

Office of International Affairs Diversity Action Plan, 2017-19

Executive Summary

September 15, 2017

OIA Statement of Mission: The Office of International Affairs (OIA) integrates and advances the UO's many projects of internationalization in support of students, faculty, the campus community and the UO Strategic Plan. We do so because we believe global engagement is foundational to academic excellence; vital to our students' educational development, personal growth, and professional competitiveness; essential for faculty development and research excellence; and integral to the university's social mission as a premier public residential research university.

OIA supports, integrates and advances UO internationalization by:

- Increasing student participation in study abroad;
- Making study abroad more affordable and more tightly integrated into the student curriculum and degree programs;
- Welcoming international students and ensuring their academic and cross-cultural success;
- Translating a growing international population into learning opportunities, diversification, and cross-cultural engagements for the whole campus;
- Establishing international partnerships that support faculty research and enhance the reputation of the UO as a premier public research university;
- Building a UO global brand, centered on the social mission of a public research university to apply knowledge in the service of human well-being on many scales.

The Office of International Affairs is comprised of the following four primary units:

- International Student and Scholar Services (ISSS; includes the Mills International Center in the EMU)
- Global Education Oregon (GEO, our UO study abroad and provider for 30 other universities)
- The Global Studies Institute (GSI)
- OIA Central Administration

The Global Studies Institute serves as the umbrella organization for nine international research centers and institutes at the University of Oregon including the following:

1. Center for Applied Second Language Studies (CASLS)
2. Center for Asian and Pacific Studies (CAPS)
3. Confucius Institute for Global China Studies
4. Gabon-Oregon transnational Research Center on Environment and Development
5. Oregon Statewide Area Studies Consortium
6. UNESCO Crossings Institute
7. Global Justice Program
8. Center for Global Health
9. APRU Sustainable Cities and Landscapes Hub

Fundamentally, International Affairs faculty, staff and students value diversity, equity and inclusion in all we do. We see International Affairs as a close ally of and partner with the Division of Equity and Inclusion, sharing the same goal of building a UO community that values the diversity of all peoples and perspectives as outlined in the IDEAL framework.

Our process to develop the OIA Diversity Action Plan involved participation of staff and faculty of each of OIA's constituent units. Each of the four primary units designed its own set of tactics, target measures, resources, lead personnel and timelines to increase diversity, equity and inclusion in each unit's area of responsibility. In preparation for creating this plan, the OIA units engaged their staff members in discussions about the IDEAL framework and how they could ensure their programs and services would be inclusive and accessible to all members of the UO community.

In the OIA Diversity Action Plan that follows, we have listed tactics specific to OIA as a whole, as well as tactics identified by ISSS, GEO, GSI and the central administration. The responsible unit for each tactic is noted in the plan. In sum, all OIA units affirm our commitment to:

- continuously monitoring and improving the ways in which we invite and welcome diverse participants to our programs and our physical spaces, ensuring that we remain accessible to all;
- expanding the variety, cost and content of our programming in order to remain accessible and affordable to all;
- gathering feedback on an ongoing basis from those who participate in our programs in order to improve the ways in which we make services and programs available to all members of our community;
- providing opportunities for cross-cultural development to our faculty, staff and students through the sharing of in-house expertise, promotion of UO HR and DEI workshops, and encouraging participation in intercultural training offered through professional organizations;
- identifying and publicizing scholarships and other funding sources that will expand accessibility of our programs to a more diverse audience, and providing the advising support necessary to facilitate student success in obtaining scholarships and grants.

The OIA Diversity Action Plan encompasses projects that can feasibly be accomplished within one year, with some tactics including longer term visions. We will revisit this plan annually, reflect on the successes or shortcomings of these initiatives, and refine our tactics to ensure that our programs are inclusive and welcoming to all members of the University community.

GOAL #1 (I: Inclusion): Create an inclusive and welcoming environment for all.

School, College, Research, or Administration Strategy 1 – Create a more welcoming, respectful and inclusive climate for all.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
1.1 <u>OIA Central Admin</u> : Continuously monitor and improve customer service at the front desk, paying particular attention to special needs of diverse international student clientele. We will design periodic surveys for walk-in traffic and tie advertising campaigns to specific private links to generate analytics and measurable activity. (Note: Existing OIA staff expertise for designing surveys and campaigns will be tapped.)	<ul style="list-style-type: none"> - Upgrade reception area with culturally diverse books, flags, and resources - Better utilize TV monitor to promote cultural events on campus and in community 	OIA Central Admin front desk staff and student time	Erin Cling and Wanda Jamerson, Office Specialists	Ongoing
1.2 <u>ISSS</u> : Modify the International Student Orientation to include mechanisms for increasing participant show rate and for further diversifying the International Student Orientation volunteer student staff by means of incentives. Current rate of participation is 80% of incoming student cohort; goal is 90%+.	<ul style="list-style-type: none"> Increased participant attendance; improved diversity of volunteer student staff. 	International Student Orientation budget	Abe Schafermeyer, Dir. ISSS; Ethan Mapes, International Student Advisor	Annual
1.3 <u>ISSS (Mills)</u> : Provide a physical space and welcoming environment for all students of the campus community, domestic and international.	Provide training for Mills Center student staff around creating a welcoming environment for all. Survey users of Mills Center to gain clarity on user demographics.	Student staff time	Kate Stoyisch, Interim Associate Coordinator	Survey once per term
1.4 <u>GEO</u> : Assess accessibility of overseas GEO Centers for students with disabilities (apparent and non-apparent) by documenting types of accommodations available at each Center. (Note: GEO works with Accessibility Education on campus to accommodate students when requested and also worked with Accessibility Education to create the Accessibility Inventory for GEO Centers.)	Implement an assessment of each of GEO's 8 Centers abroad.	<ul style="list-style-type: none"> - GEO staff time, Site Directors and Diversity Committee - GEO Site Director 	Jena Turner, Director of Global Education and Eric Leise, Assistant Director	Accessibility Inventory completed in June 2017. Accommodation chart for use by advisors also completed in June 2017.

		<p>Conference 2017</p> <ul style="list-style-type: none"> - MIUSA - Forum on Ed. Abroad - NAFSA: Assn. of International Educators - Diversity Abroad Network 		
1.5 <u>GEO</u> : Assess all GEO sites to determine capacity to accommodate and support underrepresented students. "Underrepresented students" are defined broadly to allow GEO Site Directors to inform GEO staff in Eugene about available resources to support a wide array of students, including but not limited to students of diverse religions, LGBTQ students, diverse ethnic groups, student athletes and students with special dietary needs, to name a few..	Incorporate assessment of GEO sites into staff site visits and training activities for GEO Site Directors	<ul style="list-style-type: none"> - GEO staff, Site Directors and Diversity Committee - Forum on ed. Abroad - NAFSA - Diversity Abroad Network 	Jena Turner and Eric Leise	Ongoing
1.6 <u>GSI</u> : Onboard new UO faculty who do international teaching and research: through welcome lunches, workshops to introduce GSI activities and funding opportunities, and receptions.	Measure attendance at events; record the number of new affiliates we reach in their first year at the UO.	Reallocate general funds for these targeted activities; reallocate staff time to manage activities.	Lori O'Hollaren, Associate Director, GSI	Many of these activities are already happening on an ad hoc basis. Set up systematic structure by August 2017.
1.7 <u>GSI</u> : Collect feedback from a focus group of faculty affiliates about how we can better make GSI and its constituent units more welcoming and inclusive for all.	Include the outcomes of the focus group in our annual report; share with GSI unit heads and set new activities to address areas requiring improvement.	Reallocate existing staff time.	Lori O'Hollaren, Associate Director, GSI	Establish first focus group by May 31, 2017

1.8 <u>GSI</u> : Target information sessions to underrepresented student groups (via ASUO clubs, UO Multicultural, LGBTQ and other diverse campus student groups) to expand awareness of the many GSI scholarship offerings for international study, internships and research. .	Track number of information sessions each year; track number of attendees at information sessions	Reallocate existing staff time.	Yifang Zhang, Program Coordinator, GSI	Schedule information sessions for the next academic year by October 1, 2017

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

1.2 – Expand ISO annual evaluation to include measurement of participant show rate and diversity of volunteers. Compare annually.

1.3 – Review of training each term with student staff; review of survey data to assess diversity of users.

1.4 and 1.5 – Inclusion and accessibility assessment tool (currently under development by GEO).

1.6, 1.7, 1.8 – Create a unit wide system of collecting data on new faculty and student groups. Review database once per month at staff meetings. Survey faculty once per year to gauge our climate.

School, College, Research, or Administration Strategy 2 – Incorporate promising practices that eliminate implicit bias and combat racism as well as other forms of discrimination. Incorporate promising practices to increase equity, inclusion and inter-cultural understanding in onboarding, performance evaluations, tenure and promotion, and other unit processes and policies in ways that allow all members of the unit to thrive and succeed.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
2.1 <u>OIA Central Admin</u> : Onboarding – ensure that new employees feel welcome and have access to resources necessary to be successful.	Survey to assess new employee satisfaction and engagement.	OIA Central staff representing diverse backgrounds.	Nancy Fish, Office and Personnel Manager	Ongoing
2.2 <u>OIA Central Admin</u> : Implicit bias training (offered through UO HR professional development program) for all Office of International Affairs staff.	Full Office of International Affairs attendance	UO HR professional development program.	Dennis Galvan, VP/IA; Nancy Fish	Spring 2017 – training completed; Ongoing implementation related to hiring, scholarships selection processes.
2.3 <u>ISSS (Mills)</u> : Training of hiring committee members (e.g. professional and student staff) in implicit bias in hiring practices	Training conducted with each hiring process/committee	Reallocated professional staff time; Erik Girvan online training	Kate Stoysich, Interim Associate Coordinator	Ongoing
2.4 <u>GEO</u> : Recommend and actively support staff participation in professional development opportunities offered by UO HR, professional organizations such as	Each staff member participate in a minimum of two trainings per year.	-Geo staff time -Professional organization memberships	Eric Leise, Assoc. Dir.; Jena Turner, Director; Luis	Ongoing

NAFSA and Diversity Abroad, and webinars.		- UO HR trainings and workshops -Open access outlets, e.g. SECUSS-L	Ruiz, Assistant Director	
2.5 GSI: Have all employees take the Intercultural Development Inventory (IDI) online assessment; debrief as a group how we can improve intercultural communications	Track employees who take the IDI each year.	Reallocate professional development funds.	Yifang Zhang, Program Coordinator, GSI	1-2 years
2.6 GSI: Include intercultural development activities as a professional development goal in annual performance evaluations. Create a list of suggested activities from the IDI results. These could include guest speakers, attending campus-wide workshops, etc.	Revised performance evaluation to include a minimum number of intercultural development activities each year.	Supervisors in each unit	Yifang Zhang, Program Coordinator, GSI	Annual
Describe the evaluation tool that you will utilize to measure progress and ensure accountability.				
2.1 – Administer survey to assess new employee satisfaction. 2.2 – Track all OIA employee participation in implicit bias trainings. 2.3 – Review of staff hired to ensure staff diversity. Current Mills student staff come from 11 countries of origin, speak more than 20 languages, come from multiple continents and represent widely varying socioeconomic backgrounds. 2.4 – Solicit feedback and measure participation through annual performance evaluation process. 2.5 , 2.6 – IDI assessment tool report and debrief - present a group assessment of the unit.				

GOAL #2 (D: Diversity): Increase the representation of diverse students, faculty, staff, and community partners at all levels of the university.

School, College, Research, or Administration Strategy 1 – Incorporate active recruitment strategies, processes to eliminate conscious and unconscious bias, and other promising practices to recruit diverse staff, faculty, administrators, undergraduate, and graduate students from traditionally under-represented communities.

Tactics	Target Measures	Resources to be used for this tactic	Name/title of lead personnel	Timeline
1.1 OIA Central Admin: Recruitment: ensure that outreach is widespread (including professional associations in international ed. and Diversity Abroad) and inclusive; ensure that interviews are consistent and free	Diverse applicant pools and successful candidate interviews.	Staff time	Nancy Fish, Office and Personnel Manager	Ongoing

of bias and other barriers to a successful process.				
1.2 <u>GEO</u> : Diversity Student Panel, "Living Abroad in your Skin" to coincide with Ta-Nehisi Coates 2017 speaking event.	30-50 students	- CMAE and DEI leadership, publicity support - GEO – staff time and \$1,500 toward Reception	Lisa Calevi, GEO Institutional Relations Manager	Annual winter term event. First event took place in February 2017; 2018 event currently underway.
1.3 <u>GEO</u> : Weekly outreach and initial study abroad advising in the CMAE Office.	Student contact per session = 2-5 students, Up to 30 students per term	GEO advisors and Institutional Relations staff, DESA scholarship recipients to assist with advising	Lisa Calevi, Luis Ruiz	Collaboration with CMAE was reignited winter term 2017. In AY17-18 this initiative will expand, taking place weekly in the CMAE office during weeks 3-9, fall and winter terms.
1.4 <u>GEO</u> : Develop video marketing piece profiling 7 students representing diverse backgrounds, orientations and heritages and highlighting their study or internship abroad experience and their experience of identity abroad.	Video placed on GEO website to reach out to students of diverse backgrounds at the UO and GEO's 30 active partner institutions.	GEO Marketing staff and student volunteers	Lisa Calevi, GEO Institutional Relations Mgr. and Chakris Kussalanant, OIA Dir. of Marketing and Communications	1 year to completion
Describe the evaluation tool that you will utilize to measure progress and ensure accountability.				
1.1 – Review of applicant pools and staff hired to ensure staff diversity.				
1.2, 1.3, and 1.4 – Tracking tool to measure and record attendance at events, and web analytics to record hits on the video.				

School, College, Research or Administration Strategy 2 – Use promising practices and effective strategies to retain diverse staff, faculty, administrators, undergraduate, and graduate students from traditionally-underrepresented communities.

Tactics	Target Measures	Resources to be used for this tactic	Name/title of lead personnel	Timeline
2.1 <u>ISSS</u> : Increase availability of scholarships for international students at the UO.	Increase in number of international students receiving funding	Increased international student scholarship/tuition remission fund	Abe Schafermeyer, Director, ISSS	Spring 2018
2.2 <u>ISSS (Mills)</u> : Provide intercultural and experiential education campus-wide to students to assist in the creation of an inclusive climate (e.g. workshops, book clubs)	Develop intercultural education learning series for diverse groups on campus	Reallocated professional staff time; student staff time	Sonja Rasmussen, Director	Ongoing
2.3 <u>GEO</u> : Continue efforts to recruit diverse students to GEO's International Peer Assistant (IPA) Program.	Support diverse candidates for the IPA team and identify new	- GEO staff time - Current IPA Team	Lisa Calevi, GEO Institutional	Annual

	channels of recruitment across campus.	- IPA Salaries - Targeted outreach to campus units and student organizations	Relations Manager	
2.4 <u>GEO</u> : Utilize the GEO diversity working group as a conduit for promoting study abroad to underrepresented communities and soliciting strategies that create a diverse and inclusive working environment.	Encourage projects that increase access for students of all backgrounds as well as promote diversity and inclusivity among GEO staff.	- GEO Diversity Committee - All GEO staff - GEO Central Admin	Hilary Lord, Program Manager	Ongoing. GEO staff are invited to participate and contribute ideas to the working group at all monthly meetings. Diversity group initiatives are shared at GEO all-staff meetings.
2.5 <u>GSI</u> : Provide administrative services that support faculty research and paths to promotion to all affiliated faculty, including conference organization, grant proposal submission and management, etc.	Track number of faculty- led events each year; track number of outside funding applications submitted each year; track number of new grants received.	GSI and CAPS administrative staff	Holly Lakey, Program Coordinator, CAPS	Create trackable database by July 1, 2017

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

2.1 – Funded scholarships

2.2 –Evaluations at the end of intercultural training sessions.

2.3 – Number of IPAs from underrepresented groups

2.4 – Selection Criteria that accounts for diversity of applicants.

2.5 – Reviewing student evaluation and other data to determine if access is broadening on an annual basis.

GOAL #3 (A: Achievement): Facilitate access to achievement, success, and recognition for under-represented students, faculty, staff, and alumni.

School, College, Research, and Administration Strategy 1 – Eradicate any existing gaps in achievement between majority and under-represented students, faculty and staff in graduation rates, tenure and promotion, professional opportunities, leadership opportunities and recognition.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
1.1 <u>OIA Central Admin</u> : Campus-wide translation service	Number of users of service	Fee for service	Nancy Fish	Pilot by Spring 2018

1.2 <u>ISSS</u> : International Students & Scholar Services' Academic Success program	Increase in international student graduation rate	\$10,000	Abe Schafermeyer, Director; Zhaohui Chen, Int'l Student Advisor	Spring 2018
1.3 <u>GEO</u> : Affordability Assessment of GEO Center and faculty-led programs that compares program costs and enrollments. Assessment would identify "best deals" based on price, location, duration, and credits/area of study with the goal of being more explicit about how GEO offers price-competitive programs to students of all backgrounds.	Complete assessment of all GEO Center and faculty-led programs (9).	-GEO staff -Terra Dotta -Data Warehouse	TBA due to staffing transitions	Two-year timeline to allow for position to be re-staffed.
1.4 <u>GSI</u> : GE Fellow program which provides mentorship and academic training, prioritizes GEs from under-represented communities to expand diversity of CASLS team.	1 Fellow per year from a traditionally under-represented community	CASLS administrative staff	Mandy Gettler, Associate Director, CASLS	GE Fellow rubrics updated to track priority of underrepresented GE applicants by July 1, 2017

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.				
1.	– Fees generated			
2.	--Graduation rates			
3.	– A matrix that demonstrates how student demographics relate to program affordability, location and other program factors.			
4.	– Number of fellows and evaluation of their experiences			

School, College, Research, and Administration Strategy 2 – Increase faculty, student, staff, and alumni participation (with special focus on groups that are currently under-represented) in global leadership experiences, research, professional development opportunities, and scholarships (e.g. Rhodes Scholar and Marshall Scholar competitions) as well as other prestigious awards and recognitions.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
2.1 <u>ISSS</u> : Increase availability of funds for the purpose of recruiting incoming international Fulbright	Increase in placement of prestigious award-sponsored graduate	Increased International Students & Scholar Services' "sponsored"	Abe Schafermeyer, Director; Paolo	Winter 2018

and other prestigious award recipients at the graduate student level.	international students at the University of Oregon through collaboration with external funding agencies and UO campus academic units.	student tuition remission fund	Daniele, Int'l Student Advisor	
2.2 <u>ISSS (Mills)</u> : Offer and provide professional development trainings on intercultural communication for campus-wide student employees (e.g. Knight Library, ICSP, ASUO, PE and Rec)	Outreach to student supervisors to assess interest and provide overview of benefits of trainings	Reallocated staff time to develop training materials based on Intercultural Communication Institute workshops	Sonja Rasmussen, Director	Ongoing
2.3 <u>GEO</u> : Design new, innovative programming to provide global professional and leadership experiences (e.g. research opportunities, service learning, field schools, internships) for diverse UO students.	Increase number of students participating in global professional and leadership programs over the next three years.	GEO staff time	Tom Bogenschield, Executive Director	1-3 years
2.4 <u>GEO</u> : Increase number of students applying for scholarships	Increase number of applicants through improved application processes.	GEO Staff (Advising and Institutional Relations) Terra Dotta	Luis Ruiz, Assistant Director	1 year. New filtering system for identifying scholarships by specific designations (diverse backgrounds, abilities, orientations, heritages) will be implemented on the GEO web site in September 2017.
2.5 <u>GSI</u> : Fund faculty and student research, host distinguished international visitors (GOFCE), award scholarships.	Track number of awards each year; track number of faculty participating in a new international area (Scientist working in Gabon, for example)	GSI and CAPS administrative staff	Lori O'Hollaren, Associate Director, GSI	Create trackable database by July 1, 2017

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

2.1 – Student placement

2.2 -- Evaluation conducted at end of each training.

2.3 – Annual reports from GEO faculty liaison coordinator that summarizes new program development against diversity goals, strategic priorities, etc.

2.4 – Annual report from GEO advising team on number of scholarship applicants vs recipients.

2.5 – Award totals and faculty participation

GOAL #4 (L: Leadership): Leadership will prioritize and incorporate diversity, equity, and inclusion in plans and actions.

School, College, Research, or Administrative Strategy 1 – Develop and promote programs that support, mentor and prepare members of under-represented groups for leadership opportunities (i.e. department heads, directorships, deanships, vice presidencies, etc.) at the UO.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
1.1 <u>GEO</u> : Review and enhance the diversity and inclusion statements in the GEO Faculty Handbook and faculty trainings.	Review and update material within 1 year	GEO Staff time GEO Faculty Liaison Committee GEO Diversity Committee	Eric Leise, Associate Director	1 year. Review underway fall 2017.
1.2 <u>GSI</u> : Provide much needed administrative support for faculty to take leadership positions in national and international professional associations.	Track number of faculty who use our services to advance their own leadership capacity.	Reallocate existing staff time in GSI.	Lori O'Hollaren, Associate Director, GSI	Create trackable database by July 1, 2017

Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

1.2 – Annual review of GEO faculty leader reports and the faculty liaison report to assess diversity among leaders across programs.

1.2 – Faculty service use rates

School, College, Research, or Administrative Strategy 2 – Utilize philanthropy and other resources to advance the work of diversity, equity, and inclusion in your unit and across the University.

Tactics	Target Measures	Resources to be used for this tactic	Name and title of lead personnel	Timeline
2.1 <u>GSI</u> : Apply for grants, endowments and other funding to bring diverse programming to campus.	Track number of events that focus on global and/or diversity issues.	Reallocate staff time.	Holly Lakey, Program Coordinator, CAPS	Create trackable database by July 1, 2017

2.2 <u>GSI</u> : Continue pursuit of donations and endowments for curriculum that supports intercultural dialogue among various diverse groups.	Track number of conversations and their progress toward a goal of establishing donations or endowments.	Reallocate staff time.	Mandy Gettler, Associate Director, CASLS & Julie Sykes, Director, CASLS	Create trackable database by July 1, 2017
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Describe the evaluation tool that you will utilize to measure progress and ensure accountability.

2.1 – Event tracking

2.2 – Meeting and new partner tracking