



AFFIRMATIVE ACTION PROGRAMS

Plan Effective Date: 12/01/2023

Plan Expiration Date: 11/30/2024

Based on hiring and employment statistics from 12/1/2022 through 11/30/2023

AAP Administrator: KERRY MCQUILLIN _____
Interim Affirmative Action Manager
Office of Equal Opportunity and Access

Approved by: BECKY BANGS _____
Executive Director
Office of Equal Opportunity and Access

Chief Executive: JAYATHI MURTHY _____
President

**Establishment
Name:** OREGON STATE UNIVERSITY

1 - OREGON STATE UNIVERSITY
SIC: 739
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OREGON STATE UNIVERSITY
AFFIRMATIVE ACTION PROGRAM
for WOMEN and MINORITIES

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OREGON STATE UNIVERSITY

AFFIRMATIVE ACTION PROGRAM FOR MINORITIES AND FEMALES

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I. Establishment of Responsibilities for Implementation of the Written Affirmative Action Program (41 CFR § 60-2.17(a))

UNIVERSITY PRESIDENT – JAYATHI MURTHY has overall responsibility for Oregon State University’s equal employment opportunity and affirmative action policies.

PROVOST/EXECUTIVE VICE PRESIDENT – EDWARD FESER provides oversight and leadership to the academic operations of the University.

EXECUTIVE DIRECTOR of the OFFICE OF EQUAL OPPORTUNITY AND ACCESS – BECKY BANGS, provides institutional leadership for matters related to EEO and Affirmative Action compliance and related aspirational efforts. She reports directly to the President. The following administrators whose roles pertain to one or more of the university’s affirmative action plans report to the Executive Director:

- DIRECTOR OF ACCESS AND AFFIRMATIVE ACTION – GABRIEL MERRELL leads ADA compliance efforts and is designated Deputy ADA Coordinator. He oversees the Affirmative Action Manager and Affirmative Action Program
- INTERIM AFFIRMATIVE ACTION MANAGER – KERRY MCQUILLIN serves as primary AAP Administrator. The Affirmative Action Manager has primary responsibility for overseeing compliance with the provisions of E.O. 11246, and for implementing all applicable regulations. These responsibilities include, but are not necessarily limited to, the following:
 1. Develop EEO policy statements, Affirmative Action Programs, and internal and external communication procedures;
 2. Assist in the identification of AAP/EEO problems;
 3. Collaborate with university administrators in arriving at effective solutions to AAP/EEO problems;
 4. Design and implement an internal audit and reporting system that:
 - a. Measures the effectiveness of the Affirmative Action program;
 - b. Determines the degree to which AAP goals and objectives are met; and
 - c. Identifies the need for remedial action
 5. Keep university administration informed of equal opportunity progress and report potential problem areas within the university through reports;
 6. Review the university’s AAP for qualified minorities and women with Deans, Administrative Leaders, and Human Resources staff to ensure that the policy is understood, disseminated, and is followed in all personnel activities.

7. Work with the Building Coordinators and Office of Human Resources to ensure that compliance information is current and posted on the university bulletin boards and web resources; and
8. Serve as a liaison between the university and enforcement agencies

UNIVERSITY GENERAL COUNSEL – REBECCA GOSE reports directly to the president and leads a staff of associate general counsel attorneys. The Office of the University General Counsel provides advice and counsel related to affirmative action and equal opportunity laws and regulations in all aspects of university endeavor.

DEANS and ADMINISTRATORS at OSU have responsibilities that include, but are not necessarily limited to, the following:

1. Engage college or division employees on all matters related to equal opportunity and affirmative action.
2. Work with the Affirmative Action Manager to identify problem areas, formulate solutions, and establish unit goals and objectives when appropriate.
3. Monitor progress towards meeting established placement goals.
4. Ensure that managers and supervisors in their units engage in good faith efforts to meet established placement goals for women and people of color within the units' unclassified and classified workforce.
5. May review the qualifications of applicants and employees to ensure that qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, compensation, and termination actions/decisions occur or may delegate this responsibility.
6. Review the job performance of employees to assess whether personnel actions (including promotion, transfer, termination, and compensation) are justified based on the employee's performance of their duties and responsibilities.
7. Ensure that departments/units display equal employment opportunity posters.
8. Require supervisors to take action to prevent discrimination and harassment.

MANAGERS and SUPERVISORS at OSU have responsibilities that include, but are not necessarily limited to, the following:

1. Engage in good faith efforts to meet established placement goals for women and people of color within their units' workforce.
2. As Hiring Officials, treat applicants and employees in a nondiscriminatory manner when hiring, promotion, transfer, termination, and compensation actions/decisions occur.

3. Evaluate job performance of employees on a regular basis to ensure that each personnel action (promotion, transfer, termination, compensation) will be justified based on the employee's performance of his or her duties and responsibilities.
4. Take action to prevent discrimination and harassment.
5. Inform employees about accessing the university's complaint system if concerns arise.

HUMAN RESOURCES MANAGERS and SUPERVISORS in the Office of Human Resources and in the Human Resources units of the OSU Business Centers also have responsibilities that include, but are not necessarily limited to, the following:

1. Provide primary oversight of the search, selection, promotion, transfer, termination, and compensation processes and decisions at OSU.
2. Ensure that hiring units are reminded of AAP compliance requirements including placement goals and good faith efforts each time a search is initiated.
3. Post current compliance information in appropriate locations on bulletin boards and on web sites.
4. Work collaboratively with the Affirmative Action Manager and with others in the Office of Equal Opportunity and Access to ensure equal opportunity and affirmative action compliance.

II. Identification of Problem Areas (41 CFR 60-2.17(b))

OREGON STATE UNIVERSITY performs in-depth analysis of its total employment process to determine if there are areas where minority and/or female groups may face impediments to equal opportunity. The following analyses are conducted in order to reveal any potential problem areas:

- 1. Placement Goals:** An analysis of incumbency versus availability is performed to determine whether there are problems of minority and/or female utilization. Whenever a problem exists, as defined by a statistical methodology, Placement Goals are set (see the Placement Goals report which follows this section).

Establishment of a placement goal does not imply that unlawful discrimination is occurring, or that fair employment laws are not being followed. There are a variety of non-discriminatory reasons for placement goals, including low turnover rates, inadequate applicant flow, and increases in availability. Each job group with a placement goal is evaluated to determine what factors are contributing to the need for a placement goal, and how best to address those factors.

Whether there are placement goals or not, steps will be taken to encourage and increase the percentage of qualified minorities and/or females applying for positions both externally and internally. These steps may include, but are not limited to the following:

- Working with hiring managers and search committees to determine appropriate outreach to attract qualified and diverse applicant pools through the online Recruitment Resource Guide and conversation as desired.
 - Sending recruitment announcements to institutions and organizations that serve minorities and women.
 - Publishing job announcements on the state's Employment Services Delivery System.
 - Developing and offering mentorship programs that address the interests of minority and/or female employees.
 - Offering staff rates (30% of full cost) for tuition so employees can obtain education that will increase their chances of advancement.
 - Using executive recruiting firms that specifically target minorities and/or females.
- 2. Review of Employment Decisions:** A review of employment decisions (external and internal hires documented through OSU's online application system) is made in order to determine whether or not minorities and/or females are selected at a less favorable rate than non-minorities and/or males. A review of non-minorities and/or males is also conducted to determine if either group is being selected at a statistically significant lessor rate than minorities and/or females.

- 3. Review of Hires:** Whenever minorities and/or females are selected at a lower rate than non-minorities and/or males as documented in the online application system, a review of the applicant flow is conducted to determine possible reasons why minorities and/or females were not selected at a more favorable rate. If the university is attracting fewer than expected minorities and/or females that fit the qualifications for the job groups, good faith efforts will be put into place to attempt to improve the applicant flow of qualified minorities and/or females. If non-minorities and/or males are selected at a statistically significantly lessor rate than minorities and/or females, a review of the applicant flow and selection decisions is also made to ensure that there is no evidence of discrimination.
- 4. Review of Terminations/Promotions:** For terminations, if minorities and/or females are being involuntarily terminated or are voluntarily leaving at a higher rate than non-minorities and/or males, a review will be done to determine the cause and to ensure the university is applying its policies and procedures for termination equally for protected as well as non-protected classes. If non-minorities and/or males have a statistically significant higher rate of termination than minorities and/or females, a review will also be done to determine the cause.
- 5. Compensation:**
Review of compensation is performed during affirmative action plan delivery to divisional leaders. Salary data is analyzed to determine whether there are significant discrepancies between males and females or minorities and non-minorities in rates of pay. Divisional leaders are presented with salary data for groups for whom significant disparities exists and are asked to conduct a review to determine whether the difference in pay is justified due to appropriate factors. If the difference in pay cannot be justified, Oregon State University will put a plan in place to bring pay into greater alignment.

III. Accomplishment of Prior Year Placement Goals

Where goals were established for the prior year, the University developed action-oriented programs designed to accomplish the established goals and objectives, thereby enhancing employment and advancement opportunities for minorities and/or females. The results of the prior year's Affirmative Action Program are identified on the Goal Attainment report.

Good Faith Efforts from the 2023 plan year:

FOCUS ON RECRUITMENT:

- **Recruitment resource guide** – this is an online resource which generates a listserv for distribution of job announcements for each recruitment. The resources in the listserv include but are not limited to a list of recruitment resources identified by OFCCP. It is expected that each external search will send job announcements through the listserv using this tool.
- **Search chair email** – when a recruitment is approved to be listed online, the search chair receives an email addressing the AAP and EEO obligations of the search and directing them to the recruitment resource guide.
- **Employee online newsletter** – most recruitments are published in the employee online newsletter, OSU Today (<http://oregonstate.edu/osutoday/>), to encourage internal applications and network recruiting.
- **Emails to university community** – when a recruitment is approved for a leadership position at the level of Dean or above, the Provost's Office distributes the job announcement via the university email system to all employees, and invites nominations and applications.
- **State Employment Services Delivery System** – all appropriate external recruitments are listed with the Oregon ESDS to broaden our recruitment reach.
- **Position Description revisions**-some colleges and divisions have chosen to revise their position descriptions to emphasize the importance and relevance of diversity and inclusion in the duties of the position.

FOCUS ON RECRUITMENT AND SELECTION:

- **Search Advocates**– these are employees trained to serve as advocates for fairness, validity, and diversity on OSU search committees. Advocates learn about current research related to implicit bias, structural bias, and diversity, the legal framework for affirmative action and equal opportunity and appropriate/acceptable and best practices for equity and inclusion at every stage of the search process: <http://oregonstate.edu/oei/search-advocate>. Some searches require search advocates, and there is an increasing move at the college or administrative unit level to voluntarily adopt search advocate requirements for other types of searches as well.

Conversations with Deans and Division Leaders emphasized the importance of selecting search advocates external to the department.

- **Administrator review**-Conversations with Deans and Division Leaders encouraged leaders to review searches and monitor progress and demographic impact at search plan, applicant pool, interview, and selection stages with focus on the effectiveness at meeting placement goals.
- **Instructor pools**-Improve accuracy of pools by dividing into more specific disciplines and sub-disciplines to improve accuracy of analysis.
- **Demographic Review**-Some colleges and divisions have chosen to use demographic summary reviews at various stages throughout the process to assess their overall impact on the composition of the pool.

FOCUS ON PROMOTION PROCESS FOR ACADEMIC EMPLOYEES WITH RANK

- **Academic promotions** – the Provost and the Senior Vice-Provost for Academic Affairs have established new expectations that academic units will advance their eligible non-tenure-track academic employees for promotion over the next three to five years.

FOCUS ON RETENTION

- **Institutional work/life balance policies and values**-Conversations with Deans and Division Leaders emphasized the importance of exploring why women may be leaving job groups at a disproportionate rate and institutional work/life balance policies, resources, and values were emphasized.
- **Diversity, Equity, and Inclusion Committees**- Some college and divisions have established committees to advance diversity, equity, and inclusion within their organization.

IV. The Development and Execution of Action-Oriented Programs (41 CFR 60-2.17(c))

Programs have been instituted to ensure no barriers to employment exist. These programs include, but are not limited to, the following:

1. Conduct analyses of job descriptions when performance reviews are conducted, when positions are vacated and re-filled, or as requested to ensure that they accurately reflect job functions.
2. Make job descriptions available to all managers and committee members involved in the recruiting, screening, selection, and promotion processes.
3. Make detailed job announcements based on job descriptions available to recruiting sources.
4. Evaluate the total selection process to ensure freedom from bias through:
 - a. Reviewing job applications and other pre-employment forms to ensure information requested is job-related.
 - b. Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity.
 - c. Training OSU Search Advocates (see efforts and initiatives below) to serve as resources on search committees for inclusive, equitable, and valid position development, recruitment, interview and selection procedures.
 - d. Training on EEO and other related policies for management and supervisory staff through offerings such as CORE Curriculum for Supervisors, OSU Training Days, OSU Legal Days, the Search Advocate program.
5. Using techniques to improve recruitment and retention and to increase the flow of qualified applicants including minority and/or female applicants, OREGON STATE UNIVERSITY undertakes the following actions:
 - a. Includes the tagline *OSU commits to inclusive excellence by advancing equity and diversity in all that we do. We are an Affirmative Action/Equal Opportunity employer, and particularly encourage applications from members of historically underrepresented racial/ethnic groups, women, individuals with disabilities, veterans, LGBTQ community members, and others who demonstrate the ability to help us achieve our vision of a diverse and inclusive community* or other acceptable tagline in all printed employment advertisements.
 - b. Disseminates information on job opportunities to organizations representing minorities and women through use of the OSU Recruitment Resource Guide.

- c. Encourages use of OSU Search Advocates on search committees.
 - d. Encourages employment advertisements in regional and national minority news media and women's interest media through the OSU Recruitment Resource Guide.
 - e. Provides a resource for hiring units to identify specific recruitment resources tailored to the type of position they are filling and to any placement goals that may exist for that job group <https://eoa.oregonstate.edu/recruitment-resource-guidet>.
 - f. Provides training to search committee members by sending a presentation to the chair to disseminate.
 - g. Encourages employees to refer qualified applicants.
 - h. Requests state Employment Service Delivery System and local/regional Qualified Rehabilitation Facilities to refer qualified minorities and women.
 - i. Conducts market comparison of university compensation scales periodically to assess competitiveness.
 - j. Ensures that all employees are given equal opportunity for promotions and/or transfers by:
 - i. Posting competitive opportunities internally.
 - ii. Offering guidance to employees in identifying opportunities, training and educational programs to enhance promotions and opportunities for job transfer; and
 - iii. Evaluating job requirements to ensure that they are appropriate.
 - k. Provides an online guide to OSU recruitment and selection practices known as *Search Excellence*: <http://hr.oregonstate.edu/search-excellence>.
6. Notifying hiring units of AAP and EEO obligations and any placement goals each time a recruitment is approved and listed on the OSU Jobs website:
- a. Business Centers send an email to search committee chairs with information about placement goals and veterans' preference obligation (per State of Oregon statute)

INSTITUTIONAL COMMUNITY EFFORTS AND INITIATIVES

OREGON STATE UNIVERSITY also engages in a variety of planning efforts and initiatives to promote equity, inclusion, and diversity more broadly throughout the university community. The following section highlights some of these initiatives:

1. **Oregon State University Strategic Plan “Prosperity Widely Shared”** was released in academic year 23-24. The plan values outline a focus on removing barriers, creating equity in access across identities, and valuing diverse experience. Further action 1 sets the intention to equalize retention and graduation rates across race and ethnicity.
<https://leadership.oregonstate.edu/strategic-plan/goals>
2. **Oregon State University Diversity Strategic Plan 2018-2023**-in 2018 OSU’s Office of Institutional Diversity launched a 5 year strategic plan outlining 5 goals; 1) advancing inclusive excellence, 2) improving recruitment of students and employees from underrepresented communities, 3) creating an inclusive climate, 4) providing innovating and transformative learning experiences to advance inclusive excellence, and 5) communicating OSU’s accomplishments around inclusive excellence.
3. **Establishment of Juneteenth as a university holiday**-In 2021 the university declared Juneteenth a university holiday and called upon the community to observe the day in recognition of OSU’s support for Black Americans and commitment to ending systemic racism.
4. **President and Provost’s Leadership Council (PPLC) on Equity, Inclusion, and Social Justice**-The PPLC reviews institutional efforts to support OSU’s mission of a caring, safe, and inclusive community. A large and diverse group of university community members work to develop data-based recommendations and tools for annual consideration by the President and Provost. In 2021 the group’s focus has been on faculty retention which continues in 2023. The PPLC will prioritize additional actions articulated by the *Employee of Color Retention and Success Strategy* for implementation as well as provide advice and counsel for both new university strategic plan and diversity strategic plan.
5. **Diversity Action Planning**-Oregon State University’s Office of Institutional Diversity has established a guide and curriculum to assist colleges and divisions in an Adaptive Strategic Planning process for Inclusive Excellence. This process, which includes cyclical deliberative and iterative stages, will help colleges develop meaningful strategic plans for diversity, equity and inclusion. Many colleges have begun, and some have completed the process.
6. **Higher Education Excellence in Diversity (HEED) Award** - OSU received the 2022 HEED Award from INSIGHT Into Diversity magazine, the oldest and largest diversity-focused publication in Higher Education. The award honors colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.
7. **Climate Assessment**- OSU has a strategic goal related to equity, inclusion, and diversity that focuses on a climate of inclusion, collaboration, and care that appreciates and seeks diversity as a source of enrichment and strength, and is rooted in justice, civility, and respect. The Office of Institutional Diversity and the PPLC for Equity, Inclusion, and Diversity

work collaboratively to design and deliver a regular assessment of university climate in order to deliver recommendations for strategies to progress toward the strategic goal.

8. **Dialogue Facilitation Lab-** is a professional learning seminar for teaching and professional faculty, staff, and graduate assistants looking to integrate critical dialogue facilitation skills into their daily practice. The lab welcomes practitioners of all skill and experience levels to explore the philosophy and techniques of critical dialogue facilitation and the potential for implementation in teaching, leadership, research, and service work.
9. **Southern Regional Education Board (SREB)-**The Office of Institutional Diversity sends representatives to the SREB conference each year, beginning in 2017, to increase Oregon State University's visibility among diverse academics and recruit potential applicants of color.
10. **Establishment of a Chief Diversity Officer and Office of Institutional Diversity-** In 2016, in response to student feedback and the need to further support advancement and education issues, Oregon State University established a Chief Diversity Officer (CDO) and an Office of Institutional Diversity, appointed an interim CDO to further define the scope of the office and launched a national search for a permanent CDO.
11. **Establishment of Bias Response Team and Bias Response Protocol-** In 2016, at the request of then President Ray, the Office of Institutional Diversity established the Bias Response Team and Bias Response Protocol to help coordinate the university's response to reported bias incidents.
12. **Diversity Hiring Initiative** is a leadership initiative requiring that every OSU job description have a diversity-related qualification (required for leadership roles, preferred or required for other roles). Established over a decade ago, the initiative demonstrates OSU's commitment to diversity and to building an inclusive workplace environment, and demonstrates that OSU expects its employees to contribute to these goals.
<http://leadership.oregonstate.edu/president/reports-and-initiatives/diversity-hiring-initiative>
13. **Social Justice Learning Modules for Staff, Faculty, and Students-** In 2016 two sets of learning modules were developed to invite faculty and staff to begin or continue their social justice and equity journey. OSU understands that educating staff and faculty is essential to creating a welcome environment for all, including students.
14. **OSU Search Advocate Program**, sponsored by Academic Affairs, offers a 10-hour workshop sequence that prepares community members to serve as advocates for fairness, validity, and diversity on OSU search committees. Since its inception almost ten years ago, approximately 10% of the university's workforce has attended the workshop, and most of the remaining workforce has probably been impacted by search advocates on search

committees and in the community. At its heart the program is a culture change initiative, introducing faculty and staff to current research about implicit bias, structural bias, and diversity, outlining the legal framework for affirmative action and equal opportunity, and suggesting best practices for every stage of the search process.

<http://oregonstate.edu/oei/search-advocate>

15. **OSU ADVANCE** is a five-year NSF ADVANCE grant awarded to OSU in fall of 2014. NSF ADVANCE grants support strong and well-researched proposals to advance women in tenured/tenure-track positions in the fields of Science, Technology, Engineering, and Mathematics (STEM). The OSU ADVANCE team developed and delivered advanced professional development for deans, department heads, and other leaders in the STEM fields on the topics of difference, power, and discrimination in STEM. As the grant concluded, the group offered a train the trainer course and there are plans for the work to continue. Currently the grant is in a no cost extension and the work of the ADVANCE Journal continues. <http://advance.oregonstate.edu/>
16. **OSU Office of Work-Life** and **GO HERC** – in 2011, then Senior Vice-Provost for Academic Affairs Becky Warner founded the Greater Oregon Higher Education Recruitment Consortium or GO HERC which is now housed at OHSU and in which OSU is an active participant. Additionally, OSU employs a Work Life Coordinator. These functions provide assistance for dual-career employment partners, resources for employment opportunities, contacts for informational interviews and networking, resume/CV review, resource referral for career transitions, and professional development for faculty and administrators to support an equitable and inclusive workplace. <http://oregonstate.edu/admin/aa/work-life>
17. **The Recruitment Resource Guide** is available to all search committees and hiring authorities and departments. Through a series of questions, the guide generates a list of customized recruiting resources for the department to use in creating a targeted advertising plan.
18. **Disability Access Services (DAS)** provides accommodations, education, consultation, and advocacy for qualified students with disabilities at Oregon State University. More broadly, the office facilitates access to University programs for students, faculty, staff, and visitors. <http://ds.oregonstate.edu/home>
19. **Pipeline programs** that support and facilitate the academic success of minority and non-traditional students as they navigate their educational experience at OSU include (but are not limited to):
 - i. **PROMISE** (Professional and Managerial Internships in State Employment) <http://oregonstate.edu/oei/promise>
 - ii. **Educational Opportunities Program (EOP)** <http://oregonstate.edu/dept/eop/>
 - iii. **CAMP** (College Assistance Migrant Program) <http://oregonstate.edu/dept/camp/>

- iv. TRiO SSS (Student Support Services) program
<http://oregonstate.edu/dept/sss/about-trio>
- v. LSAMP (Louis Stokes Alliance for Minority Participation)
<http://lsamp.oregonstate.edu/>
- vi. MANRRS (Minorities in Agriculture, Natural Resources, and Related Sciences)
<http://agsci.oregonstate.edu/manrrs/>

V. Internal Audit and Reporting Systems (41 CFR 60-2.17(d))

The University believes that one of the most important elements in effectively implementing a written Affirmative Action Program is an adequate internal audit and reporting system. Through this system, the total program can be monitored for effectiveness, and management can be kept informed. OREGON STATE UNIVERSITY's audit and reporting system is designed to:

1. Measure the effectiveness of the AAP/EEO program
2. Document and analyze personnel activities
3. Identify problem areas and develop action plans where remedial action is needed
4. Determine the degree to which AAP goals and objectives have been attained

The following personnel activities are reviewed, as necessary and desirable, to ensure nondiscrimination and EEO for all individuals without regard to their race, color, gender, religion, national origin, age, sex, sexual orientation, gender identity, pregnancy, genetic information, disability, veteran status, or any other legally protected status covered by applicable state or local law:

1. Recruitment, advertising, and job application procedures
2. Hiring, promotion, upgrading, layoff, recall from layoff
3. Rates of pay and any other forms of compensation including fringe benefits
4. Job assignments, job classifications, job descriptions, and seniority lists
5. Sick leave, leaves of absence, or any other leave
6. Training, attendance at professional meeting and conferences
7. Any other term, condition, or privilege of employment

The following documents may be maintained as a component of OREGON STATE UNIVERSITY's internal audit process:

1. An applicant flow log
2. Summary data of external job offers and hires, promotions, resignations, terminations
3. Summary data of applicant flow
4. Employment applications

5. Collective bargaining agreement governing compensation, layoff seniority rights, layoff recall, leave accrual and use, etc. for classified employees
6. Other records pertaining to university compensation systems and decisions

OREGON STATE UNIVERSITY's audit system includes periodic review of employment decisions. Managers and supervisors are asked to report any current or foreseeable EEO problem areas and to outline their suggestions/recommendations for solutions. If problem areas arise, the manager or supervisor is to report problem areas immediately to the AAP Administrator, the Equal Opportunity Unit Director, or the Executive Director of the Office of Equal Opportunity and Access, as appropriate. During the reporting cycle, the following occurs:

1. The AAP Administrator will meet with deans and administrative unit heads to review the current AAP and collaboratively develop good faith efforts tailored to any placement goals.
2. The AAP Administrator will discuss any problems relating to significant rejection rates, etc. with administrators, deans, managers, and other leaders.
3. The AAP Administrator will report the status of the university's AAP goals and objectives to management. As needed, the AAP Administrator may recommend remedial actions for the effective implementation of the AAP.

VI. Discrimination and Discriminatory Harassment Policies

OSU's Commitment

Oregon State University, as an institution of higher education and as a community of scholars, affirms its commitment to the elimination of discrimination and discriminatory harassment, and the provision of equal opportunity for all. An objective of Oregon State University is the creation and maintenance of a positive atmosphere of nondiscrimination in every phase and activity of university operations.

Harassment and intimidation can impede an individual's ability to participate fully in the educational process. Acts of discrimination, harassment and insensitivity hurt and degrade all members of the campus community whether victim, perpetrator, or observer. Every member of the university community is responsible for creating and maintaining a climate free of discrimination and harassment.

<http://eoa.oregonstate.edu/discrimination-and-harassment-policies>

Discrimination

Oregon State University policy prohibits any act that either in form or operation, and whether intended or unintended, unreasonably differentiates among persons on the basis of a protected status. This definition reserves to the University, in furtherance of its educational mission, the right to address conduct that would not necessarily be unlawful. It is not intended to create individual or group rights, whether contractual or otherwise, that do not exist under existing law.

Discriminatory Harassment

Oregon State University policy prohibits behavior based on another's protected status that is sufficiently severe or pervasive that it has the effect, intended or unintended, of unreasonably interfering with an individual's work or academic performance because it has created an intimidating, hostile, or offensive environment and would have such an effect on a reasonable person of that individual's status.

This policy is not intended to and will not be applied in a way that would violate rights to academic freedom and freedom of expression.

Protected Status

Oregon State University, in compliance with state and federal laws and regulations, does not discriminate on the basis of age, color, disability, gender identity or expression, genetic information, marital status, national origin, race, religion, sex, sexual orientation, or veteran

status in any of its policies, procedures, or practices.

Complaint Procedures

The Office of Equal Opportunity and Access (EOA) handles complaints of discrimination and discriminatory harassment. Please see the section on complaint procedures for additional information. If you have questions about discrimination or harassment, please contact us for further guidance.

Efforts to Address Discrimination and Discriminatory Harassment

Discrimination and Discriminatory Harassment are unacceptable at Oregon State University. In order to prevent and respond to such conduct, university employees and representatives:

- Work to prevent discriminatory acts from occurring through policies, statements, educational programs and courses, awareness-raising efforts, and training programs.
- Actively work to promote a campus climate and work environment that is open to and welcomes all persons.
- Promptly and clearly speak out against such actions when they occur.
- Model the type of civilized and respectful behavior that is expected of all persons at Oregon State University (e.g., supervisor to employee, co-worker to co-worker, dean and chair to faculty, advisor to student leader, student leader to student, student to guest).
- Resolve disputes and misunderstandings in a respectful and open manner befitting a university, through the use of discourse, mediation, and education where appropriate.
- Routinely record and publicize, within legal guidelines and with respect for privacy and confidentiality, all reported incidents of discrimination and harassment on the OSU campus and at university-sponsored activities and facilities in EOA's Annual Report.

Nondiscrimination on the Basis of Religion - 41 CFR 60-50

Policy Description

It is the policy of Oregon State University that no one shall be subject to discrimination based on age, color, disability, gender identity or expression, genetic information, marital status, national origin, race, religion, sex, sexual orientation, or veteran status.

<http://eoa.oregonstate.edu/religious-accommodation-policy>

Policy Prohibiting the Promotion of Religion

With regards to religion, this policy prohibits the University, and its employees while at work or representing OSU, from taking action that promotes religion or promotes one particular religion over another. The University may not create an atmosphere which in any way suggests it favors one religion over another, or religion over non-religion. As a public university, it is equally important not to inhibit voluntary religious expression. The University's obligation is to balance these two elements -- to refrain from promoting and at the same time to refrain from inhibiting. This policy is premised on respect for each individual's right to make personal choices regarding the nature, if any, of his or her religious beliefs and practices.

This policy does not preclude a faculty member or employee from being an advisor to a recognized student organization which may have a religious affiliation.

Policy Prohibiting Discrimination on the Basis of Religion in Employment

Oregon State University does not discriminate against employees or applicants for employment because of religion in any personnel action including, but not limited to: recruitment, hiring, promotion, transfer, demotion, layoff, termination, rate of pay, and training. Further, Oregon State University makes affirmative efforts to ensure that employees or applicants for employment are treated without regard to their religion or national origin in any personnel actions.

Who to Contact

Any student or employee who feels he or she is being treated inappropriately based on religion is encouraged to contact the [Office of Equal Opportunity and Access](#), 327/330 Snell Hall, (541-737-3556).

Religious Accommodation for Students, Job Applicants, and Employees

Oregon State University ensures that religious observances and practices of job applicants, employees, and students are accommodated unless doing so presents an undue hardship or requires a fundamental alteration of a course or program of study. In determining undue hardship, the university will consider the following factors: business necessity, financial costs and expenses, and resulting personnel problems.

Religious Accommodation Process for Job Applicants and Employees:

Oregon State University is required to provide reasonable accommodations for the religious observances and practices of job applicants in the application and selection process, AND for the religious observances and practices of employees, unless doing so presents an undue hardship as described in the above policy. Job applicants and employees are asked to make such requests as early as possible. A department receiving such a request does not need to contact the Office of Equal Opportunity and Access (EOA) unless the unit wishes to deny the request. Departments are *required* to contact EOA before granting or denying a religious accommodation requested by a job applicant or an employee.

Religious Accommodation Process for Students

Oregon State University is required to provide reasonable accommodations for employee and student sincerely held religious beliefs. It is incumbent on the student making the request to make the faculty member aware of the request as soon as possible prior to the need for the accommodation. If a faculty member receives a request to grant an absence for Religious or Holy days or receives a request for any other type of religious accommodation, there is no need for the faculty member to contact EOA unless the faculty member wishes to deny the request. The faculty member is required to contact EOA prior to the denial of a request for religious accommodation.