

An aerial photograph of a modern university building at dusk. The building has a prominent brick facade and large glass windows, some of which are illuminated from within. The sky is a mix of blue and purple, suggesting twilight. In the foreground, there are paved walkways and green spaces. The image is overlaid with large, colorful, abstract shapes in shades of orange, yellow, green, and purple, which appear to be torn or layered over the scene.

OFFICE OF INSTITUTIONAL DIVERSITY

— The First 100 Days —

Oregon State
UNIVERSITY

Office of Institutional Diversity: The First 100 Days

Oregon State University
June 2016

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Office of Institutional Diversity: The First 100 Days

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Oregon State University

June 2016

I. Introduction

According to the National Association of Diversity Officers in Higher Education (NADOHE), a fundamental commitment to inclusive excellence embedded throughout higher education institutions is critical to the health and functioning of colleges and universities. Inclusive excellence starts at the highest level of administrative authority, is expressed prominently in institutional missions and strategic plans, and is supported through meaningful allocations of fiscal, human, and physical resources. (AASCU/NASULGC¹ Task Force on Diversity, 2005; Clayton-Pederson, O'Neill, & McTighe Musil, 2008; Leon, 2014; Williams, 2013; Williams, Berger, & McClendon, 2005; Williams & Wade-Golden, 2013).

The emergence of the chief diversity officer (CDO) position as a senior administrative role in colleges and universities reflects the critical need to expand representation across higher education among students, faculty, and administrators, as well as within the curriculum (Harvey, 2014). The strategies CDOs use for institutional transformation must be expansive while at the same time taking into account the expertise of existing senior leaders and advancing a diversity portfolio that reflects institutional values, mission, and culture (Stanley, 2014; Stevenson, 2014). Indeed, *all* higher education leaders should embody and demonstrate the critical values of equity, diversity, and inclusion and should enable entire campus communities to access and articulate the contributions of and the rewards gained from an inclusive learning and working environment.

During this academic year, the importance of creating an office and position whose singular focus is the advancement of equity, diversity, and inclusion at the institutional level has come into sharp focus.

In November 2015, students of color at Oregon State University organized a Speak Out to highlight issues of injustice and marginalization they and their peers experienced as members of the university community. President Ray and many university leaders listened to these experiences, and President Ray acknowledged the need to take steps to create a safer, more inclusive environment and ensure student success for *all* students. After further conversation with students and other members of the Oregon State community, and deliberate consideration, President Ray announced that a new office would be established to oversee the university's diversity, equity, inclusion and social justice efforts.

¹ American Association of State Colleges and Universities; National Association of State Universities and Land-Grant Colleges

The Office of Institutional Diversity (OID) was launched on February 1, 2016, and brought renewed emphasis, attention and energy to nurturing the development of an Oregon State community characterized in all it does by equity, fairness, respect and inclusion for all students, faculty and staff. The establishment of this new office was accompanied by a pledge of new resources to enable Oregon State to more strategically pursue this important work. Initial and current staffing for OID includes the interim CDO, the special assistant for strategic initiatives and an executive assistant.

During its first 100 days, OID identified and pursued an ambitious agenda, advancing important immediate priorities, establishing vital partnerships and planning future initiatives. This report is intended to introduce the Oregon State community to the principles guiding OID's efforts, provide an update on OID's efforts and initiatives, lay out OID's future vision and plans and perhaps most importantly, highlight important efforts being carried out by university departments and community members across the organization in an effort to enhance a more equitable and inclusive Oregon State.

This report is also intended to invite the community to engage in conversations and to spark potential initiatives, projects, collaborations and partnerships to advance these important efforts – every Oregon State community member has a role to play in creating an inclusive and equitable Oregon State.

OID is a work in progress. Efforts over the first 100 days have underscored that there is significant room for growth. As additional institutional needs and gaps are identified, OID will engage and develop capacity to create change and provide leadership for these vital initiatives at Oregon State.

II. Launching the Office of Institutional Diversity and the Interim Chief Diversity Officer Position

Conversations around equity, diversity, inclusion and social justice issues in higher education settings continue to gain prominence in light of recent national events and concerns raised by students and others. Universities are being challenged to examine whether they are sufficiently inclusive, do enough to address educational inequities and social injustice and appropriately meet the needs of the diverse communities they serve. An important consensus has emerged among many colleges and universities throughout the country: business as usual is unacceptable, and structural change is required to create learning institutions where the experiences and perspectives of all community members are recognized and valued. Oregon State University is actively engaged in this conversation and committed to strengthening our efforts.

Following the campus Speak Out in November 2015, President Ray reflected on next steps for the University: "We must do better, beginning now. We must change students' experiences and foster a community of greater inclusivity, racial justice and safety." In the days following the Speak Out, President Ray and other university leaders met with students,

staff and faculty to outline a plan to make diversity and equity a central priority of Oregon State University.

Following these wide-ranging conversations, in December 2015, [President Ray announced the creation of the Chief Diversity Officer position to lead a newly created Office of Institutional Diversity](#). The Chief Diversity Officer, President Ray detailed, would report to him and “oversee institutional change actions, initiatives and communications regarding diversity, equity and inclusion throughout all facets 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.”

In January 2016, [President Ray announced key appointments to lead the University’s diversity and equity initiatives](#):

- Dr. Angela Batista, who was serving as Associate Vice Provost for Student Affairs and Dean of Student Life, accepted President Ray’s invitation to serve as Interim Chief Diversity Officer and to lead OID.
- Angelo Gomez, formerly the Executive Director in the Office of Equity and Inclusion, was appointed to a new role as Special Assistant to the President for Community Diversity Relations, charged with building capacity for community engagement and connecting Oregon State to diverse communities locally and throughout Oregon.
- Clay Simmons, Oregon State’s Chief Compliance Officer, was asked to serve as Interim Executive Director of a new Office of Equal Opportunity and Access (EOA) to oversee all investigations regarding protected status discrimination, sexual harassment and sexual assault, affirmative action, and access and accommodations for differently abled individuals.

Finally, President Ray launched a newly re-organized and expanded Leadership Council for Equity, Inclusion and Social Justice, co-chaired by Dr. Brenda McComb, Senior Vice Provost for Academic Affairs, and Dr. Allison Davis-White Eyes, Director of Diversity and Cultural Engagement, to advise the President, the Chief Diversity Officer and the University, on ongoing and future initiatives and to serve as a key conduit for community feedback regarding university efforts.

Since February, OID, in close partnership with the Leadership Council and offices throughout the university, has worked diligently to define its scope of work, move forward on immediate priorities, develop a plan for the future and cultivate the conditions necessary for Oregon State to make immediate progress in the advancement of these vital initiatives while beginning to plan for the future.

III. Charge and Social Justice Framework

The Office of Institutional Diversity (OID) is charged with coordination and oversight of institutional change actions, initiatives and communications to advance diversity, equity and inclusion throughout all facets of Oregon State University. The work of the office advances more rapid progress toward the University's highest aspirations for social justice and a community characterized in all it does by inclusive excellence.

OID conducts its work by employing a social justice framework. This framework organizes the work of OID to enhance diversity, inclusion and equity at Oregon State University.

A social justice framework employs the following guiding principles:

- Focusing on examining structural inequity and the ways institutions have been established to intentionally and unintentionally exclude groups of people;
- Providing a structure for seeing and acting that resists unfairness and inequity;
- Paying attention to how people, policies, practices, curricula and every part of the organization can collaboratively work to create a more just community;
- Recognizing that society is a product of historical and institutionalized social categories including race, class, gender, ability and others; and
- Working to actively address dynamics of bias, oppression, and privilege.

This framework is applied by:

- Raising awareness,
- Working to identify the root causes for injustice,
- Creating capacity,
- Building networks and partnerships,
- Influencing decision-making across the institution,
- Monitoring outcomes and reporting on those through regular ongoing communication,
- Seeking to engage all members of our community in critical self-reflection and learning, and
- Engaging in self-reflection about our own socialization into patterns of oppression and unintended bias.

At the core of this framework is an understanding that OID works in collaboration with every department, office and individual on campus to move equity, inclusion and social justice initiatives forward. *Every* member of the university community plays a key role and *every* member of the community has responsibility to advance Oregon State's vision for inclusion and social justice, regardless of background or beliefs.

In pursuing its charge, the role of OID is not to assume responsibility for important work already being done, but to facilitate, coordinate and collaborate – to make connections and foster relationships necessary for social justice to take root in every part of the University.

a. Phased development plan

Advancing equity and inclusion initiatives at the institutional level must necessarily involve every college, department, program, office and other organization at the University. Recognizing the great task before it, OID has developed a three-phase plan for development of the office that prioritizes initiatives and establishes a framework for sustainable future growth and development:

- Phase I began with the formation of the office and will last through the end of the 2015-2016 academic year;
- Phase II will begin in summer 2016 and continue through the hiring of a permanent Chief Diversity Officer; and
- Phase III will begin following the hiring of a permanent Chief Diversity Officer.

i. Phase I – 2015-2016 academic year

During Phase I, OID has focused on the following initiatives:

- Reaching out to 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;
- Mapping university social justice initiatives;
- Launching a new website and social media channels to provide information and updates on ongoing initiatives, equity and social justice resources and a calendar of upcoming events;
- Organizing university town hall meetings to engage community members on issues of diversity, equity, inclusion and social justice;
- Coordinating the Bias Response Team and its work to:
 - Draft and finalize a university reported bias incident protocol,
 - Develop bias response outreach and training, and
 - Recommend a 24/7 bias response helpline;
- Supporting the work of the Leadership Council on Diversity, Equity and Social Justice and its work to:
 - Develop the overall structure of the OID office, expectations of the CDO role and the launching of a search and
 - Identify institutional needs and gaps and establish priorities for the 2016-2017 academic year based on this assessment;
- Consulting and collaborating with the Office of Academic Affairs on the development of faculty and staff training and initiatives;

- Supporting conversations and efforts regarding equity, inclusion and social justice learning for all entering Oregon State students; and
- Drafting a progress report to inform the community of OID's work and the accomplishments of the community.

ii. Phase II – Close of 2015-2016 academic year through hiring of permanent CDO

Phase II will focus on:

- Building capacity within the OID office;
- Creating a detailed inventory of equity, inclusion and social justice initiatives at Oregon State;
- Collaborating with the Leadership Council to identify institutional needs, gaps and areas for growth;
- Collaborating with the Leadership Council for Equity, Inclusion and Social Justice to establish benchmarks for progress;
- Developing a comprehensive communication plan to guide OID's growing engagement with the Oregon State community and external partners;
- Finalizing the reported bias incident report protocol and increasing awareness and engagement with the university Bias Response Team;
- Planning and coordinating the 35th Annual Dr. Martin Luther King, Jr. Celebration;
- Collaborating with research offices to gather data for assessment of key equity and inclusion measures;
- Supporting ongoing efforts to make diversity central to faculty hiring practices;
- Supporting and facilitating the capacity of Oregon State to deliver comprehensive equity, inclusion and social justice learning opportunities to all community members;
- Supporting campus offices in efforts to infuse equity and inclusion into job descriptions and performance evaluations;
- Supporting efforts to include diverse perspectives on all search and hiring committees;
- Collaborating on projects to expand the inclusion of diversity and representative perspectives into university publications and other media vehicles;
- Reaching out to the President's Board of Visitors for Community and Diversity and collaborating with the Special Assistant to the President for Community Diversity Relations to support its initiatives; and
- Collaborating with partners to explore alumni engagement strategies.

iii. Phase III – Following hiring of permanent CDO

Phase III will focus on the following potential areas as determined after the hiring of the permanent CDO:

- Developing an institutional strategic diversity plan;
- Supporting ongoing efforts to recruit and retain diverse faculty, staff and students;
- Identifying funds for new initiatives;
- Cultivating gifts from prominent alumni and community members to support equity, inclusion and social justice initiatives;
- Writing private, corporate and federal grant proposals to support innovative university programs and studies;
- Conducting ongoing campus climate studies;
- Conducting demographic studies;
- Conducting salary equity analyses; and
- Offering institutional diversity awards and events that celebrate diversity as key component of Oregon State’s culture.

These targets may shift over the next year as the office continues to develop and depending on the timeline for naming the permanent CDO. However, this phased plan is intended to provide a roadmap to guide OID’s efforts and to direct resources towards the important work before the Oregon State community.

IV. Updates on Phase I initiatives

As Oregon State nears the end of the academic year, OID has an opportunity to reflect on the status of its Phase I initiatives and identify areas for further development.

a. Outreach and engagement with university departments, offices and community members

A vital first step for the new office was and is community engagement and relationship building. Following the launch of OID, staff members have met with more than 40 university offices, departments and community members to discuss ongoing efforts, future partnerships, feedback, concerns, thoughts and ideas. In the first 100 days, OID staff members have met with (or will shortly meet with):

- Diversity and Cultural Engagement team members;
- Students and staff from all seven cultural resource centers;
- Leaders from offices, divisions and departments across the university, including Human Resources, Finance and Administration, University Relations and Marketing, the OSU Foundation, the OSU Alumni Association, Equal Opportunity and Access, Academic Affairs, Student Affairs, Institutional Research, Office of the General Counsel, Undergraduate Studies, the Graduate School, Outreach and Engagement, Office of Student Life, College of Business, College of Science, College of Liberal Arts, Ethnic Studies and Women, Gender, and Sexuality Studies and many others;

- Leaders within the Faculty Senate and the Faculty Senate Diversity Council;
- Principal investigators for the NSF ADVANCE program;
- Members of the Association for the Advancement of Faculty of Color (AFAPC) and the President’s Commission on the Status of Women (PCSOW); and
- More than 30 students, staff and faculty members to discuss increased resources for social justice initiatives, needs and gaps within the institution, bias incident response policies, mentorship opportunities, ways to get involved, training opportunities and community outreach prospects, among many other topics.

Additionally, the interim CDO has made (or will shortly make) presentations to discuss OID’s ongoing initiatives to institutional leaders from the:

- President’s Cabinet,
- Provost’s Council,
- Leadership Council on Equity, Inclusion and Social Justice and
- President’s Board of Visitors for Community and Diversity.

These meetings and presentations are an essential component of OID’s efforts to “take the temperature” of the university, create connections and increase capacity for future collaboration across the University. They are also an important opportunity for OID to fulfill its function as “in-house consultants” for current and future initiatives to help align and coordinate work across the University. Continued outreach of this nature is a permanent, ongoing function of OID.

b. Mapping institutional diversity and social justice initiatives

Among OID’s first tasks was to gather information in order to create a map of ongoing diversity, equity, inclusion and social justice initiatives at Oregon State. Information for this initial inventory has been created through review of data and organizational reports and individual meetings with community members and key stakeholder groups.

Working from an understanding of these initiatives is essential to coordinating efforts, building collaborations and identifying institutional needs and gaps effectively. The chart outlined below is intended to represent a “thirty-thousand-foot view” of related work within a larger institutional context:

Oregon State University
Institutional Equity, Inclusion, Diversity and Social Justice Initiatives



This chart illustrates the breadth of ongoing institutional diversity, equity, inclusion and social justice work at Oregon State and reveals opportunities for areas for expanded communication and collaboration. The chart demonstrates an important role for OID to provide institutional coordination and alignment of this important work.

c. Launch of OID website and social media channels

OID has built a strong online presence to communicate with the Oregon State community and external partners at <http://leadership.oregonstate.edu/diversity>. The website includes feature stories regarding key office initiatives, provides visitors with important context and information regarding the formation of OID, lays out a social justice framework that serves as the theoretical and practical basis for the institutional strategy and provides details regarding the Leadership Council for Equity, Inclusion and Social Justice. The site additionally provides information regarding the university's Bias Response Team and response procedures, which are explained in further detail below. OID also communicates with the community regarding upcoming OID events through feature stories published on the front page of the website.

OID maintains a strong social media presence through its Facebook page at: <https://facebook.com/osudiversity> and a Twitter account under the username, **@OSUDiversity**. OID will concentrate efforts on leveraging its social media presence to better communicate with students and other communities about ongoing efforts and initiatives. All community members are encouraged to engage with the office on social media by tagging the OID account and using the hashtag, **#WeAreOregonState**.

d. Planning and coordination of quarterly town hall meetings

Following the student-led Speak Out in November, President Ray pledged to hold quarterly town hall meetings as a way for community members to come together and share feedback, comments and concerns with university leaders on issues of climate, social justice, equity, inclusion and diversity. OID has taken leadership of the planning and coordination of the town halls.

The first, winter-term town hall, held on February 29, 2016, took place in the Learning Innovation Center and was organized as an opportunity for community members to share feedback with President Ray and the interim CDO. The town hall was streamed live online, allowing Oregon State community members outside of Corvallis to participate.

Approximately 150 community members attended this event in person. Participants provided comments on issues regarding resources for veteran and differently-abled student centers, the need for staff and faculty social justice training and learning and the need for accountability for the Chief Diversity Officer position, among other important comments and concerns.

Following the event, OID staff reached out to and met with town hall participants to follow up on comments and concerns and discuss ideas for improvement. A full recording of the winter-term town hall is available on [OID's website](#).

The spring-term town hall was held on May 4, 2016, in the Memorial Union Horizon Room. This town hall was structured to receive community input on the development of student diversity learning modules that will be introduced for all entering Oregon State students in fall 2016. Messages to the community prior to the town hall invited reflection on the proposed module content and noted the many avenues to provide feedback and discussion.

Over 150 Oregon State community members attended the spring-term town hall, engaging in table discussions facilitated by members of the team developing the learning modules led by Dr. Jennifer Dennis, Vice Provost and Dean of the Graduate School. Additional time was provided for open comments and questions, which included feedback and questions about the learning modules. Community members also shared comments about various other issues, including the sustainability of current institutional efforts and suggestions to continue education and learning for students, faculty and staff throughout the year.

Looking forward, OID plans to convene a community work group composed of students, staff and faculty to assist with the format and planning of future town hall events.

e. Bias Response Team and Bias Response Protocol

Following the Speak Out, President Ray pledged to create resources for the Oregon State community to address reported bias incidents. The Bias Response Team (BRT) was created to develop and manage Oregon State's reported bias incident protocol and to direct the university's response to reported bias incidents. The BRT is responsible for applying the Bias Response Protocol and coordinating incident follow-up. The BRT membership is composed of a core group of administrators representing key departments; experts and consultants may be consulted as needed. Current BRT members include:

- Teresita Alvarez-Cortez, Office of Student Life
- Angela Batista, Office of Institutional Diversity
- Denson Chatfield, Department of Public Safety
- Allison Davis-White Eyes, Office of Diversity and Cultural Engagement
- Yesenia Gutierrez, Office of Equal Opportunity and Access
- Clay Simmons, Office of Equal Opportunity and Access
- Scott Vignos, Office of Institutional Diversity

Over winter and spring term, the BRT has been working to develop a comprehensive reported bias incident protocol to guide its work and the university's response when bias incidents are reported. A proposed draft of this protocol is currently under review and will be made available for community comment soon.

Under the reported bias incident protocol, the BRT operates in a manner similar to the University Student Care Team and Threat Assessment Team. The BRT receives reports of bias incidents through an online form (located at <http://biasincidentreport.oregonstate.edu>) and community referrals. Reports are quickly evaluated to determine appropriate referrals and, when appropriate, the BRT coordinates an institutional response.

Responses vary depending on the severity and context of the reported incident, and the BRT works in close coordination with many campus offices, including the offices of the General Counsel and University Relations and Marketing, when recommending a response. Data regarding frequency and features of reported bias incidents are also collected. These data will inform the development of future University climate-related diversity, equity, inclusion and social justice initiatives and will be reported on the OID website.

Additionally, the BRT is in the final stages of selecting a vendor to provide 24/7 support for community members who are impacted by bias incidents. Providing this resource will ensure that support is available at all times to community members and provides an avenue for the BRT to be made aware of quickly developing situations outside of business hours.

During its first months, the BRT has received and coordinated responses for reported bias incidents related to the following general themes:

- Experiences of bias and exclusion in the classroom,
- Posters in academic buildings targeting communities of color,
- Individuals espousing homophobic and transphobic viewpoints on campus property and on social media,
- Anti-Semitic posters sent to networked campus printers throughout the University,
- Chalking targeting Muslim, immigrant, and indigenous communities, and
- Questions about free speech and potential hate speech on campus.

Responses to these incidents have included internal and external messaging about community concerns, referrals to the Office of Equal Opportunity and Access for evaluation of potential violations of the university's discriminatory harassment and other policies and one-on-one meetings with impacted individuals and departments to collaboratively respond to and follow-up on reports. In responding to reported bias incidents, the BRT is in continual assessment and has already learned important lessons for further development and improvement of its capacity to provide care and timely responses to reported incidents. Over the summer, the team will engage in training and develop outreach campaigns for implementation during the next academic year to increase awareness and engagement with the bias incident response process.

Overall, a strong consensus has emerged that the BRT and bias response protocol are essential new university resources that positively impact campus climate and advance Oregon State's ongoing diversity, equity, inclusion and social justice initiatives. Resources related to reporting and interrupting bias incidents will also be included in the student diversity learning modules and in staff and faculty training efforts.

f. Collaboration with the Leadership Council for Equity, Inclusion and Social Justice

The Leadership Council for Equity, Inclusion and Social Justice was re-launched and expanded by President Ray in February 2016. The Council is charged with bringing focused energy to University-wide planning and implementation of equity and diversity efforts. The Council advises the President, the Provost, the Chief Diversity Officer and other university leaders and works to shape and guide a deliberate institutional strategy to provide comprehensive leadership and investments in equity, inclusion, diversity and social justice initiatives throughout the university. The Leadership Council is coordinated by the OID and its current members are:

- Sami Ahmad Al-Abdrabbuh, Graduate Student
- Sam Angima, Professor and Assistant Dean in the College of Agricultural Sciences

- Scott Ashford, Dean of the College of Engineering
- Mike Bailey, Professor in Computer Science and Immediate Past President of the Faculty Senate
- Angela Batista, Interim Chief Diversity Officer
- Jeff Baxter, Graduate Student
- Susie Brubaker-Cole, Vice Provost for Student Affairs
- Queen Dash, Student and former ASOSU Director of Diversity Programs
- Allison Davis-White Eyes, Council Co-chair and Director of Diversity and Cultural Engagement
- Jennifer Dennis, Vice Provost and Dean of the Graduate School
- Haniya Ferrell, Student and Dialog Educator
- Angelo Gomez, Special Assistant to the President for Community Diversity Relations
- Mark Hoffman, Vice Provost for International Programs
- Rebecca Johnson, Vice President for OSU-Cascades
- Brenda McComb, Council Co-chair and Senior Vice Provost for Academic Affairs
- Leonara Rianda, Office Specialist in Ethnic Studies and President of SEIU Local 503
- Susana Rivera-Mills, Vice Provost and Dean of Undergraduate Education
- Tristen Shay, Academic Advisor in the College of Liberal Arts
- Susan Shaw, Professor and Director of the School of Language, Culture and Society
- Clay Simmons, Interim Executive Director of Equal Opportunity and Access and Chief Compliance Officer
- Scott Vignos, Special Assistant for Strategic Initiatives in the Office of Institutional Diversity

The Council has met monthly since February to discuss efforts and to advise OID as it set initial priorities. The Council is currently working to identify institutional needs and gaps in order to recommend strategic priorities for Phase II of OID's work. Additionally, the Council formed two subcommittees, composed of Leadership Council members and external community members, to engage on the following tasks:

- Drafting a proposed CDO position description for review by the full Leadership Council and, ultimately, presentation for consideration by the President and University community in preparation for the search for a permanent chief diversity officer and
- Working to identify potential opportunities to engage faculty and staff and also advising the team of faculty and staff members charged with developing the staff/faculty learning modules for implementation in fall 2016.

The Leadership Council will continue to serve as an important vehicle for community input into OID's work and as an advisory body to the President, the Provost and OID on the vital work before it.

g. Supporting development of diversity and social justice learning modules for all Oregon State students, faculty and staff

Following the Speak Out, President Ray pledged to dedicate resources to the development of diversity and social justice learning programs for all Oregon State students, faculty and staff. These programs are intended to help all Oregon State community members to understand concepts of equity and inclusion and to provide a context for the importance and necessity of the university's efforts in this area. This learning is essential for every Oregon State community member to have the background and tools necessary to effectively engage in the important work of making Oregon State a community characterized by inclusivity and equity.

Two work groups – one focused on staff and faculty learning and the other on student learning – have been charged with developing modules for implementation in fall 2016.

The faculty and staff learning work group is being led by Jane Waite, Senior Associate for Social Justice Engagement and Learning, under the direction of Brenda McComb, Senior Vice Provost for Academic Affairs.

The student learning work group is led by Dr. Jennifer Dennis, Vice Provost and Dean of the Graduate School. The work groups are composed of students, staff and faculty experts from across the university, and both working groups will complete a plan for student learning and staff and faculty learning at the conclusion of this academic year for implementation in fall 2016. OID has provided guidance and consultation and will continue to support the efforts of both working groups by providing avenues for feedback and coordination of institutional resources.

V. Updates from Key University Partners on Equity, Inclusion and Social Justice Initiatives

As part of the realignment creating OID in January 2016, President Ray tasked the Office of Equal Opportunity and Access and the Special Assistant for Community Diversity Relations to carry out related essential functions to advance Oregon State's equity and inclusion efforts in the areas of civil rights, policy compliance and external community outreach. In addition to the Office of Institutional Diversity, the Office of Equal Opportunity and Access and Community Diversity Relations efforts, many other university offices and departments are deeply engaged in advancing equity, inclusion and social justice on campus.

Appendix A includes updates from several key offices and programs on efforts undertaken during this academic year.

VI. Updates from Colleges and Central Administrative Offices

In addition to initiatives being advanced by key university offices, colleges, central administrative offices and the OSU-Cascades campus are also undertaking important efforts of advance equity, inclusion and social justice. OID will continue to engage with these important stakeholders to create connections and capacity to coordinate this work at the institutional level.

Appendix B includes updates from colleges, central university offices and the OSU-Cascades campus.

VII. Diversity, Equity and Inclusion “Points of Pride”

This year, OID sought to collect “Points of Pride” from Oregon State community members to update OID on ongoing efforts to advance equity, inclusion, diversity and social justice at the University. Potential items could include training initiatives, positions and programs designed to promote access, diversity and equity, scholarships, one-time events and speakers and related curriculum and policy changes. OID encouraged offices to think broadly about their accomplishments. These “Points of Pride” will be shared with the community along with this report.

Appendix C includes “Points of Pride” submitted by Oregon State community members.

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