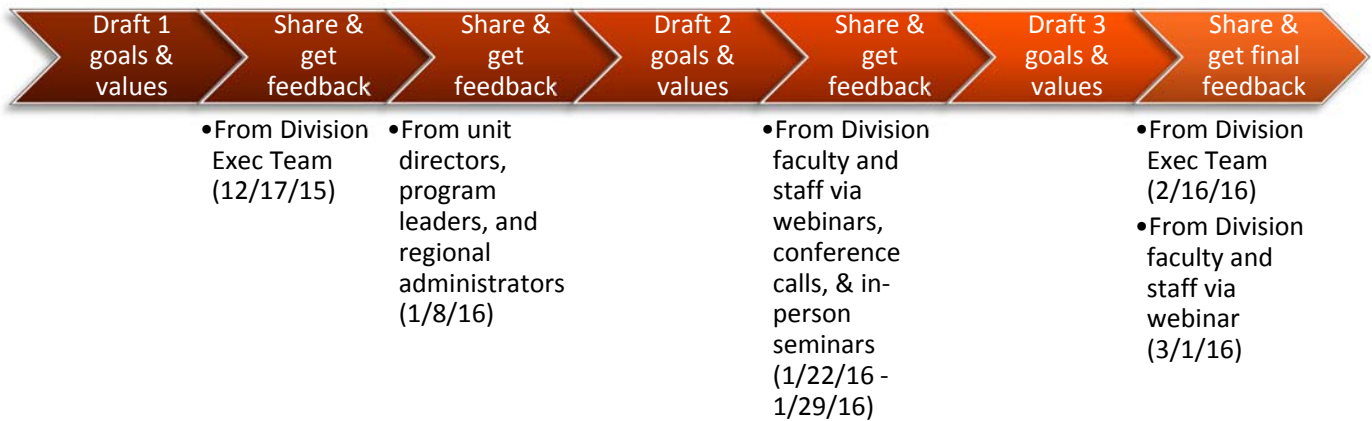# OSU Division of Outreach & Engagement – 2016 Strategic Plan
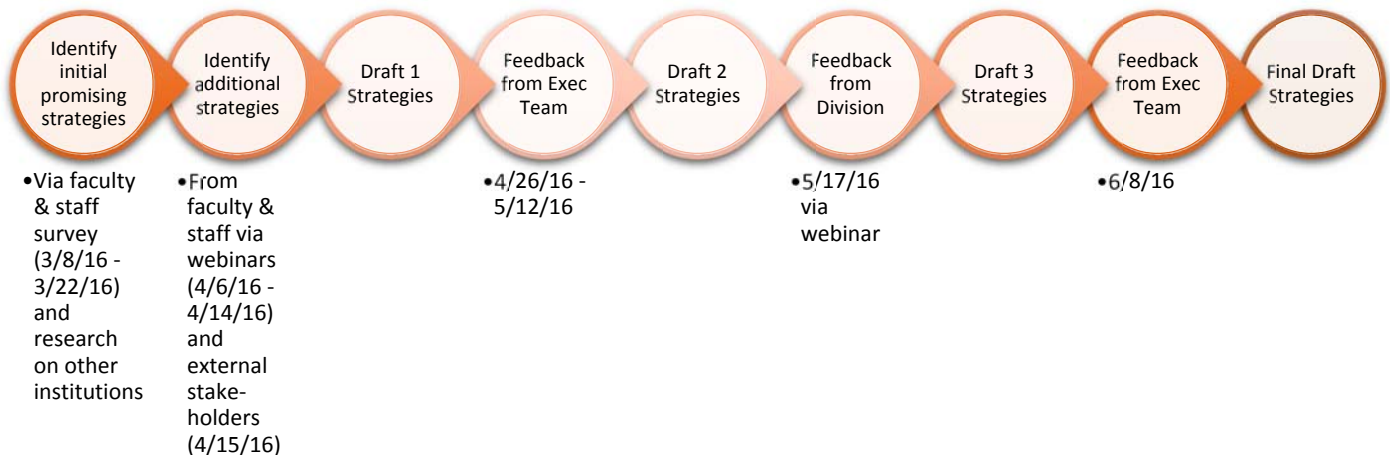
Final Draft - June 14, 2016

The goal of the 2016 OSU Division of Outreach & Engagement Strategic Plan is to demonstrate the alignment of the Division with Oregon State University's Strategic Plan 3.0 as well as other internal and external stakeholders.

The values and goals outlined here are based on the Division Strategic Plan Steering Committee's* analysis of the 2009 Division strategic plan's alignment with OSU's Strategic Plan 3.0 and over twenty other internal and external strategic plans. This final draft also reflects the input of Division leadership as well as faculty and staff. Input was gathered from these individuals via email and via meetings in the following process:

Draft 1 goals & values	Share & get feedback	Share & get feedback	Draft 2 goals & values	Share & get feedback	Draft 3 goals & values	Share & get final feedback
•From Division Exec Team (12/17/15)	•From unit directors, program leaders, and regional administrators (1/8/16)			•From Division faculty and staff via webinars, conference calls, & in-person seminars (1/22/16 - 1/29/16)		•From Division Exec Team (2/16/16) •From Division faculty and staff via webinar (3/1/16)

There were about 230 participants in this process, and quite a few people who participated in more than one of these feedback opportunities.

The strategies presented here also reflect the input of Division leadership, faculty and staff, and external stakeholders. Input was gathered from these individuals via email and meetings in the following process:

Identify initial promising strategies	Identify additional strategies	Draft 1 Strategies	Feedback from Exec Team	Draft 2 Strategies	Feedback from Division	Draft 3 Strategies	Feedback from Exec Team	Final Draft Strategies
•Via faculty & staff survey (3/8/16 - 3/22/16) and research on other institutions	•From faculty & staff via webinars (4/6/16 - 4/14/16) and external stake-holders (4/15/16)		•4/26/16 - 5/12/16		•5/17/16 via webinar		•6/8/16	

There were about 145 participants in this process to develop strategies, some of whom participated in more than one of these feedback opportunities and many of whom had participated in the first phase of the planning effort to develop the values and goals for the Division. Some of the strategies identified as useful to the realization of our goals as a Division are actions already being taken by specific units in the Division. Wherever possible, we have made note of strategies that faculty or staff survey respondents said are already being pursued by a group or unit at OSU with text "*[Follow the lead of: …]*." Though further research may be needed to determine if it is appropriate for other units in the Division to adopt the exact approach of these units, we felt it important to acknowledge that we have units serving as potential exemplars of how to make progress on our Division-wide goals. Please note, however, that the potential exemplars listed here are not an exhaustive list, there are likely others who are also deploying these strategies already – they simply weren't mentioned by survey respondents. Please do not be offended if your unit is deploying a strategy and it is not listed as a potential exemplar.

This final draft of the Division's Vision, Mission, Values, Goals, and Strategies presented below will be formatted into a series of polished, graphically-designed documents in the coming months. Before those final polished documents are launched, we wanted to give you the chance to see the final text – so this draft is exactly that: the final vision, mission, values, goals, and strategies text. Keep this file for your records and let it serve as a preview of the Strategic Plan launch to come.

*The Division of Outreach & Engagement Strategic Plan Steering Committee consisted of John Buzzard (Professional & Continuing Education [PACE]), Lena Etuk (committee chair, Extension Service), Derek Godwin (Extension Service), Dio Morales (Extension & Experiment Station Communications [EESC]), Jeff Sherman (Open Campus), and Lisa Templeton (Extended Campus).

Our Vision

The life of each person we engage will be demonstrably improved and enriched by access to and co-creation of innovation, knowledge, and expertise.

Our Mission

Outreach and Engagement at Oregon State University enhances access to enrichment and problem solving through reciprocal relationships for the exchange of knowledge and resources in partnership with individuals, communities, business, industries, government, and educational institutions.

Our Values[1]

Learner-centered approach

> We engage collaboratively with our diverse learners and stakeholders, and adapt to meet their needs.

Innovation

> We embrace creativity as well as new methods, ideas, and products to improve the services we provide.

Integrity

> We are responsible, ethical, and accountable for our actions.

Diversity

> We embrace and advocate for diversity, equity, inclusion, and social justice.

Knowledge

> We use research-based, community-generated, and indigenous knowledge to guide our decisions, practices, and actions.

Healthy work environment

> We value faculty and staff, and believe we all deserve an empowering, supportive, and caring environment.

Social responsibility

> We contribute to society's well-being and intellectual, cultural, and economic progress.

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[1] Oregon State University's Strategic Plan 3.0 informed the development of these values and strategic goals for the Division of Outreach & Engagement.

Our Strategic Goals[1]

The Division of Outreach & Engagement has identified five goals that we will focus on over the next five years. To make progress on all five of our strategic goals, we recognize that we must gather and invest resources to support our work in these areas and we must regularly conduct assessments and evaluations to confirm we are making progress on our goals. In addition, we recognize that to make progress we will need to ensure that all Division employees have the necessary core competencies to work in these goal areas, but we will also need to recognize, reward, and celebrate the contributions of individuals, teams, programs, and units as they make progress toward the achievement of our goals. These strategies are at the core of our path forward.

GOAL 1.

Enhance the culture and impact of Oregon State University.

Specifically, our goals are to integrate outreach and engagement throughout all departments in the university; create, enhance, and support partnerships within and beyond the university; ***provide transformative experiences*** for all learners and communities; and contribute in measurable ways to OSU's signature areas of distinction – sustainable earth ecosystems, human health and wellness, and economic growth and social progress.

Strategies:

1. Align recruitment, incentive, and appointment practices with Division goals and values

2. Make Oregon State University known as a partner and resource to meet community needs

3. Provide highly relevant, demand-driven opportunities to learners and communities

4. Regularly communicate the significance of the Division and its contribution to the Land-Grant mission and OSU's signature areas

GOAL 2.

Equitably serve a broad diversity of learners, communities, and stakeholders.

Specifically, our goals are to expand our capacity to effectively serve new and historically under-represented learners, communities, and stakeholders; ***learn from and with*** diverse populations and communities to identify and address the challenges they face; create and deliver educational experiences to equitably serve diverse populations and communities; and provide multiple and varied ways for people to access education, research, and information.

Strategies:

1. Identify the new and historically under-represented learners, communities, and stakeholders we will serve

2. Institutionalize and regularly conduct community and learner needs assessments

3. Align hiring, retention, and performance evaluation policies and practices with this goal

4. Expand and leverage partnerships to reach under-served audiences

5. Develop culturally-appropriate content and delivery mechanisms

GOAL 3.

Increase community and learner engagement.

Specifically, our goals are to learn from and collaborate with people and communities to build relationships and create synergy; create, apply, and share knowledge, ideas, and resources through ***mutually beneficial and reciprocal exchange*** with communities and learners; and cultivate environments where learners can deeply connect with the content and with each other, to increase their curiosity, interest, knowledge, and bond to learning.

Strategies:

1. Create and leverage partnerships

2. Adapt to meet new community and learner needs

3. Utilize learning communities, technology, and social media, as well as interactive, hands-on, field-based, experiential, hybrid, and discussion-based approaches for teaching, learning, and relationship building

GOAL 4.

Be broadly recognized for our impacts and as a resource.

Specifically, our goals are to be recognized for our achievements and the impact of our work; and be recognized as a leading resource for teaching and learning, as well as research-based, academic, and applied knowledge.

Strategies:

1. Continue our high quality, impactful work

2. Diversify our external marketing strategies

3. Internally market our expertise, impact, and achievements

GOAL 5.

Have a supportive workplace culture.

Specifically, our goals are to build and maintain a work environment where people can be healthy, proud, and happy to work; share commitment to the mission, vision, values, and goals of the Division; invest resources in Outreach & Engagement efforts that advance the Division's mission, vision, and values; be an organization composed of people with varied identities, experiences, perspectives, and types of expertise; create and sustain an ***equitable and inclusive organizational culture***; and encourage and support professional development, creativity, innovation, and work-life balance.

Strategies:

1. Develop and support equitable human resource policies and practices (including those related to wages, hiring, retention, performance evaluation, professional development, and work arrangements)

2. Foster transparency in decision making

3. Foster dialogue and interactive communication across the Division that advances understanding of individual diversity and organizational culture

4. Be responsive to issues, ideas, and concerns of colleagues

Our Strategic Goals (version to be included in Full Plan Document ONLY)

Preamble

The Division of Outreach & Engagement has identified five goals that we will focus on over the next five years. To make progress on all five of our strategic goals, we recognize that we must gather and invest resources to support our work in these areas and we must regularly conduct assessments and evaluations to confirm we are making progress on our goals. In addition, we recognize that to make progress we will need to ensure that all Division employees have the necessary core competencies to work in these goal areas, but we will also need to recognize, reward, and celebrate the contributions of individuals, teams, programs, and units as they make progress toward the achievement of our goals. These strategies are at the core of our path forward.

GOAL 1.

Enhance the culture and impact of Oregon State University.

Specifically, our goals are to integrate outreach and engagement throughout all departments in the university; create, enhance, and support partnerships within and beyond the university; provide transformative experiences for all learners and communities; and contribute in measurable ways to OSU's signature areas of distinction – sustainable earth ecosystems, human health and wellness, and economic growth and social progress.

To make progress toward this goal, we will:

1) Support and recognize the creation of partnerships at OSU

2) Deliver and facilitate Outreach & Engagement programming related to the signature areas

3) Share models and templates of successful partnership strategies

4) Carefully develop and establish clear evaluation criteria and methods for how we contribute to the signature areas

5) Document and share examples of successful partnerships

6) Establish a system to report, recognize, and reward work done toward Goal 1

In addition, we will:

1. Align recruitment, incentive, and appointment practices with Division goals and values

   By taking these actions:

7) Establish and maintain blended faculty appointments (appointments that are partially within the Division and partially outside of the Division)

8) Develop and promote model position description language around engagement for use across departments at OSU

2. Make Oregon State University known as a partner and resource to meet community needs

   By taking these actions:

9) Streamline OSU processes and procedures to make it easier for partners to work with us

10) Share credit for work done in partnership with others

11) Regularly communicate with potential partners to inform them about us and to learn about their needs and hopes *[Follow the lead of: The High Desert Partnership]*

12) Focus on community college partnerships *[Follow the lead of: OPEN Campus]*

3. Provide highly relevant, demand-driven opportunities for learners and communities

By taking these actions:

13) Provide access to experiences where learning can be applied or gained in the field *[Follow the lead of: OSU Master Gardener and Naturalist programs]*

4. Regularly communicate the significance of the Division and its contribution to the Land-Grant mission and OSU's signature areas

By taking these actions:

14) Regularly learn and share information about outreach and engagement work being done inside and outside the Division contributing to OSU's signature areas

15) Regularly communicate the significance and importance of the Division to the Land-Grant mission *[Follow the lead of: College of Public Health & Human Sciences; College of Business]*

16) Develop and provide information about Division initiatives to top OSU administrators so they can better articulate the importance of outreach and engagement to the university's success

5. Integrate outreach and engagement methods into appropriate curricula across OSU

By taking these actions:

17) Integrate outreach and engagement methods and experiences into undergraduate and graduate curricula

18) Use experiential learning methods like internships, service learning, field-based, international, or other hands-on experiences across campus and counties

19) Create an information management system for documenting and sharing partnership opportunities

20) Partner with other units at OSU that promote outreach and engagement

6. Identify and share outreach and engagement best practices

By taking these actions:

21) Share best practices in outreach and engagement with faculty, staff, graduate assistants, and administrators across the university *[Follow the lead of: Engagement Academy]*

22) Develop, evaluate, reward, and share successful pedagogical strategies

23) Learn from or collaborate with other units at OSU that are developing systems for creating partnerships

7. Convene diverse collaborators to meet community needs

By taking these actions:

24) Convene community leaders to identify barriers to and opportunities for partnership

25) Partner by establishing teams that include community and university leaders to address community-identified issues

26) Work with community leaders to convene potential partners around community issues

27) Join or create online communities of interest to gather and share ideas about partnerships

28) Create a partnership clearinghouse database

29) Partner with industry and other institutions around professional development and soft skills training

30) Foster cross-college, cross-program, and community collaboration on the signature area topics *[Follow the lead of: Natural Resources Leadership Academy]*

8. Cultivate relationships among learners, communities, and OSU

By taking these actions:

31) Provide interdisciplinary learning and faculty-student mentoring opportunities

GOAL 2.

Equitably serve a broad diversity of learners, communities, and stakeholders.

Specifically, our goals are to expand our capacity to effectively serve new and historically under-represented learners, communities, and stakeholders; *learn from and with* diverse populations and communities to identify and address the challenges they face; create and deliver educational experiences to equitably serve diverse populations and communities; and provide multiple and varied ways for people to access education, research, and information.

To make progress toward this goal, we will:

1) Dedicate resources to and provide incentives for the collection of data about sub-populations' and community needs

2) Fund and reward the creation and delivery of educational experiences that are designed to serve populations the Division has chosen to target

3) Increase our own internal capacity (who we are and how we operate) to work with diverse populations

4) Increase faculty and staff capacity (FTE and training) *[Follow the lead of: OSU's Search Advocate program]*

5) Assess the equity of the educational experiences we provide

6) Have clear metrics and assessment in place to document and communicate progress

In addition, we will:

1. Identify the new and historically under-represented learners, communities, and stakeholders we will serve

    By taking these actions:

7) Survey OSU faculty about their existing relationships with under-represented learners, communities, and stakeholders

8) Consult with partners and potential partners about the under-represented communities they are serving

2. Institutionalize and regularly conduct community and learner needs assessments

    By taking these actions:

9) Gather data using multiple methods (e.g., focus groups, interviews, surveys, secondary data, etc.) to determine the suite of services and opportunities these audiences need *[Follow the lead of: Open Campus; 4-H Latino Outreach; Ecampus]*

10) Integrate diverse populations and communities into our program planning activities

11) Share information across the Division about challenges faced by populations and communities as well as ideas for how to address those challenges

3. Align hiring, retention, and performance evaluation policies and practices with this goal

   By taking these actions:

   12) Provide incentives for and tie performance evaluations to work done in this area

   13) Devote additional focus to the retention and success of faculty and staff from under-represented population groups

4. Expand and leverage partnerships to reach under-served audiences

   By taking these actions:

   14) Partner with other organizations in the creation or delivery of educational experiences that serve specific populations

   15) Partner with library databases to disseminate research findings more effectively and quickly

   16) Develop protocols for information sharing across organizations

5. Develop culturally-appropriate content and delivery mechanisms

   By taking these actions:

   17) Provide culturally-appropriate programming and services *[Follow the lead of: Open Campus]*

   18) Create new modes, methods, or avenues for people to access programming and services *[Follow the lead of: Ecampus]*

   19) Convene children and parents from disadvantaged populations to gather information about their needs and help them navigate the educational pipeline *[Follow the lead of: Open Campus, Juntos]*

   20) Provide options for self-directed learning

6. Build core competencies (e.g., bias, privilege, language, identity) and share innovative practices

   By taking these actions:

   21) Develop and deliver training for faculty and staff *[Follow the lead of: OSU's Search Advocate program; Southern Oregon Research & Extension Center]*

   22) Identify and share best practices from, as well as expand, current programs and partnerships

   23) Increase skills among faculty and staff in how to develop, appropriately implement, and evaluate all methods of providing access to education, research, and information *[Follow the lead of: OSU Center for Teaching & Learning]*

   24) Recognize, celebrate, and share innovation and successes in delivering information, research, and education to a variety of audiences *[Follow the lead of: Ecampus]*

7. Ensure accessibility of our services and resources

By taking these actions:

25) Ensure accessibility, affordability, and quality of learning environments for all learners (including OSU faculty and staff enrollees), based on their needs

26) Provide access to open (free) educational resources

27) Expand the extent to which research and materials are mobile-responsive or app-based *[Follow the lead of: Ecampus]*

28) Make our services more accessible and affordable (evaluate tuition, provide more financial aid, etc.)

8. Diversify marketing strategies

    By taking these actions:

29) Market our tailored education, research, and information services appropriately to the various audiences

9. Communicate internally and externally about our goals in this area

    By taking these actions:

30) Communicate clearly, internally and externally, why we are moving in this direction and that it is important, including illustrations of benefits and impacts

31) Foster internal and external dialogue about expanding our capacity and about equity

32) Build the skills of our learners, communities, and stakeholders so they can engage in difficult conversations with others

10. Convene collaborators to meet community needs

GOAL 3.

Increase community and learner engagement.

Specifically, our goals are to learn from and collaborate with people and communities to build relationships and create synergy; create, apply, and share knowledge, ideas, and resources through mutually beneficial and reciprocal exchange with communities and learners; and cultivate environments where learners can deeply connect with the content and with each other, to increase their curiosity, interest, knowledge, and bond to learning.

To make progress toward this goal, we will:

1) Recognize and support the time it takes for collaboration, building relationships, and creating synergy

2) Stabilize and increase funding to effectively engage communities and learners over the long term

3) Build skills in community and learner engagement

In addition, we will:

1. Create and leverage partnerships

   By taking these actions:

   4) Leverage partnerships with local and regional educational providers *[Follow the lead of: Extension]*

   5) Pursue partnerships with businesses, agencies, and other employers *[Follow the lead of: PACE]*

   6) Maintain connections and relationships between OSU and community leaders, so that the leaders can call on us when they identify a community need *[Follow the lead of: Extension]*

   7) Refer community leaders and learners to partners, when we cannot provide the desired resource or service *[Follow the lead of: Extension; Ecampus]*

2. Adapt to meet new community and learner needs

   By taking these actions:

   8) Tailor engagement methods to the diverse needs of different populations

   9) Gather resources to meet new community and learner needs *[Follow the lead of: PACE]*

3. Utilize learning communities, technology, and social media, as well as interactive, hands-on, field-based, experiential, hybrid, and discussion-based approaches for teaching, learning, and relationship building.

   By taking these actions:

10) Utilize partnerships, learning communities, social media, technology, and participatory approaches to discovery and teaching

11) Develop and utilize a customer relationship management system *[Follow the lead of: Ecampus; PACE]*

12) Create learning opportunities that are interactive, hybrid, discussion-based, hands-on, outdoors, and integrated with real-life career situations and experiences

13) Create modern, engaging physical and online learning environments across the Division *[Follow the lead of: Hatfield Marine Science Center Visitor Center]*

14) Provide experiential and field-based learning opportunities in conjunction with traditional coursework

15) Engage students in service projects

16) Cultivate or create learning communities that foster a cohort experience for learners, leveraging geographic proximity and technology as appropriate

17) Store all learning materials in one publicly accessible online space and minimize barriers to access

4. Identify and share community and learner engagement best practices

By taking these actions:

18) Develop and share frameworks, processes, and best practices for fostering mutually beneficial exchange inside and outside of OSU

19) Develop and share best practices in collaboration, co-learning, and relationship-building

20) Research, discover, and share best practices for cultivating learning environments that engage all types of learners

5. Establish clear lines and multiple methods of reciprocal communication

By taking these actions:

21) Maintain open and clear channels of communication so that communities can ask to partner or engage with us, when appropriate

22) Establish work groups (like "special forces teams") that can collaborate with communities and learners so they can create, apply, and exchange knowledge, ideas, resources, and experiential learning opportunities together *[Follow the lead of: Community Food Systems team]*

23) Convene community members from across the state who are facing similar issues so they can connect with each other to figure out how to address the issues

24) Gather feedback from users about our services and products

25) Deliberately and systematically integrate learners into our planning processes

GOAL 4.

Be broadly recognized for our impacts and as a resource.

Specifically, our goals are to be recognized for our achievements and the impact of our work; and be recognized as a leading resource for teaching and learning, as well as research-based, academic, and applied knowledge.

To make progress toward this goal, we will:

1) Ensure efficiency of OSU processes and procedures related to developing scholarly and creative outcomes

2) Establish rigorous and transparent systems for evaluating the impact of our work as well as our marketing and communication efforts

3) Provide training and support for how to design and deliver transformative experiences to all types of learners and communities

4) Provide trainings and tools for how to communicate our achievements and impact

5) Share successes and best practices in providing transformative experiences

6) Recognize and celebrate, internally, our achievements and impact

In addition, we will:

1. Continue our high quality, impactful work

    By taking these actions:

7) Focus on providing high quality and relevant teaching and information

8) Increase scholarship and creative activity consistent with promotion and tenure standards

2. Diversify our external marketing strategies

    By taking these actions:

9) Have a robust internal system in place for reporting achievements and impact that lends itself easily to external communication

10) Regularly inform the public about what we offer and what we accomplish

11) Provide "elevator speech" materials to individuals outside of OSU so they can tell our story

12) Establish a "Speakers Bureau" – dedicated staff and faculty who are available to give talks for/to community members

13) Get top OSU administrators out into the community more, in town hall meeting formats

14) Create and use video testimonials for marketing *[Follow the lead of: Ecampus]*

15) Join Canvas Community (Jive) or other online communities and share our teaching, learning, and content expertise with other institutions

16) Empower and support community members to become affiliate teaching and knowledge resources

17) Provide broad access to our expertise and information

18) Regularly communicate about and market OSU as a resource for teaching and learning, as well as research-based, academic, and applied knowledge

19) Support participation in local, regional, state, and national organizations and initiatives
[Follow the lead of: College of Public Health & Human Sciences; Extension FCH]

20) Recognize the achievements and impacts of our partners and learners

3. Internally market our expertise, impact, and achievements

By taking these actions:

21) Implement a robust internal system for reporting achievements and impact that lends itself easily to internal communication

22) Develop internal communication materials that explain who we are and outline our achievements

23) Evaluate, share, and report impact

24) Foster information sharing about teaching and learning methodologies across the university
[Follow the lead of: OSU Center for Teaching & Learning]

GOAL 5.

Have a supportive workplace culture.

Specifically, our goals are to build and maintain a work environment where people can be healthy, proud, and happy to work; share commitment to the mission, vision, values, and goals of the Division; invest resources in Outreach & Engagement efforts that advance the Division's mission, vision, and values; be an organization composed of people with varied identities, experiences, perspectives, and types of expertise; create and sustain an equitable and inclusive organizational culture; and encourage and support professional development, creativity, innovation, and work-life balance.

To make progress toward this goal, we will:

1) Secure and invest resources to foster an equitable and inclusive culture

2) Provide funding and recognition for professional development activities

3) Invest time and resources into instituting and promoting a supportive workplace culture, including dedicating a position to serve as coordinator for this work

4) Offer skill-building opportunities, tips, and training for creativity, innovation, and work-life balance

5) Recognize share, and celebrate when people or units in the Division have embraced or made progress toward the mission, vision, values, and goals

6) Recognize and reward exceptional accomplishments in creativity and innovation

In addition, we will:

1. Develop and support equitable human resource policies and practices (including those related to wages, hiring, retention, performance evaluation, professional development, and work arrangements)

   By taking these actions:

7) Make sure leadership models work-life balance

8) Require cultural competency, Search Advocate, and implicit bias training as well as other professional development activities *[Follow the lead of: OSU Office of Institutional Diversity]*

9) Ensure system efficiencies (bureaucratic processes, internal professional development, and communication)

10) Incorporate mission, vision, values, and goals into hiring practices and criteria

11) Establish elements of the Division's mission, vision, values, and goals as criteria for evaluation, promotion, and merit/reward

12) Ensure recruitment, hiring, and retention practices foster diversity *[Follow the lead of: OSU's Search Advocate program]*

13) Require all employees and volunteers to participate in cultural competency as well as difference, power, and discrimination trainings

14) Require diversity-, inclusion-, and equity-promoting activities of all employees

15) Require all employees to demonstrate participation in activities to address inequities and exclusion in the workplace as well as in our outreach

16) Encourage employees to prioritize work efforts, plan for ways to shift that effort accordingly, or strategically decline new opportunities that come up

17) Ensure equitable distribution of promotion opportunities

18) Pay competitive, equitable, and living wages

19) Eliminate salary inequities

20) Ensure supervisors function as models of work-life balance, as well as employee advocates and supporters

21) Set realistic expectations for work output relative to employee FTE allocations

22) Establish family-friendly policies and practices

23) Allow employees to set flexible work arrangements

24) Encourage employees to establish flexible work arrangements, take vacation, and be healthy at work

25) Establish identity affinity groups that can serve as support-networks for employees

2. Foster transparency in decision making

By taking these actions:

26) Utilize employee engagement best practices

27) Cultivate inclusive decision making

28) Cultivate engaged, transparent, and inclusive communication

29) Ensure budget transparency

30) Create culture of evidence-based planning, decision making, and evaluation

3. Foster dialogue and interactive communication across the Division that advances understanding of individual diversity and organizational culture

By taking these actions:

31) Encourage more sharing of diverse experiences, perspectives, and types of expertise

32) Make sure mission, vision, values, and goals are highly visible, up-to-date, and well-understood across the Division *[Follow the lead of: College of Agricultural Sciences]*

33) Communicate overall progress made toward vision, values, and goals

4. Be responsive to issues, ideas, and concerns of colleagues

> By taking these actions:

34) Create and maintain spaces that allow Division employees to voice their concerns, ideas, or issues in authentic, productive, and meaningful ways *[Follow the lead of: Agriculture & Natural Resources Extension]*

5. Regularly assess organizational health and the work environment

> By taking these actions:

35) Regularly assess the work environment (including the physical environment, the diversity of the Division, the inclusiveness and equitability of the Division's culture, and accessibility of OSU professional development opportunities) via an employee satisfaction/engagement survey

36) Set realistic targets for employee pride in and happiness with the workplace

37) Regularly assess core cultural competencies of all faculty, staff, and leadership

38) Regularly assess and address inequities in salary, position types, mentoring, workplace facilities

39) Assess policies and practices for their work-life balance impact, and change them as appropriate

40) Assess and address biases in performance review and assessment procedures

6. Provide employees access to professional development and workplace resources

> By taking these actions:

41) Provide and widely advertise a discrimination reporting system

42) Regularly share information about access to OSU professional development opportunities

43) Encourage employees to take advantage of tuition benefits and department-subsidized OSU professional development (e.g., PACE)

44) Provide spaces and opportunities for people to share their creative and innovative ideas

45) Provide employees access to the physical work environments they need to be productive and healthy

46) Equalize access to university resources that support professional development and work-life balance

7. Align efforts and initiatives with the Division vision, mission, values, and goals

> By taking these actions:

47) Expect units and programs in the Division to be accountable to the mission, vision, and values

48) Direct funds toward mission, vision, and value-aligned professional development and programming

49) Convene working groups around mission, values, vision, and goal areas

50) Communicate how existing and new projects and initiatives reflect mission, vision, values, and goals

51) Establish criteria and a vetting process for taking on new projects or efforts to ensure their alignment with our vision, values, and goals

52) Regularly communicate about how resources are being invested in efforts that support the mission, vision, and values