UNIVERSITY OF OREGON

IDEAL FRAMEWORK
A Commitment to Equity, Inclusion, and Diversity

June 1, 2016

Dear colleagues,

We are pleased to share with you the University of Oregon's "IDEAL Framework: A Commitment to Diversity, Equity, and Inclusion." This document represents more than two years of work by the university, and encompasses efforts of the University-wide Diversity Committee and the Division of Equity and Inclusion.

This framework is designed to help guide the University of Oregon as it works to make diversity, equity, and inclusion a reality for all students, faculty, staff, alumni and community members. In order for this important work to be successful, the IDEAL Framework must be integrated into both the 2016 Strategic Framework and the presidential priorities of excellence, access and experience.

The IDEAL Framework directly complements other strategic efforts in that it builds upon previous diversity plans. The current goals and objectives incorporated into the IDEAL Framework are aspirational and vital to enhance the diversity excellence of the university.

We are proud of the UO's commitment to issues of diversity, equity, and inclusion and look forward to watching the IDEAL Framework come to life.

Additionally, we wish to say a heartfelt "Thank you!" to all of the members of our campus and community who contributed to the IDEAL Framework process, especially those who served on the University-wide Diversity Committee.

Sincerely,

Michael H. Schill
President

Yvette Alex-Assensoh
Vice President for Equity and Inclusion

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An Introduction to IDEAL

> *"It is our responsibility as a public university to create a learning and research environment that seeks diverse perspectives, demands equity, and fosters inclusion."*
> *-President Michael H. Schill*

The University of Oregon has three primary priorities – building its academic and research profile; ensuring student access and success; and offering a rich, diverse, and high-caliber educational experience. Diversity, equity and inclusion are integral parts of each of these objectives.

In addition, the UO has three specific priorities within the area of diversity, equity and inclusion, goals which both support and enhance the above priorities. Those include (i) creating a more robust pipeline for diverse students to enter the UO; (ii) increasing diversity and equity among the faculty, staff, administrators, and students; and (iii) creating a more inclusive and welcoming campus environment for all faculty, staff, and students.

The Vice President for Equity and Inclusion, in collaboration with the University-Wide Diversity Committee (UWDC), has established an overarching framework through which the UO community can pursue diversity and inclusion. This "IDEAL Framework" contains five key pillars: *Inclusion, Diversity, Evaluation, Achievement, and Leadership*. Each of these outcomes require various strategies and goals to begin, enhance, and sustain the work of diversity, equity and inclusion. Additionally, a focus of this work has been—and will continue to be—on measurability and the articulation of success. Taken as a whole, IDEAL seeks to make diversity, equity and inclusion a reality for all.

Each of the IDEAL pillars is discussed here in turn, along with relevant strategies and initiatives to effectuate them. This framework is meant to guide decisions, debates, and actions across the entire university. Issues relating to diversity, equity and inclusion are not isolated to one or two departments; they permeate throughout the UO's units, programs, and offices. Through the leadership of the Division of Equity, Inclusion and Diversity, the UO intends to have a coordinated approach to executing these strategies. The Division will work with various campus departments and units to develop individualized goals and appropriate metrics, as well as to analyze resources, assess timelines, measure success and advise localized leadership.

As with many important endeavors, some of the strategies and initiatives suggested to meet diversity, equity and inclusion goals are resource-intensive. While not every initiative can be funded immediately, the underlying premise of each listed strategy is important and worthy of consideration in planning and decision making. Additionally, there must be thoughtful prioritization among strategies and initiatives which takes into account historical issues and inequities, relative impact, and available resources.

Students, faculty, staff, and administrators deserve a positive, equitable, and inclusive environment in which they can live, work, learn, and teach. The University of Oregon needs to be a welcoming, supportive and respectful community for people diverse in culture, identity, thought, perspective, and interests.

STRATEGIES AND INITIATIVES

✓ Develop and engage university departments and communities in opportunities that enhance campus climate and interpersonal communication.

✓ Develop and/or enhance statements about diversity, equity, and inclusion in university and departmental communications.

✓ Work to ensure accessibility for all students as it relates to classrooms, technology, and various other university services.

✓ Incentivize university actors to make diversity and inclusion a priority.

✓ Examine the utility of exchange and visitation programs which would enhance institutional priorities and the university's goals relative to diversity, equity, and inclusion.

✓ Better incorporate issues of equity, implicit bias, and cultural understanding in centralized and departmental human resources initiatives such as searches, onboarding, training, and exit interviews.

✓ Provide more educational opportunities for students, faculty, administrators, and staff across campus to learn more about inclusive behaviors and cultural competency.

✓ Enhance existing and, where appropriate, create new physical spaces for cultural and educational activities that promote inclusion.

The term "diversity" can be defined in a number of different ways. The UO looks at it broadly and inclusively, encompassing race, ethnicity, disability, thought, culture, religion, sexual orientation, gender, and economics. The UO seeks to promote further diversity among its faculty, staff, and student body through active recruitment and intentional retention.

STRATEGIES AND INITIATIVES

✓ Put in place national best practices for the recruitment and retention of graduate and undergraduate students with an overall aim of increasing the population of diverse students at the university.

✓ Increase and improve pathway and bridge programs for diverse students to ensure greater awareness of the UO and its opportunities as well as engagement with the UO.

✓ Examine and implement strategies to retain faculty and staff from typically underrepresented and underserved populations.

✓ Develop a network of UO employees, students, alumni, and friends to strengthen community connectivity and support diverse students, faculty, and staff as they work toward reaching personal and professional goals.

✓ Develop and implement formal and experiential learning opportunities for students and employees to acquire knowledge and skills with respect to issues of diversity.

✓ Support academic projects (e.g. research, curriculum development) on topics that lend themselves to diverse perspectives.

✓ Bring to campus scholars from diverse backgrounds to enrich academic discourse and education.

✓ Establish and support employee resource groups to enhance professional development opportunities for faculty and staff.

Research universities produce and preserve knowledge, often relying on evidence, data, and robust analyses. The UO seeks to incorporate unbiased evaluations of the implementation of strategies and initiatives employed to meet institutional goals relating to diversity, equity and inclusion. The UO seeks to establish key metrics and reporting structures necessary to ensure accountability and an inclusive process of review.

STRATEGIES AND INITIATIVES

- ✓ Require each academic and administrative unit to set goals periodically for diversity, equity, and inclusion that align with the goals of the IDEAL Framework and fit their unique circumstances.

- ✓ Develop a standard biennial assessment both centrally and the unit level through which leadership can assess successes, challenges, and opportunities in effectuating their diversity, equity, and inclusion goals.

- ✓ Engage campus departments and programs in evaluating existing diversity, equity, and inclusion initiatives and efforts, and—through collaboration with the Division of Equity, Inclusion and Diversity—establish appropriate and measurable opportunities for improvement.

- ✓ Assess the use of communications tools to educate the community on issues of diversity, equity, and inclusion; and then develop targets and tactics to improve overall outreach.

- ✓ Establish intra-university and university-community partnerships based on proven best practices, and identify measurable goals and outcomes for such partnerships.

- ✓ Create articulable goals for the Division of Equity, Inclusion and Diversity, review and assess the Division's programmatic activities, and provide a report stressing measurable outcomes.

- ✓ Align existing university resources expended on diversity, equity, and inclusion initiatives with programs and initiatives that have a proven track record of success and impact.

The UO is committed to achievement and success for all of its students, faculty, staff, and alumni. All students—no matter what their background—deserve to succeed and graduate in a timely manner from the institution. All faculty—regardless of race, religion, ethnicity, sexual preference, ideas, or physical ability—deserve the resources and encouragement to flourish. All staff similarly must be given tools to succeed at their jobs and advance their careers. The UO is also committed to the ongoing success of all of its alumni.

STRATEGIES AND INITIATIVES

✓ Increase the number of awards for diversity-related scholarship, research, teaching, community engagement, and/or exemplary work.

✓ Increase undergraduate and graduate student participation in cultural and international experiences.

✓ Provide additional avenues for graduate and undergraduate students to participate in scholarship and fellowship programs or other avenues of recognition, especially those who are traditionally underrepresented in such areas.

✓ Expand opportunities for students, faculty and staff to participate in professional development.

✓ Create a competitive grant program to provide opportunities for units and programs to receive funding to advance impactful work on diversity and inclusion, especially where such work can be sustainable and scalable.

✓ Provide enrolled undergraduate and graduate students with the social, academic, and/or financial support that will enable them to succeed at the university.

✓ Enhance existing pathway programs and create bridge programs to strengthen the academic preparation of high school, community college, and enrolled undergraduate students for success at the UO.

✓ Recognize work and achievement by UO alumni in the area of diversity, equity, and inclusion.

✓ Develop and use articulable measurements of success for various goals and initiatives to improve accountability and an understanding of progress.

Diversity, equity, and inclusion must be part of the agenda of all leaders of the University of Oregon. From the president to department chairs, from the ASUO president to the president of the University Senate, all leaders need to promote the university's values in both plans and action. The Division of Equity and Inclusion will play the central role on campus in promoting equity and inclusion; in supporting the efforts of leaders to achieve diversity, equity, and inclusion; and in tracking progress toward meeting those objectives.

STRATEGIES AND INITIATIVES

- ✓ Include evaluations of commitment to diversity, equity, and inclusion as part of the hiring process for leadership.

- ✓ Articulate statements and goals regarding diversity, equity, and inclusion.

- ✓ Include as part of performance reviews the records of leaders in promoting diversity, equity, and inclusion.

- ✓ Establish conscious recruitment strategies and hiring objectives tailored to the needs of particular units with respect to under-represented faculty, staff, and administrators.

- ✓ Engage development officers throughout the university with leadership in the Division of Equity and Inclusion to identify, pursue and realize opportunities for philanthropic support for diversity, equity, and inclusion priorities.

- ✓ Develop and promote programs that mentor and prepare members of under-represented groups for leadership opportunities at the UO.

- ✓ Share best practices for achieving diversity, equity, and inclusion throughout the university.

- ✓ Ensure that the Division of Equity, Inclusion, and Diversity deploys its resources to achieve maximum effectiveness in its mission of leading efforts on campus.

APPENDIX I

IDEAL Framework Development History

In 2013, President Michael Gottfredson affirmed the centrality of diversity, equity and inclusion to the UO's academic mission. He charged the campus—as well as friends of the university and community partners—to work together to assemble an overarching strategic framework for diversity, equity and inclusion. His charge included the need to develop metrics and evaluative tools to measure performance and drive accountability.

The Vice President for Equity and Inclusion (VPEI), in collaboration with the University-Wide Diversity Committee (UWDC), presented a report to then-Interim President Scott Coltrane and then-Acting Provost Frances Bronet in 2014. Coltrane and Bronet commended the UWDC's work and encouraged it to prioritize strategies for finalization.

After President Michael Schill's appointment in July 2015, the Division of Equity, Inclusion and Diversity— and the UWDC—worked to ensure the IDEAL Framework aligned with and supported his three university priorities. An updated committee report was presented to President Schill in early 2016, and a final framework was prepared by the president in spring 2016 in consultation with the VPEI and UWDC.

In developing IDEAL, the planning team, led by the Division of Equity, Inclusion and Diversity, consulted with several universities, hosted a Diversity Expert in Residence Program, engaged in a listening tour, hosted a day-long symposium on best practices, facilitated focus groups, and held a campus town hall meeting to receive feedback. Additionally, an independent firm conducted an environmental scan of the UO's diversity and inclusion climate as well as a review of previous campus-wide and unit-wide climate data.

A heartfelt "thank you" is due to all members of the UWDC, Division staff, and members of the broader campus community who participated in the development of IDEAL.

APPENDIX II

University-Wide Diversity Committee Members
(*served as a chair or committee chair during a portion of their tenure)

Kit Alderdice
Yvette Alex-Assensoh
Nick Allen
Amber Andri*
Allison Apana
Mary Ann Ayson
Randy Babbitt
Jaye Barlous
Jill Baxter
Andy Berglund
Doug Blandy
Jim Blick
Bruce Blonigen
Jim Bouse
Laura Bovilsky
Jim Brooks
L. Jane Brubaker
Jennifer Burton
Bob Bussel
Tayah Butler*
Analinda Camacho
Beth Campbell
Brooke Carroll
Matt Chambers
Hana Chan
Bill Chandos
James Chang*
Steven Chatfield
Rosa Chavez-Jacuinde*
Sara Clark
Charise Cheney
Scott Coltrane
Nicole Commissiong
Kathy Cooks
Mike Cowles
Carolyn Craig
Audrey Cramer
Jane Cramer
Cristine Cullinan
Guyna Daniels
Edward Davis
Lorraine Davis

Kassia Dellabough
Louis DeMartino
Suzan Dennisa
Joseph DeWitz
Andre Djiffack
Rodney Dorsey
Ken Doxsee
Stephen Dueppen
Mike Duncan
Stan Dura
Becky Dusseau
Edward Earl
Johnny Earl
Lynn Egli
Cheryl Ernst
Karen Esquivel
Pam Farmer
Kassy Fisher
Karen Ford
Linda Forrest
Lisa Freinkel
Dennis Galvan
Michelle Garibay
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Hilary Gerdes
Miriam Gershow*
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Jenna Greenwood*
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Holly Johnson
Kimberly Johnson
Lacey Johnson
Christy Jones
Jeff Jones
Teri Jones
Daphne Joubran
Angela Joya
Loren Kajikawa
Shelly Kerr
Moira Kiltie
Kati Kronholm
Christian Larson*
Jennie Leander
Carrie Leonetti
Mariko Lin
John Lockhart
Christine Lonigan
Resa Lovelace
Kathryn Lucktenberg
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Margaret Savoian
Thana Schafer
Ann Schaffer
Grant Schoonover
Ellen Scott
Larry Seno
Paul Shang
Azim Shariff
Tim Shearer
Sara Sheikh
Andrew Shiotani
Abigail Silva
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