

The Pennsylvania State University



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# SUCCESS WITH HONOR

The **DIVERSITY** Plan for Intercollegiate Athletics  
2010-11 through 2014-15

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## MESSAGE FROM THE DIRECTOR OF ATHLETICS

Greetings!

The pages within have been drafted to provide a tangible, working snapshot of the Diversity goals for Penn State Intercollegiate Athletics.

Diversity continues to be of central importance to the University and is a key component in both short and long-range strategic planning. The importance of diversity is exemplified by both the pervasiveness with which it is being addressed across the University and in the meaning that has been attached to the term itself.

To Penn State, diversity refers not only to the inclusion of racial/ethnic minority groups and women in the University community, but all traditionally underrepresented groups. More important than the desire to include such groups, however, is the reasoning behind the desire. Penn State fully recognizes the value to everyone (faculty, staff, and students) in living and working in an environment that provides opportunities for cross-cultural experiences as well as an environment in which those cultural experiences are welcomed and celebrated.

Intercollegiate Athletics continues to emphasize “**Success with Honor**” by focusing on initiatives that promote diversity and contribute to the University’s Framework to Foster Diversity. Of significant importance in our efforts is the continued work of our Athletics Council for Diversity and Inclusion (ACDI).

I remain committed to further expanding progress in this area. Through ACDI’s leadership and our collective effort, we will become a consistent leader in diversity locally and nationally.

For the Glory,

A handwritten signature in black ink that reads "Timothy M. Curley". The signature is written in a cursive style with a prominent horizontal line above the first name.

Timothy M. Curley  
Director of Athletics

Intercollegiate Athletics is committed to creating a climate for students and staff that reflects diverse values and needs; fosters an appreciation of a multicultural human society; assures equal access to opportunities without regard to personal characteristics or ability, and seeks greater involvement with an increasingly interdependent world.

## **OUR DIVERSITY DEFINITION**

Diversity pertains to characteristics that encompass a variety of factors such as: race, class, gender, ethnicity, religion, sexual orientation, age, and learning styles among others.

## **OUR DIVERSITY MISSION**

Intercollegiate Athletics is dedicated to conceiving and promoting initiatives that facilitate the principles of diversity and inclusion. The highest priority will be to establish a climate of mutual respect and support of individual differences where persons of dissimilar color, creed, gender, gender identity, sexual orientation, age, physical/mental ability, and ethnicity (among others) can maximize their full potential and function as a cohesive group, free of prejudice, discrimination, and harassment.

## **OUR OVERRIDING DIVERSITY GOALS**

Recruit and retain a diverse staff that supports the various needs of our student-athlete population within the University and surrounding community.

Sponsor numerous and varied varsity, intramural, club, and recreational programs that satisfy student interests and afford maximum participation by students and staff.

Initiate and support workshops, hiring practices, and operating procedures that focus not only on efficiency of intercollegiate athletic programming but sustaining an inclusive environment.







These 11 diversity goals and related strategies reflect our commitment to “**Success with Honor**” and outline our priorities within the framework of four university-wide dimensions (Campus Climate & Intergroup Relations, Representation [Access and Success], Education and Scholarship, and Institutional Viability & Vitality). The plan provides our daily roadmap as we strive to become a consistent leader in diversity locally and nationally.

## CAMPUS CLIMATE AND INTERGROUP RELATIONS

1. Articulate a clear **DEFINITION AND UNDERSTANDING** of diversity to all staff.

### Strategies:

- ▶ Communicate our diversity commitment to all job candidates throughout the hiring process.
- ▶ Maintain our definition of diversity through ACDI.
- ▶ Prominently display our diversity definition, mission and over-riding goals on the ACDI Web site: <http://www.gopsusports.com/ot/acdi.html>.
- ▶ Increase the number of visitors to the ACDI Web site — especially Penn State faculty, staff and students.
- ▶ Continue to utilize new-year orientation sessions, email announcements, press releases, meetings, etc., as vehicles to deliver a clear understanding of diversity.
- ▶ Continue to use the list serve that is maintained through our Human Resources office to share diversity related news and events with all of our 300+ employees.
- ▶ Continue to use the list serve that is maintained through the Morgan Academic Support Center to share diversity related news and events with our 725+ student-athletes.

2. Establish clear **EXPECTATIONS** in support of diversity.

### Strategies:

- ▶ The Athletic Director will continue to communicate the expectation of all employees to demonstrate a commitment to diversity.
- ▶ Utilize the ACDI Web site to promote ACDI and to share information about sponsored events, communicate purpose, provide internal and external diversity related links to users, and collect ICA diversity related news stories.
- ▶ Ensure that supervisors encourage employee attendance at diversity events and maintain flexible schedules for participants.
- ▶ Assess staff commitment to diversity through the SRDP annual performance review.

3. Execute a **COMMUNICATIONS PLAN** focused on promoting diversity events and increasing the visibility of diversity successes.

### Strategies:

- ▶ Send monthly communications throughout the academic year to ICA staff to ensure that the work of ACDI is consistently in front of our employees.
- ▶ Internally share information from surveys and focus groups with student-athletes and staff.
- ▶ Demonstrate that information gathered from surveys and focused discussions are being analyzed and used to plan programming and make progress in areas that show need for improvement.
- ▶ Utilize our Web site as the primary vehicle to share and promote diversity information, events, stories, related links, surveys, strategic planning information, etc.



4. Develop a **STAFF RECOGNITION** program to recognize those individuals who make valuable contributions to the advancement of diversity.

Strategies:

- ▶ Create award guidelines, identify the type — number — frequency of awards to be given, establish nomination and review procedures, determine when awards will be presented and by whom, inform the public of recipients, and maintain historical records of recipients.

5. Conduct biennial diversity **CLIMATE SURVEYS** for staff and student-athletes to assess whether the climate is welcoming, safe, respectful, and positive.

Strategies:

- ▶ Continue to offer the biennial on-line climate assessment survey to student-athletes and staff that were developed through the ACDI strategic planning and assessment subcommittee in collaboration with the Office of Institutional Planning and Assessment.
- ▶ Provide a summary of the results to student-athletes and staff.
- ▶ Analyze survey results to plan programming that target improvements.

6. Provide a unit **PRESENCE AT DIVERSITY EVENTS** on and off campus.

Strategies:

- ▶ Administrative leadership will continue to demonstrate support by attending diversity events across campus.
- ▶ Distribute information about diversity events to staff utilizing list serves, establish a link to the university diversity events calendar from the ACDI Web site and direct staff to this informative resource.
- ▶ Encourage staff attendance at diversity events and maintain flexible scheduling for participants.
- ▶ Assess staff attendance at diversity events through the SRDP annual performance review.

## REPRESENTATION (ACCESS AND SUCCESS)

7. **RECRUIT AND RETAIN** a diverse group of student-athletes and staff

Strategies:

- ▶ Continue to support the work of the recruitment and retention subcommittee of ACDI.
- ▶ Maintain and update annually our established strategic indicator data related to recruiting and retaining a diverse group of student-athletes and staff.
- ▶ Continue to fully fund our recruiting budgets so that coaches can continue to recruit diverse talent up to their full scholarship allotments.
- ▶ Remain focused on increasing the diversity of candidacy pools for all open ICA positions and include relative HR information to search committees.
- ▶ Annually share with HR the NCAA's CD of profiles and resumes of minority undergraduate/graduate interns that have completed the NCAA's program.
- ▶ Continue our Big Ten Minority Internship/Grad Assistant Program to provide students with educational opportunities and practical work experiences within our athletic department.
- ▶ Collaborate with professional organizations (i.e., BCA — Black Coaches and Administrators, etc.) to advertise open positions.
- ▶ Take time to ensure that all professional searches are exhaustive and that under-represented candidates are thoroughly reviewed and considered for interviews.



## EDUCATION AND SCHOLARSHIP

8. Enhance the **EDUCATIONAL PROGRAMMING** opportunities for student-athletes and staff to strengthen multicultural awareness and respect for differences.

### Strategies:

- ▶ Continue to support the work of the educational programming subcommittee of ACDI.
- ▶ Analyze and use survey results to target programming in efforts to make improvements where needed.
- ▶ Better utilize the NCAA diversity education program as a resource for on-campus training sessions.

9. Augment **COLLABORATIONS** with others to extend diversity throughout the University and local community.

### Strategies:

- ▶ Look for increased opportunities to collaborate with other units on campus (i.e., presidential commissions, Office of Institutional Planning and Assessment, Office of Educational Equity, etc.) to enhance annual training opportunities for student-athletes and staff.
- ▶ Further establish relationships with other units by increasing staff involvement on diversity related task forces and working committees.

## INSTITUTIONAL VIABILITY AND VITALITY

10. Continue to enhance **UNIT LEADERSHIP DIVERSIFICATION**.

### Strategies:

- ▶ Identify and promote professional development opportunities for minority staff.
- ▶ Continue to support the work of the recruitment and retention subcommittee of ACDI.
- ▶ Maintain annually our established strategic indicator data related to the diversity of unit leadership.
- ▶ Work with HR to further enhance best practices to improve our recruitment and retention of diverse staff.
- ▶ Remain focused on increasing the diversity of candidacy pools for all open ICA positions and include relative HR information to search committees.

11. Promote **DIVERSE REPRESENTATION** of staff on ICA committees, task forces, working groups, and management teams.

### Strategies:

- ▶ Athletic Director and Human Resources Representative to ensure diverse unit representation on any university or departmental task forces or working groups.
- ▶ Present committee openings/opportunities to staff using the list serve and posting on the ACDI Web site.
- ▶ Encourage supervisors to discuss with staff the professional development benefits of joining such groups during the annual SRDP process.
- ▶ Enable flexibility in work schedules for those who participate.



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