



OFFICE OF EQUITY, DIVERSITY AND INCLUSION

2020 REPORT

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Letter from The Chief Equity, Diversity, And Inclusion Officer

Dear Pacific University Community,

We are pleased to share the Office of Equity, Diversity and Inclusion (OEDI) 2020 Report. This report details the work done in calendar year 2020, specific to equity, diversity and inclusion.

As the Vice President for Student Affairs and Chief Equity, Diversity & Inclusion Officer, I want to thank the university community for making the commitment to assure equity is at the center of all we do. It is important that, as an institution, we dismantle inequities and shine light on overt and covert injustices that we face as a university.

The primary role of this office is to lead and manage an institution-wide effort to support and further develop a diverse community of students, faculty, and staff through policy development and programs that foster equity and inclusion, in the broadest sense possible. This includes providing strategic, operational, and organizational leadership to grow capacity for intercultural competence, the nurturing of diversity populations, and inclusive leadership across campus. The OEDI is guided by the National Association of Diversity Officers in Higher Education and works in partnership with the University Diversity Committee.

The [Office of Equity, Diversity, and Inclusion's Mission, Vision, and Values](#) are:

Mission | The Office of Equity, Diversity and Inclusion (OEDI) is committed to provide leadership, and create partnerships to expedite shared responsibility for creating a diverse, equitable, and inclusive campus in which students, faculty, and staff can prosper.

Vision | For Pacific to reflect and serve all segments of society and whose people, policies, protocols, practices and learning spaces serve as a model for inclusive excellence.

Values | Social Justice | People | Strategic and Systemic Change | Shared Responsibility | Mutual Accountability

Black Lives Matter | Given the ongoing, tragic killings of unarmed Black and brown human beings, and the mission of Pacific University and the OEDI, we feel it's important to state that we stand in solidarity with those who are targets of this violence. We stand with the Black Lives Matter movement.

Additionally, the OEDI is working on multiple fronts to continue to support the university's long-time tradition for as a nurturing and supportive learning environment, preparing diverse students for success in a global community, by collaborating with many stakeholders across colleges and departments. The OEDI can assist you in arranging development workshops as well as provide you [more information on opportunities or workshops](#). Please visit the [OEDI website](#) for more information.

Respectfully,

Narce Rodriguez

Vice President for Student Affairs and Chief Equity, Diversity & Inclusion Officer
Pacific University



INTRODUCTION

Pacific University reaffirmed its commitment to equity, diversity and inclusion by hiring a Chief Equity, Diversity & Inclusion Officer on July 5, 2017. This milestone was reached through a pledge and the recommendations from the University Diversity Committee members and the many faculty, staff and students, who as a university community, engaged with administration to bring forward a commitment to meet the needs of the university mission.

This hire addressed Pacific's 2020 strategic plan in particular to the following theme: "Diversity of Pacific's missions of education, discovery and service require a rich diversity of ideas, people and cultures." Most recently, President Hallick's Vision 2030 continues to be committed to and support of the mission of diversity.

Pacific University's commitment to equity, diversity and inclusion follows two Core Themes set by the recommendation of the Northwest Commission on Colleges and Universities, consisting of:

- 
1. Educating for Student Success
 2. Serving the Global Community

The Office of Equity, Diversity and Inclusion (OEDI) became responsible for leading and managing institution-wide efforts to support and further develop a diverse community of faculty, students, and staff through policy development and programs that foster equity and inclusion in the broadest sense possible. This includes providing strategic, operational, and organizational leadership that grows capacity for intercultural competence, nurturing of diversity populations, and inclusive leadership across campus. The OEDI is guided by the National Association of Diversity Officers in Higher Education standards. In addition, it's important to continue to support Pacific University's long-time tradition as a nurturing and supportive learning environment, preparing diverse students for success in a global community.

The Chief EDI Officer for Pacific University examined what particular best practice model should be used based on three models that have been used throughout the nations' college and university campuses. The models are **Collaborative**, **Unit-Based** and **Portfolio Divisional**. Historically, the OEDI began its work with the Collaborative and Unit-Based Model.

Effective July 2020, the Chief EDI Officer position was elevated to Vice President of Students Affairs and Chief, Equity, Diversity and Inclusion Officer, and therefore, at this time we are operating between the Unit-Based Model and Portfolio Divisional Model.

Collaborative Model •••••

Characteristics include, a one-person office with a small support staff (administrative support, student workers). There is no reporting unit structure/no supervision of lower-rank diversity officers, limited budget and a narrow span of priorities. The high value is on building personal relationships on campus, rarely involving implementation of diversity initiatives at the ground level.

Unit-Based Model •••••

Characteristics include additional staff (e.g., administrative support, program assistant, research assistant) to sponsor diversity initiatives and supervision of lower-rank diversity officers with no reporting structures. The high value is on building personal relationships on campus, and there is direct collaboration with diversity and other related units on campus. In this case, the office of Human Resources.

Portfolio Divisional Model •••

Characteristics make it the most cost-intensive model (staff and resources). There is direct collaboration with high-ranking administrators, and a value on building personal relationships on campus. There is a presence and supervision of lower-ranking diversity officers and a direct relationship with reporting units (e.g., multicultural affairs, ethnic and gender studies).



Educational & Collaborative Strategies

As a Pacific University stakeholder, the OEDI has a vested interest educating the campus about the OEDI role through the following opportunities:

- Facilitating critical dialogue among students, faculty, and staff, and through one-on-one meetings across campus
- Initiating strategic meetings with deans, department heads and students
- Coaching faculty, students and department chairs/directors
- Participating in new faculty/student orientations
- Participating as an ex officio member of the university diversity committee
- Participating in the accreditation committee
- Consulting with deans on search committees
- Developing and delivering cultural training workshops to educate the campus community
- Sponsoring events directly from OEDI or the Student Multicultural Center
- Working closely with Human Resources, Undergraduate Student Senate, Professional Student Senate, and Staff Senate

Anti-Discrimination Statement

Discrimination and hate have no place in our Pacific Community, let alone in our response to COVID-19. Associating the disease with any particular group of people or ethnicity is wrong and is dangerous to individuals and families. Violence, bullying and harassment must be reported and stopped to ensure Pacific maintains a safe environment.

During this public health emergency, it's particularly important to prevent and stop discrimination. Sharing accurate information and not promoting stigma or hate, will help us come together as a community to fight COVID-19. Every Pacific University community member, regardless of immigration status, is protected from discrimination and harassment because of their race, national origin, and ancestry, among other protected characteristics.

Strategic Planning for Student Affairs & OEDI

In Fall 2020, Student Affairs & OEDI embarked on a strategic planning process. The objectives have initially been defined as:

- Define the current state of Student Affairs, including reviewing the mission and identifying team strengths & challenges.
- Define the desired future state of Student Affairs.
- Develop a plan to achieve the future vision, which may involve some reorganization of services and clarification of staff roles.

Phase One included:

- Individual confidential interviews with each SA team member (25-28 people).
- Summarize key themes, as well as not-so-common perspectives that might be strongly felt by one person or a small group.
- Share summary with Vice President & leads (group of 8-10 that will act as a steering team).
- Meet (virtually) with entire SA team to share summary, develop a vision of the future for SA and identify key issues and opportunities.
- Work with steering team to identify next steps.

Phase Two scope of work will be developed following completion of Phase One, and will likely include outlining key initiatives to develop the SA organizational structure, clarify staff roles and build the team culture. Phase One concluded in December 2020 and Student Affairs has begun Phase Two, which should see the bulk of the work take place in Spring 2021.

THE OFFICE OF EQUITY, DIVERSITY AND INCLUSION

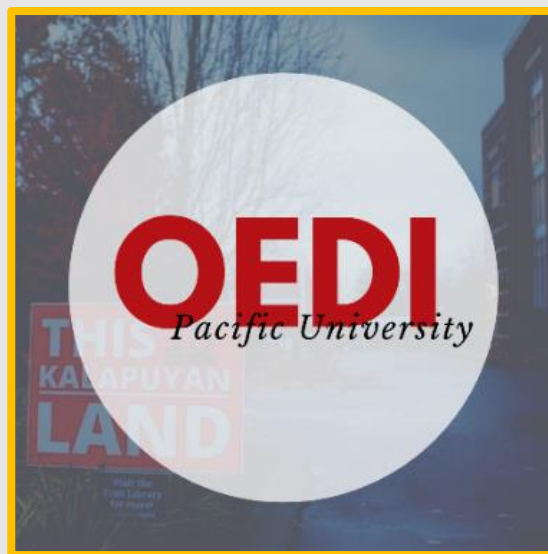
As of July 2020, the Office of Student Affairs & Equity, Diversity, and Inclusion, is currently comprised of three full-time employees, the Vice President for Student Affairs and Chief Equity, Diversity, and Inclusion Officer, an executive assistant and programs manager, and the Student Multicultural Center Director who also assists with OEDI programming and student support.

In September 2020, the OEDI worked to establish an endowed fund, to support diversity training and professional development for Pacific University faculty, staff and students. Areas of funding support may include, but are not limited to, trainings, workshops, registration fees, supplies, etc.

Contributions to the OEDI fund can be made online:

<https://www.pacificu.edu/give/make-gift>,

Designation: Other > OEDI Fund.



Follow OEDI updates via Instagram: @pacificu_edu

The OEDI strives to continuously improve its communication with the University to share the work being done in regard to equity, diversity, and inclusion. These new methods of communication include starting an Instagram account to promote current events and programming, and a monthly newsletter that currently reaches 429 people (and continues to grow). Anyone who wishes to join the newsletter may reach out to oedi@contact.pacificu.edu.

Additionally, the [OEDI webpage](#) is frequently updated and all programs that are recorded are available to view on the [EDI Resources](#) page.

The Student Multicultural Center

Established in the fall of 2017 by the OEDI, [the Student Multicultural Center \(SMC\)](#) is an integral part of Pacific University that represents students of all identities, cultures and abilities. In a continuously evolving world, the SMC strives to promote cultural sensitivity through education and advocacy within our university and student operations.

It has been demonstrated in systems of higher education, across the region and the country, that multicultural centers create a sense of belonging that mitigate key risk factors placing students of color in jeopardy of attrition. The SMC's focus is to provide support and community to Pacific University. The SMC helps protect our investment in our students through a sense of belonging. It provides students the "co-curricular engagement in, and learning through, civic engagement and intercultural and international exploration" as outlined in Pacific University Year One Self-Evaluation Report, September 2017 (page 14).



A Director of the Student Multicultural Center was hired in September 2020.

In 2020, one of the items the SMC focused on was connecting with our college community and our community outside the walls of the university. The Director works closely with Advancement, Financial Aid, and other partners to continue to create new scholarship opportunities, including two new major external scholarships that support Latinx students.

Office of Hawai'i Outreach and Programming

The Office of Hawai'i Outreach and Programming (HOP) serves as a central resource for current students, prospective students, students' families, alumni, faculty, and staff regarding issues related to students from Hawai'i. HOP and its full-time director reports directly to the Vice President for Student Affairs and Chief Equity, Diversity and Inclusion Officer.

The HOP Office continues to develop, supervise, and implement comprehensive student support programs and events for students from Hawai'i, that are designed to support the retention, academic and personal success of this population.

In 2020, major programming included "Mentor/Mentee Mondays", "What's Up Wednesdays", and "Talk Story Tuesdays". The Director continues to meet with, check on, and connect students to professors and tutors, who may need academic and emotional support.

Center for Gender Equity

The Center for Gender Equity (CGE) promotes equity around gender and sexuality for all Pacific University students and surrounding communities through support, education and activism. The CGE and its full-time director reports directly to Vice President for Student Affairs and Chief, Equity, Diversity and Inclusion Officer.

A search for the Center for Gender Equity Director is underway and a director is expected to be hired in Spring 2021.



INITIATIVES IN DIVERSITY

Pacific University Diversity Committees

University Diversity Committee

- College of Arts and Sciences Equity, Diversity and Inclusion Committee
- College of Education Diversity Committee
- College of Health Professions Diversity Committee
- College of Optometry Equity, Diversity, and Inclusion Task Force
- Eugene Campus Diversity Committee
- University Libraries Equity, Diversity and Inclusion Committee

University Diversity Committee

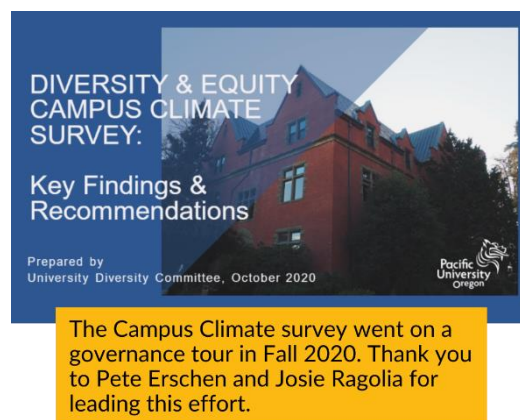
The Office of Equity, Diversity and Inclusion works in alignment with the [University Diversity Committee](#) (UDC), as outlined in 2.5.2 of the Faculty and Governance handbook. The UDC currently consists of 23 members from across all areas of the University, and committees' responsibilities are:

- Advance the university's goal of achieving diversity in enrollment and the composition of faculty and staff;
- Using evidence-based diversity models, guide the implementation of the university's strategic diversity plan advocating for the following core elements;
 - Leadership development.
 - Faculty and staff development
 - Student development
 - Curriculum development and
 - Community and university relations
- Establish and sustain formal collaborative relationships with Academic Affairs, Student Affairs, Human Resources, University Advancement, Finance and Administration and other university departments to promote and implement the university diversity plan.
- Identify and support the development of resources from government, foundation and private grants, and other sources to sustain and expand the implementation of the diversity objectives and activities.
- Advise the University Council on matters related to equity and diversity to advance the university's mission and vision.
- Facilitate regular diversity audits to evaluate progress in advancement of the university's diversity goals.
- Provide leadership and guidance (as needed) to the college or unit Diversity Committees, if extant.

Two major initiatives that the UDC completed in 2020 include the Campus Climate survey and establishing the Indigenous Engagement Committee as a formal sub-committee.

Campus Climate


The current assessment of true diversity is not only based on a difference in individual backgrounds, personal identities, intellectual approaches, and demographics; it is also the removal of barriers and the creation of space that begins to break down the symptoms of institutional racism, sexism and all other ism's. Pacific University is not any different than other institutions of higher education in the country. However, the tone of equity and inclusivity is the responsibility of all and we are responsible for challenging our community (students, faculty and staff) to engage differences as strengths in order to improve campus culture and to develop in concert an environment that ensures equality of access.



In Spring 2019, the first campus climate survey was conducted for all stakeholders at Pacific University. The survey was done in partnership with the Office of Institutional Research, and in consultation with the Diversity Committee, part of the Pacific University governance system. An Executive Summary was compiled by Mark Ankeny in Spring 2020, prior to his retirement, and was presented to the University Diversity Committee in June 2020.

Under direction from the University Diversity Committee, a sub-committee was formed to review the 2019 Executive Summary and create a presentation along with recommendations. This presentation went through a governance tour across all major university committees and several departments, including President's Cabinet, Provost's Council, Faculty Senate, Staff Senate, University Council, and student senates in Fall 2020.

The Office of Equity, Diversity and Inclusion looks forward to using the survey data and recommendations from the Diversity Committee to be able to engage the entire university in continuing anti-racist work that supports all students.

 The executive summary, presentation, and a recorded version of the presentation available to anyone at the University [via Box](#).

Indigenous Engagement Committee | Overall Charges & Current Membership

Dating back to student-led work that began in Fall 2018, with a request from the Undergraduate Student Senate requesting that President Hallick include a Land Acknowledgement at certain meetings and ceremonies at the University. In response to this request, a Land Acknowledgement Task Force was established in Spring 2019. The task force worked to ensure that it was not a "token" but authentic in action and intention at Pacific. The first Commencement address to contain a Land Acknowledgement was Spring 2019. In Fall 2020, the University Diversity Committee made pathways to establish this task force as a standing sub-committee, comprised of UDC members and other representatives from the Pacific University community. Throughout the work, the Indigenous Engagement Committee works closely with the Confederated Tribes of Grand Ronde. The committee's overall charges were drafted in December 2020 and are:

- Cultivate relationships with Indigenous communities within and around Pacific University.
- Advocate for the recruitment, retention and support of Indigenous faculty, staff, and students.
- Provide support and resources to the Pacific community in acknowledging the history of this land/Pacific in its variety of relevant contexts.
- Commit to learning about indigenous issues, history of the lands, and the inherent rights of indigenous peoples.

- Provide guidance for compliance with any legal, accreditation, policy or protocol requirements related to Indigenous issues.
- Offer counsel on curricular development related to Indigenous issues and/or history.
- Affirm that Native voices are the ultimate authorities on their own histories.

2020-2021 Committee Membership | The Indigenous Engagement Committee operates with a shared leadership model. Current membership is 14, with representation from student, faculty, staff, and alumni.



University Diversity Committee Goals

The University Diversity Committee held a Summer Retreat on June 13, 2019, where participants identified key goals for the University Diversity Committee for the next three years along with a 3-year action plan and timeline. All six goals were developed through collaboration by the University Diversity Committee and the OEDI. See results of the retreat's work [here \(link\)](#).

The original goals were developed in June 2019, and have been updated in July 2020 to reflected continued work.

Goal	Year One 2019	Year Two 2020/21	Year Three 2021/22
1. Unify Diversity Initiatives	<ul style="list-style-type: none"> • Session with all diversity committees - discuss needs, current practices • Establish through lines/connections of each to strategic plan 	<ul style="list-style-type: none"> • Send survey to ask current units what needs they have to continue or begin their diversity strategic planning. • Set 2 to 3 units goals/action plans for diversity work with measurable tools • Identify current units with diversity strategic planning 	<ul style="list-style-type: none"> • Implementation of goals/ action plans • EDI provide comprehensive report with all units' diversity actions plans
2. EDI Strategic Plan	<ul style="list-style-type: none"> • Gather and analyze data to set goals and determine objectives • Work on Campus Climate Survey, Executive Summary (link); take to Cabinet and share CCS to all university stakeholders via Governance tour 	<ul style="list-style-type: none"> • Determine costs for each unit to deliver their diversity strategic plans and advocate for budget • Diversity Strategic planning for each unit at the University. 	<ul style="list-style-type: none"> • Implement plans • Continue to consult with EDI and UDC



3. Revamp Hiring and Admissions	<ul style="list-style-type: none"> • Survey staff & faculty • Set goals • Info gathering HR job descriptions • Self-study hiring practices • Who gets on hiring committees? • Implicit Bias training 	<ul style="list-style-type: none"> • Communicate & educate policies to faculty & staff • Rewrite job descriptions • Relationship building with possible new faculty • Develop policies & practices for hiring • Provide trainings for hiring (materials) 	<ul style="list-style-type: none"> • Implement continuing education / review • Assess hiring pool • Survey faculty & staff • Repeat cycle
4. Education & Professional Development for Faculty & Staff	<ul style="list-style-type: none"> • Get Admin support • Funding? 	<ul style="list-style-type: none"> • Create requirement for EDI credit • Orientation EDI • In-Service Days • Book Club • Deliver OEDI workshops (materials) 	<ul style="list-style-type: none"> • Identify speakers • Organize workshops • Syllabus review process for EDI
5. Social Justice Program for Faculty, Staff, and Community	<ul style="list-style-type: none"> • Identify content, resources, and community partners • Determine best timing; locate space • Determine institutional requirements for establishing an institute/event 	<ul style="list-style-type: none"> • Build partnerships with sponsors & community partners • Social Justice symposium with limited community partners 	<ul style="list-style-type: none"> • Joint community and Pacific University conference • Expand event over 2 - 3 days and possibly use community spaces
6. Build Persons-of-Color community within faculty & staff to increase retention	<ul style="list-style-type: none"> • Needs assessment on the onboarding process • Build infrastructure for mentoring program • Continue to build connection (1x/yr., find funding, identify space) • Collect data e.g. <i>How long they stay, Implement exit interviews, EDI lens re data collection</i> 	<ul style="list-style-type: none"> • Use data to advocate for funding • Implement Mentoring Program • Develop infrastructure for onboarding • Implement White Affinity Group • Implement BIPOC Affinity Group 	<ul style="list-style-type: none"> • Support to decrease cultural taxation • Identify compensation for EDI work • Recruit more POC to retain our POC

Other Areas Stepping Up:



In addition to the University Diversity Committee, many areas across the University have worked to establish their own sub-committees. These areas work in partnership with the UDC, as part of Goal 1, Unify Diversity Initiatives.

College of Arts and Sciences Equity, Diversity and Inclusion Committee

For Eugene Campus EDI efforts, please see [Eugene Campus Diversity Committee](#).

In July 2019, The College of Arts and Sciences (CAS) engaged with an external consultant to create the [Equity, Diversity and Inclusion \(EDI\) strategic plan](#). The activities included facilitations with CAS administrative staff, faculty, staff and students to provide their requirements for the plan. The following are the stakeholder engagement activities.

1. 53 individuals participated (30 in staff group, 17 in faculty group, 6 in student group) in the first round of facilitations on 9/17/19.
2. Individuals came from many offices and departments; including, MarCom, Student Life, Admissions, Library (CETCI), Career and Academic Advising Center, SNS, SSS, SAH, Student Centers, and the Counseling Center.
3. Additional rounds of student facilitations were held with the Student Senate (9/26/19; 23 students), Student Multicultural Center (10/2/19), and the Center for Civic Engagement and Outdoor Leadership groups (10/15/19, 17 students, 1 staff).
4. An additional facilitation for Eugene was held October 18th.
5. An anonymous survey was sent out in December to capture missing requirements from faculty/staff/administration and students to provide another avenue to gather more information.
6. A facilitation where students, faculty/staff/administration met and discussed the current requirements occurred on 2/27.




After these facilitated requirement gatherings, the CAS EDI draft plan was completed the summer of 2020 and includes the following five major goals:

1. Implement a College of Arts and Sciences (CAS) Equity, Diversity & Inclusion (EDI) Committee to successfully execute the College of Arts and Sciences EDI plan.
2. Improve the inclusivity of CAS syllabi and curriculum.
3. Improve recruitment and retention of faculty/staff/administration from marginalized groups.
4. Improve faculty/staff/administration equity, diversity and inclusion education.
5. Improve graduation rates and post-graduate preparation for students from underrepresented groups.

Additional resources developed by CAS include a [resource hub created in collaboration with CETCI](#) and the [inclusive syllabus checklist developed by students, faculty and staff](#).

In 2020, faculty within CAS continued to work on improvements to their curriculum that were anti-racist and anti-oppressive. For example, a faculty member within the Department of Psychology re-designed two Cognitive Psych classes to include deliberate attention to anti-racism, an unusual thing to do in Cognitive Psychology. Within the introductions in the materials below is more detail:

1. Class project e-book for PSY 353 (Cognitive Development): [Raising Just Kids: Explanation & Advice from Developmental Science](#)
2. Class project e-book for PSY 314 (Memory & Mind): [Cultivating your practice of justice and inclusion: Explanation and advice from Cognitive Science](#)



In January of 2021, CAS selected its first EDI Faculty Fellow, Matthew Town, help create and lead a committee of faculty, staff and students to make progress on all 5 goals. Moving forward, Professor Town will work in collaboration with the OEDI to accomplish goals outlined by CAS.

College of Education Diversity Committee

For Eugene Campus EDI efforts, please see [Eugene Campus Diversity Committee](#).

The College of Education (COE) Diversity Committee is composed of four members, which work on diversity issues related to the College of Education. The 2020 Co-Chairs are Tara Meister and Carrie Larson.

The COE Diversity Committee goals are to eliminate policies, practices, and protocols that discriminate, erect barriers, or contribute to systemic racism; enact policies, practices, and protocols that support equity, increase access, and embrace diversity. In addition to the active EDI committee, the College of Education helped develop an [Equity Lens for Decision Making template](#), which the OEDI now uses and shares with all workshops participants.

In 2020, the College of Education Diversity Committee accomplished the following initiatives:

- Workshops on microaggressions and intent vs. impact
- Developed diversifying syllabus [tool](#)
- [Session](#) on EDI and the Syllabi
- Drafted inclusive syllabus language for the College
- Guest [presentation](#) on indigenous knowledge in STEM
- Course modification for undergrad SPED program to include the social construction of disability
- Developed and implemented programs designed to increase the diversity of teacher candidates
 - Residency Teacher Licensure [program](#)
 - [B.Ed Hybrid](#)
 - [Critical Educators of Color Pathway](#)
 - Preliminary conversations around an Equity Literacy Certificate

Additionally, COE has a standing goal of increasing the diversity of students, faculty, and staff. A few examples of their work toward this goal include:

- Analyzed and discussed demographic data of COE students, faculty, staff as a College
- Conducted equity review of hiring process in partnership with the Chief Officer of the Office of Equity, Diversity, and Inclusion
- Reviewed and revised job descriptions to include an equity lens
- Implemented collecting demographic information of applicants and review process to determine if the applicant pool is diverse

The COE Diversity Committee has outlined their future goals to include diversifying images of our students and faculty on the website to more accurately represent who they are; to design curriculum and support pedagogy that honors diversity and critically examines “isms”.



College of Health Professions Diversity Committee

The College of Health Professions (CHP) Diversity Committee is composed of 23 members, which work on diversity issues related to the College of Health Professions. The 2020 Chair is Danielle Backus, assistant professor, Pharmacy. The committee initially began as a task force, but by 2017-2018 they had established themselves as a committee.

In 2020, the CHP Diversity Committee worked on the development of criteria for endowed CHP diversity scholarship, initial planning for faculty training on methods for teaching future health professionals about equity, diversity, and inclusion, and recruiting faculty/staff members to represent every CHP school on the committee.

The CHP Diversity Committee has outlined their future goals for the committee, which include:

- Award first CHP Diversity scholarships to current CHP students
- Provide faculty training on methods for teaching future health professionals about equity, diversity, and inclusion
- Serve as resources for future CHP faculty/staff hiring searches to add an EDI lens to the process
- Adoption of EDI statement for the CHP

Additionally, within CHP, the School of Graduate Psychology has established a diversity sub-committee for their area that is developing a plan that includes two common goals: 1) eradicate individual and system racism, and 2) make SGP a more inclusive environment.

College of Optometry Equity, Diversity, and Inclusion Task Force

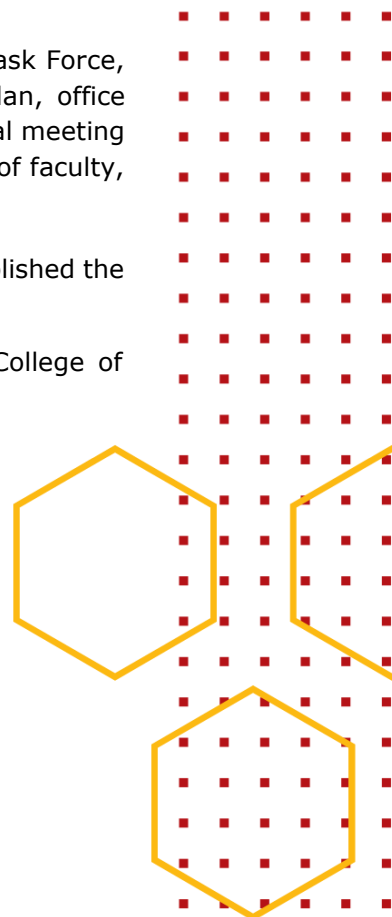
The College of Optometry establish the College of Equity, Diversity, and Inclusion Task Force, which is currently chaired by Mari Fujimoto, assistant professor, and Gabriela Solan, office manager, in 2020. Work began in June 2020 and the committee held their first official meeting of the task force on July 7, 2020. The task force consists of 19 members comprised of faculty, staff, students, and alumni.

In 2020, the College of Optometry Equity, Diversity, and Inclusion Task Force accomplished the following initiatives:

1. Established the Equity, Diversity, and Inclusion (EDI) Task Force for the College of Optometry (COO)
2. Develop subgroups and established goals for the COO
 - a. Student Recruitment and Retention
 - b. Faculty and Staff Recruitment and Retention
 - c. Alumni and Community Relations
3. EDI Newsletter

The committee's future goals for 2021 (and beyond) are:

1. Develop a [Certificate of Inclusion Program](#) based on The Ohio State University model
2. Further collaboration with other EDI groups at Pacific University
3. Establish an EDI Course within the COO curriculum
 - a. Possible collaboration with College of Health Professions
4. Student Recruitment and Retention
 - a. Recruitment



- i.
- ii. Summer Open House programs
- iii. Admissions Committee: Implicit bias training, accommodations, outreach to undergraduate universities to reach under-represented groups, and ensuring an equitable application process
- b. Retention: affinity groups, participation in EDI newsletter, exit survey
- 5. Faculty and Staff Recruitment and Retention
 - a. Recruitment: cultivate interest in students and residents interested in a career in academia
 - b. Retention: affinity groups (leading student groups or participating in all-faculty affinity groups)
- 6. Alumni and Community Relations
 - a. Cultural Competency and EDI continuing education courses
 - b. EDI Newsletter participation from alumni
 - c. Community Outreach events with the EyeVan
- 7. Establish endowed scholarships

Eugene Campus Diversity Committee

The Eugene Campus Diversity Committee consists of six members. The 2020 Chair is Lalit Khandare, assistant professor, Social Work, and Chair-Elect is Sara Summers, assistant director for graduate and professional admissions.

In 2020, the Eugene Campus Diversity Committee accomplished the following initiatives:


1. Providing space for student run Latinx affinity group
2. Establish monthly EDI meetings with agenda
3. Adoption Micro Aggression Workshop, presented by Karin Garber, PhD
4. SOC Brunch with alumni panel
5. Increase awareness about student position Student representative MSW/ SLT
6. Equity Foundations Award at SLT S.T.A.R. event
7. Adding EDI meetings to university calendar

The objectives for Eugene include hosting and presenting workshops that bring most advanced anti-racism and white supremacy processing lens to campus, organizing a framework that regularly hosts and supports difficult conversations about how students and staff and faculty of color are doing in real time, incorporate anti-racism and white supremacy processing group, and consider the intersection of social media and social justice, and its impact on engagement.

The committee's future goals are:

1. Continued support for Affinity Groups
2. Establish a twice monthly space, "Being Brown in this Town"
3. Bias & Hate reporting system presentation each semester
4. Confidential Advocate presentation and support each semester
5. Collaborative momentum around diversity centered presentation
6. Allies vs Co-conspirator: How to make a difference
7. Discussion Panels of alumni of color from the Eugene campus



- 
- a. Jobs
 - b. White fragility with coworkers
 - c. Handling micro-aggressions
8. Creating a Eugene BSU and connecting with FG BSU

Sara Summers was appointed as the Equity, Diversity and Inclusion (EDI) Coordinator for the Eugene Campus. Moving forward, Summers will work in collaboration with the OEDI, College of Arts & Sciences, and College of Education, to accomplish goals specific to the Eugene Campus.

University Libraries Equity, Diversity and Inclusion Committee

In June 2020, the Libraries formed an EDI Working Group to start planning library-wide work dedicated to identifying and working to dismantle racism and inequity within our services and practices. The working group planned a series of opportunities to engage library faculty and staff during summer 2020:

- A weekly EDI Coffee Break to discuss individual reading and engagement activities
- Individual collective readings, along with self-assessments, aimed at helping understand our own identities, privilege, biases, and racism
- A summer retreat for library faculty and staff that involved reflection on the readings, and viewing/discussion of videos that shared the experiences of BIPOC authors and college students
- Initial work on a Libraries-specific equity and inclusion lens tool to be used to assess and identify needed changes in our work; the tool was workshopped at the summer retreat in July 2020

In Spring/Summer 2020, library staff created an  [online guide of materials](#) available through the Libraries as a resource for the Pacific community in its engagement with anti-racist work.

The EDI Working Group completed an adaptation of the Libraries' equity and inclusion lens tool (adapted from the Nonprofit Association of Oregon's tool), and each department, used the tool to assess one service/policy/process in their area and identify necessary actions to advance equity, inclusion, and anti-racism within that work.

After completing initial assessments in Fall 2020, the Libraries' new EDI Committee reviewed all of the completed equity lens documents and identified proposed actions that cut across functional areas in the Libraries with a charge to provide "leadership in the area of EDI by identifying needs, making recommendations, and assisting in the development, implementation, and assessment of projects and strategies that support and promote equity, justice, and inclusion for all employees and patrons of the Pacific University Libraries." As part of its initial work, the EDI Committee is currently developing an EDI statement for the Libraries and contributing to the creation of an EDI Plan (described below) for the Libraries that is based on the equity lens work conducted by all Libraries departments. The Committee will also be taking the lead on several activities that are part of the Libraries EDI Plan.

The Libraries' Equity, Diversity, and Inclusion (EDI) plan, which is being finalized in 2021, will guide how we approach our work—both that described in our strategic plan and all other activities that we engage in as part of our operations—by providing a framework for identifying and prioritizing activities that promote diversity, equity, and inclusion. The plan includes five goals, as well as specific activities to support those goals:

1. Create an organizational culture that reflects and advances equity, diversity, and inclusion
2. Build library collections and services that recognize different forms of cultural knowledge and wealth and contribute to dismantling the concept of a 'cultural norm'
3. Foster a sense of belonging for all members of the Pacific community in library facilities and in library service and resource use

4. Work to identify and eliminate racism, white privilege, and other identity-based privilege currently inherent in library services, technology, and information resources
5. Develop accountability to historically minoritized and oppressed groups within the Pacific community

The Libraries' progress on its EDI Plan, as well as on EDI activities not included in the plan, will be reviewed on an annual basis by the EDI Committee, Library Steering Team, and new Libraries Student Advisory Board.



Athletics

In 2020, Athletics worked on four main areas in regard to equity, diversity and inclusion: human resources, committees/collaborations, education, and social media. Athletics adjusted job descriptions and advertisements for new positions to be more inclusive and encourage a diverse applicant pool. The OEDI also conducted Educational workshops to all full-time Athletic Department coaches and staff on implicit bias.

Additionally, representatives from Athletics served on the University Diversity Committee and the Student Affairs Centers/Collaboration working group, striving to develop stronger partnerships across the university. Additionally, Athletics hosted guest speakers who spoke on topics such as having political conversations and having difficult conversations.

A major initiative took place from June to September 2020, which continues today. A committee made up of Athletic staff, coaches, and student-athletes, using the Athletic Department's social media platforms, to create content around awareness of social justice issues. From October 27-29, creation and promotion of content for the NCAA Diversity & Inclusion Campaign took place.

Future goals for Athletics include:

- Working to create an EDI advisory panel for Athletics made up of alumni, current student-athletes, coaches and staff.
- Continue to support the Student-Athlete created and lead BIPOC affinity group. Student representatives will continue to work in partnership with the SMC.
- Provide continuous EDI training specific to athletics for coaches and staff.

Finance & Administration

In 2020, Finance & Administration worked on initiatives that included the restructuring of how Financial Aid is awarded, bias training for all Campus Public Safety officers (see workshops), equitable hiring practices through Human Resources, and setting EDI goals for the leadership team.

Additionally, the Vice President for Finance & Administration consulted with the OEDI to begin forming a Finance & Administration Diversity Committee. This committee is slated to be established in 2021.



DIVERSITY IN HIRING PRACTICES

Pacific continues to be a predominantly white institution, particularly where faculty and staff are concerned. Voluntarily reported race/ethnicity data from employees indicate a slight diversification in the past five years (from about 80% white to about 70% white), but this is an area of very slow change. All search committees for new faculty and staff recruitment receives diversity training and assistance in identifying a diverse pool of highly qualified applicants.

A continued major focus for both the OEDI and the UDC is evaluating the processes for recruiting, hiring, and retaining employees of color. The implementation and tracking of a new diversity hiring objective is an area of focus for accreditation and under Accreditation Core Theme 2, Objective 2.1, it is highlighted that Human Resources has increased support of diversity hiring in the following ways:

- Most position descriptions are being reviewed for bias and diverse appeal
- New advertising placements with diverse audiences have become mandated
- Search committees are being trained in appropriate screening procedures
- Candidates for all searches run through HR are completing forms that request (voluntary) race/ethnicity information
- HR is monitoring those applications to ensure that thorough reviews are undertaken

While retention of Black, Indigenous, People of Color (BIPOC) faculty and staff is not defined as an accreditation indicator, it is no less a critical objective, that requires intentional planning and programming and must be a priority for Pacific. The UDC 3-year action plan and timeline highlights this as a priority with goals 3 & 6.

Retention of BIPOC Faculty and Staff

The retention of BIPOC faculty and staff needs to be a priority for Pacific University. Pacific University's students have expressed a strong desire to have faculty and staff that more accurately reflect the diversity of the students themselves. It was declared under Core Theme II, Objective 2.2, that Pacific University would "develop and sustain a diverse learning community of faculty, staff, and students supportive of cultural awareness, inclusion, and equity." (Vision 2020-2030 Crosswalk Table).

As previously stated, Pacific University continues to be a predominantly white institution, which could benefit from a culturally-relevant pilot mentoring program for BIPOC faculty across all campuses. It is important to create a mentoring community that will impact the success and retention for BIPOC faculty.

The entirety of this program requires a collaborative effort from faculty and staff across all professional disciplines, at both the undergraduate and graduate programs. This will be an integral part of the BIPOC faculty mentoring program. This variety provides a stronger representation of the needs of the community. For example, members overall, cited the need for support in teaching, scholarship and service. The support in each category may be different per program due to requirements of that particular program; hence, mentorship may look different. It is important to have various perspectives if we are to support all BIPOC faculty members within Pacific University.

BIPOC faculty and staff play a vital role, especially in these unprecedented times, connecting with individual students from marginalized backgrounds in order to retain those students and by working on

.....
**Identity is complex
and we need to
hold space for it.**

.....
**La identidad es
compleja y debemos
reservarle espacio.**
.....

implementing stronger structures to support our faculty and staff, we will see better retention of students.

In 2020, two affinity groups were established for Pacific University employees by the OEDI, which align with Goal 4, under the UDC 3-year action plan and timeline. Those who would like to learn more about either affinity group may [contact the OEDI](#).

BIPOC Faculty and Staff affinity group: any employee identifying as BIPOC is invited to participate in these informal, monthly gatherings, which were established to help build stronger relationships and support systems within the BIPOC community at Pacific University.

Anti-racist white affinity group: the purpose of this affinity group is accountability, focusing on people who identify as white, and/or have white skin privilege, to do their own anti-racist work. The BIPOC community too often is engage in the emotional labor of educating white people about racism and part of the intention of this group is to create space for white-identified people to education each other and what it means to center the voices and needs of our BIPOC community, while taking necessary responsibility to do their own anti-racist work.

BIAS AND HATE INCIDENT EDUCATION

All members of Pacific University have a responsibility to contribute to and maintain a welcoming and inclusive environment. Upon assuming the role of Chief Equity, Diversity, and Inclusion Officer in 2017, Narce Rodriguez worked to educate the Pacific University community on how to recognize, respond to, and address Bias and Hate Incidents.

A **Bias Incident Education Team** and a **Bias Response Team** were established to help address Bias and Hate Incidents that came in through the reporting system.

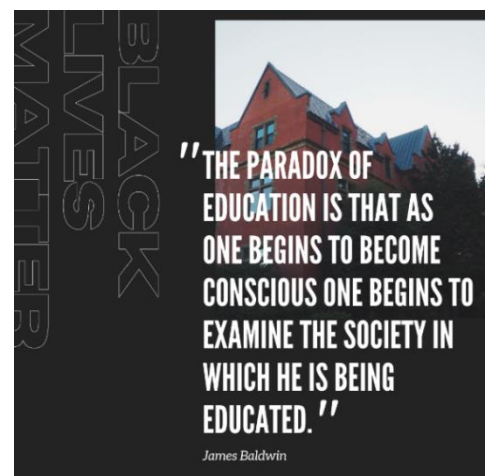
Bias and Hate Incident Reporting System

The OEDI, along with Student Affairs and Faculty stakeholders, developed a comprehensive Bias and Hate reporting system for the university. The reporting system became official Summer of 2019.

Those who have experienced or witnessed a bias incident, have several ways to submit a report: online using the [online form](#), by phone during business hours, or in person through a face-to-face meeting with Narce Rodriguez.

After submitting a bias incident report, the report is evaluated using [the Bias Incident Reporting System flowchart](#). In 2020, templates were created by the OEDI for notifying the reporting party that their report was received by the office. The area dean and/or director (or equivalent) is also notified when a report in their area is received and that a case has been opened. In addition, the reporting party will receive a follow-up communication from the OEDI to make sure the reporting party has received the support and information on the result of the case.

As outlined in the flowchart, when the Bias Incident Report refers to other concerns, the report may be routed to Human Resources, Student Affairs, Academic Affairs or other areas as appropriate. These



summary reports will also inform choices about future education and prevention programming efforts to address and reduce bias incidents at Pacific University.

Every effort is made to protect the identity of individuals involved, and to maintain the level of privacy requested by the reporting party. Persons reporting the incident may self-identify or remain anonymous. Anonymous reporting, however, may impact the university policy and the law, should details of the report need to be revealed.

Bias incidents related to sexual harassment, sex/gender discrimination, sexual assault, sexual violence, rape, stalking, and relationship violence (including domestic and dating violence) may also be reported to the Title IX Coordinator (titleix@pacificu.edu). More information about reporting options related to these topics can be found [online](#).

The protocol applies to any bias incident reported that occurs at Pacific University, including the Forest Grove campus, Hillsboro campus, Eugene campus, and Woodburn campus, at any Pacific University sponsored activity, and all other property owned or controlled by Pacific University. In addition, the protocol may, at the discretion of the Bias Incident Response Team, be initiated whenever a reported bias incident adversely affects a Pacific University community member.

Bias Incident Education Team

The mission of the Bias Incident Education Team is to contribute to Pacific University's mission of creating a diverse, inclusive, and sustainable community that cares and pursues justice.

Pacific University's believes that everyone should experience an environment that is free of crime, discrimination, sexual harassment, and any other violation. The Bias Incident Education Team strives to foster learning and growth in an environment that supports the university's efforts in creating a safe and open environment for everyone. The Bias Incident Education Team has two primary goals:

1. Support those who have witnessed or have been the target of bias-related incidents
2. Refer to resources that can provide ongoing support

Bias Response Team

The Bias Response Team includes representatives from various offices/departments at Pacific University who will work in collaboration to review incidents. The Role of the Bias Response Team is to:

- Assist the Office of Equity, Diversity and Inclusion to review the incident, facts and the nature of a reported incident.
- Assure timely, transparent, accessible, equitable and restorative bias incident reporting and response protocol for all Pacific University students, faculty and staff.
- Confirm that support services will be available for the targeted individual(s) and/or group(s).
- Assist in mediating communication between the individual(s) reporting the incident and the individual(s) responsible for it.
- Maintain ongoing and follow-up communication with the involved parties to address the concerns and needs of all parties.



PROFESSIONAL DEVELOPMENT & PARTNERSHIPS

As a result of the COVID-19 pandemic and its effects on Pacific University, the ability to conduct professional educational workshops on equity, diversity and inclusion to the greater Pacific University community has been limited. This limitation has not restricted professional development completely. The OEDI has continued to recommend external conferences/webinars, conduct presentations via Zoom, and offer guest lectures.

Conferences & Webinars

The following were conferences sponsored by the Office of Equity, Diversity and Inclusion, which were attended by members of the Pacific University community:

- Faculty and Staff of Color in-service Retreat, Tualatin Hills Nature Park (February 2020).
- Communities of Belonging: Racial Justice Lens Part 1: Understanding the Perspectives of Student-Athletes on Racial Justice (June 2020).
- Communities of Belonging: Racial Justice Lens Part 2: Stronger Together: Best Practices to be Anti-Racist (June 2020).
- SpeakOut Summer Institute: A Virtual Institute on building equity and social justice education to create inclusive learning environments on campus and online (July 2020).
- ASHA Grit & Grace | Multicultural Women's Mental Health Conference (September 2020).
- Make Your Home Among Oregonians: A Panel of Immigrant Stories - Brought to you by Pacific's OEDI, First-Year Seminar Program, and the Student Multicultural Center with special thanks to the #HomeisHere Coalition and the DREAMers Resource Center at Portland Community College (October 2020).
- STEM Plan with five Latinx professionals, including one Pacific alum (October 2020).

Guest Speakers, Lectures & Vigils

In 2020, the Office of Equity, Diversity and Inclusion hosted the following guest speakers, lectures and/or vigils, open to the Pacific University community:

- Virtual Vigil for George Floyd, followed by an BIPOC affinity group gathering (June 4, 2020).
- *Mujeres Poderosa* panel ([Recording](#) & [panelist bios](#) available via Box). On October 15, 2020, OEDI sponsored a panel of Latinx Mujeres who took a stand, found the courage to run for a variety of elections, and won a seat at the table. The panelists each shared their unique journeys and their *ganas y lucha contra la justicia!* Panelists included Olivia Alcaire, Felicita Montebancho, WInsvey Campos '17, Mariana Valenzuela, Teresa Alonso Leon, Erika Lopez, and moderated by Pacific University undergraduate, Carmen Bruno.
- *Latinidad* and Change panel ([Recording](#)). On December 8, 2020 OEDI co-sponsored a panel with Centro Cultural. Panelists, including Narce Rodriguez and Giovana Oaxaca '19, explore Centro Cultrual's role in responding to the needs of those hit hardest by COVID-19 and our collective power to change systems.

Partnerships

In 2020, the Office of Equity, Diversity and Inclusion partnered on the following committees:

- Forest Grove Community Policing Advisory Commission (CPAC). The Forest Grove City Council approved a commission made up of selective stakeholders, with one of the required positions

being a representative from Pacific University. The primary goals of the Commission are to address social equity, social justice and restorative justice issues. <https://www.forestgrove-or.gov/bc-cpac>

- AANAPISI Director search committee: Narce Rodriguez served on the search committee for the director of a \$1.2M, 5-year Title III grant, in support of strengthening institutions designated as Asian American and Native American Pacific Islander-Serving Institutions (AANAPISI). Grant period: October 2020-October 2025. Shpresa Halimi was hired in 2020 to serve as Director.
- President's Cabinet and Board of Trustees Executive Committee EDI workshop. The OEDI partnered with external consultant Dr. Kathy Obear.

Projects

The following were projects that the Office of Equity, Diversity and Inclusion collaborated on:

- COVID-19 Task Force (March 2020)
- BLM Mural with the City of Forest Grove (spearheaded by two Pacific University undergraduates) (July 2020)
- Orientation Affinity Group (August 2020)
- Graduate/Professional Student Senate townhall with President Hallick (September 9, 2020)
- Undergraduate Student Senate Townhall with President Hallick (September 10, 2020)
- Diversity Strategic meetings with CAS (September 2020)
- MFA EDI strategic meetings (September & December 2020)
- Undergraduate Student Senate BLM Forum (October 20, 2020)
- Cultural Collections Committee (Fall 2020 – present)



Workshops

The following are workshops offered by the Office of Equity, Diversity and Inclusion:

Bias & Hate Incident Reporting System | Learning Objectives:

- To become aware of the bias and hate incident process at Pacific University
- To learn the difference between bias and hate incidents

Implicit Bias Awareness | Learning Objectives:

- To understand the concept of an implicit bias.
- To become aware of the 7 common biases and how to avoid them.
- To develop the skills and knowledge on how to create an equitable practices.

Ramifications of Microaggressions | Learning Objectives:

- Define and identify examples of intentional and unintentional micro-aggressions.
- Identify the impact of micro-aggressions.

Retention Best Practices | Learning Objective:

- Learn & explore actions to retain diverse students in your academic programs.

Understanding Privilege | Learning Objectives:

- To articulate and increase awareness of our own privilege in the classroom & work setting.
- To understand and increase awareness of our own unconscious bias.
- To understand and apply an equitable lens to various situations in the classroom & work setting.

The following were workshops and presentations given by the Office of Equity, Diversity and Inclusion throughout 2020. All workshops are voluntary, given at the request of the department or area.:

- Optometry Inservice: Bias Incident Reporting to all staff, faculty, attendings, 4th year interns and Cup of Culture session (January 3, 2020).
 - School of Graduate Psychology Dean's Dean (June 25, 2020).
 - Guest speakers; The Pathology of Race and Racism in Health Care (August 11, 2020).
 - Occupational Therapy Orientation; Understanding Privilege (August 26, 2020).
 - College of Arts and Sciences New Faculty Orientation (August 26, 2020).
 - Communication Sciences & Disorders Orientation (August 28, 2020).
 - First-year Optometry students; Ramifications of Microaggressions (September 4, 2020).
 - The Pathology of Race and Racism in Health Care (September 8, 2020).
 - Physician Assistant faculty and staff; Implicit Bias in Hiring (October 5, 2020).
 - College of Education Search Committee; Implicit Bias (October 6, 2020).
 - Audiology Faculty & Staff; Ramifications of Microaggressions (October 14, 2020).
 - Campus Public Safety; Implicit Bias workshop, delivered by Dr. Hunsinger (October 22, 2020).
 - Occupational Therapy faculty and staff; Retention Best Practices (October 26, 2020).
 - Athletic Department; Implicit Bias in Hiring (October 28, 2020).
 - Pacific University Community; Implicit bias workshop delivered by Dr. Hunsinger. Attendance was recorded at 142 people (October 29, 2020). ([Recording](#) & [PowerPoint](#) available via Box).
- *Note: Recording was paused during conversations to allow for participants privacy.
- College of Education MS SLP 1st-Year Students; Understanding Privilege (October 29, 2020).
 - University Campus Climate Survey and Connections to COE EDI Work (November 6, 2020).
 - Library All-Staff; Bias Incident Reporting System (December 17, 2020).

2020 *by the numbers*

7 CONFERENCES
SPONSORED BY OEDI, IN
PERSON AND VIRTUALLY.

18 WORKSHOPS
GIVEN BY OEDI

3 FULL-TIME
EMPLOYEES
(2 of them hired in 2020!)

GRANT PROPOSALS PARTNERED ON:

Institute for Mexican Abroad (IME) Becas Scholarship
National TRIO Student Support Grant
Faculty Development Grant
Faith Gabelnick Endowed Fund
Intercollegiate Collaborative Grant

24 BIAS CASE
REPORTS FILED
WITH OEDI

It is important that, as an institution, we dismantle inequities and shine light on overt and covert inequities.

OFFICE OF EQUITY, DIVERSITY & INCLUSION

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