



## Oregon State University

### Diversity Action Plan 2024-2030

#### Planning and Engagement Roadmap

Office of Institutional Diversity

#### Overview

Oregon State University's next Diversity Action Plan (DAP) will establish a roadmap for continuing to advance the university's inclusive excellence mission.

Building on the success of *Innovate & Integrate: Plan for Inclusive Excellence 2018-2023*, and aligned closely with the university's new strategic plan, the DAP will provide tangible, measurable goals and actions to enable and articulate success from 2024 to 2030.

An [adaptive strategic planning process](#) will be utilized to create the DAP. This approach will be evident in the decision-making process of this plan in two ways:

1. The deliberative nature of community engagement, which seeks to engage stakeholders and anticipates new information, thinking, and lived experience to inform development of the plan; and
2. The adaptive nature of goals and actions articulated by the plan that allows for flexibility responding to emergent information and needs, and to create points for reflection and iteration during implementation of the plan.

Development of the next DAP began in spring 2023. Community engagement and plan development will take place throughout summer and fall 2023. The plan will launch in Winter 2024, following the launch of the university's next strategic plan.

#### Outcomes & Integration

The Diversity Action Plan serves as the university level strategic plan for inclusive excellence. It also guides internal departmental planning for the Office of Institutional Diversity. The purpose of this roadmap is to articulate the path for university level engagement toward a co-created plan.

The process by which OSU develops a new diversity action plan is essential to its success, so this roadmap is thorough in identifying stakeholders and steps. Formative deliberation and prioritization are built into this plan, along with a series of dialogic university forums. Communication milestones have been identified to keep the university up to date with developments throughout the planning process and a marketing plan is under development to announce the plan after its adoption.

The outcome of this process will be a guiding plan that will be easily understood by the university community and in which every student and employee can see their role in advancing inclusive excellence at OSU.

The roadmap also pays special attention to work in concert with the university strategic planning effort currently underway. The roadmap is staggered in such a way that ensures critical information from the university strategic plan can be integrated into the core goals and actions of the diversity action plan. In this way, the diversity action plan serves as a vehicle to achieve and enhance the outcomes of the university strategic plan. OID anticipates that all areas of the university strategic plan will be mirrored in actions in the diversity strategic plan as it relates to OSU's mission areas of teaching, research, outreach and engagement.

### **Stakeholder Review Plan**

Given the scale of the university, five distinct planning and reviewing stakeholder stages have been identified. Each stage includes a team that will participate in the construction of the plan at various stages. The organization of these teams will allow for timely feedback, iteration and greater alignment with the university strategic plan.

Specific stakeholders are proposed to give a breadth and depth of university experience and viewpoints. There has been particular attention to ensure that a diversity of employee type, academic homes, extension, research leaders, various campus locations and role types are represented at each step of the creation and review.

Each stakeholder review stage builds upon the previous reviewing team. This starts with initial feedback on the existing Diversity Strategic Plan from equity leaders across the university via the Equity Leaders Consortium and the President and Provost's Leadership Council on Diversity, Equity and Inclusion. This is followed by the OID team retreating to draft the first skeleton of core goals and actions for the plan.

Early reviewer stakeholders will then review the initial draft and provide feedback followed by contributing stakeholders. An iterative draft will be constructed at this stage and provided to reviewing stakeholders before opening the draft to the entire university community to review and contribute in a series of forums.

For more information on the composition of stakeholder groups, please see Appendix A.

### **Planning Schedule & Timeline**

To facilitate this process, a detailed schedule has been composed that highlights major milestone product outcomes and communications. The schedule outlines when each stakeholder group will contribute to the planning process, product outcomes for iterative drafts, major communication milestones and post-plan adoption actions.

Please see Appendix B for the detailed planning schedule.

### **Communication Plan**

Communicating internally and externally to stakeholders is an important step in ensuring a unified understanding of the diversity action planning process. To ensure communication is achieved ahead of

stakeholder sessions and after major milestones, communication deliverables have been added to the planning schedule.

OID will work with partners in University Relations and Marketing to construct a communication plan to promote engagement with open stakeholder forums in fall 2023 and to mark the kick off of the approved plan in winter 2024.

In accordance with the DAP marketing plan, the main vehicles of communication will take place by the following modalities:

- Existing leadership group meetings
- A dedicated diversity action plan website with regular updates
- Email messaging to stakeholder groups
- Email messaging to the university community
- Specific stakeholder forums
- University wide stakeholder forums conducted in person at the Corvallis and Cascades campuses and online via Zoom

More detailed information can be found in Appendix B.

### **Existing University Data**

The following information is available to use in the planning process:

- Faculty and Staff Community Climate Survey 2014-2022
  - <https://diversity.oregonstate.edu/faculty-and-staff-community-climate-reports>
- Student Inclusivity Survey 2015-2021
  - <https://studentaffairs.oregonstate.edu/saa/campusinclusivity>
- Bias Response Team Reports 2018-2022
  - <https://diversity.oregonstate.edu/bias-response-annual-reports>
- President and Provost Leadership Council on Diversity, Equity, and Inclusion (PPLC) Reports 2017-2022
  - <https://diversity.oregonstate.edu/president-and-provosts-leadership-council-reports>
- Employee Equity Data Dashboards
- Student Equity Data Dashboards
- University Strategic Metrics - <https://leadership.oregonstate.edu/provost/university-strategic-metrics>
- Inclusive Excellence Inventory 2019, 2022
- Employee Retention Trends (HR), forthcoming
- Employee Exit Interviews (HR), forthcoming

## Appendix A

### Stakeholder Groups

#### Initial Drafting Team

*These stakeholders initiate ideas for the beginning of the deliberation phase. The Office of Institutional Diversity is responsible for integrating the ideas captured by these teams and subsequent teams of stakeholders.*

- Office of Institutional Diversity
- President and Provost Council for Diversity, Equity and Inclusion
- Equity Leaders Consortium

#### Early Reviewer/Drafting Stakeholders (Stakeholder or designee)

*These stakeholders will review and add to a first draft of the outline for the plan, including initial identification of core goals and developing actions.*

- Initial Drafting Team
- Becky Bangs, Equal Opportunity and Access
- Yvette Spitz, Faculty Senate
- Carissa O'Donnell, Associated Students of Oregon State University
- Kerra Puett, Associated Students of Cascades Campus
- Chrysanthemum Hayes, Faculty Senate - Diversity Council
- Natchee Barnes, College of Liberal Arts
- Kameron Kadooka, College of Science
- Sahid Rosado Lausell, College of Engineering
- Damoni Wright, Student Experiences and Engagement
- Reagan Le, Diversity & Cultural Engagement
- Grace Atebe, Office of International Services
- Ana Lu Fonseca, Extension and Engagement
- Heather Horn, Human Resources
- Rick Settersten, Faculty Affairs
- Alix Gitelman, Academic Affairs
- Irem Tumer, Research Office
- Lisa Templeton, Ecampus
- Jen Humphreys, President's Office
- Sherm Bloomer, OSU-Cascades
- Suzanne Flores Phillips, OSU Foundation & Alumni Association
- Mike Moran, OSU Foundation & Alumni Association
- Lizzet Stone, Professional Faculty Leadership Association
- Classified Staff representative
- Kimya Massey, Intercollegiate Athletics

#### Contributing Stakeholders

*These stakeholders will review and add to drafts of the plan, including goals and actions.*

- Early Reviewer/Drafting Stakeholders
- Associated Students of Oregon State University (ASOSU)
- Associated Students of Cascades Campus (ASCC)
- Employee groups:
  - Presidential Commission on the Status of Black Faculty and Staff Affairs (PCSBFSA)
  - Presidential Commission on the Status of Women (PCOSW)
  - President's Commission on Indigenous Affairs (PCIA)
  - Association of Faculty and Staff for the Advancement of People of Color (AFAPC)
- Office of Equal Opportunity and Access (EOA)
- Diversity and Cultural Engagement (DCE)
- Educational Opportunities Program (EOP)
  - Dr. Lawrence Griggs Office of Black & Indigenous Student Success
- OSU Cascades Diversity Council
- Steve Wuhs, Academic Affairs
- Marleigh Perez, Ecampus
- OSU Strategic Planning Group
  - Alix Gitelman
  - Rick Settersten
  - Dan Larson
  - Andy Dong

## **Reviewing Stakeholders**

*These stakeholders will review and add to drafts of the full plan.*

- Contributing Stakeholders
- OSU Board of Trustees
- Faculty Senate
- OSU Foundation and Alumni Association
- University Relations and Marketing
- OSU Cascades
- Intercollegiate Athletics
- Human Resources
- Enrollment Management
- Finance and Administration
- Government Relations
- Student Affairs
- Extension and Engagement
- Research Office

*These reviewing stakeholders will have their own review and planning meeting:*

- University Cabinet

- Provost’s Council of Deans

**Open/University-wide Stakeholders**

- Students
- Staff
- Academic Faculty (Tenured, Instructional, Research, etc.)
- Professional Faculty
- Alumni
- Community stakeholders

Appendix B

**Diversity Action Plan Schedule**

**Deliverable Milestone** – **Communication** – **Stakeholder Engagement**

<b>Initiation</b>			
<b>ID</b>	<b>Task Name</b>	<b>Start Date</b>	<b>End Date</b>
1	Create DAP Workplan v1	January	January
2	<b>Initial Brainstorm:</b> PPLC	January	January
3	<b>Initial Brainstorm:</b> ELC	March	March
4	<b>Deliverable:</b> DAP Workplan v2	May	May
5	<b>Deliverable:</b> Final DAP Workplan	June	July
6	<b>Communication:</b> Update DAP Website with current planning process	September	September
7	<b>Initial Brainstorm:</b> OID Retreat	July	July
8	<b>Initial Brainstorm:</b> Academic Affairs and Student Affairs	August	August

<b>Initial Drafting</b>			
<b>ID</b>	<b>Task Name</b>	<b>Start Date</b>	<b>End Date</b>
1	<b>Deliverable:</b> Draft Goals/Actions from Initial Drafting Team	September	September
2	<b>Communication:</b> Share out Draft Goals/Actions to Initial Drafting Team	September	September
3	<b>Communication:</b> Update website with progress note	September	September
4	<b>Communication:</b> Share out Draft Goals/Actions to Early Review Stakeholders	September	September
5	<b>Communication:</b> Prepare docket for October BOT	September	September
6	<b>Stakeholder Session:</b> Early Review Stakeholders	October	October
7	<b>Deliverable:</b> Revised Draft Goals/Actions from Early Review Stakeholders	October	October
8	<b>Communication:</b> Share Revised Draft Goals/Actions from ER/IDT	October	October

<b>Deliberate Review</b>			
<b>ID</b>	<b>Task Name</b>	<b>Start Date</b>	<b>End Date</b>
1	<b>Communication:</b> Share Revised Draft Goals/Actions to Contributing Stakeholders	September	September
2	<b>Stakeholder Session:</b> Contributing Stakeholders	October	October

3	<b>Deliverable:</b> Draft of Plan	October	October
4	<b>Communication:</b> Share Draft Plan with Contributing Stakeholders	October	October
5	<b>Communication:</b> Update website with progress note	October	October
6	<b>Stakeholder Session:</b> Council of Deans	October 11	October 11
7	<b>Communication:</b> Share Draft Plan with Reviewing Stakeholders	October	October
8	<b>Stakeholder Session:</b> Reviewing Stakeholders	October	October
9	<b>Communication:</b> Update to BOT	October	October
10	<b>Stakeholder Session:</b> University Wide - Students	Oct/Nov	Oct/Nov
11	<b>Stakeholder Session:</b> University Wide - Employees	Oct/Nov	Oct/Nov
12	<b>Stakeholder Session:</b> University Wide - Employees and Students	Oct/Nov	Oct/Nov
13	<b>Stakeholder Session:</b> Faculty Senate	Nov/Dec	Nov/Dec
14	<b>Communication:</b> Update website with progress note	November	November
15	<b>Stakeholder Session:</b> University Cabinet	TBD Fall	TBD Fall

<b>Adoption</b>			
ID	Task Name	Start Date	End Date
1	<b>Deliverable:</b> Final Draft of Plan	November	November
2	<b>Deliverable:</b> Docket information for January BOT	November	November
4	<b>Deliverable:</b> Final Review by OID	December	December
5	<b>Communication:</b> Update website with progress note	December	December
6	Present Diversity Action Plan at BOT	January	January

<b>Implementation</b>			
ID	Task Name	Start Date	End Date
1	<b>Communication:</b> Update website with progress note	January	January
2	<b>Communication:</b> Faculty Senate	February	February
3	<b>Communication:</b> DAP Video	February	February
4	<b>Communication:</b> University Announcement/Kick Off	March	March

<b>Iterative Post-Implementation</b>			
ID	Task Name	Start Date	End Date
1	Lessons Learned: After Action	March	March