



Diversity, Equity & Inclusion Action Planning Workgroup

April 27, 2022
9:00-10:30 am

MEETING SUMMARY

1. Welcome

Co-chairs Tom Fenske and Keahi McFadden welcomed everyone to today's meeting.

2. Debrief from Equity Data lesson

Co-chairs noted how good conversations happen in the small groups, and debriefing together in the large group helps get creative ideas flowing and integrates all of our thinking, as we start considering actions and plans for the division. Workgroup discussion included:

- The data for Division of Finance and Administration (DFA) used in last session's class exercise was not complete. Teresita and Melanie are identifying all division org codes to include.
- The concept of inclusivity should include Americans with Disabilities Act considerations. If the ADA30 task force has recommendations, those should be pulled into this group's work. Data resources needed will be discussed later in this meeting.
- In the last session, Jeff mentioned needing to make space for the data and outcomes that data reveals. Does group feel prepared to engage with others about data and the outcomes they show? Cochairs hope to share prompts and guidance to have these conversations; ways to be conscientious listeners, not interrupt, and set up a tone to be approachable. Workgroup members can practice having these conversations.
 - Cochairs will inquire if OID has prompting questions to practice leading this conversation, something like for mock interviews.
 - HR offers managers receiving training and a myriad of ways to learn hands on or by video.
- Concern about HR launching a DEI training initiative or something that not aligned with the efforts of this division-wide DEI workgroup. In the past, HR has not required equity training, but it could become part of a critical bias training program. This needs to be rolled out intentionally in a way that infuses an equity lens; OHR and OID could/should collaborate more.

3. Discuss DEI vision statement: Categories for investigation

Teresita Alvarez-Cortez, the group's advisor from OID, used the vision statement to prepare a document for group's review that proposed initial work areas for research and assessment. In describing the areas of work, she included items of recommended work from other university groups (like the President and Provost's Leadership Council on Diversity, Equity and Inclusion) when they fit the category.

4. Brainstorm: What data sources do we have and what do we need?

- a. What information do you need to achieve this piece of the vision?

- b. Are there experts to consult about their approach on this topic?
- c. How else can the workgroup acquire the necessary information for this topic?

Workgroup members were asked to break into small groups based on their interest in the categories for investigation (groups were balanced out so all topics had at least two people). They were invited to take notes of their discussions in a shared document that will assist workgroup members in developing the action plan.

Each category for investigation has a list of information that describes the work of that topic. Staying in the mindset of research and assessment, the small groups were invited to update the initial list of bullet point ideas and discuss the questions above:

- Group 1: DFA Culture and climate
- Group 2: Building a DFA Equity
- Group 3: Designing a DFA Equity Education Plan
- Group 4: Equitable Recruitment Practices
- Group 5: Equitable Retention Practices
- Group 6: Equitable Pre-boarding and Onboarding
- Group 7: Equitable Procurement and Contracts

5. Debrief: What ideas did your group come up with?

Teresita noted that today's discussion is just a starting point. People may have a natural affinity for a different area. We might want to invite subject matter experts to participate on subcommittees who are not formal members of the workgroup. We can define the subcommittees more at a future meeting.

- Group 7 – Equitable procurement and contracts: Discussed possible areas of investigation and the need to understand current processes, why decisions were made and how they aligned with OSU's values when initially made. A lot of procurement practices must align with the law, and that isn't always in line with our values. An example is how we can create more opportunities for doing business with certain kinds of entities. Group 7 also talked about ways current and past systems collected data, how we can use and understand it, and how we want to design new systems. For example, how best to use data when the new system reports MWESB vendor data differently than the old system. We could improve numbers and understanding, but we need to take time to build out a second tier of data collection and reporting.
- Group 6 – Equitable pre-boarding and onboarding: The challenge is identifying existing data sources on this topic and if they exist, as this is an activity that happens across the community, not just in HR. Discussed questions about who and how would we engage with data, is there different levels of data – like a university-wide standardized measure and/or unit-level data collection that may happen differently. Who "owns" the different data sets and how do we find them?
 - Workgroup members discussed an onboarding project underway in HR, with two new specialists that recently started to help with process. The team is developing an EMS system to include onboarding, hopefully to start in July—this will be a significant advancement for the university.

- The data and building out a framework for that system is a major area of work; UHR and OID are partnering on projects around onboarding, recruitment and retention. We can discuss how to connect those efforts with the broader DFA discussion underway here.
- One issue in this realm is aggregating data from numerous sources, but there are a lot of interested parties to share the work.
- Other presidential commissions and volunteer committees are interested in retention work, career ladders, mentorship, supervisor education, equity and culture building – there are opportunities to partner with others.
- Group 5 – Equitable Retention: Group discussed that onboarding over the first six months does not happen very well; employees are not set up well for initial success. Discussed the idea of a third-party survey to get input from new employees about onboarding process and how they are feeling like part of a community in their unit, Corvallis, the larger region. If not, why? We need to better understand why people are leaving and staying.
 - Some data exists with OID, but still need an exit survey across the university (under development in UHR now).
 - Even people stay at OSU, we need to know what is working and not working for people. Let's hear all voices.
 - Teresita noted that there are a number of recommendations outlined for work in this area. Guidance for supervisors around employee of color retention is in draft form and addresses similar questions to the group's discussion.
- Group 4 – Equitable Recruiting: The group identified people in other units to talk to and understand what they are doing that is working well. Identified the need for clarity of structure in UHR – who will oversee the recruiting program in the long term. How much flexibility will units and hiring managers get in the process. Do we have policies around search advocates, and are they being followed and tracked. Are there specific recruitment efforts for minoritized groups? Who has responsibility for education around search practices, and who at OSU has authority to set standards for best practices?
- Group 3 – Designing a DFA equity plan: The group considered who at OSU might have data already, such as the President's Commission on the Status of Women, which provides the president with an annual report about pay equity and other issues. When it comes to navigating conflict, the Ombuds office and Beyond Benefits employee support groups might have data to share. Relative to antiracism, talked about ways to connect with the Black Cultural Center and the local chapter of the NAACP for education and best practices, as they are both very active groups.
- Group 2 – DFA Equity Lens: Group discussed how to have equity in decision making. They brainstormed about management versus policy and what level this discussion fits at. Discussed potential data sources, like the fiscal review committee might have data about how they do policy reviews, and the new project management office—for example, when projects are scoped, do they have resources to incorporate an equity lens into their projects. The group discussed ways to provide resources for groups and individuals to use an equity lens in their daily work – provide references, maybe a list of questions/a rubric to help them consider questions in different ways, other tools that help people step back and look at big picture.
- Group 1 – DFA Culture and Climate: The group discussed existing resources like OID's climate survey, the Faculty Senate pulse surveys, the DFA Annual Meeting survey (more culture-type questions could be added to that going forward). Discussed the bullet points describing the topic, and then discussed the broader issue of determining what the real problem is and taking

time to acknowledge that it exists, as well as determining solutions to resolve the issue. For example, let's find the root causes for why people leave and address what is actually impacting people, rather than developing a checklist of actions that may or may not be effective. It is important to acknowledge and address what is happening to people now and how they feel about it.

6. Next steps for the workgroup

Co-chairs noted how much the groups got done in such a short time. This discussion will continue at the next meeting and Teresita will bring OID data. We will begin to discuss a plan for stakeholder outreach and data collection -- will need to collaborate across groups on things like questions to ask, so the outreach is done systematically and in a timely way.

Small groups can continue their discussion about data collection and gaps outside the workgroup sessions (next meeting on May 11).

DFA DEI Action Planning Workgroup Members

Teresita Alvarez-Cortez, Acting Assistant Vice President, Strategic Diversity Initiatives, Office of Institutional Diversity (*workgroup advisor*)

Christine Atwood, Administrative & Diversity Manager; Procurement, Contracts & Materials Management

Machelle Bamberger, Hazardous Waste Safety Officer, Environmental Health & Safety

Kirsten Bradley, Project Manager, Enterprise Project Portfolio Management Office

Jonathan Champney, Buyer 2, Facilities Services

Kim Cholewinski, Academic Human Resources Officer, University Human Resources

Todd Cross, Trades Maintenance Coordinator, Facilities Services

Tracy Elmshaeuser, Executive Assistant to the Senior Associate Vice President for Administration

Tom Fenske, Business Center Manager (HSBC, BEBC), Controller's Unit (*workgroup co-chair*)

Keith Foster, Insurance Contract Specialist, Insurance & Risk Management

Anne Gillies, Search Advocate Program Director, University Human Resources

Jessica King, Travel & Expense Support Specialist, Controller's Unit

Mary Macy, Fiscal Coordinator 1 (HSBC), Controller's Unit

Daniel Mahoney, Academic Liaison, University Human Resources

Melissa Medina, Retirement Officer, University Human Resources

Keahi McFadden, Executive Assistant to AVP of University Facilities, Infrastructure & Operations (*workgroup co-chair*)

Christina McKnight, Director, Insurance & Risk Management

Stephen Nelson, Chief Procurement Officer; Procurement, Contracts & Materials Management

Bob Richardson, University Land Use Planning Manager, Capital Planning & Development

Aviva Rivera, Business Center Manager (FOBC, CEOAS), Controller's Unit

Melanie Rose, Manager of DFA Strategic Initiatives (*workgroup administrator*)

Justin Schaffer, Accountant 2 (FOBC), Controller's Unit

Stephanie Smith, Fiscal Coordinator 2 / Travel Administrator, Controller's Unit

Sudie Swader, Fiscal Coordinator 1 (AMBC), Controller's Unit

Jane Waite, Social Justice Education Initiative Director, University Human Resources

Ben Wessel, Director, DFA Information Technology