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Time to Act: Plan for Equity & Racial Justice 2021 - 2024

Portland State University

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TIME TO ACT

Plan for Equity & Racial Justice
2021 - 2024





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EXECUTIVE SUMMARY



Leadership & Infrastructure (LI)

Coordinate organizational change to support our diversity goals, create a structure that supports the implementation of diversity and inclusion goals and the achievement of desired outcomes, and set PSU on the path for becoming a model of sustained success in the areas of access, racial justice, inclusion and equity in our region and among our peer and aspirational institutions.

Initiative 1: Build an Equity-based budget.

Initiative 2: Address cultural taxation, invisible, and emotional labor.

Initiative 3: Evidence based decision making and Data-driven racial justice interventions.

Initiative 4: Center BIPOC voices and needs.

Initiative 5: Embed racial equity in community engagement activities.



Campus Climate & Intergroup Relations (CCIR)

Develop a shared and inclusive understanding of diversity by creating a welcoming campus climate that is supportive of all students, and that fosters positive and meaningful interactions across different cultures.

Initiative 1: Regular campus-wide climate surveys.

Initiative 2: Create a shared language to promote justice, equity, diversity, and inclusion.



Employee Access, Success & Equity (EASE)

Recruit and retain a diverse workforce, and ensure equitable outcomes for all employees.

Initiative 1: Trauma-informed care practices at PSU through an equity lens.

Initiative 2: Targeted Talent Development and Mentorship Program.

Initiative 3: Create an infrastructure that recruits, retains and advances diverse faculty and staff.



Education, Scholarship & Service (ESS)

Develop a curriculum that fosters domestic and international cultural competencies through curricular and co-curricular content and experiences, with an emphasis on experiential learning.

Ensure that students and employees become literate in their own, and other cultures, and experiences, and are competent in interacting across difference.

Foster cognitive complexity and critical thinking in the areas of diversity, equity, and inclusion.

Initiative 1: Support pedagogical innovation.

Initiative 2: Enrich student learning environments.

Initiative 3: Celebrate creativity and research.

Initiative 4: Expand faculty ability to support equitable student success.



Student Access, Success & Equity (SASE)

Recruit and retain a diverse student body, and ensure equitable outcomes for all students.

Initiative 1: Student Communication Equity Framework.

Initiative 2: First-generation student training for staff.

Initiative 3: Expand capacity-building experiences for BIPOC students.

Initiative 4: Expand culturally specific supports to increase the retention of BIPOC students.

When I announced in 2020 that acting on equity and racial justice would be my top strategic priority for this university, I was motivated by the events of the year—from the murder of George Floyd to the COVID-19 pandemic’s unequal impacts—and the deadly racial disparities in our country. As the most diverse university in Oregon, we cannot continue to fall short in our support of marginalized communities. Along with the rest of the nation, Portland and Oregon have experienced recognition of harm and racial reckoning—forces that have generated significant reflection on justice and equity. Without question, previous work and initiative focused on diversity, equity and inclusion has been too timid, too slow, too insular and substantially deficient with regard to impact.

Our own reckoning leads us to this plan of action to advance racial justice at PSU. With the leadership of Dr. Ame Lambert, Vice President for Global Diversity and Inclusion, we have doubled down on the hard, collective work of living up to our ideals and serving the demographics of our student body and the needs of our community. I am deeply grateful for her leadership and the dedicated focus of the task force members who developed the pillars of this plan.

Effective remediation to racial and social injustice must be grounded in the life experiences, visions, values and voice of those who have been marginalized by injustice—enabling a ground-up, rather than top-down approach to change. I believe this plan embodies that approach.

What will it look like to live, learn and work at a racially just university campus? Portland State University will be a place where all students have the opportunity to succeed and where students and employees feel safe, feel a sense of belonging, and prosper — no matter their background.

This work is not easy and its results won't always translate neatly into boxes checked or columns tabulated. We resolve to continue to learn and grow together and to center the voices and experiences of our BIPOC community members throughout the process. We also acknowledge that we may struggle to realize our long term commitment and that we will need to consistently evaluate, learn and adapt along the way.

When in the future, we look back at this point in time, we will see it as a pivot point — a moment when COVID-19's disruptions and months of social unrest gave us a real opportunity to begin building an infrastructure that drives equity and justice at PSU. As Dr. Lambert says, we are the ones we have been waiting for. Our time is now. I offer my deepest thanks to all of you who have brought us to this point and who will join in the transformational work that lies ahead.



A handwritten signature in black ink that reads "Stephen Percy". The signature is fluid and cursive, with the first name "Stephen" being larger and more prominent than the last name "Percy".

Stephen Percy
President

We are so excited to be releasing this three-year plan. My hope is that at the end of the plan, we will be in a place to really push boundaries and innovate in this work, because we will be building on a solid foundation of relationships, understanding, and impact.

There are no words to express my gratitude to folks who spent the last year going through a nonlinear, unstructured, iterative process to produce this plan. I know it was a challenge and absolutely maddening for some, but you hung in there through all the twists and turns and you delivered. Indeed this is work that is built on the shoulders of giants and my gratitude extends to all those who came before and worked on every prior plan and recommendation and taskforce report, and every voice that has informed the work through the October 2020 summit, the winter symposium and other avenues. We have tried to honor that work, with a special shout out to the most recent Diversity, Equity, and Inclusion Plan and the report of the DAC Recruitment and Retention of Diverse Faculty Committee. A special thank you to all the seen and unseen champions and actors that act daily in ways big and small to support students and colleagues, and help make our mission and aspirations a reality each day. Your work makes a difference and we appreciate you.

There is a sense of déjà vu as I write this. While this is the first institution I have worked at where the President has made racial justice his highest priority, it is not the first institution I have worked at that has chosen to center racial justice. This must be a deliberate choice institutions make, so I honor President Percy for his leadership and actions, because this is not always the obvious, easy, or popular choice to make. Rather than trying to parrot or paraphrase what I already said, I encourage you to read what I shared at Roger Williams University in 2019 about centering racial justice as we planned to release our 2020 plan, about why I believed in this approach. It is really interesting to have this public moment of reflection before the events of the last year.

What is different in 2021 and at PSU? For me, it is not the case for a focus on racial justice and using racial justice as the way in – that rationale has always existed and has just been amplified for the tragedies and conversations of the last year. For me, the difference is about our demographics and the opportunity before us.

We continue to watch the nation struggle with its identity and with change, but we have the opportunity to embrace it. That does not mean it will be natural or easy or quick – it will not. But if we collectively become a learning community and intentionally seek to pivot policies, practices, and structures to effectively serve our students and colleagues, and if we continuously commit to the work that ensures that our demographics – that becoming a majority BIPOC student institution means more than a snappy tag line; that it means this is the place where BIPOC students from all backgrounds and intersectional identities can be seen, validated, supported, equipped and empowered. Our demographics come with a responsibility that I trust we will continue to embrace and a promise that I believe we will continue to strive for, knowing that the changes we make are changes that will benefit the whole.



Read Dr. Lambert's [Statement from the 2019 RWU Equity Plan.](#)

The release of a plan is a delicate time. Planning takes time, passion and energy and people are tired. It is hard to find energy to do anything else. And nearly two years after the world shut down due to the pandemic, we are really, really burned out and tired. My heart wants to collectively hug our community because I care and I am right there with you. I also know that if we sit back and hand this plan over to 'them,' whoever 'they' are, to figure it out, we will not have an implemented plan. We have to take care of ourselves and each other and we have to rest when it is needed. And we have to do something more and different to implement this plan, and build the culture and structures we need to support justice and equity. This means we have to (somehow, imperfectly), figure out the balance between holding others accountable and rolling up our sleeves and getting to work ourselves. If everyone does their part, we minimize the chances that a few of us will burn out or carry a disproportionate share of this work. This is our campus, we have a responsibility to our students, our colleagues and ourselves to get this done.

The potential of PSU, the draw of PSU, and in many ways, the reality of PSU, is that this is a place where people can become. Additionally, since as a relatively young institution, we are still becoming, there is the hope that we can get it right and we can embed equity into center and rewire it into our DNA. That is a place of possibility, a place to move towards. What happens here should make all the difference. Let's work together to ensure this is the case. We are building our future and I appreciate everything you do to ensure that we are creating a future we want to be a part of.

Onward!

A handwritten signature in black ink, appearing to read 'Ame Lambert', with a long horizontal flourish extending to the right.

Ame Lambert
Vice President,
Global Diversity & Inclusion

To the diverse communities within PSU, I thank you for your passion, your resilience, and your dedication over the time you each have spent here. I have learned so much from you all, from this campus, and have developed so many friendships and bonds that transcend past the work we are all striving towards.

To all the other student leaders out there, I also want to take a moment to thank you for all of the labor and care that you have put into your public service and advocacy as leaders on our campus. We recognize your work, your drive for equity and justice, and we thank you for it. First and foremost, may you know that this place is meant for you, that you belong in this community, and that the work you craft will directly impact and work to improve the lives of your fellow PSU students. There is always a space for you within the walls of PSU; as a friend, a comrade, and a fellow student champion.

May you also know that you can always reach out to myself and the other members of ASPSU. We are a team, focused on elevating ASPSU, supporting the members of ASPSU, and making sure our organization reflects the mission statements we have set out to the PSU community. But we are also students, and your colleagues, and we are so excited to get to know you all as both professionals and individuals.

I am so grateful to be able to hold this role, and I'm honored to be placed with the title as your student body president, and the 2021 undergraduate recipient of the President's Diversity Award for my work in making PSU a more diverse, inclusive and equitable University.

I promise you all that I will lead and listen, that I will follow the wants and needs of the students that I work with, both inside and out of ASPSU. I believe in the power of circular leadership and promise to be the kind of leader that truly feels like a reflection of what PSU was always meant to be; a diverse, melting-pot of people and ideas that always comes back to the goal of supporting our students.

This administration is vibrant, and we are elated to continue to work closely with our campus partners on food sovereignty and accessibility initiatives, houseless student support programs, and our beautiful partnership with the Global Diversity and Inclusion team creating resources and programs that reflect the current needs of the students we serve.

During my time as your student president, and throughout my career, I am committed to social justice, inclusion and the diversification of higher academia as we know it and will always continue to foster a welcoming environment for diverse, underrepresented and nontraditional students.



Nya Mbock

Nya Mbock
President,
Associated Students
of Portland State University

THE PLAN

2020 saw a nation, city, and campus reactivated over racial justice issues. President Percy responded to the urgency of the moment and campus advocacy by making racial justice his highest priority and establishing a \$1.5 million dollar Racial Justice Fund.

In October of 2020, More than 500 members of the PSU community created a vision for a just and equitable campus at the Time to Act Fall 2020 Equity Summit. Five cross-campus task forces made sense of the summit outputs and also grounded their work in the prior plans and recommendations. The task forces were organized according to a five-dimension framework allowing for a robust, holistic approach to racial justice and transformational change. The task forces were charged to think short term, high impact and make up to three recommendations. Each task force also received \$50,000 from the Racial Justice Fund to support implementation of their work.

The challenging, iterative process, included feedback from other task forces, faculty senate steering, ex council, the academic leadership team and from the campus as whole.

This plan, along with the accompanying scorecard, is the result of these campus dialogues and represents the voice of so many of you.

The agreed-upon initiatives are arranged under their respective task force, complete with details that will support implementation, including executive champions, annual goals, and metrics for measuring the initiative's success.

The equity scorecard, which is being released along with the plan, will help us track our progress towards our goals, as well as identify opportunities for intervention.



Learn more about the previous *Time to Act* events and how PSU is **Acting on Equity & Racial Justice.**



Read more about the **five-dimensional framework** used by PSU's Equity Taskforces.



Want to get involved in the implementation of these efforts? **Sign up now!**



LEADERSHIP & INFRASTRUCTURE (LI)

Initiative 1

Build an equity-based budget.

Develop budget models and budgeting practices that align with PSU's Strategic Priority #1: *Acting on Equity and Racial Justice*. Budget development and modeling should include metrics that capture the ways investments and reductions impact BIPOC and LGBTQ communities including administration, faculty, staff, and students. Additionally, budgets and position descriptions should include and compensate BIPOC and other under-represented people (PSU employed and community partners) for their time when supporting or representing PSU in racial equity work or as a BIPOC representative.

Primary Executive Champion: VP Finance & Administration

Critical Stakeholders: PSU President; VP FADM; Provost

Primary Objectives

- Racial justice and Equity as a foundational principle of the budget model and our spending reflects our priorities.

Related AY 20/21 Action Items

- Ensure that annual budget principles reflect racial justice and equity as an institutional priority
- Design a method for capturing the percentage of the institutional budget spent on racial justice and equity

Metrics

- Budget/spending analysis on DEI
- Analysis of discretionary funds

Promising Practices

Important steps in support of this initiative that have already taken place:

PSU Racial Justice Fund: a \$1.5 million fund to be distributed to fund equity and racial justice efforts at PSU across three years.

OHSU-PSU School of Public Health Anti-Racism Faculty Fellowship Grants: Scholars were awarded between \$100,000 and \$120,000 each to advance advance social justice and support change.

Capacity-building for the Race and Ethnic Studies Requirement: Funding allocated for the development of a Race and Ethnic Studies Requirement for all PSU undergraduate students.



Initiative 2

Address cultural taxation, invisible, and emotional labor.

This initiative intends to address the hidden labor phenomenon at PSU for all affected groups, recognizing that there will be intersection and overlap between each of them. The result should be to remediate inequitable pay, inequitable workloads, burnout and, ultimately, failed retention and advancement.

Primary Executive Champion: PSU President

Critical Stakeholders: Provost; VP FADM; AVP HR; VP Academic Personnel; Unions; Presidential Fellows

Primary Objectives:

- Advance racial justice and equity and support the success of minoritized employees by recognizing the role they play in student success and institutional efforts.

Related AY 20/21 Action Items

- Presidential Fellow will examine the invisible labor of minoritized employees in higher education, making recommendations for the institution to respond to this issue.

Metrics

- Explicit recognition of, and compensation for, the work minoritized employees play



Promising Practices

Presidential Fellows appointed by President Percy in the last few years focused on critical racial justice issues. The equity work has been made explicit, and they have been compensated.

2021/2022 areas Presidential Fellows are addressing include cultural taxation, and invisible/emotional labor. Other Presidential Fellows are exploring the work of Affinity Groups.

Board and president set JEDI goals that the president is evaluated on annually.

Board diversification.

Increase in philanthropic support for JEDI activities.

Initiative 3

Evidence based decision making and Data-driven racial justice interventions.

Leveraging the institution's growing capacity to disaggregate data and apply an equity lens to data analysis, an evidence based strategy ensures that the institution is analyzing data to identify opportunities for intervention and assessing the impact of interventions as well as ensuring that we are tracking progress towards our goals. The interrelated goals under this strategy are:

- Center racial equity in data collection.
- Create an Equity Analytics Team
- Develop Equity Scorecard: . The university should also develop an institutional tool such as the "Equity Scorecard" which draws on a mixed methods approach to assess an institution's readiness to effectively support BIPOC students.

Primary Executive Champions: VP Global Diversity & Inclusion; VP Information Technology and Chief Information Officer

Critical Stakeholders: Provost; VP Finance & Admin; VP Research & Graduate Studies; all campus divisions

Primary Objectives

- Ensure that data is leveraged for justice and equity

Related AY 20/21 Action Items

- Launch Equity Plan and Scorecard in early November 2021
- Solicit nominations for the Equity Analytics Team for each division, convene team, and analyze the first Equity Scorecard.

Metrics

- Equity scorecard and analysis.



Promising Practices

Data disaggregation; duplicated race analysis for multiracial/multi-ethnic students; creation of first scorecard.

Initiative 4

Center BIPOC voices and needs.

BIPOC communities must have the agency and the space to design their future and the future of their communities. Too often, minoritized communities are cut off from the decision making tables, the resources, the relationships, network and the power required for true change. PSU will create structures that intentionally seek to disrupt this practice.

Primary Executive Champion: PSU President; Vice President, Global Diversity & Inclusion

Critical Stakeholders: Affinity Groups; Diversity and Multicultural Student Services; Provost; Vice President RGS; Deans Council.

Primary Objectives:

- Have BIPOC Communities design their futures with access to critical resources to make the future reality

Related AY 20/21 Action Items

- Host a series of affinity-based conversations related to the future and the thriving of BIPOC communities
- Affinity group Presidential fellows to focus on how affinity groups develop agendas and engage with the Institution

Metrics

- Disaggregated climate data
- Feedback from BIPOC communities



Promising Practices

The Nexus Collaborative:

A group of BIPOC faculty that began meeting in December 2020 to shape an agenda for change and to support the thriving of BIPOC faculty.

Affinity Groups.

Culturally-specific Presidential Fellows and task force reports.

Several Deans have BIPOC advisory boards.

Initiative 5

Embed racial equity in community engagement activities.

Ensure that the university's mission to let knowledge serve and the presidential priority of racial justice and equity should be fully integrated.

Primary Executive Champion: VP University Relations

Critical Stakeholders: VP Research & Graduate Studies; Dean CUPA;
Director of Community & Civic Impact, VP GDI

Primary Objectives:

- Mutually beneficial and uplifting relationships between the institution and the BIPOC community. BIPOC Communities view PSU as an authentic anchor institutional and partner

Related AY 20/21 Action Items

- Collaborate with Global Diversity and Inclusion, Community & Civic Impact and Enrollment Management to work with Community Based Organizations to strengthen pathways for diverse students to enroll and succeed at PSU.
- Develop and mature relationships with Community Based Organizations to identify opportunities to pursue regional support for affordability, academic success and career-readiness.
- Partner with engaged CBOs to address the intersection of climate action and urbanization through the development of shared priorities.
- Activate community partners to engage in legislative Student Voices Task Force focused on supporting historically underserved populations in post-secondary education.
- Curate stronger connections with CBO partners leading into the 2023 legislative session, with goal of increasing funding for programs identified through the Student Voices Task Force.

Metrics

- Change in pro equity and justice policy and practices.

CAMPUS CLIMATE & INTERGROUP RELATIONS (CCIR)

Initiative 1

Regular campus-wide climate surveys.

In order to regularly assess our strengths and weaknesses in the areas of diversity, equity, and inclusion, PSU must conduct a regular campus wide climate survey that is valid, reliable, and shown to have positively impacted JEDI efforts at other universities with similar characteristics. The university could consider two types of surveys: one which addresses overall workplace climate such as “Modern Think” and another which specifically assesses campus JEDI efforts and impacts. The university should also develop an institutional tool such as the “Equity Scorecard” which draws on a mixed methods approach to assess an institution’s readiness to effectively support BIPOC students.

Primary Executive Champion: Vice President, Global Diversity & Inclusion

Critical Stakeholders: AVP HR, AVP GDI, VP Student Affairs, AVP Equity & Compliance, Director Institutional Research & Planning

Primary Objectives:

- Determine how different communities experience the campus, and track the impact of justice and equity interventions on campus climate, stakeholders’ satisfaction and sense of belonging.

Related AY 20/21 Action Items

- Finalize selection of student and employee surveys and determine frequency of administration and process for administration

Metrics

- Nationally normed student and employee surveys
- ‘Sense of belonging’ analysis



Promising Practices

Affinity/Employee Resource Groups; Celebration/Honor Days funded by the Office of the President; Efforts to support intersectionality e.g. QTPOC, Men of color and women of color programming

Initiative 2

Create a shared language to promote justice, equity, diversity, and inclusion.

Faculty, staff, and students have expressed a need to develop a shared language/glossary around justice and equity work in order to promote shared understanding, bridge conversation, operationalize JEDI efforts, improve campus climate, and assist in the development of future initiatives. This campus level shared language will help ensure equity is truly at the center of our campus priorities from orientation and onboarding throughout stakeholders' PSU tenure. The shared language and understanding will also assist in campus communications when responding and providing support-related to national incidents in moments of unrest and injustice.

Primary Executive Champion: Vice President, Global Diversity & Inclusion

Critical Stakeholders: AVP University Communications, Director of HR Trainings, Office of Academic Initiatives, Director of Diversity Education

Primary Objectives:

- Build a glossary of shared justice, equity, diversity, and inclusion terms that inform the work and a shared understanding of terms campus-wide.

Related AY 20/21 Action Items

- Hire a Director of Diversity Education

Metrics

- Existence of widely accepted and used glossary

EMPLOYEE ACCESS, SUCCESS & EQUITY (EASE)

Initiative 1

Trauma-informed care practices at PSU through an equity lens.

A resource/training that recognizes that individuals have a background, have a history of trauma and acknowledge how trauma impacts an individual's life (e.g. racism, discrimination, micro-aggressions, systemic oppression), and to understand the potential paths for recovery. In addition to integrating trauma sensitivity, this initiative will promote opportunities for development of continuing-resilience (restorative/re-center healing and empowerment to BIPOC). This task force would like to use the trauma informed care approach and practice to promote organizational culture change and prevent triggering and re-traumatizing individuals.

Primary Executive Champion: Provost; VP Academic Affairs; VP Finance & Administration

Critical Stakeholders: AVP HR, AVP Academic Personnel, Trauma Informed Oregon

Primary Objectives:

- Cultivate a trauma informed lens across campus to support all communities, especially BIPOC and other minoritized communities.

Related AY 20/21 Action Items

- Support the infusion of JEDI goals into the UN/UN performance review process.
- Conduct trauma informed training for managers

Metrics

- Climate surveys
- Disaggregated employee retention data

Initiative 2

Targeted Talent Development and Mentorship Program.

Utilize an equity lens to assess and make recommended changes regarding current policies, practices, and institutional barriers specifically related to professional development; including but not limited to 'direct appointments', hiring practices, lateral transfers, and access to advancement for BIPOC employees and prospective employees. Create a structured mentorship and development program to support retention and professional advancement for BIPOC employees at PSU.

Primary Executive Champion: VP Finance & Administration

Critical Stakeholders: AVP HR; VP GDI; Center for Professional and Executive Education; VP Research & Graduate Studies; AVP Research & Graduate studies; Center for Interdisciplinary Mentorship; Office of Academic Affairs; Director of Affirmative Action

Primary Objectives:

- Support, retain, and advance BIPOC employees.

Related AY 20/21 Action Items

- Launch new faculty co-learning community in fall 2021.
- Launch cohort 1 of the Leadership Academy in January 2022.

Metrics

- Employee retention and separation data
- Staff Promotion and advancement data
- Faculty tenure and promotion data
- Analysis of discretionary gives



Promising Practices

Faculty support initiative launched in fall 2020.

125 managers received training in coaching practices between August and October 2021.

The Policy Review Committee now requires all policies submitted for review to apply an equity lens.

Initiative 3

Create an infrastructure that recruits, retains and advances diverse faculty and staff.

Diversify PSU's workforce through equitable recruitment and retention. Staff and Faculty to reflect the diversity of the student body, thereby signaling significant equity and inclusion gains for the campus. Create an environment that affords equitable paths toward career advancement for staff, faculty and students.

Primary Executive Champions: Provost and VP Academic Affairs; VP Research & Graduate Studies; VP Finance & Administration

Critical Stakeholders: AVP Human Resources; VP Global Diversity & Inclusion; VP Research & Graduate Studies; Center for Executive & Professional Development; Center for Women's Leadership; Affinity Groups; Director of Affirmative Action

Primary Objectives:

- Recruit, retain, support, and advance BIPOC employees.

Related AY 20/21 Action Items

- Welcome and connect new BIPOC employees to affinity groups.
- Nominate all new BIPOC employees for the Partners in Diversity *Say Hey* program.

Metrics

- Employee retention and separation data
- Staff Promotion and advancement data
- Faculty tenure and promotion data

Promising Practices

Search Advocate Program: Through this program, faculty and staff can either receive training to become an advocate or request a search advocate to guide the search committee in their inclusive hiring process.

School of Gender, Race, and Nations Cluster Hire: Seven new hires joined the College of Liberal Arts and Sciences' School of Gender, Race and Nations in fall 2021. The cluster hire initiative prioritizes "critical thought and activism" and focuses on several broad themes that build on the work and strengths of other scholars already in the departments.



EDUCATION, SCHOLARSHIP & SERVICE (ESS)

Initiative 1

Support pedagogical innovation.

Encourage and provide support for faculty in incorporating culturally inclusive pedagogy and universal design in learning (UDL) into their curriculum. Honor the wealth of knowledge, cultural diversity, and lived experiences our students bring to the classroom. This initiative will provide opportunities for faculty to develop culturally responsive and sustaining practices and re-envision the space they create in their classrooms. Our goal is to encourage faculty to connect with their students, to learn from diverse perspectives, and to create transformational and liberating learning environments for faculty and students alike.

Primary Executive Champions: Provost and VP Academic Affairs

Critical Stakeholders: AVP Academic Innovation; Office of Academic Innovation; Faculty Senate; ASPSU

Primary Objectives:

- Build capacity of faculty to provide relevant, culturally responsive curriculum and honor the community cultural wealth of students.

Related AY 20/21 Action Items

- OAI developing a tool kit to serve as a resource for faculty
- Survey/interview BIPOC students regarding their positive classroom experiences

Metrics

- Early and summative assessment of intercultural fluency (portfolios, IDI etc.)
- Student feedback



Promising Practices

RESR approval; upcoming RESR summer institute; increased OAI offerings; divisional and departmental investment in trainings

Initiative 2

Enrich student learning environments.

Center racial equity, inclusion, and cultural responsiveness in student learning experiences. Create learning environments where ethical integrity and cultural responsibility are centered and all students feel welcome, valued, and included in classroom experiences. Commit to anti-racist, anti-oppressive, and transformative experiences for all students at PSU. To make progress toward our racial justice and equity goals, it is imperative that all students have culturally responsive learning experiences and be empowered as co-creators in their learning. Strengthening and creating the mechanisms that infuse racial equity throughout the curriculum demonstrates the commitment to this work. It is recommended that a group of students lead this work.

Primary Executive Champion: Provost and VP Academic Affairs

Critical Stakeholders: VP Research & Graduate Studies; VP GDI; ASPSU; Faculty Senate

Primary Objectives:

- Cultivate a learning environment that fosters the learning and development of PSU's culturally diverse student population.

Related AY 20/21 Action Items

- Create a team of students to lead the work
- Survey BIPOC students about positive classroom experiences

Metrics

- Availability of equity and justice courses at different developmental levels
- Student feedback

Initiative 3

Celebrate creativity and research.

Support, acknowledge, and prioritize the culturally responsive creative work of faculty, staff, and students and create opportunities for increased student involvement in anti-racist work. Empower the agents for change who are already engaged in the fight for racial justice. Celebrate the commitment many have shown and the willingness of students to get involved. Recognize the hard work happening and cultivate a thriving interconnected network of actors and direct resources to where they are needed most. If we are successful, we will be able to attract more students, faculty, and staff who are dedicated to equity and inclusion to help us lead the way to a better future.

Primary Executive Champions: VP Research & Graduate Studies

Critical Stakeholders: Dean COTA; AVP Research & Graduate Studies; OAA; HR; GDI; ASPSU; Faculty Senate

Primary Objectives:

- Recognize and celebrate the work and the champions making our racial justice aspirations a reality.

Related AY 20/21 Action Items

- Richer communications about Justice and Equity work and leaders from across campus
- Development of a Racial Justice at PSU portal
- Design a Racial Justice Showcase

Metrics

- Presence of Institutional, divisional and departmental equity and justice awards.
- Recognition of work happening across campus and those doing the work in a variety of ways.

Initiative 4

Expand faculty and staff capacity to support equitable student success.

Recognizing that each member of the campus community contributes to an inclusive, equitable, and just culture through every micro and macro interaction and decision and recognizing that student success for a racially and culturally diverse student population requires ever increasing, intercultural fluency, the institution will provide scaffolded and developmental opportunities for all stakeholders to build their capacity to relate effectively across difference and support justice and equity.

Primary Executive Champions: Provost and VP for Academic Affairs; VP Finance & Administration;

Critical Stakeholders: VP Global Diversity & Inclusion; Director of Diversity Education; HR Training Lead; ASPSU

Primary Objectives:

- Develop the intercultural fluency of all stakeholders in order to support equity and justice.

Related AY 20/21 Action Items

- Run Cohort 3 of Intercultural U
- OAI develops a tool kit to support individuals and department looking to infuse equity into their pedagogy and practices
- Run another cohort of the OAI AIM program.
- Hire a Director of Diversity Education
- Hire a HR training lead

Metrics

- Availability of equity and justice learning for faculty and staff at different developmental levels.
- Intercultural Development Inventory results

Promising Practices

Intercultural U Program: Executive Council and most of ALT participated in Intercultural U.

Intercultural U began in January 2021 with two cohorts — one including executive council leadership and another with members of the Academic Leadership Team and other leaders nominated by their Vice Presidents and Deans. Several divisions and departments hosted their own diversity training events.



STUDENT ACCESS, SUCCESS & EQUITY (SASE)

Initiative 1

Student Communication Equity Framework.

The creation of detailed process and guiding principles (such as an equity lens) to support current and future student communication plans that ensure:

Key existing support resources are visible and accessible to the students experiencing the greatest structural barriers to accessing resources.

Broad, student-facing communications are responsive to the experiences of BIPOC students and particularly the BIPOC community in Portland. Content and tone is examined for micro-aggressions and linkages to racial trauma.

Primary Executive Champions: Provost and VP Academic Affairs; VP University Relations

Critical Stakeholders: AVP UCOMM; Students First; ASPSU

Primary Objectives:

- Create a framework that supports culturally responsive and affirming communication.

Related AY 20/21 Action Items

- Collaborate with existing workgroups focusing on student communication plans. Act as a connecting point between these groups and help incorporate the priorities of the Student Access, Equity, and Success task force in their work.
- Integrate the unique student communication context of PSU, the priorities of student communication workgroups, equity best practices research, and the needs of PSU students to create a process document to inform current and future student communication plan.

Metrics

- Student demographics, retention, persistence and graduation data.
- Student feedback

Initiative 2

First-generation student training for staff.

Create a first-generation college student training for student services staff, led by first-generation students. Staff members that complete this training join a network of liaisons committed to providing culturally responsive services.

Primary Executive Champions: VP Global Diversity & Inclusion

Critical Stakeholders: VPSA; AVP GDI; VPEM; AVP Financial Aid; Dean of Students; Students First

Primary Objectives:

- Expand the capacity of student services staff to provide culturally responsive services and center student voices.

Related AY 20/21 Action Items

- Conduct literature review and research on first-generation student interaction best practices.
- Analyze existing first-generation student data to identify points of intervention.
- Create curriculum for first-gen training and vet it with student and staff stakeholders.

Metrics

- Student retention, persistence, and graduation data

Initiative 3

Expand capacity-building experiences for BIPOC students.

As we prepare for a future that none of us has seen, new capacities will be required while critical habits of mind will be in greater demand. BIPOC and other underrepresented student groups often do not have equitable access to high impact practices and other capacity building experiences, especially ones that are culturally relevant. PSU will intentionally expand culturally relevant and centered high impact practices and capacity building experiences to ensure students graduate with the capacity to lead a new future.

Primary Executive Champions: VP Global Diversity & Inclusion; Provost

Critical Stakeholders: AVP ACS, Director Multicultural Student Services; AVP GDI; University Studies; Honors College; Study Abroad; Alumni Relations

Primary Objectives:

- To ensure that BIPOC students have access to the full range of capacity building experiences that equips them to lead the future

Related AY 20/21 Action Items

- Develop diasporic trips
- Support students who need financial assistance in gaining relevant work experience
- Develop leadership and development curriculum for students (ASPSU/GDI project)

Metrics

- Feedback from BIPOC Alumni,
- Participation in high-impact practices
- Availability of culturally relevant high-impact practices
- Disaggregated survey data.



Promising Practices

HECC funding to support diasporic trips.

Initiative 4

Expand culturally specific supports to increase the retention of BIPOC students.

Culturally relevant practices have been consistently shown to support retention and increase the self-efficacy and positive cultural identity of BIPOC and other minoritized students. PSU also has a long history of successful affinity based efforts. Expand these practices for BIPOC students, especially for communities with lower persistence and graduation rates.

Primary Executive Champions: VP Global Diversity & Inclusion; Provost

Critical Stakeholders: AVP GDI, Executive Director Multicultural Student Services, Students First, Multicultural Retention Services, Cultural ResourceCenters, Academic Based Affinity Programs

Primary Objectives:

- Leverage cultural wealth and intercultural fluency to increase student success outcomes.

Related AY 20/21 Action Items

- Launch intersectional BIPOC programming
- Design expanded programming for communities with the lowest retention rates.

Metrics

- Disaggregated retention data.

EQUITY & RACIAL JUSTICE GOALS ACROSS CAMPUS

Portland State University Foundation

Primary Executive Champion: Director of Gift Planning, PSU Foundation

Foundation Goal 1: Identify and prioritize key giving opportunities supporting racial justice and equity.

Foundation Goal 2: Deepen philanthropic engagement and trust with alumni and donor communities reflective of PSU's diversity.

Foundation Goal 3: Apply equity lens to fundraising activities and practices.

Foundation Goal 4: Recruit and support a more diverse PSU Foundation Board of Trustees.

Foundation Goal 5: Recruit and retain a more diverse PSU Foundation staff.

Students First

Goal 1: Reduce stigma and expand access to emergency aid and basic needs support. National data highlights that BIPOC students are less likely to apply for emergency aid even when indicating that they were in need of additional support.

Goal 2: Close equity gaps in persistence rates for students with a particular focus on intersectionality.

Goal 3: Close equity gaps in DFW rates in courses through culturally informed pedagogy and inclusive teaching practices.

Goal 4: Leverage bridging and first year support to close equity gaps in term to term persistence.

Goal 5: Return BIPOC students to PSU through re-engagement and financial support strategies.

University Access Metrics

Primary Executive Champion: VP Enrollment Management; Dean Graduate Schools

Goal: Increase diversity of PSU student body.

IMPLEMENTATION

The university’s work does not end when the initial goals and objectives highlighted with each initiative have been achieved. What we described in the previous section is a solid foundation for meaningful, ongoing work that is part of a larger three-year plan. Additional goals for each task force initiative, as well as further information about accountable parties and key evaluation metrics are outlined here.

Leadership & Infrastructure (LI)

Initiative 1: Build an equity-based budget.

Develop budget models and budgeting practices that are equity-based. Budget development and modeling should include metrics that capture the ways investments and reductions impact BIPOC and LGBTQ communities including administration, faculty, staff, and students. Additionally, budgets and position descriptions should include and compensate BIPOC and other under-represented people (PSU employed and community partners) for their time when supporting or representing PSU in racial equity work or as a BIPOC representative.

Primary Executive Champion	VP Finance & Administration
Critical Stakeholders	PSU President; VP FADM; Provost

Academic Year				
	20/21	21/22	22/23	23/24
Goals		Ensure that annual budget principles reflect racial justice and equity as an institutional priority	Design a method for capturing the percentage of the institutional budget spent on racial justice and equity	

Metrics	Budget/Spending Analysis on DEI; Analysis of discretionary funds
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Initiative 2: Address cultural taxation, invisible, and emotional labor.

This initiative intends to address the hidden labor phenomenon at PSU for all affected groups, recognizing that there will be intersection and overlap between each of them. The result should be to remediate inequitable pay, inequitable workloads, burnout and, ultimately, failed retention and advancement.

Primary Executive Champion	PSU President			
Critical Stakeholders	Provost; VP FADM; AVP HR; VP Academic Personnel; Unions; Presidential Fellows			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Presidential Fellow will examine the invisible labor of minoritized in higher education, making recommendations for the institution to respond to this issue.	Examine workload and job descriptions of those engaged in critical "hidden labor" related to advancing equity at PSU - Transform how we review and evaluate all and place a greater emphasis on equity at PSU (supporting and advancing the work of the promotion and tenure ad hoc committee and infusion of equity into the UN/UN performance process.	Develop a "racial justice fund" to support BIPOC, women, & LGBTQ+ faculty, staff, and students who take on "hidden labor" beyond their role (depending on what has happened in prior years, might not be relevant).
Metrics	Explicit recognition of, and compensation for, the work minoritized employees play			

Initiative 3: Evidence-based decision making & data-driven racial justice interventions.

Leveraging the institution’s growing capacity to disaggregate data and apply an equity lens to data analysis, an evidence based strategy ensures that the institution is analyzing data to identify opportunities for intervention and assessing the impact of interventions as well as ensuring that we are tracking progress towards our goals.

Primary Executive Champions	VP Global Diversity & Inclusion; VP Information Technology and Chief Information Officer			
Critical Stakeholders	Provost; VP Finance & Admin; VP Research & Graduate Studies; all campus divisions			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals	Launch Equity Plan and Scorecard in early November 2021. Solicit nominations for the Equity Analytics Team for each division, convene team, and analyze the first Equity Scorecard.	Publish a public statement on the legalities of collection and use/intent/strategic plan association.	Create a data storage and collection process that interfaces with PSU systems. Create a training for PSU around racial equity data	
Metrics	Equity scorecard and analysis.			

Initiative 4: Center BIPOC voices and needs.

BIPOC communities must have the agency and the space to design their future and the future of their communities. Too often, minoritized communities are cut off from the decision making tables, the resources, the relationships, network and the power required for true change. PSU will create structures that intentionally seek to disrupt this practice.

Primary Executive Champion	PSU President; VP Global Diversity & Inclusion			
Critical Stakeholders	Affinity Groups; Diversity and Multicultural Student Services; Provost; Vice President RGS; Deans Council.			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals	Host a series of affinity based conversations related to the future and the thriving of BIPOC communities Affinity group Presidential fellows to focus on how affinity groups develop agendas and engage with the Institution			
Metrics	Disaggregated climate data; Feedback from BIPOC communities			

Initiative 5: Embed racial equity in community engagement activities.

Primary Executive Champion	VP University Relations			
Critical Stakeholders	VP Research & Graduate Studies; Dean CUPA; Director of Community & Civic Impact, VP GDI			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Collaborate with Global Diversity and Inclusion, Community & Civic Impact and Enrollment Management to work with Community Based Organizations to strengthen pathways for diverse students to enroll and succeed at PSU.	Develop and mature relationships with Community Based Organizations to identify opportunities to pursue regional support for affordability, academic success and career-readiness. Partner with engaged CBOs to address the intersection of climate action and urbanization through the development of shared priorities.	Activate community partners to engage in legislative Student Voices Task Force focused on supporting historically underserved populations in post-secondary education. Curate stronger connections with CBO partners leading into the 2023 legislative session, with goal of increasing funding for programs identified through the Student Voices Task Force.
Metrics	Change in pro equity and justice policy and practices			

Campus Climate and Intergroup Relations (CCIR)

Initiative 1: Regular campus-wide climate surveys.

In order to regularly assess our strengths and weaknesses in the areas of diversity, equity, and inclusion, PSU must conduct a regular campus wide climate survey that is valid, reliable, and shown to have positively impacted JEDI efforts at other universities with similar characteristics. The university could consider two types of surveys: one which addresses overall workplace climate such as “Modern Think” and another which specifically assesses campus JEDI efforts and impacts. The university should also develop an institutional tool such as the “Equity Scorecard” which draws on a mixed methods approach to assess an institution’s readiness to effectively support BIPOC students.

Primary Executive Champion	VP Global Diversity & Inclusion			
Critical Stakeholders	AVP HR; AVP GDI; VP Student Affairs; AVP Equity & Compliance; Director Institutional Research & Planning			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Finalize selection of student and employee surveys and determine frequency of administration and process for administration.	Administer selected surveys, analyze and distribute results.	Follow up on recommendations made from analysis of survey and prepare to administer next round of surveys.
Metrics	Nationally normed student and employee surveys; ‘Sense of belonging’ analysis			

Initiative 2: Create a shared language to promote justice, equity, diversity, and inclusion.

Faculty, staff, and students have expressed a need to develop a shared language/glossary around justice and equity work in order to promote shared understanding, bridge conversation, operationalize JEDI efforts, , improve campus climate, and assist in the development of future initiatives. This campus level shared language will help ensure equity is truly at the center of our campus priorities from orientation and onboarding throughout stakeholders’ PSU tenure. The shared language and understanding will also assist in campus communications when responding and providing support-related to national incidents in moments of unrest and injustice.

Primary Executive Champion	VP Global Diversity & Inclusion			
Critical Stakeholders	AVP University Communications, Director of HR Trainings, Office of Academic Initiatives, Director of Diversity Education			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Hire a Director of Diversity Education	Build a glossary of shared justice, equity, diversity, and inclusion words Collect submissions of new words, definitions, comments, and feedback into the glossary	Make glossary widely available, infuse language in all official documents and contracts and determine a process for updating glossary. Update university publications/outreach/digital to reflect glossary of inclusivity.
Metrics	Existence of widely accepted and used glossary			

Employee Access, Success & Equity (EASE)

Initiative 1: Trauma-informed care practices at PSU through an equity lens.

A resource/training that recognizes that individuals have a background, have a history of trauma and acknowledge how trauma impacts an individual's life (e.g. racism, discrimination, micro-aggressions, systemic oppression), and to understand the potential paths for recovery. In addition to integrating trauma sensitivity, this initiative will promote opportunities for development of continuing-resilience (restorative/re-center healing and empowerment to BIPOC). This task force would like to use the trauma informed care approach and practice to promote organizational culture change and prevent triggering and re-traumatizing individuals.

Primary Executive Champion	Provost; VP Academic Affairs; VP Finance & Administration			
Critical Stakeholders	AVP HR, AVP Academic Personnel, Trauma Informed Oregon			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Support the infusion of JEDI goals into the UN/UN performance review process. Conduct trauma informed training for managers.	Run a town hall forum to develop trauma informed culture of engagement. Engage Trauma informed Oregon and other campus partners.	Designate Trauma informed care spaces, Train employees as trainers and campus partners. Recruit implementation body. Develop communication plan.
Metrics	Climate surveys Disaggregated employee retention data			

Initiative 2: Targeted Talent Development and Mentorship Program.

Utilize an equity lens to assess and make recommended changes regarding current policies, practices, and institutional barriers specifically related to professional development; including but not limited to 'direct appointments', hiring practices, lateral transfers, and access to advancement for BIPOC employees and prospective employees.. Create a structured mentorship and development program to support retention and professional advancement for BIPOC employees at PSU.

Primary Executive Champion	VP Finance & Administration			
Critical Stakeholders	AVP HR; VP GDI; Center for Professional and Executive Education; VP Research & Graduate Studies; AVP Research & Graduate studies; Center for Interdisciplinary Mentorship; Office of Academic Affairs			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Launch new faculty co-learning community in fall 2021. Launch cohort 1 of the Leadership Academy in January 2022.	Utilize feedback from cohort 1 of the leadership academy to improve year 2 and launch second cohort of the programs. Launch efforts to support earlier career employees and classified employees. Hire OD lead in Human Resources.	Launch cohort 3 of programs. Find stretch opportunities across campus to leverage the expanded capacity of program graduates (lateral promotions). explore opportunities to embed an equity lens in promotion and succession planning efforts to support a diverse leadership pipeline.
Metrics	Employee retention and separation data Staff Promotion and advancement data Faculty tenure and promotion data Analysis of discretionary gives			

Initiative 3: Create an infrastructure that recruits, retains and advances diverse faculty and staff.

Diversify PSU’s workforce through recruitment and retention. Staff and Faculty to reflect the diversity of the student body, thereby signaling significant equity and inclusion gains for the campus. Create an environment that affords equitable paths toward career advancement for staff, faculty and students.

Primary Executive Champions	Provost and VP Academic Affairs; VP Research & Graduate Studies; VP Finance & Administration			
Critical Stakeholders	AVP Human Resources; VP Global Diversity & Inclusion; VP Research & Graduate Studies; Center for Executive & Professional Development; Center for Women’s Leadership.			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Welcome and connect new BIPOC employees to affinity groups. Nominate all new BIPOC employees for the Partners in Diversity Say Hey program.	Utilize feedback from cohort 1 of the faculty mentoring programs to improve year 2 and launch second cohort.	Launch cohort 3 of program.
Metrics	Employee retention and separation data Staff Promotion and advancement data Faculty tenure and promotion data			

 **Education, Scholarship & Service (ESS)**

Initiative 1: Support pedagogical innovation.

Encourage and provide support for faculty in incorporating culturally inclusive pedagogy and universal design in learning (UDL) into their curriculum. Honor the wealth of knowledge, cultural diversity, and lived experiences our students bring to the classroom. This initiative will provide opportunities for faculty to develop culturally responsive and sustaining practices and re-envision the space they create in their classrooms. Our goal is to encourage faculty to connect with their students, to learn from diverse perspectives, and to create transformational and liberating learning environments for faculty and students alike.

Primary Executive Champion	Provost and VP Academic Affairs			
Critical Stakeholders	AVP Academic Innovation; Office of Academic Innovation; Faculty Senate; ASPSU			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		OAI developing a tool kit to serve as a resource for faculty. Survey/interview BIPOC students regarding their positive classroom experiences.	Create / extend professional development programs for faculty and staff in culturally responsive and sustaining curriculum Create a funded faculty development opportunity to support culturally responsive and sustaining curriculum	
Metrics	Early and summative assessment of intercultural fluency (portfolios, IDI etc.) Student feedback			

Initiative 2: Enrich student learning environments.

Center racial equity, inclusion and cultural responsiveness in student learning experiences . Create learning environments where ethical integrity and cultural responsibility are centered and all students feel welcome, valued, and included in classroom experiences. Commit to anti-racist, anti-oppressive, and transformative experiences for all students at PSU. To make progress toward our racial justice and equity goals, it is imperative that all students have culturally responsive learning experiences and be empowered as co-creators in their learning. Strengthening and creating the mechanisms that infuse racial equity throughout the curriculum demonstrates the commitment to this work. It is recommended that a group of students lead this work.

Primary Executive Champion	Provost and VP Academic Affairs			
Critical Stakeholders	VP Research & Graduate Studies; VP GDI; ASPSU; Faculty Senate			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Create a team of students to lead the work Survey BIPOC students about positive classroom experiences	Create a Certificate or Pathway Create a Diversity Designation Support UNST Mentor Training Find Space in STEM Pedagogy	Develop a "racial justice fund" to support BIPOC, women, & LGBTQ+ faculty, staff, and students who take on "hidden labor" beyond their role (depending on what has happened in prior years, might not be relevant).
Metrics	Availability of equity and justice courses at different developmental levels Student feedback			

Initiative 3: Celebrate creativity and research.

Support, acknowledge, and prioritize the culturally responsive creative work of faculty, staff, and students and create opportunities for increased student involvement in anti-racist work. Empower the agents for change who are already engaged in the fight for racial justice. Celebrate the commitment many have shown and the willingness of students to get involved. Recognize the hard work happening and cultivate a thriving interconnected network of actors and direct resources to where they are needed most. If we are successful, we will be able to attract more students, faculty, and staff who are dedicated to equity and inclusion to help us lead the way to a better future.

Primary Executive Champions	VP Research & Graduate Studies			
Critical Stakeholders	Dean COTA; AVP Research & Graduate Studies; OAA; HR; GDI; ASPSU; Faculty Senate			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		<p>Richer communications about Justice and Equity work and leaders from across campus</p> <p>Development of a Racial Justice at PSU portal</p> <p>Design a Racial justice showcase</p>	<p>University Communications and racial justice fund project manager marketing of DEI work on campus.</p> <p>Actively showcase the culturally responsive creative work of faculty, staff, and students through various departments/units.</p> <p>Direct marketing to students to join and contribute to anti-racist work at the university.</p> <p>Create a university-funded DEI Faculty Excellence Award</p>	
Metrics	<p>Presence of Institutional, divisional and departmental equity and justice awards.</p> <p>Recognition of work happening across campus and those doing the work in a variety of ways.</p>			

Initiative 4: Expand faculty and staff capacity to support equitable student success.

Recognizing that each member of the campus community contributes to an inclusive, equitable and just culture through every micro and macro interaction and decision and recognizing that student success for a racially and culturally diverse student population requires ever increasing, intercultural fluency, the institution will provide scaffolded and developmental opportunities for all stakeholders to build their capacity to relate effectively across difference and support justice and equity.

Primary Executive Champion	Provost and VP for Academic Affairs; VP Finance & Administration			
Critical Stakeholders	VP Global Diversity & Inclusion; Director of Diversity Education; HR Training Lead; ASPSU			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Run Cohort 3 of Intercultural U OAI develops a tool kit to support individuals and department looking to infuse equity into their pedagogy and practices Run another cohort of the OAI AIM program. Hire a Director of Diversity Education Hire a HR training lead		
Metrics	Availability of equity and justice learning for faculty and staff at different developmental levels. Intercultural Development Inventory results			

 **Student Access, Success & Equity (SASE)**

Initiative 1: Student Communication Equity Framework.

The creation of detailed process and guiding principles (such as an equity lens) to support current and future student communication plans that ensure:

Key existing support resources are visible and accessible to the students experiencing the greatest structural barriers to accessing resources

Broad, student-facing communications are responsive to the experiences of BIPOC students and particularly the BIPOC community in Portland. Content and tone is examined for micro-aggressions and linkages to racial trauma.

Primary Executive Champion	Provost and VP Academic Affairs; VP Finance & Administration			
Critical Stakeholders	AVP UCOMM; Students First; ASPSU			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Collaborate with existing workgroups for student communication plans/hire student communications coordinator Integrate the unique student communication context of PSU, the priorities of student communication workgroups, equity best practices research, and the needs of PSU students to create a process document to inform current and future student communication plan		
Metrics	Student demographics, retention, persistence and graduation data. Student feedback			

Initiative 2: First-generation student training for staff.

Create a first-generation college student training for student services staff, led by first-generation students. Staff members that complete this training join a network of liaisons committed to providing culturally responsive services.

Primary Executive Champion	VP Global Diversity & Inclusion			
Critical Stakeholders	VPSA; AVP GDI; VPEM; AVP Financial Aid; Dean of Students; Students First			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Conduct literature review and research on first-generation student interaction best practices. Analyze existing first-generation student data to identify points of intervention.	Create curriculum for first-gen training and vet it with student and staff stakeholders Finalize curriculum and create training plan Create job duties for staff supervisors of student leaders Create job descriptions for graduate assistant and first-generation student leader positions	Create a foundation for a first-generation staff network infrastructure Identify staff member/grad student to oversee first-gen student leaders Recruit students Plan program Recruit staff members Implement training
Metrics	Student retention, persistence, and graduation data			

Initiative 3: Expand capacity-building experiences for BIPOC students.

As we prepare for a future that none of us has seen, new capacities will be required while critical habits of mind will be in greater demand. BIPOC and other underrepresented student groups often do not have equitable access to high impact practices and other capacity building experiences, especially ones that are culturally relevant. PSU will intentionally expand culturally relevant and centered high impact practices and capacity building experiences to ensure students graduate with the capacity to lead a new future.

Primary Executive Champions	VP Global Diversity & Inclusion; Provost			
Critical Stakeholders	AVP ACS, Director Multicultural Student Services; AVP GDI; University Studies; Honors College; Study Abroad; Alumni Relations			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		Develop diasporic trips Support students who need financial assistance in gaining relevant work experience Develop leadership and development curriculum for students (ASPSU/GDI project)		
Metrics	Feedback from BIPOC Alumni; Participation in high-impact practices; Availability of culturally relevant high-impact practices; Disaggregated survey data.			

Initiative 4: Expand culturally specific supports to increase the retention of BIPOC students.

Culturally relevant practices have been consistently shown to support retention and increase the self-efficacy and positive cultural identity of BIPOC and other minoritized students. PSU also has a long history of successful affinity based efforts. Expand these practices for BIPOC students, especially for communities with lower persistence and graduation rates.

Primary Executive Champions	VP Global Diversity & Inclusion; Provost			
Critical Stakeholders	AVP GDI, Executive Director Multicultural Student Services, Students First, Multicultural Retention Services, Cultural ResourceCenters, Academic Based Affinity Programs			
	Academic Year			
	20/21	21/22	22/23	23/24
Goals		<p>Launch intersectional BIPOC programming</p> <p>Design expanded programming for communities with the lowest retention rates.</p>		
Metrics	Disaggregated retention data			