

**Goal 1: Integrate and advance inclusive excellence within all aspects of the university.**

Goal Actions	Year 1 (18-19) Progress/Priority	Year 2 (19-20) Status/Priority
<b>1 Integrate and advance inclusive excellence within all aspects of the university.</b>		
1.1 Develop and adopt university-wide definitions for key inclusive excellence terms.	Complete	Complete
1.2 Create a model strategic diversity plan for use by all administrative and academic units.	Not Initiated	Complete
1.3 All units develop, adopt and begin implementing a 5-year strategic diversity plan with measureable performance indicators.	Not Initiated	In Progress
1.4 Establish guidelines for reporting progress on unit-level strategic diversity plans to Oregon State community and Office of Institutional Diversity.	In Progress	In Progress
1.5 President's and Provost's Leadership Council on Equity, Inclusion and Social Justice monitors implementation of strategic diversity plan and reports annually on progress to President, Provost, and Vice President and Chief Diversity Officer.	Complete, Ongoing	Complete, Ongoing
1.6 Create model language and assessment criteria for advancing diversity, equity and inclusion to include in all position descriptions.	Not Initiated	In Progress
1.7 Ensure assessment criteria and metrics for advancing diversity, equity and inclusion are adopted and applied in all hiring, promotion and tenure, compensation, and advancement processes.	Not Initiated	In Progress
1.8 Develop 5-year plan to raise external funds to support institutional diversity, equity and inclusion initiatives at Oregon State.	Not Initiated	In Progress
1.9 Leveraging existing initiatives, develop and support alumni groups focused on maintaining and growing relationships with Oregon State alumni from underrepresented communities.	In Progress	In Progress
1.10 Conduct an audit of Oregon State's diversity, equity and inclusion assets.	In Progress	Complete, Ongoing
<b>2 Improve recruitment of students and employees from underrepresented communities.</b>		
2.1 Develop and adopt innovative best practices to improve recruitment of undergraduate and graduate students from underrepresented communities.	In Progress	In Progress
2.2 By 2023, raise \$250,000 in new commitments to support institutional efforts to recruit and enroll students from underrepresented communities.	In Progress	In Progress
2.3 Increase strategic K-12 recruitment efforts focusing on high-achieving students from underrepresented communities.	In Progress	In Progress
2.4 Increase the number of OSU college visits by students from underrepresented communities.	In Progress	In Progress
2.5 Increase recruitment efforts in Oregon community colleges and bolster support for initiatives integrating transfer students.	In Progress	In Progress
2.6 Increase partnerships with funding entities to support graduate students from underrepresented communities through fellowships and stipends.	In Progress	In Progress
2.7 Integrate information about OSU's efforts to advance inclusive excellence into Student Ambassador programs.	Not initiated	In Progress
2.8 Increase partnerships with Outreach and Extension to develop student recruitment pipelines in all 36 Oregon counties.	In Progress	In Progress
2.9 Increase partnerships with eCampus programs to develop student recruitment pipelines nationally.	Not initiated	In Progress
2.10 Develop and adopt innovative best practices to improve recruitment of employees from underrepresented communities.	In Progress	In Progress
2.11 Require affirmative action and implicit/cognitive bias training for all search committee members.	In Progress	In Progress

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2.12	Develop recruiting partnerships with doctoral granting institutions serving underrepresented communities to develop faculty hiring pipelines.	In Progress	In Progress
2.13	Increase recruitment efforts of faculty from underrepresented communities at conferences.	In Progress	In Progress
2.14	Develop best practices for providing information to applicants during the search process regarding Oregon State's commitment to advancing inclusive excellence.	In Progress	<b>In Progress</b>
2.15	Integrate information regarding Oregon State's commitment to inclusive excellence in new employee orientation programs and materials.	<b>Not Initiated</b>	<b>In Progress</b>
<b>3 Create an inclusive university climate to support the retention and success of all students and employees.</b>			
3.1	Develop, conduct and iterate upon student climate survey every two years.	Complete, Ongoing	Complete, Ongoing
3.2	Develop, conduct and iterate upon employee climate survey every two years.	Complete, Ongoing	Complete, Ongoing
3.3	Analyze student and employee climate surveys to develop and adopt recommendations to improve climate.	<b>Complete, Ongoing</b>	<b>Complete, Ongoing</b>
3.4	Assess and address policies and practices that create barriers to retention of students and employees from underrepresented communities.	Complete, Ongoing	Complete, Ongoing
3.5	Survey reasons students leave Oregon State prior to graduation and adopt recommendations to improve persistence, retention and graduation rates of students from underrepresented communities.	<b>Not Initiated</b>	<b>In Progress</b>
3.6	Survey reasons employees leave Oregon State and adopt recommendations to improve retention, advancement and tenure rates of employees from underrepresented communities.	<b>Not Initiated</b>	<b>In Progress</b>
3.7	Provide institutional support to employee affinity groups engaging in community building and retention efforts (e.g. AFAPC, PCSOW).	<b>Complete, Ongoing</b>	Complete, Ongoing
3.8	Partner with local government agencies to increase resources and services for student and employees from underrepresented communities.	In Progress	<b>In Progress</b>
3.9	Increase partnerships with businesses and vendors owned by underrepresented community members.	In Progress	In Progress
<b>4 Provide innovative and transformative learning experiences enabling all students and employees to advance inclusive excellence.</b>			
4.1	Develop and implement a 5-year plan to ensure all students participate in innovative and transformative diversity, equity, inclusion learning experiences.	<b>In Progress</b>	<b>In Progress</b>
4.2	Develop and implement a 5-year plan to ensure all employees participate in innovative and transformative diversity, equity, inclusion learning experiences.	<b>In Progress</b>	<b>In Progress</b>
4.3	Continue to support existing online and experiential learning programs related to diversity, equity, inclusion and social justice for students.	In Progress	<b>Complete, Ongoing</b>
4.4	Increase by 20% the number of presentations at disciplinary conferences delivered by students from underrepresented communities	In Progress	In Progress
4.5	Increase by 20% representation of faculty and students at conferences focused on diversity, equity and inclusion scholarship.	In Progress	In Progress
4.6	Increase partnerships with national organizations providing transformative learning experiences to students and employees.	In Progress	In Progress
4.7	Increase by 20% the number of students from underrepresented communities winning national scholarships and awards.	In Progress	In Progress

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4.8 Increase support for college or university-based faculty fellows to engage in diversity research, grant-writing, and development of inclusive pedagogy.	Not Initiated	Not Initiated
4.9 Recognize and reward integration of diversity, equity and inclusion principles into research programs.	Complete, Ongoing	Complete, Ongoing
<b>5 Communicate Oregon State’s accomplishments, initiatives and innovations as the university advances inclusive excellence.</b>		
5.1 Publish all unit-level strategic diversity plans on the Office of Institutional Diversity website.	Not Initiated	In Progress
5.2 Annually publish progress reports on all unit-level strategic diversity plans on the Office of Institutional Diversity website.	Not Initiated	In Progress
5.3 Develop print, web, and social media materials highlighting efforts and initiatives to advance inclusive excellence at Oregon State.	Complete, Ongoing	Complete, Ongoing
5.4 Establish a Diversity Advocacy Award for employees with an appropriate stipend.	Complete	Complete
5.5 Increase national ranking and recognition for Oregon State’s innovative diversity, equity and inclusion initiatives.	In Progress	In Progress
5.6 Apply for the Higher Education Excellence in Diversity Award (HEED) annually starting in 2018.	Complete, Ongoing	Complete, Ongoing
5.7 Increase university recognition for faculty and student research that advances inclusive excellence in university communications.	In Progress	In Progress
5.8 Increase communications highlighting successes and accomplishments of students, employees and alumni from underrepresented communities.	In Progress	Complete, Ongoing
5.9 Update and maintain Office of Institutional Diversity website to provide resources to enable innovative inclusive excellence initiatives, and reflecting increased recognition for these initiatives.	In Progress	Complete, Ongoing
5.10 Deliver an annual “State of Diversity” address to provide information on the university’s efforts to advance inclusive excellence.	Complete, Ongoing	Complete, Ongoing