EOA):* A search for a permanent executive director has been completed and the selected candidate, Dr. Kim D. Kirkland, will join the university on February 28, 2017.
- *Increasing communication to the Oregon State community:* OID published a comprehensive “First 100 Days” report detailing ongoing equity and inclusion efforts, programs and initiatives throughout the university; OID “Speaker Series” debuted in fall 2016; OID continued to host town halls in spring 2016 and fall 2016 focused on gathering community input on equity and inclusion efforts.
- *Establishing a bias incident reporting and response process:* New process implemented and team formed; the Reported Bias Incident Response Protocol finalized and adopted; 24-hour bias incident response helpline established; reporting on university bias incident response, in collaboration with University Housing and Dining Services, to begin in Phase II.
- *Supporting efforts to diversify faculty and staff:* Ongoing efforts include exploring targeted recruitment and opportunity hires in the colleges and support for the Provost’s Hiring Initiative and Tenured Faculty Diversity Initiative.
- *Developing student learning modules:* Learning modules under development and pilot testing announced for winter term 2017 with full implementation in fall term 2017.
- *Creating plan for faculty and staff training:* Faculty and staff education programs reorganized under the Department of Academic Affairs; plan adopted to provide opportunities for cultural competency and social justice training to all faculty and staff.
- *Conducting formal and informal outreach to university stakeholders:* OID continues to actively consult with university offices, departments and campus groups as well as individual students, staff and faculty to build relationships and engage in conversations around diversity, equity, inclusion and social justice initiatives.
- *Supporting the work of the Leadership Council on Diversity, Equity, and Social Justice:* OID continues to provide support; 2016-17 Leadership Council term underway.

### UPDATES ON PHASE II: JULY 2016 THROUGH HIRING OF VICE PRESIDENT AND CHIEF DIVERSITY OFFICER (anticipated for July 1, 2017)

During Phase II of the development plan, attention and resources have focused on the following priorities:

- *National search for a permanent vice president and chief diversity officer:* Worked

with university administrators to set institutional priorities, developed a position description and timeline for a permanent vice president and chief diversity officer search in collaboration with Leadership Council on Equity, Inclusion and Social Justice; national search firm retained; and search for permanent vice president and chief diversity officer underway;

- *Assessing existing institutional strategies addressing diversity, equity and inclusion:* Institutional priorities set for 2016-17 with input from the Leadership Council and other key groups, as well as the Cabinet and the Provost's Council; Leadership Council's work started with a focus on assessing and developing recommended process for adoption of an institutional diversity, equity and inclusion value statement.
- *Creating a detailed inventory of equity, inclusion and social justice initiatives at Oregon State:* Building on an inventory completed for the "First 100 Days" report, OID is creating two databases aimed at encouraging broader involvement in social justice initiatives – one for training and learning opportunities and the other for community participation and engagement opportunities.
- *Developing a comprehensive diversity, equity and inclusion communication plan:* OID Strategic Communication Plan completed in fall 2016.
- *Planning and coordinating the 35<sup>th</sup> Annual Dr. Martin Luther King, Jr. Celebration:* Celebration scheduled to begin on January 14 with Dr. Martin Luther King, Jr. Day of Service; Dr. Martin Luther King, Jr. Day events, on January 16, include Peace Breakfast, keynote address featuring actress and activist Franchesca Ramsey, and a Peace March intended to reflect Dr. King's legacy of creating transformative change through alliance building and non-violence.
- *Working collaboratively to enhance Oregon State's capacity to deliver comprehensive equity, inclusion and social justice learning opportunities to all community members:* Faculty and staff education programs were reorganized and moved to Academic Affairs; the Search Advocate Program was expanded; the Social Justice Education Initiative for faculty and staff was developed by summer 2016 and piloted in fall 2016.
- *Collaborating on projects to expand the inclusion of diversity and representative perspectives into university publications and other media:* OID worked with University Relations and Marketing to place advertisements in the Chronicle of Higher Education focused on Oregon State's equity and inclusion efforts; OID staff members were interviewed for stories appearing in media outlets including the Barometer and Corvallis Gazette-Times.
- *Reorganizing the President's Board of Visitors for Community and Diversity Affairs and supporting the development of community diversity relations initiatives:* OID is working in partnership with the chair of the board of visitors and Angelo Gomez, special assistant to the president for community diversity relations, to restructure the board and align its role and function with the new OID organizational structure.
- *Collaborating with partners to explore alumni engagement strategies:* Ongoing efforts to form partnerships with OSU Foundation, OSU Alumni Association, the Community Diversity Relations Strategy Group, and others to determine modes for increasing alumni engagement.

- *Community Diversity Relations Update:* The Community Diversity Relations office has worked to develop strategic relationships with community-based organizations to increase OSU's presence in diverse communities; advance equity in the pathways to postsecondary education; strengthen the pipeline of diverse students to OSU; and create learning and civic engagement opportunities for students, faculty and staff. Efforts include participating in community events such as the Good in the Hood and the Dam City Classic basketball tournament; surveying community-based organizations during a Portland luncheon hosted by OSU on how OSU can add value to their efforts to promote equity in pathways to postsecondary education; pursuing partnerships with key community-based organizations such as the Latino Network, Native American Youth and Family Center (NAYA), Adelante Mujeres, and Immigrant and Refugee Community Organization (IRCO); developing Portland metro summer internship and alternative spring break experiences for OSU students; convening local government and school partners to explore cooperation and collaboration opportunities related to equity and inclusivity in the broader community; developing a joint venture with the Albany Chamber of Commerce, Linn-Benton Community College and OSU programs to host two summer 2017 Career Technical Education-Science Technology Engineering and Mathematics (CTE-STEM) camps to lay the foundation for a possible CTE-STEM hub for Linn and Benton counties; collaborating with several OSU programs and external partners to strengthen recruitment and retention of native students and to try to establish a Native Indigenous Research, Education and Engagement Institute; and developing and employing a fund to sponsor key community-based organizations at their annual fundraisers.
- *Provost's Council Update:* An update on the Provost's Council's ongoing equity and inclusion initiatives will be provided as part of this agenda item at the January 2017 meeting.
- *Collaborating with research and assessment offices to analyze institutional data collected from key equity and inclusion measures (see more detail about this effort in Attachment 2):* The University Climate Assessment Committee has been established to create "diversity dashboard" to communicate institutional strengths, gaps and needs.

### **PHASE III: FOLLOWING HIRING OF PERMANENT VICE PRESIDENT AND CHIEF DIVERSITY OFFICER**

Following the student of color Speak Out in November 2015, President Ray committed to the creation of the Office of Institutional Diversity led by a chief diversity officer to "oversee institutional change actions, initiatives and communications regarding diversity, equity and inclusion throughout all faces of our university." He made clear that "more action will be required in the months ahead to position us to attain the equity, inclusion and social justice that we all seek for our community."

The accomplishments of the university over the last fourteen months are commendable and the result of the hard work and personal dedication of many. There is a long road ahead, and as OID and the university, as a whole, look towards Phase III of the development plan with the hiring of the vice president and chief diversity officer, the institution will turn more focused attention to areas that may include:

- Ensuring that the university's diversity, equity, and inclusion goals are fully represented in its strategic priorities and in the new Strategic Plan 4.0;

## TAB V

- Supporting ongoing efforts to recruit and retain diverse faculty, staff and students;
- Identifying and implementing targeted initiatives to advance institutional diversity goals;
- Conducting ongoing campus climate studies;
- Conducting demographic studies;
- Conducting salary equity analyses; and
- Implementing an awards program that recognizes and celebrates diversity as a key component of Oregon State's culture.

## Attachment 2

### Advancing Equity, Inclusion, and Social Justice

#### DIVERSITY DASHBOARD

An essential component of advancing inclusive excellence involves answering the questions, “where are we now?” and “where do we need to go?” Answering, and regularly revisiting, these questions allows the institution to strategically allocate resources towards areas of need and to hold itself accountable for creating transformative, sustainable change.

A critical step to answering these questions is cultivating an understanding of institutional climate – information regarding the composition of the university along with key measures to illustrate what it feels like to learn and work at Oregon State. Over time, various offices and units have gathered this information but have not had the opportunity to systemically synthesize the data to provide a comprehensive understanding of institutional climate.

In fall term 2016, OID convened a new University Climate Assessment Committee to collaboratively envision, develop and implement a tool to enable broader and more comprehensive reporting on institutional climate data. Key units, offices and programs represented in this group were: Academic Affairs; Academic Success Center; Associated Students of Oregon State University (ASOSU); Difference, Power, & Discrimination (DPD); Diversity & Cultural Engagement (DCE); Student Affairs; Human Resources; Institutional Diversity; Institutional Research; Oregon State ADVANCE; Search Advocate; Social Justice Education Initiative; Undergraduate Studies; and University Ombuds.

The University Climate Assessment Committee met throughout the term to discuss available data and methods for reporting. Inspired by a model created by Cornell University, the committee developed a diversity dashboard tailored to information available at Oregon State University. The “*Diversity Dashboard*” comprises four thematic areas to provide a comprehensive representation of Oregon State climate data:

- **Institutional Composition:** demographic information regarding students, faculty and staff
- **Student Success:** persistence and graduation rate by program type along variables including gender and ethnicity
- **Inclusivity and Engagement:** climate data on student, faculty and staff experiences at Oregon State
- **Institutional Learning:** participation in institutional programs with equity, inclusion and social justice program curricula

Data sources include institutional demographic data for student, faculty and staff; key questions from both the Faculty and Staff Climate Survey and the Student Inclusivity Survey, administered by Student Affairs; and student achievement and success measures, among others.

Samples and highlights from the Diversity Dashboard will be shared with the Board of Trustees at the upcoming January 2017 meeting.

The development of the Diversity Dashboard is a first step in a larger effort to monitor and assess institutional climate. It provides a springboard to inform the development of new

initiatives, hone existing programs and allocate resources to areas of need. It is a tool to better understand key issue areas and is an important bridge for new leaders, in particular the incoming provost and executive vice president and the vice president and chief diversity officer.

Importantly, this effort is a work in progress. The first iteration of the Diversity Dashboard is static and does not provide the user an opportunity to “drill down” into particular issue areas. This functionality will be added over time. Assessment gaps were revealed during the creation of the dashboard – areas where we do not yet have information on “where we are.” Continually identifying and filling these gaps will be the ongoing work of the committee and OID’s other university partners. Notwithstanding these limitations, the Diversity Dashboard is an important first step towards monitoring progress and creating accountability, both essential elements to infusing inclusive excellence at every level of the university.