

2018-19 PPLC Recommendations

	Recommendation	Status	SP 4.0 Alignment
1	Graduate student recruitment policies and practices to promote diversity		
1.1	Use data from the admissions funnel to identify areas of improvement.	In Progress, but Needs Attention	Goal 2
1.02	Examine application/admission/matriculation funnel at the college and program level to identify areas for improvement, recognizing their own unique circumstances.	In Progress, but Needs Attention	Goal 2
1.3	Explore factors influencing lower international admission rates.	Very Little Progress, Needs Attention	Goals 2,3
1.4	Develop institutional mechanism to report diversity efforts and results.	In Progress, but Needs Attention	Goals 2, 4
1.5	Utilize best practices in recruitment, even if not targeted at underrepresented groups, which will nonetheless improve applications and yield from those groups.	In Progress, but Data Not Available	Goal 2
1.6	Improve outward-facing recruitment materials.	In Progress, On Target	Goal 2
1.7	Consider hosting a college- or university-wide recruiting day for prospective students.	In Progress, but Needs Attention	Goal 2
1.8	Develop training materials for programs and individual faculty who are involved in recruiting students and in making admissions decisions, to emphasize current best practices .	In Progress, but Needs Attention	Goal 2
1.9	Encourage holistic admissions across the university, and consider requiring it whenever college or university resources are involved (e.g., GTA).	In Progress, On Target	Goal 2
1.10	Promulgate effective strategies for contacts with admitted students.	In Progress, but Needs Attention	Goal 2
1.11	Work with OSU Foundation to develop an option for diversity scholarship.	In Progress, but Needs Attention	Goal 2
	<i>The graduate school and graduate-focused associate deans in colleges should :</i>		
1.12	Routinely compare notes on recruitment practices.	In Progress, but Needs Attention	Goal 2
1.13	Develop 'lessons learned' about effectiveness of different approaches.	Needs Review/Adaptation	Goal 2
1.14	Coordinate, centralize, and evaluate the effectiveness of activities (e.g., attendance at the national conference of SACNAS, the Society for the Advancement of Chicanos and Native Americans in Science).	In Progress, but Needs Attention	Goal 2
1.15	Regularly update best practices and incentivize innovation and effectiveness.	In Progress, but Needs Attention	Goal 2

2018-19 PPLC Recommendations

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	2 Undergraduate student retention policies and practices to promote diversity.		
2.1	Structured stop-out campaign.	In Progress, but Needs Attention	Goals 2, 4 Action Items 5
2.2	Resource repositories, with identity-specific resources.	Complete	
2.3	Establish campus norms for reporting out on multi-race data.	In Progress, but Needs Attention	Goal 2, 4 Action Items10: Integrate inclusive excellence principles and practices into all aspects of the university.
2.4	Leverage Inclusivity Survey data broadly on campus.	Complete	
	<i>Address population-specific struggles with DFW courses:</i>		
2.5	Culturally responsive STEM courses	In Progress, but Needs Attention	Goal 2, 4
2.6	Smaller class size options for people who receive a DFW	In Progress, but Needs Attention	Goal 2, 4
2.7	Tutors who work with communities represented in the data	Complete	
2.8	Partnerships with Academic Success Center	Complete	
	3 Graduate student retention policies and practices to promote diversity.		
3.1	Review Holistic Admissions process, given the increasing numbers of graduate student Applications vs. Admissions which corresponds to issues of isolation in graduate programs for students of color.	In Progress, On Target	Goal 2
3.2	Include graduate students in the survey of why students leave OSU.	Very Little Progress, Needs Attention	Goal 2, Goal 4
3.3	Explore graduate student completion funds in addition to dissertation completion funds already available.	In Progress, but Needs Attention	Goal 2
3.4	Conduct an analysis of when graduate students leave their programs.	In Progress, On Target	Goal 4
3.5	Review annual assessments of progress towards degree to identify students who are struggling early in their graduate programs and intervene accordingly.	In Progress, On Target	Goal 2, Goal 4

2018-19 PPLC Recommendations			
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3.6	Examine DPD coursework for graduate students.	Missing or questionable data	Goal 1, Goal 2, Goal 4
3.7	Recommend graduate council review classroom concerns of graduate students.	Very Little Progress, Needs Attention	Goal 2
3.8	Focus retention efforts on American Indian, Alaskan Native and African American populations to address completions gaps.	Very Little Progress, Needs Attention	Goal 2, Goal 4
3.9	Survey Graduate student diversity committees or affinity groups to identify best practices to address graduate student retention (e.g. BGSA).	Very Little Progress, Needs Attention	Goal 2, Goal 4
3.10	Review the increased rate of applications from international students to OSU over time compared to the stable rate of admissions of international students.	Missing or questionable data	Goal 2, Goal 4
4	Employee recruitment policies and practices concerning diversity		
4.1	Complete the new search committee training modules and enforce the requirement that all committee members complete the training prior to participating in a search.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
4.2	Standardize hiring practices to provide more consistent approaches for equitable hiring.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
4.3	Articulate the process for forming and charging hiring committees, including how a commitment to diversity, equity and inclusion is relevant for committee membership.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
4.5	Hiring authorities and associated HR professionals should review demographic data at each step in a search process to ensure that applicant pools are diverse and that each subsequent step has not eliminated diversity candidates disproportionately.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
4.6	Use SAs in all searches for permanent, full-time positions and establish expectations for their use beginning with writing the position description through the candidate selection process.	Needs Review/Adaptation	

2018-19 PPLC Recommendations

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4.7	Require SA training for hiring authorities and search committee chairs.	Needs Review/Adaptation	
4.8	Increase the capacity of the SA program to insure its sustainability.	Needs Review/Adaptation	
4.9	Outcomes of the current program should be monitored and evaluated on an ongoing basis.	Needs Review/Adaptation	
4.10	Increase support for the TFDI.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.; Action 1: Continue building and supporting a diverse, world class faculty
4.11	Develop and use PHI expectations for all centrally funded positions.	Needs Review/Adaptation	
4.12	Institutionalize ADVANCE and widen training to include all colleges and disciplines.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.; Action 1: Continue building and supporting a diverse, world class faculty
4.13	Development of accountability measures for implementation of these recommendations. <i>These should include:</i>	Needs Review/Adaptation	
4.14	Revising position descriptions for hiring authorities to articulate how they will advance diversity, equity and inclusion in hiring.	Needs Review/Adaptation	
4.15	Requiring all colleges to submit data summaries like those used in this report as part of their annual reports.	Needs Review/Adaptation	
5	Faculty retention policies and practices concerning diversity		
	<i>Recommendations Relevant to All OSU Employees</i>		
5.1	Require ADVANCE training for all faculty who are in leadership roles, from the level of Associate Professor through to the Office of the Provost.	Needs Review/Adaptation	

2018-19 PPLC Recommendations

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5.2	Include support for programs that foster a sense of belonging and sense of community. SJEI, SA, Journey into Leadership, Leadership Collaborative, and Diversity Champions (extension) were all mentioned in qualitative data as creating a greater sense of belonging. These programs should continue to be supported.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.3	Strengthen career advancement and professional development opportunities for OSU employees, particularly professional faculty and fixed-term instructors, to increase employee retention.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.; Action 1: Continue building and supporting a diverse, world class faculty
5.4	Support the development and implementation of a robust HR Talent Management system and development of career ladders for occupations at OSU.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.5	Train supervisors and managers to value and support professional development. Encourage growth opportunities and find ways to integrate them into the unit culture.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.6	Improve the administration of the professorial and professional faculty exit survey to provide greater insight into the reasons employees exit the university.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.7	Develop an exit survey for classified staff that compliments the existing exit surveys for academic and professional faculty.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.8	Assign the administration and data collection processes to a unit that is able to implement the survey, analyze the data and report findings to university leadership in a timely manner.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.9	Use climate survey data to internally benchmark OSU's progress in strengthening's employee engagement and retention.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
	<i>Recommendations Relevant to OSU Faculty</i>		
5.10	Systematically monitor decisions to eliminate unintentional bias and create opportunities for all faculty.	Needs Review/Adaptation	

2018-19 PPLC Recommendations

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5.11	Utilize a variety of resources (salary adjustments, chaired professorships, reduced loads, leaves, bridge money, research support, mentors, etc.) to recruit and retain faculty. Decisions regarding allocation of resources should be made on a case-by-case basis.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.12	Encourage transparency in operations, sharing information equitably with all faculty.	Needs Review/Adaptation	
5.13	Foster a supportive environment. While this support is critical for pre-tenure and underrepresented faculty, all faculty benefit from a supportive environment.	Needs Review/Adaptation	
5.14	Recruit and support diverse faculty, recognizing that excellence can be achieved in many areas. Work with departments and college Promotion and Tenure committees to value diverse career paths.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.; Action 1: Continue building and supporting a diverse, world class faculty
5.15	Acknowledge that faculty from underrepresented groups, including minorities and women, face special hurdles in the tenure and promotion process.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.16	Offer opportunities for faculty professional development, collaboration and networking.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.; Action 1: Continue building and supporting a diverse, world class faculty
5.17	Identify ways to encourage and support department, college and university level leadership among faculty.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.18	Recognize important faculty contributions in all areas including teaching, research, service, and creative activities.	Needs Review/Adaptation	
5.19	Strive to ensure that faculty feel appropriately valued and to dispel perceptions that outside offers are the only way to gain recognition or rewards.	Needs Review/Adaptation	
5.20	Reward faculty members appropriately for their productivity and contributions regardless of their mobility or their interest in pursuing outside offers.	Needs Review/Adaptation	

2018-19 PPLC Recommendations

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5.21	Gather information from faculty through individual conversations, faculty focus groups, department chairs and deans, and exit interviews with faculty who are leaving OSU to identify factors in retention. Identify solutions to remove these barriers.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.22	Advocate for flexible and accommodating policies and practices that can improve the experience of faculty and help with retention.	Needs Review/Adaptation	Action 1: Continue building and supporting a diverse, world class faculty
5.23	Provide appropriate support and recognition of individual faculty members. Outstanding performance should be recognized through salary and other forms of compensation and, as appropriate, through opportunities for leadership or for initiatives of special interest to the faculty member and the institution.	In Progress, On Target	Goal IV; Action 19: Develop a comprehensive talent management system.
5.24	Implement more family friendly policies—i.e. more extensive paid paternity and maternity leave, meaningful employment for spouses and partners and caregiver support. Deans, school heads and department chairs should be knowledgeable about OSU policies concerning leaves, such as accommodations for faculty with parenting responsibilities, childcare, maternity or disability-related needs and the administrative offices and resources with special expertise in those areas to whom faculty can be referred.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.25	Provide ongoing human resource training for deans, unit heads, department chairs, and coordinators as they play critical roles in the retention of faculty.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
	<i>Additional Recommendations Relevant to Faculty</i>		Goal 4; Action 19:
5.26	Require each departing faculty and staff member to complete an anonymous and confidential exit survey administered by human resources.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.27	Require the Office of Institutional Research to collect more data over longer periods of time on faculty status. This data would allow for better tracking of faculty throughout the full cycle of employment from hiring, through promotions and finally retirement.	Needs Review/Adaptation	

2018-19 PPLC Recommendations

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5.28	Periodically assess faculty quality of life through surveys and/or focus groups, examining results by gender and race/ethnicity and by school, division, and department. This is data that goes beyond just doing an annual climate survey.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.29	Require department chairs and deans to be vigilant in identifying potential retention risks, such as circumstances and issues that may lead to the departure of valued faculty, including those who contribute to faculty diversity.	Needs Review/Adaptation	
5.30	Conduct periodic salary reviews so that faculty compensation levels are merit-based and not associated with attributes such as gender or race/ethnicity and are not divisive. If disparities or potential inequities are identified, individual cases should be investigated to ensure that salary levels are based on appropriate factors and legitimate, documented academic considerations. If a problem area is identified, appropriate resolution/action should be taken.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
5.31	Regularly monitor non-salary forms of compensation and support for appropriateness and equity.	In Progress, On Target	Goal 4; Action 19: Develop a comprehensive talent management system.
Bias Incident Response and Climate			
6.1	Increase awareness of bias incident reporting and response processes to address significant underreporting of bias incidents.	In Progress, but Needs Attention	Goal 4, Action 10
6.2	Develop and promote additional capacity-building opportunities for students and employees to intervene in bias incidents and provide peer care.	Complete	Goal 4, Actions 10, 11
6.3	Examine prevalence of gender, gender identity/expression, and sexual orientation-based bias as an emerging area of concern.	Complete	Goal 4, Actions 10, 11
6.4	Develop targeted outreach strategies for providing care to impacted communities following critical bias incidents.	In Progress, but Needs Attention	Goal 4, Actions 10, 11
6.5	Invest in educational opportunities for supervisors and managers to navigate bias in supervisory roles and incorporate strategies for incorporating discussions of bias in working and learning environments.	In Progress, On Target	Goal 4, Action 10
6.6	Integrate survey items related to bias incident experiences into future iterations of the Faculty/Staff Climate Survey.	In Progress, On Target	Goal 4, Actions 10, 11

2018-19 PPLC Recommendations

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6.7	Engage surrounding communities to collaboratively address bias impacting OSU community members “off-campus”.	In Progress, but Needs Attention	Goal 4, Actions 10, 11
6.8	Make improvements to the university’s bias reporting systems to increase gender inclusivity and integrate GenderMag evaluations into Oregon State’s regular IT practices.	In Progress, On Target	Goal 4, Actions 10, 11, 20