President and Provost’s Leadership Council  
April 13, 2022

2022 PPLC progress: Review

• Deliberated PPLC’s role to
  o develop and initiate proactive strategies to advance inclusive excellence;
  o include community members in our deliberations;
  o think collaboratively and outside our roles and boxes to make change;
  o commit to action and progress
• Selected a priority focus: developing a strategy and actions to improve retention of Black, Indigenous, Latinx, Asian and other employees of color, attending to intersecting identities.
• Deliberated comprehensive retention strategy aligning ongoing and planned actions
• Gathered and integrated feedback from employee affinity groups, and shared governance partners

2022 PPLC progress: Next steps
• Review and deliberate stakeholder feedback
• Finalize strategy and priority actions
• Deliberate implementation and accountability mechanisms

Stakeholder engagement updates

• Stakeholders engaged with
  o President’s Commission on the Status of Black Faculty and Staff Affairs (PCSBFSA)
  o President’s Commission on the Status of Women (PCOSW)
  o Emerging Latine/x Commission
  o Emerging Indigenous Commission
  o Association of Faculty & Staff for the Advancement of People of Color (AFAPC)
• Outstanding stakeholders
  o Family Resource Center
  o Equity Leaders Consortium

Stakeholder feedback

• Recognition and gratitude that the strategies described are actions/goals various affinity groups have been working to advance for many years
• Concern that if senior leadership is not on-board with this strategy it will not work; accountability is necessary, can’t tolerate inaction
• Skepticism regarding whether OSU can meaningfully advance on these action areas with its existing capacity/resources/priorities

Discussion:
• Feedback emphasized skepticism, lack of capacity and lack of will
• Long-term stakeholders see actions recommended that were recommended several years ago, and they have been advocating for them over a long period of time
• Recognize need to build trust, and to acknowledge that not everything can be done in a year
• Acknowledge the areas we have capacity, so actions can be moved forward in a sustainable way
• Pick a few actions that are immediately impactful
• Challenge of cluster hires
  o Efficacy of previous cluster hires questioned
  o Recommend rethinking what a cluster hire looks like
• Need advance conversations with stakeholders, and not repeat conversations
• Maintain hope and be enthusiastic about the possibilities

Stakeholder priorities
• Onboarding/Preboarding
  o Pre-boarding
  o Onboarding
• Culturally Equitable Supervision and Mentorship
  o Developing supervisory capacity
  o Creating accountability for culturally equitable supervision
• Livability
  o Livability trends
  o Family/partner support
• Recognition and Career ladders
  o Recognition of equity service in P&T and in professional faculty positions
  o Support for career progression in all staff types
• Continuous Organizational Improvement

Discussion
• Identify what can reasonably be achieved
• Identify who has leverage or authority to advance the actions
• Intentionally include work that is already in process
• Identify easily achievable goals
• Identify the challenges that need more support

Implementation Plan
• Creation of Action Teams
• Request that each team convenes to identify:
  o Barriers, opportunities and dependencies
  o Metrics and timeframes

Accountability Plan
• Process: Each team to meet before the May 11 meeting

Looking Ahead
By May 11 meeting, if possible
  - Each team to convene, to identify:
    - Stakeholders and partners
    - Barriers, opportunities and action/tactic dependencies
    - Implementation dependencies
    - Progress metrics and timeframes based on priorities

June 2: Reception with president and provost
June 16: Meeting with president and provost to present:
  - Employee of Color Retention Strategy
  - Implementation plan
  - Accountability plan

Implementation Teams

<table>
<thead>
<tr>
<th>Onboarding &amp; Preboarding</th>
<th>Culturally Equitable Supervision and Mentorship</th>
<th>Livability</th>
<th>Recognition and Career Ladders</th>
<th>Continuous Organizational Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heather Horn</td>
<td>Irem Tumer</td>
<td>Mike Green</td>
<td>Rick Settersten</td>
<td>Scott Vignos</td>
</tr>
<tr>
<td>Steve Clark</td>
<td>Scott Vignos</td>
<td>Taha Elwefati</td>
<td>Natchee Barnd</td>
<td>Teresita Alvarez-Cortez</td>
</tr>
<tr>
<td>Jon Boeckenstedt</td>
<td>Kevin Dougherty</td>
<td>Paul Odenthal</td>
<td>Alix Gitelman</td>
<td></td>
</tr>
<tr>
<td>Janet Nishihara</td>
<td>Damoni Wright</td>
<td>Damoni Wright</td>
<td>Erika McCalpine</td>
<td></td>
</tr>
<tr>
<td>Phil Mote</td>
<td>Nana Osei-Kofi</td>
<td>Dan Larson</td>
<td>Kimya Massey</td>
<td></td>
</tr>
<tr>
<td>Ana Lu Fonseca</td>
<td>Sue Tornquist</td>
<td>Maryssa Reynoso</td>
<td>Reagan Le</td>
<td></td>
</tr>
</tbody>
</table>

Team leads are indicated in italics