

**OSU Diversity Action Plan**  
**October 2, 2023**  
***DRAFT***

**Framing**

OSU's Diversity Action Plan will guide strategic equity efforts in alignment with OSU's emerging 2024 – 2030 strategic plan. The current iteration of OSU's strategic plan outlines three goals and five actions:

- **Strategic Plan Goals**
  - A university focused on big discoveries that drive big solutions.
  - A university where every student graduates.
  - A university that fuels a thriving world in every dimension.
  
- **Strategic Plan Actions**
  - Build international research distinction in areas of competitive advantage.
  - Build an enterprise approach to knowledge translation, innovation, and partnerships.
  - Build faculty excellence.
  - Significantly increase enrollment online and at OSU-Cascades.
  - Launch a campaign for timely undergraduate degree completion.

Guided and organized by the frame for the forthcoming OSU strategic plan, the following DRAFT diversity action plan draws from the work and insights of the President and Provost Leadership Council, the Equity Leaders Consortium, and the Office of Institutional Diversity staff.

## **DRAFT Diversity Action Plan**

*\*Please note the following ideas are not currently sorted in hierarchy; all ideas are shown with no deference to the distinctions of goal, action and tactic levels.*

### **1 - Build international research distinction in areas of competitive advantage.**

- **Equitable research practices**
  - Researcher preparation to create an equity lens for research design, building the research team, equitable participant experience, etc.
  - Guidance and education to plan for equity in research proposals.
  - Coordinate engagement with tribal nations and indigenous organizations (e.g., guidance, processes, and protocols) for research that interacts with indigenous peoples, including a standard for government-to-government interactions and data sovereignty.
  - Establish proactive, mutually beneficial collaborations with [Minority Serving Institutions](#) (MSI) for research activity.
  
- **Advance research for equity**
  - Understand equity intersections of key research areas of climate science and related solutions; clean energy technology and related solutions; robotics; and integrated health and biotechnology, to rural communities and other marginalized groups.
  - Establish a faculty fellowship fund to support equity research.
  - Fundraise to support equitable research (e.g., Endow faculty lines with equity research focus, seed funds for equity research projects, etc.).
  - Drive research activity that responds to the requests of minoritized communities, or seeks solutions to problems facing minoritized people.
  - Build capacity for all researchers to effectively practice community engaged research.

### **2 - Build an enterprise approach to knowledge translation, innovation, and partnerships.**

- **Translational research for equity**
  - Increase translational research activities that produce tangible equity results for marginalized communities (i.e., tribal communities, communities in rural areas, underserved communities, etc.).
  - Prepare researchers with knowledge and skills necessary to form effective and mutually beneficial relationship with minoritized community in Oregon.
  - Establish a microgrant program to incentivize innovation in integrating or advancing equity in community engagement, student success, research, teaching, etc.
  
- **Equitable workforce development**
  - Support minoritized undergraduate and graduate student transition from OSU to workforce.
  - Develop programming and experiences that focus on essential workforce skills like critical thinking, difficult dialogue, teamwork, informational literacy, communication and social consciousness.

- Ensure the needs of minoritized communities are centered in the expansion lifelong learning opportunities to upskill or reskill marginalized community.
  - To expand the upskilling or reskilling of minoritized communities in Oregon, develop partnerships with leaders already connected to minoritized communities (e.g., educational institutions, nonprofits, industry associations, elected officials).
  - Ensure OSU economic development efforts equitably benefit all constituencies, redress geographic and demographic wealth concentration (e.g., open pathways for emerging contractors to successfully bid for university RFPs).
- **Grow partnerships and government relations**
    - Grow relationships with minority serving institutions (i.e., Hispanic Serving Institutions, Historically Black Colleges and Universities, Tribal Colleges, etc.) to advance mutually beneficial grant proposals.
    - Establish memorandums of understanding between OSU and tribal nations that clarify processes of collaboration (e.g., NAGPRA, community engaged research, financial aid policies, etc.).
    - Grow relationships with city, county, and state agencies as well as school districts to ascertain the role OSU can play in improving the conditions of minoritized communities, and act accordingly.

### **3 - Build faculty excellence.**

- **Faculty and Staff Retention**
  - Provide accessible workforce housing for employees.
  - Provide child care options to meet demand in the OSU workforce.
  - Advance strategies for employee of color retention as outlined in reports from the [Presidents and Provost Leadership Council \(PPLC\) on Diversity, Equity and Inclusion](#).
- **Faculty and Staff Recruitment**
  - Motivate and create opportunities for recruiting more minoritized employees, especially on the tenure track.
  - Focus resources to recruit candidates (i.e., relocation expenses, temp housing, stipends, etc.).
- **Equity Accountability**
  - Communicate standards and maintain accountability for equity expectations in OSU position descriptions (e.g., annual performance reviews, promotion and tenure processes, etc.).
  - Establish guidance for promotion and tenure review committees, so they may more effectively evaluate equity expectations.
  - Boost faculty capacity to integrate equity in existing programs curricula and build out new curricula that focuses on equity in teaching with a focus on supporting marginalized students.
- **Faculty and Staff Development**

- Boost faculty capacity to integrate equity in their curriculum and instructional design (via Center for Teaching and Learning, Difference Power and Oppression Program, Faculty Affairs, etc.)
- Prioritize faculty development related to equalizing student success (i.e., teaching, advising, and mentorship)
- Advance culturally responsive supervision, invest in educational resources for manager and supervisors.
- Include information on tribal relations as part of onboarding process for all OSU leaders to better understand cultural and university expectations.
- Prepare supervisors to broach issues of cultural competence in annual performance evaluations, and navigate institutional resources.
- Grow a culture of career long learning for diversity, equity and inclusion.
- Ensure availability of career long learning opportunities for diversity, equity and inclusion that are relevant and meaningful for all employees across all functions.
- Fundraise to support equitable teaching (e.g., Endow faculty lines with equity teaching focus, fund communities of practice, etc.).

#### **4 - Significantly increase enrollment online and at OSU-Cascades.**

- **Institutional capacity building**

- Ensure investments in equity resources maintain parity with Ecampus expansion (e.g., financial aid, student support services, etc.).
- Develop and align DEI infrastructure at OSU cascades (e.g., policies, communications, strategy, etc.)
- Develop and sustain a focused recruitment strategy for racially minoritized students.

- **Maintain OSU Identity**

- As OSU grows, ensure the university maintains its access orientation across all academic offerings and campuses, resisting the urge to stratify academic offerings by campus location.

#### **5 - Launch a campaign for timely undergraduate degree completion.**

- **Financial aid**

- Redress financial barriers to ensure all students maintain timely progress toward degree completion.
- Implement a “pool and match system” to accumulate financial aid for minoritized students.
- Expand tribal tuition policy so more indigenous students are eligible.
- Create a paid internship program for students who are ineligible for federal financial aid.

- **Pathways**

- Advance the development of a seamless pathway to OSU degree via flexible learning modalities (e.g., on-campus, Ecampus, community college dual enrollment, etc.).
- Plan and apply resources to reengage students who have stopped out of OSU; offer flexible pathways to obtain degree.

- **Transition**

- Launch a concerted first year experience with the explicit goal of closing equity gaps among minoritized communities.
- **Engagement Access**
  - Increase minoritized student access to experiential learning (e.g., internships, undergraduate research, study abroad, etc.).
  - Increase aid for minoritized student participation in co-curricular activities.
- **Student resource development**
  - Fundraise to support equitable student success (e.g., Endow faculty lines with focus on minoritized student success, Endow scholarships, etc.).
- **Academic Experience**
  - Identify and redress academic structures that inhibit academic student success (e.g., “weeder” courses, stranded credits).
  - Perform a structural analysis on the new core curriculum to examine impacts on student success.
  - Invest to establish equity in advising resources and experiences across all colleges.
  - Replicate and scale instructional design interventions like the successful reimagining of Math 111.
- **Culturally Relevant Interventions**
  - Advance forthcoming Minority Serving Institution task force recommendations, focused on factors to advance Hispanic Serving Institution (HSI) and Asian American and Native American Pacific Islander-Serving Institution (AANAPISI) designations.
  - Advance forthcoming recommendations based on the Black Student Success Initiative.
  - Seek information and experience from university leaders showing success in advancing the retention and graduation of minoritized students.

## 0 – Ongoing actions

- **Access and infrastructure**
  - Advance university resources for gender inclusive infrastructure (e.g., gender inclusive restrooms, changing rooms, sports, etc.).
  - Advance the implementation of the [ADA at 31 recommendations](#).
  - Establish a responsive language access program that includes resources for translation and interpretation, and incentivizes multilingual employees.
  - Standardize an onboarding and support baseline for minoritized graduate students (e.g. supervision, mentorship, training).
- **Data driven DEI leadership**
  - Establish guidelines for use of equity data in decision-making.
  - Establish a data ethics curriculum to ensure appropriate use of minoritized student and employee data.
  - Ensure institutional leaders have timely access to useful data for decision making related to student and employee success.
- **Institutional policy and guidance**

- Clarify and communicate guidelines and policies that impact university climate (e.g., Name-in-Use, pronounce use, freedom of expression, etc.).
- Ensure pay equity for all OSU employees, with strategic priority for employees at the lowest wage scales.
- Provide pay scales and anticipated pay information as part of all searches.
- **Communication Strategy**
  - Advance our marketing and communication equity strategy by identifying communication and photography guidelines (e.g., terminology, photo use, etc.) and increasing resources for visual representation.
  - Motivate a more culturally responsive brand identity, which includes understanding, respecting, and incorporating elements that resonate with the diverse cultures and identities of the target audience.
  - Communicate OSU's accomplishments, initiatives, and innovations.

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