

The Office of Institutional Diversity | Diversity Strategic Planning Committee

# Innovate & Integrate: Plan for Inclusive Excellence

Diversity Strategic Plan 2018-2023

Oregon State University



Introduction and Executive Summary	3
Strategic Planning Process	4
Diversity Strategic Planning Committee	5
Definitions	6
Role of the Office of Institutional Diversity	8
Vision	8
Mission	8
Goals	9
Action Items	9
Goal 1: Integrate and advance inclusive excellence within all aspects of the university.	11
Goal 2: Improve recruitment of students and employees from underrepresented communities.	12
Goal 3: Create an inclusive university climate to support the retention and success of all students and employees.	13
Goal 4: Provide innovative and transformative learning experiences enabling all students and employees to advance inclusive excellence.	14
Goal 5: Communicate Oregon State's accomplishments, initiatives and innovations as the university advances inclusive excellence.	15

## Introduction and Executive Summary

Inclusive excellence is the recognition that an organization's success is dependent on, and tied directly to, how well it values, engages and includes the rich diversity of its community members, including its students, faculty, staff, alumni, friends and affiliates.

Over the last two years, Oregon State has taken significant steps to prioritize and more rapidly advance the pursuit of inclusive excellence in all that it does. These steps have included the creation of the Office of Institutional Diversity, and the hiring of Oregon State's first Vice President and Chief Diversity Officer, to guide the university's efforts in this area.

The development and implementation of a diversity strategic plan is the next key step toward the realization of Oregon State's vision to become a national model for inclusive excellence. It was developed through extensive engagement with stakeholders who contributed their expertise and experience to the development process. The plan represents a roadmap to advance inclusive excellence by leveraging existing successful initiatives and embracing new innovative ideas.

The diversity strategic plan is organized around five key goals calling on the university to:

1. Integrate and advance inclusive excellence within all aspects of the university.
2. Improve recruitment of students and employees from underrepresented communities.
3. Create an inclusive university climate to support the retention and success of all students and employees.
4. Provide innovative and transformative learning experiences enabling all students and employees to advance inclusive excellence.
5. Communicate Oregon State's accomplishments, initiatives and innovations as the university advances inclusive excellence.

These goals are ambitious, but attainable. Success will require significant collaboration and partnership. Progress will require new systems to ensure accountability as our work advances. We will use quantitative and qualitative action items to measure success. Finally, we will transparently communicate our process and accomplishments to the Oregon State community and the public.

This diversity strategic plan recognizes that creating inclusive excellence and advancing the university's mission and values go hand in hand. As a land grant institution, Oregon State's mission is teaching, research, outreach and engagement. The university seeks to promote economic, social, cultural and environmental progress for the people of Oregon, the nation and the world. And we hold as core values the advancement of accountability, diversity, integrity, respect and social responsibility. Advancing diversity, equity, inclusion and social justice at Oregon State is embedded in our mission and values.

## Strategic Planning Process

The process to develop the diversity strategic plan began during fall term 2017 and was led by the Office of Institutional Diversity and the Diversity Strategic Planning Committee.

Over two days, the Diversity Strategic Planning Committee met to conduct an in-depth analysis of current strengths, weaknesses, opportunities, threats and aspirations in the areas of diversity, equity and inclusion. Guided by this analysis, the committee worked together to envision a future state of the university and proposed initiatives to advance diversity, equity and inclusion at Oregon State.

These goals were organized into a strategic plan by the Office of Institutional Diversity, and action items were assigned to each goal. The Diversity Strategic Planning Committee, the President's and Provost's Leadership Council on Equity, Inclusion and Social Justice, and other key university stakeholders including the OSU Board of Visitors, ASOSU, OSU Alumni Association, OSU Foundation, Faculty Senate, Office of Diversity & Cultural Engagement and the Cultural Resource Centers provided additional feedback.

The finalized diversity strategic plan was presented to President Ed Ray and Provost Ed Feser for approval.



## Diversity Strategic Planning Committee

### Charlene Alexander

Vice President and Chief Diversity Officer  
Office of Institutional Diversity

### Kathryn Ciechanowski

Associate Professor  
College of Education

### Allison Davis-White Eyes

Director, Community Diversity Relations  
Office of Institutional Diversity

### Jason Dorsette

Interim Co-Director, Chief of Staff  
Diversity & Cultural Engagement

### Brandi Douglas

Assistant Director, Outreach  
Office of Institutional Diversity

### Robin Fifita

Academic Advisor  
College of Liberal Arts

### Ana Lu Fonseca

Assistant Director, OSU Extension Service  
Diversity, Equity and Inclusion  
Outreach and Engagement

### Erin Frost

Senior Employee and Labor Relations Officer  
Human Resources

### Ana Gomez-Diazgrandos

Open Campus Juntos Coordinator  
Outreach and Engagement

### Troy Hall

Professor and Department Head  
College of Forestry

### Nichole Hams

Graduate Student  
College of Science

### Deborah John

Associate Professor  
College of Public Health and Human Sciences  
Co-Principal Investigator, Oregon State ADVANCE

### Pamela Johnson

Executive Assistant to the Vice President and Chief Diversity Officer  
Office of Institutional Diversity

### Jeff Kenney

Associate Director, Community Dialogue & Engagement  
Diversity & Cultural Engagement

### Kim Kirkland

Executive Director and Title IX Coordinator  
Equal Opportunity and Access

### Reagan Le

Assistant Director, Asian & Pacific Cultural Center  
Co-Director, Diversity & Cultural Engagement

### Kate MacTavish

Associate Professor  
College of Public Health and Human Sciences

### Cari Maes

Assistant Professor  
College of Liberal Arts

### Jesse Nelson

Assistant Dean  
Division of Undergraduate Studies

### Daniel Newhart

Assistant Vice Provost, Research, Evaluation and Planning  
Assistant Professor of Practice  
Division of Student Affairs

### Sastry G. Pantula

Professor  
College of Science

### Heather Roberts

Senior Faculty Research Assistant  
College of Forestry

### Suzy Tannenbaum

Director  
Department of Public Safety

### Blake Vawter

Senior Associate Director, Recruitment and Marketing  
Admissions and Enrollment

### Scott Vignos

Director, Strategic Initiatives  
Office of Institutional Diversity

### Ismail Warsame

International Student Case Manager  
Office of International Services

## Definitions

### **INCLUSIVE EXCELLENCE**

---

Inclusive excellence is the recognition that an organization's success is dependent on how well it values, engages and includes the rich diversity of its community members, including its students, faculty, staff, alumni, friends and affiliates.

### **INNOVATION**

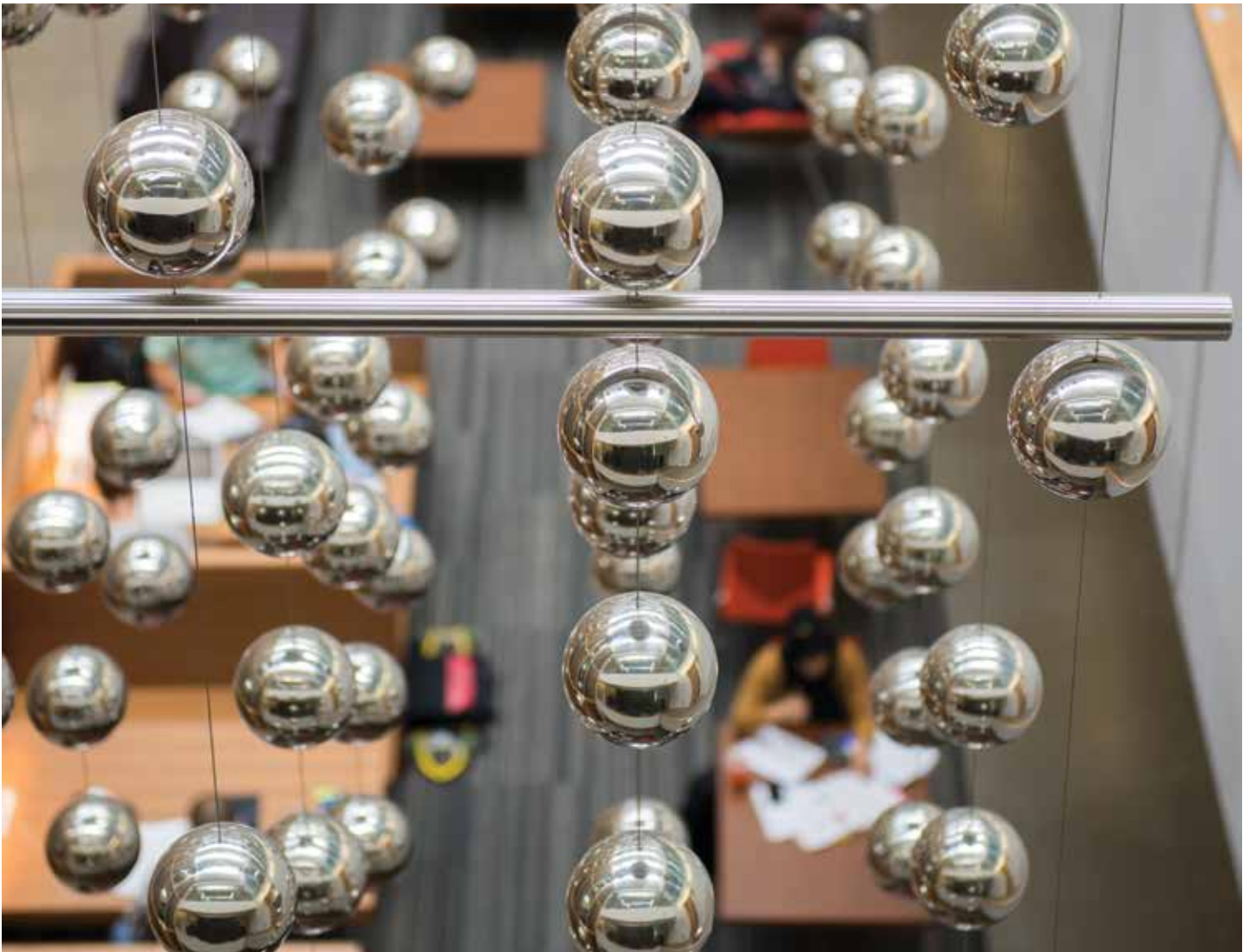
---

Innovation refers to the creation and introduction of a new, improved and transformative idea, initiative, practice or structure.

### **INTEGRATION**

---

Integration refers to the sustainable incorporation of an idea, initiative, practice or structure into an organization.



## **CLIMATE**

---

Climate refers to the way that an organization is perceived and experienced by its individual members. Climate influences whether individuals feel valued, listened to, personally safe and treated with fairness and dignity within an organization.

## **DIVERSITY**

---

Diversity reflects the many ways in which individuals and communities are unique, contributing distinct and valuable experiences and perspectives to the mission and vision of an organization.

## **ENGAGEMENT**

---

Engagement reflects an organization's commitment to advancing diversity, equity and inclusion internally and externally.

## **EQUITY**

---

Equity reflects fairness in the distribution of and access to opportunity for all individuals.

## **INCLUSION**

---

Inclusion reflects the manner in which individuals of diverse backgrounds are not only included, but valued as necessary voices within an organization.

## **OREGON STATE COMMUNITY**

---

The Oregon State community includes current students and employees, employees of the OSU Alumni Association and OSU Foundation, emeriti employees, alumni, affiliates and organizational partners and collaborators.

## **UNDERREPRESENTED COMMUNITIES**

---

Underrepresented communities consist of individuals holding identities broadly underrepresented or underserved within academic or administrative areas at Oregon State, within the state of Oregon and nationally in higher education.

## **SOCIAL JUSTICE**

---

Social justice reflects the theoretical foundation used to guide the work of the Office of Institutional Diversity. A social justice framework is applied through the equitable distribution and access to opportunity for all individuals.

## **TRANSFORMATIVE LEARNING**

---

Transformative learning is the expansion of awareness through the evolution of individual worldviews and perceptions of oneself. Transformative learning is facilitated through consciously directed processes such as accessing new information and frameworks and critically analyzing underlying premises.

## Role of the Office of Institutional Diversity

The Office of Institutional Diversity will be primarily responsible for monitoring implementation and progress of the university's diversity strategic plan. However, the work of inclusive excellence necessarily involves all university units, departments, students, staff, faculty, alumni and Oregon State community members. This strategic plan is organized around goals that require all university stakeholders to take responsibility for implementing Oregon State's vision for inclusive excellence.

## Vision

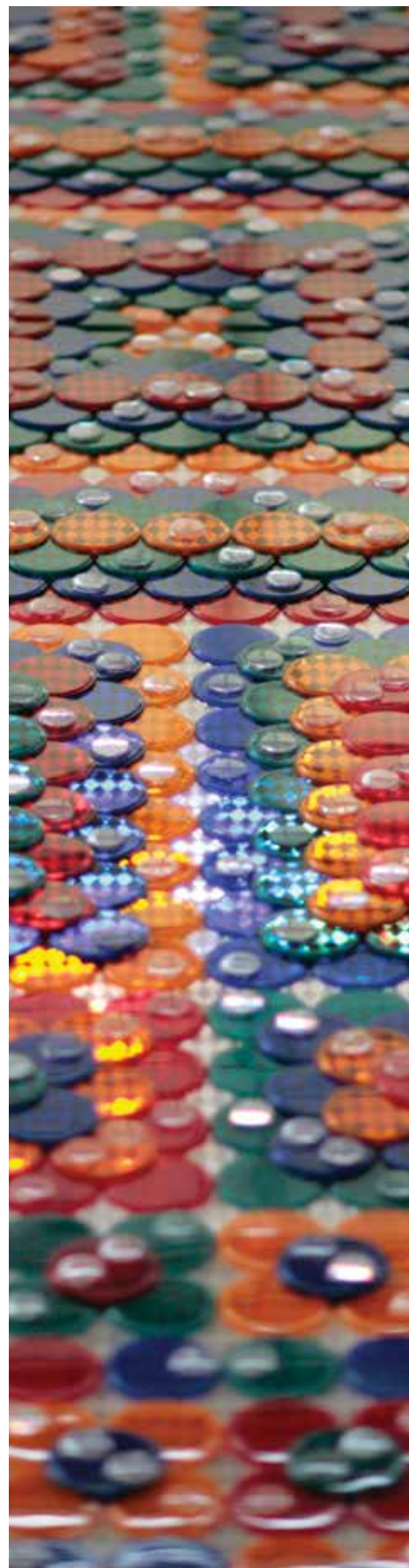
Oregon State University, through innovative initiatives and practices, will integrate principles of diversity, equity and inclusion into all aspects of the university to become a national model for inclusive excellence in higher education.

## Mission

The mission of the Office of Institutional Diversity is to design, plan, lead and implement, in collaboration with university partners, 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 realization of Oregon State's mission as a land grant institution committed to teaching, research and outreach and engagement.

The Office of Institutional Diversity employs a social justice framework to do its work. This framework:

- Focuses on institutional structural issues.
- Counteracts unfairness and inequity.
- Pays attention to how people, policies, practices and every part of the organization can collaborate.
- Recognizes the importance and impact of historical and institutionalized social categories including race, class, gender, sexual orientation, ability and others.
- Actively addresses dynamics of bias, oppression and privilege.
- Recognizes that every member of the university plays a key role in advancing the goals of diversity, equity and inclusion.







## Goals

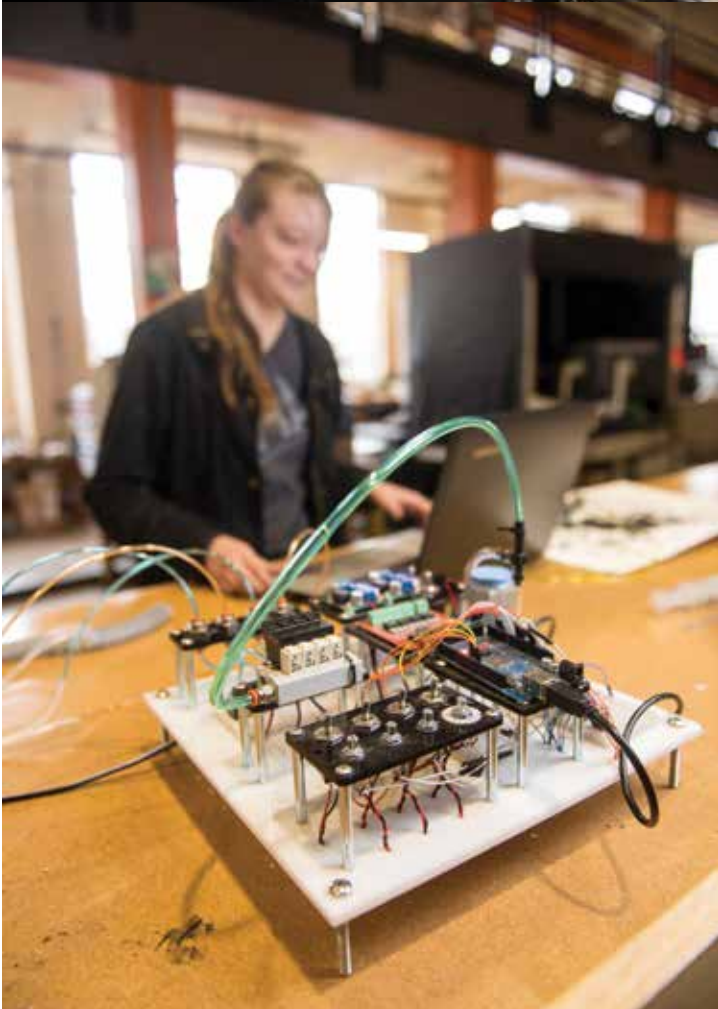
Guided by the Office of Institutional Diversity, Oregon State advances five key goals:

1. Integrate and advance inclusive excellence within all aspects of the university.
2. Improve recruitment of students and employees from underrepresented communities.
3. Create an inclusive university climate to support the retention and success of all students and employees.
4. Provide innovative and transformative learning experiences enabling all students and employees to advance inclusive excellence.
5. Communicate Oregon State's accomplishments, initiatives and innovations as the university advances inclusive excellence.

## Action Items

Action items are initiatives for each of the five goals.





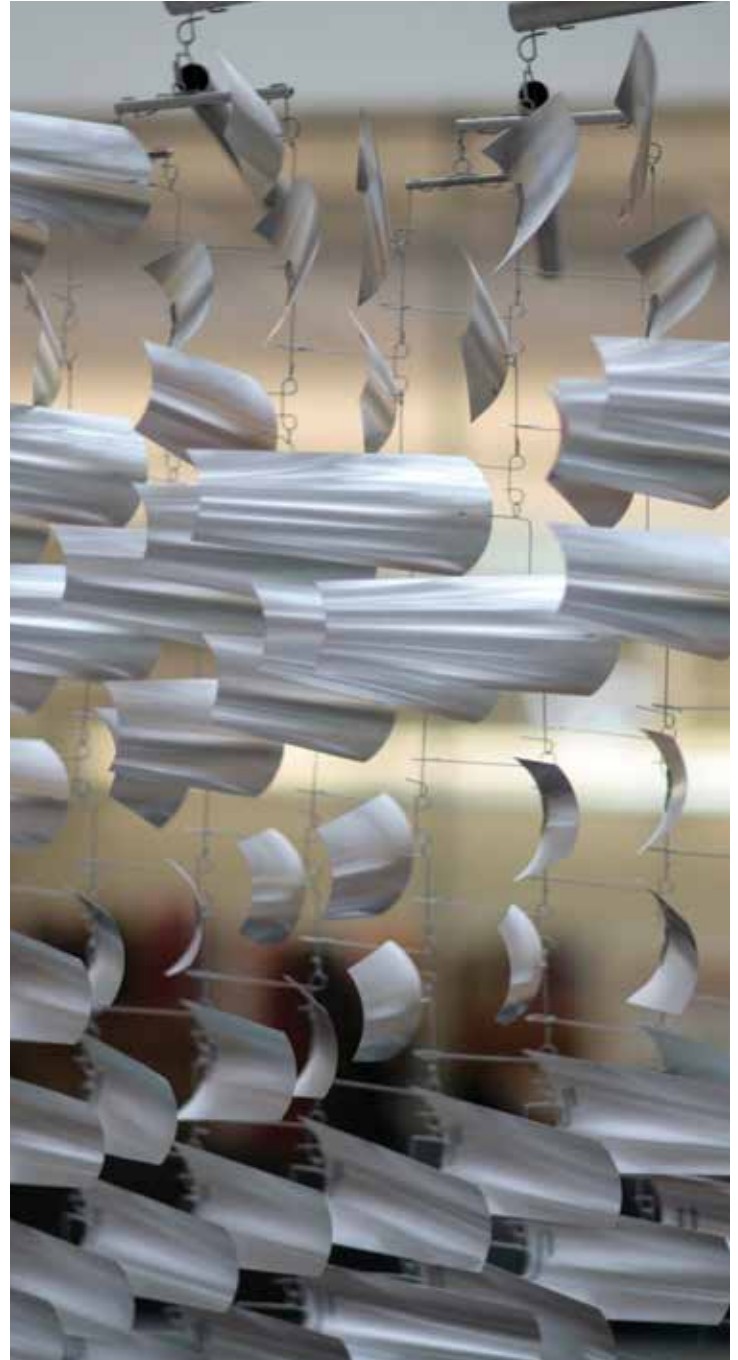
# GOAL 1:

## **Integrate and advance inclusive excellence within all aspects of the university.**

Goal 1 focuses on the innovation and integration of policies and practices to sustainably enhance and embed inclusive excellence at all levels of the university.

### **Action Items**

1. Develop and adopt university-wide definitions for key inclusive excellence terms.
2. Create a model diversity strategic plan for use by all administrative and academic units.
3. All units develop, adopt and begin implementing a 5-year diversity strategic plan with measurable action items.
4. Establish guidelines for reporting progress on unit-level diversity strategic plans to the Oregon State community and Office of Institutional Diversity.
5. President's and Provost's Leadership Council on Equity, Inclusion and Social Justice monitors implementation of diversity strategic plan and reports annually on progress to the President, Provost and Vice President and Chief Diversity Officer.
6. Create model language and assessment criteria for advancing diversity, equity and inclusion to include in all position descriptions.
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.
8. Develop a 5-year plan to raise external funds to support institutional diversity, equity and inclusion initiatives at Oregon State.
9. Leveraging existing initiatives, develop and support alumni groups focused on maintaining and growing relationships with Oregon State alumni from underrepresented communities.
10. Conduct an audit of Oregon State's diversity, equity and inclusion assets.





# GOAL 2:

## **Improve recruitment of students and employees from underrepresented communities.**

Goal 2 recognizes that moving toward inclusive excellence requires innovative policies and practices to successfully recruit, hire and enroll employees and students from underrepresented communities.

### **Action Items**

#### Students

1. Develop and adopt innovative best practices to improve recruitment of undergraduate and graduate students from underrepresented communities.
2. By 2023, raise \$250,000 in new commitments to support institutional efforts to recruit students from underrepresented communities.
3. Increase strategic K-12 recruitment efforts focusing on high-achieving students from underrepresented communities.
4. Increase the number of OSU college visits by students from underrepresented communities.
5. Increase recruitment efforts in Oregon community colleges and bolster support for initiatives integrating transfer students.
6. Increase partnerships with funding entities to support graduate students from underrepresented communities through fellowships and stipends.
7. Integrate information about OSU's efforts to advance inclusive excellence into Student Ambassador programs.
8. Increase partnerships with Outreach and Engagement to develop student recruitment pipelines in all 36 Oregon counties.
9. Increase partnerships with Ecampus programs to develop student recruitment pipelines nationally.

#### Employees

10. Develop and adopt innovative best practices to improve recruitment of employees from underrepresented communities.
11. Require affirmative action and implicit/cognitive bias training for all search committee members.
12. Develop recruiting partnerships with doctoral granting institutions serving underrepresented communities to develop faculty hiring pipelines.
13. Increase recruitment efforts of faculty from underrepresented communities at conferences.
14. Develop best practices for providing information to applicants during the search process regarding Oregon State's commitment to advancing inclusive excellence.
15. Integrate information regarding Oregon State's commitment to inclusive excellence in new employee orientation programs and materials.

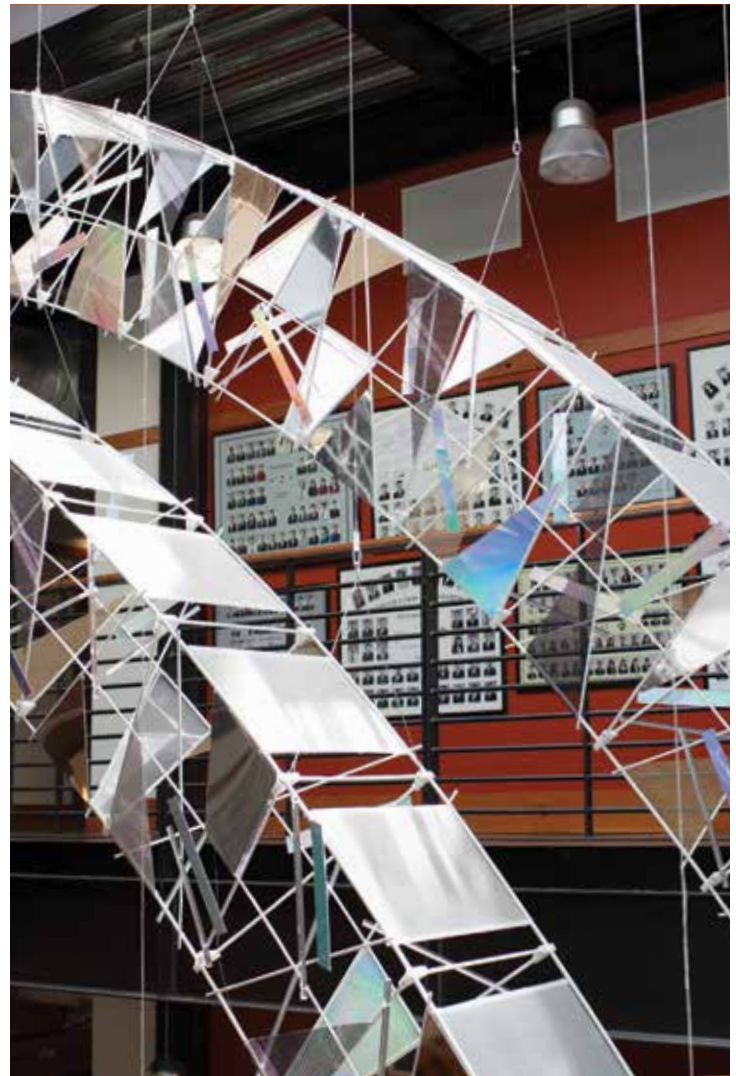
# GOAL 3:

## **Create an inclusive university climate to support the retention and success of all students and employees.**

Goal 3 recognizes that moving toward inclusive excellence requires the creation and cultivation of learning, working and living environments that allow diversity, equity and inclusion to thrive.

### **Action Items**

1. Develop, conduct and iterate upon student climate survey every two years.
2. Develop, conduct and iterate upon employee climate survey every two years.
3. Analyze student and employee climate surveys to develop and adopt recommendations to improve climate.
4. Assess and address policies and practices that create barriers to retention of students and employees from underrepresented communities.
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.
6. Survey reasons employees leave Oregon State and adopt recommendations to improve retention, advancement and tenure rates of employees from underrepresented communities.
7. Provide institutional support to employee affinity groups engaging in community building and retention efforts (e.g., AFAPC, PCOSW).
8. Partner with local government agencies to increase resources and services for students and employees from underrepresented communities.
9. Increase partnerships with businesses and vendors owned by underrepresented community members.





## Provide innovative and transformative learning experiences enabling all students and employees to advance inclusive excellence.

Goal 4 recognizes that innovative and transformative learning is central to inclusive excellence. All students and employees must have opportunities to develop a deep and practical understanding of the importance of diversity, equity, inclusion and social justice.

### Action Items

1. Develop and implement a 5-year plan to ensure all students participate in innovative and transformative diversity, equity and inclusion learning experiences.
2. Develop and implement a 5-year plan to ensure all employees participate in innovative and transformative diversity, equity and inclusion learning experiences.
3. Continue to support existing online and experiential learning programs related to diversity, equity, inclusion and social justice for students.
4. Increase by 20 percent the number of presentations at disciplinary conferences delivered by students from underrepresented communities.
5. Increase by 20 percent representation of faculty and students at conferences focused on diversity, equity and inclusion scholarship.
6. Increase partnerships with national organizations providing transformative learning experiences to students and employees.
7. Increase by 20 percent the number of students from underrepresented communities winning national scholarships and awards.
8. Increase support for college or university-based faculty fellows to engage in diversity research, grant writing and development of inclusive pedagogy.
9. Recognize and reward integration of diversity, equity and inclusion principles into research programs.



# GOAL 5:

## **Communicate Oregon State’s accomplishments, initiatives and innovations as the university advances inclusive excellence.**

Goal 5 recognizes that moving toward inclusive excellence requires transparently and thoughtfully describing the university’s initiatives and innovations, celebrating accomplishments and addressing challenges.

### **Action Items**

1. Publish all unit-level diversity strategic plans on the Office of Institutional Diversity website.
2. Annually publish progress reports on all unit-level diversity strategic plans on the Office of Institutional Diversity website.
3. Develop print, web and social media materials highlighting efforts and initiatives to advance inclusive excellence at Oregon State.
4. Establish an Outstanding Diversity Advocate Award for employees with an appropriate stipend.
5. Increase national ranking and recognition for Oregon State’s innovative diversity, equity and inclusion initiatives.
6. Apply for the Higher Education Excellence in Diversity Award (HEED) annually starting in 2018.
7. Increase university recognition for faculty and student research that advances inclusive excellence in university communications.
8. Increase communications highlighting successes and accomplishments of students, employees and alumni from underrepresented communities.
9. Update and maintain the Office of Institutional Diversity website to provide resources that enable innovative inclusive excellence initiatives and reflect increased recognition for these initiatives.
10. Deliver an annual State of Diversity address to provide information on the university’s efforts to advance inclusive excellence.





Office of Institutional Diversity  
Oregon State University  
Corvallis, OR 97331  
[oregonstate.edu](http://oregonstate.edu)



**Oregon State**  
**University**