

Knight Campus for Accelerating Scientific Impact

Diversity Action Plan

October, 2017

EXECUTIVE SUMMARY

The Phil and Penny Knight Campus for Accelerating Scientific Impact (KC) will bring teams of scientists, their support staff and undergraduate students, graduate students, and postdoctoral researchers to the University of Oregon, offering a singular opportunity for the UO to design a new campus that will embody our commitment to diversity and inclusion from its inception.

The Knight Campus is positioned at the intersection of science and society, working to create solutions for the greater good. Impact and speeding up the research-and-development cycle will be at the heart of everything we do. A campus whose *raison d'être* is *impact*—impact with tangible benefits for society—must be an institution that fosters diverse perspectives in an inclusive and welcoming environment.

The Knight Campus Diversity Action Plan provides an opportunity to start imagining ways to realize our goal of discovery through diversity for an entity that will be only one year old on the submission deadline of October 26, 2017. Some of our ideas will be concrete as we follow established best practices, like active recruitment protocols and establishing a diversity, inclusion and outreach committee; others will be provisional and speculative as we seek new ways to make the values of fair access to opportunities, diversity and inclusion synonymous with the Knight Campus.

At this early stage, the Knight Campus Diversity Action Plan focuses on the basic task of articulating our mission, creating plans and policies that will underwrite the mission, and recruiting leadership who will help us realize it. Accordingly, our Diversity Action Plan template responses concentrate on several foundational areas:

1. Mission statement, strategic and diversity plans, unit policies and procedures
2. Accessible, inclusive building design
3. Support and sponsorship of training and professional development opportunities

We expect to emphasize the training pipeline as a signature feature of the Knight Campus for Acceleration of Scientific Impact. We aspire to become known nationally and internationally as a scientific home for diverse students, where the next generation of scientists and researchers will be trained in a state-of-the-art campus and an inclusive environment. This will require strategic deployment of existing funds, additional philanthropic support, an aggressive pipeline fellowship structure (from active recruitment to mentoring and retention), and participating in established campus programs.

Indeed, we hope to collaborate with a number of existing mentoring and pipeline program at the UO, expanding their impact through the Knight Campus. For example, we would like to involve Alaska Native science undergraduates in KC research initiated by the META Center for Systems Biology. We also anticipate working with Community for Minorities in STEM (CMiS), a group supported by the Division of Equity and Inclusion, the Graduate School, and member fees. CMiS focuses on fostering a supportive community for ethnic and cultural minorities in all science disciplines with an emphasis on professional development,

outreach, and networking. We will also turn to the students themselves to help us build up supportive programming. For instance, we can explore how to increase the impact of the student-initiated program Students of Color Opportunities for Research Initiative (SCORE). SCORE is an academically based, hands-on research opportunity that aims to enrich the learning environment for underrepresented minorities in the sciences and provides a foot in the laboratory door for those interested in performing basic research. The program operates with support from the Center for Multicultural Academic Excellence, another unit we hope to collaborate with in the future as we create a campus where underrepresented students and scholars can flourish. Further, we will look for inspiration at peer institutions and federal agencies for promising programs that we can calibrate for the Oregon experience.

In the coming years, we will hire a Director for the Knight Campus, establish our operating policies, design the campus buildings, develop multi-year budgets, execute upon hiring plans, enhance graduate training and internship programming and eventually begin drafting the Knight Campus curriculum. All of these endeavors will be informed by our principles: fair access to opportunities; diversity, and inclusion; learning and discovery; and application of scientific research for social good.

A new campus will emerge on the North side of Franklin Boulevard connected to the original campus by a building-to-building bridge spanning the road below by January 2020—a bridge that will represent an inclusive, accessible community of scholars and learners. By academic year 2021 the campus will have two fully built-out research buildings housing some 15 tenure-related faculty with multiple teams of research employees and students totaling over 700 Knight Campus community members once fully operational in academic year 2023. We expect the Knight Campus to become a diverse and inclusive community, guided by our mission statement and policies and by the practices and protocols we develop as we mature. We will seek guidance from internal and external resources, translating promising practices into our context. Our plan cites a number of the resources we have already identified to assist us in these efforts.

TEMPLATE – Knight Campus

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

Strategy 1 – Create a more welcoming, respectful and inclusive climate for all.

Tactics	Target Measures	Resources	Lead	Timeline
1.1 Knight Campus vision and goals statements	Includes diversity, equity and inclusion as priorities in the KC mission, vision and goals statements adopted by the Internal Advisory Board and posted publicly on the KC website.	<p>UW Advance Center for Institutional Change</p> <p>National Academies Press Open book: <i>Building a Diverse Work Force: Scientists and Engineers in the Office of Naval Research</i></p> <p>US Dept. of Energy Diversity and Inclusion Strategic Plan</p> <p>AAAS Handbook on Law and Diversity</p>	Executive Director and delegates	Completed in spring quarter, 2017
1.2 Unit policies and procedures	<p>Unit policies and procedures will be informed by and include consideration of inclusion, equity and diversity whenever and wherever relevant.</p> <p>Process documents will clearly emphasize the significance of a</p>	<p>Human Resources – individual consultation and workshops</p> <p>OIED consultants and OIED workshops</p> <p>Peer external institutions policies</p>	Chief of Staff and Business Manager	Initial documents summer 2017 – ongoing

Tactics	Target Measures	Resources	Lead	Timeline
	<p>welcoming, respectful and inclusive work environment.</p> <p>Processes for input and decision-making will be based on fair access to opportunities.</p>			
1.3 Convene KC Diversity, Inclusion and Outreach Committee	<p>Committee active and charged with developing active recruitment plan and identifying best practices in onboarding and mentoring underrepresented faculty, staff, students</p> <p>KC will, if asked, appoint committee members or staff members to institutional workgroups and committees as human capital capacity allows.</p>	<p>Internal Advisory Board</p> <p>Science student groups</p> <p>Provost's office</p>	Executive Director and delegates	Fall 2017 then ongoing
1.4 Space allocation and design	Create spaces that welcome and include communities and individuals into Knight Campus internal space and landscape using universal design concepts (e.g. gender-neutral bathrooms, designated lactation space, mobility accessible structures	<p>IBM's handbook on Diversity and Inclusion</p> <p>ASID: Designing for a Diverse population</p> <p>CPC protocols</p> <p>UO CPFM</p> <p>UO EMU operations staff</p>	Executive Director and delegates	March 2017 – June 2021

Tactics	Target Measures	Resources	Lead	Timeline
	and materials, signage, etc.)			

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

Design reviews; external building code reviews; planning session with Accessible Education Center and faculty working in Disability Studies fields on campus; Diversity, Inclusion and Outreach Committee convened and active; unit policies and procedures in place and openly communicated

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 intercultural 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	Lead	Timeline
2.1 Develop a plan for recruitment, hiring and retention of faculty and staff	Plan developed Policies and procedures developed based on plan	Internal Advisory Board Peer institutions	Director and delegates	AY2018 (Will not complete until permanent director is hired and onboarded – need input)
2.1 Policy Development	Diversity and Inclusion in relevant policies as developed	Provost Office Human Resources	Executive Director and delegates	Began in AY 2017 – ongoing
2.2 Procedure Development	Diversity and Inclusion in relevant policies as developed	Provost Office Human Resources	Chief of Staff and delegates	Begins summer 2017 - ongoing
2.3 Unit training requirements	Diversity and inclusion topics along with other workplace required trainings	Human Resources OIED	Chief of Staff and delegates	AY 2019-2020

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

A mix of mandatory and voluntary employee onboarding and annual trainings/workshops/discussions focused on workplace climate and regulatory affairs (e.g. implicit bias training embedded in onboarding requirements for all employees). Performance evaluations will include diversity and inclusion measurements, policies and procedures in place and openly communicated.

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

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	Lead	Timeline
1.1 Active ongoing recruitment and deliberate recruitment practices to create candidate and student pools that attempt to reflect a mix of local, regional and national workforce availability populations. for employees	Scouting activities encouraged where they may aid in developing an excellent and diverse pool of candidates Diverse search committees appointed when possible within the area of search Job postings in outlets addressing underrepresented communities in the field Utilization of personal and professional networks to engage diverse pool of candidates	Stanford University Guide to Recruiting and Retaining and Excellent and Diverse Faculty University of Michigan: Handbook for Faculty Searches and Hiring Women in Science and Engineering Leadership Institute, University of Wisconsin Madison Association of American Colleges and Universities: Diversifying the Faculty. National Registry of Diverse and Strategic Faculty Southern Regional Education Board – postings website	Executive Director and delegates	AY17 - ongoing

Tactics	Target Measures	Resources	Lead	Timeline
		Black Doctoral Network Society for the Advancement of Chicanos and Native Americans in Science		
1.2 Collaborating with and enhancing existing programs at UO for students	Identification of promising programs at the UO that best fit the mission and goals of the Knight Campus for sponsorship Develop individualized measures of progress and success reflective of the specific program (e.g. matriculation, graduation, degree declaration)	SCORE STAMP SAIL SPUR Community of Minorities in STEM	Executive Director and delegates	Winter 2017 and ongoing
1.3 Fundraising efforts for scholarships and programming for students and student research	Inclusion of fundraising for student programming in the Knight Campus fundraising plan	Unit development officer and plan School and college development activities Central development officers	Executive Director and delegates	Winter 2017 and continuing
1.4 Deliberate onboarding best practices for employees	Mandatory incoming trainings Welcoming and accessible information	UO professional development and external professional development training programs		January 2018 begins

Tactics	Target Measures	Resources	Lead	Timeline
	<p>Community building mechanisms and events</p> <p>Informal and formal mentoring opportunities</p> <p>Include discussion of onboarding strengths and weaknesses at first year performance evaluation</p>	<p>Existing employee support groups</p> <p>CoDaC</p> <p>RDS and SPS services and events/trainings</p> <p>School and College programs</p> <p>National Center for Faculty Diversity and Development consultant and/or workshop</p>		

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	Lead	Timeline
2.1 Internal unit policies and procedures that promote a welcoming, supportive and inclusive and equitable work environment	<p>Employee onboarding protocol inclusive of diversity, equity and inclusion</p> <p>Annual workplace climate and regulatory trainings</p> <p>Require managers to request exit interviews, Include formal discussion of retention tactics in manager meetings, include questions about</p>	<p>Peer institutions</p> <p>UO human resources</p> <p>Vice President for Research and Innovation</p> <p>EHS</p> <p>AAEO</p> <p>Black Doctoral Network (BDN)</p> <p>The National GEM Consortium</p>	Executive Director and delegates	Summer 2018 and continuing

Tactics	Target Measures	Resources	Lead	Timeline
	workplace climate in exit and retention interviews	Society for the Advance of Chicanos and Native Americans in Science		
2.2 Partner with and enhance the scale of existing science programs supporting students at UO	<p>Identification of promising programs to partner with mission and goals of Knight Campus.</p> <p>Formal discussions of needs and goals of existing programs, future directions and Knight Campus sponsorship.</p>	<p>UROP</p> <p>STAMP</p> <p>SCORE</p> <p>SPUR</p> <p>UOWGS</p> <p>JUMP (undergrads)</p> <p>COACH</p> <p>A Community for Minorities in STEM</p> <p>REU minority supplement opportunities</p> <p>Graduate School</p> <p>Vice President for Research and Innovation</p>	Executive Director and delegates	<p>Summer 2017 Knight Campus sponsored five programs through a competitive proposal process. The programs had to benefit UO students and a primary aim of the program had to be recruitment, retention and support of students from underrepresented groups in STEM fields.</p> <p>Review of the outcomes of these five programs and other opportunities will occur in Winter 2017-18.</p> <p>Further sponsorship opportunities will be considered in Spring of 2018 and then on-going after review and consideration by leadership and faculty of the Knight Campus.</p>
2.3 Fundraising efforts for scholarship and programming for individual students and student research	Inclusion of scholarship and programming needs in Knight campus fundraising priorities	Unit development plan and development officers in VPRI, CAS, CoEd, SOJC,	Executive Director and delegates	Winter 2017 and continuing

Tactics	Target Measures	Resources	Lead	Timeline
		AAA and College of Business Central development office		

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

Overall employment metrics meeting or exceeding institutional expectations, review of search and recruitment practices for possible recalibration or enhancements, identification of existing student programming to align with the Knight Campus, inclusion of scholarship and programming needs in Knight Campus fundraising priorities

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

Strategy 1 – Eradicate any existing gaps in achievement between majority and underrepresented students, faculty and staff in graduation rates, tenure and promotion, professional opportunities, leadership opportunities and recognition.

Tactics	Target Measures	Resources	Lead	Timeline
1.1 For future consideration by the Knight Campus leadership committee and the KC Diversity, Inclusion and Outreach Committee				
1.2				
1.3				

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

Strategy 2 – Increase faculty, student, staff, and alumni participation (with special focus on groups that are currently underrepresented) 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	Lead	Timeline
2.1 For future consideration by the Knight Campus leadership committee and the KC Diversity, Inclusion and Outreach Committee				
2.2				
2.3				

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

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

Strategy 1 – Develop and promote programs that support, mentor and prepare members of underrepresented groups for leadership opportunities (i.e. department heads, directorships, deanships, vice presidencies, etc.) at the UO.

Tactics	Target Measures	Resources	Lead	Timeline
For future consideration by the Knight Campus leadership committee and the KC Diversity, Inclusion and Outreach Committee				

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

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	Lead	Timeline
2.1 Seek funds to support expansion or development of programming for undergraduate research opportunities with an emphasis on building the pipeline of underrepresented individuals into the sciences	<p>Identification of signature programs to be associated with the KC.</p> <p>Active fundraising for those programs</p> <p>Set a financial goal annually for philanthropy for support of these programs</p>	<p>Existing programs at the UO.</p> <p>Existing programs at peer institutions</p> <p>Confer with existing student groups</p>	Executive Director and delegates	AY 17 and continuing
2.1 Seek funds to support expansion or development of programming for graduate research opportunities with an emphasis on building the pipeline of underrepresented individuals into the sciences	<p>Identification of signature programs to be associated with the KC.</p> <p>Active fundraising for those programs</p> <p>Set a financial goal annually for philanthropy for support of these programs</p>	<p>Existing programs at the UO.</p> <p>Existing programs at peer institutions</p> <p>Confer with existing graduate student groups</p>	Executive Director and delegates	Ay17 and continuing
2.1 Seek funds to support expansion or development of programming for post bac and post doc research opportunities with an emphasis on building the pipeline of underrepresented individuals into the sciences	<p>Identification of signature programs to be associated with the KC.</p> <p>Active fundraising for those programs</p>	<p>Existing programs at the UO.</p> <p>Existing programs at peer institutions</p>	Executive Director and delegates	Ay17 and continuing

Tactics	Target Measures	Resources	Lead	Timeline
	Set a financial goal annually for philanthropy for support of these programs	Confer with existing student groups Confer with national post-doc organizations		

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

Programs identified and included in fundraising priorities for the Knight Campus. In FY18 there will be at least two existing student-focused programs identified to receive support/sponsorship through the Knight Campus.