

University of Oregon

Department of Intercollegiate Athletics

Diversity Action Plan

Submitted September, 2017

By the Athletic Department Community and Inclusion Committee (CIC)

Description of the Athletic Department's Mission

The University of Oregon Department of Intercollegiate Athletics will provide an outstanding collegiate experience to our student-athletes while enabling them to pursue excellence in the classroom, the community and their lives while competing at the highest level in their chosen sport.

Structure of the Athletic Department

The Department of Intercollegiate Athletics is a unique division within the University that consists of a population of approximately 450 student-athletes and over 225 employees comprising of coaches, staff and administration. Our coaches and student-athletes compete in one of nineteen (19) NCAA D-I sponsored sports and one (1) National Collegiate Acrobatics & Tumbling Association (NCATA). Our more than 225 staff members work in over 17 units within the department.

History of Diversity efforts within the Athletic Department

Historically, the Department of Intercollegiate Athletics has recruited a diverse population of student-athletes and staff members. International and national recruiting efforts have resulted in an environment that includes a variety of differences including but not limited to race and ethnicity, national origin or citizenship, gender, religious affiliation or background, sexual orientation, economic status, political affiliation, and ability or disability.

In addition to being a member of the University community, the Athletic Department also reports to other governing bodies including the National Collegiate Athletic Association (NCAA) and PAC-12 Conference, National Collegiate Acrobatics & Tumbling Association (NCATA) and Mountain Pacific Sports Federation (MPSF). The NCAA, PAC-12, NCATA and the MPSF encourage institutions to develop programs to support all staff members and student-athletes through educational opportunities and programs committed to addressing institutional issues.

At the national level, the NCAA governing body includes the Office of Inclusion who provides opportunities for coaches, administrators and staff members through professional development institutes designed to support ethnic minorities and women. The NCAA also supports the Student-Athlete Advisory Committee (SAAC), which exists to provide insight on the student-athlete experience and to give feedback on the rules, regulations and policies that affect student-athletes at the conference and institutional level. SAAC functions on a national level through the NCAA and consists of Divisions I, II and III; as well as operates at the PAC-12 and an institutional level through a University committee.

The PAC-12 Conference supports an initiative through PAC-12 Global, which is an effort to promote goodwill and highlight its member institutions around the world through student-athlete exchanges and sports. The PAC-12 supports SAAC and its member institutions by hosting two meetings each year. The UO SAAC has done an outstanding job of giving the student-athletes a voice and was commended by receiving the 2009 National SAAC of Excellence Award. At the national, conference, and institutional levels, SAAC is a vehicle that can address many issues affecting student-athletes, including issues of diversity and inclusion.

Community and Inclusion Committee (CIC)

In 2006, the Department of Intercollegiate Athletics created a Diversity Plan to uphold the values set forth in the University mission statement. In 2008, the plan was reviewed and revised which led to the Athletic Department instituting the Community and Inclusion Committee. The CIC began convening monthly to review the document and make necessary changes, as well as incorporate the plan into our daily operations and annual report. The CIC wrote and submitted a revised Diversity Action Plan in 2010 to the University and the group helps with implementation within the department. The CIC continues to evolve and encourages new members to participate, especially those who enhance diversity.

Diversity Value Statement

The University of Oregon is committed to ensuring that all students have access to a quality learning experience and the opportunity to pursue their academic goals in a safe, supportive learning environment. The University of Oregon affirms and actively promotes the right of all individuals to equal opportunity in education and employment at this institution without regard to race, color, sex, national origin, age, religion, marital status, disability, veteran status, sexual orientation,

gender identity, gender expression or any other extraneous consideration not directly and substantively related to effective performance. Given the culture of sport globally, the UO Athletics Department would like to assert its commitment to establishing a supportive culture for all student-athletes and staff. This includes individuals who identify within the queer-spectrum (bisexual, gay, lesbian, queer, pansexual, same-gender loving, etc.) or the trans-spectrum (androgynous, gender-nonconforming, gender-queer, trans feminine, trans masculine, transgender, etc.).

Goal 1: Create an inclusive and welcoming environment for all

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

Tactics	Target Measures	Resources	Lead Personnel	Timeline
1) Increase cultural awareness through ongoing training and education	Student-athletes - 75% participation in trainings Coaches/Admin – 60% participation in trainings	\$5000 budget for staff programming, SA Development budget for SA trainings	CIC and SA Development	Host 3 trainings for staff and 3 for SA's annually
2) Develop and implement 3-year strategic plan for BEOREGON initiative to celebrate diversity and inclusion	A 3-year strategic plan for BEOREGON is written and implementation of plan is begun	BEOREGON work group, NIKE partnership	BEOREGON work group, CIC, with support from Senior Admin and NIKE partners	Strategic plan written Fall 2017, implementation ongoing
3) Provide opportunities to participate in celebratory cultural events of diverse persons, groups and/or initiatives (i.e., LGTBQ and Heritage)	Provide access to and incorporate opportunities to participate in 3 cultural events per year	University Partners, Pac-12 & NCAA initiatives	CIC & SAAC	Dates specific to each celebration, opportunities provided annually

Evaluation tool to measure progress and ensure accountability:

Attendance is collected at various events that are hosted in the department, whether staff or student-athletes and will be gathered and reported by CIC. CIC will be responsible for measuring progress and ensuring accountability.

Strategy 2: Incorporate promising practices that eliminate implicit bias and increase cultural awareness understanding through onboarding, performance evaluations, promotion and other unit processes and policies in ways that allow all members of the unit to thrive and succeed.

Tactics	Target Measures	Resources	Lead Personnel	Timeline
1) Provide implicit bias training opportunities	All employees are encouraged to attend implicit bias training via email from Senior Admin and supervisors	DEI, University HR	Athletic Department Admin and supervisors, support from CIC	Annually
2) Introduce BEOREGON initiative through onboarding process	100% of new employees are exposed through the new employee orientation to the BEOREGON initiative	CIC and BEOREGON	HR Director, BEOREGON work group	Within 6 months of staff hire date
3) Include cultural awareness in all performance evaluations, (ie, trainings attended, presentations, conferences)	Participation in cultural awareness initiatives is recorded and discussed in each employee performance evaluation	University HR, performance evaluation templates	HR Director with support from CIC, direct supervisors	Annually, beginning 2018

Evaluation tool to measure progress and ensure accountability:

Utilize attendance documentation to track participation in trainings. BEOREGON work group and HR Director will report progress to CIC.

Goal 2: Increase the representation of diverse student-athletes, coaches, and staff within the Athletic Department

Strategy 1: Incorporate active recruitment strategies, processes to eliminate conscious and unconscious bias, and other promising practices to recruit diverse staff, coaches, and student-athletes from traditionally underrepresented communities.

Tactics	Target Measures	Resources	Lead Personnel	Timeline
1.) Assess and evaluate all hiring practices in order to identify specific areas of improvement	Report of hiring practices and areas for improvement completed	University HR	HR Director, with support from CIC and senior leadership	Report to be completed by June 2018. Areas for improvement addressed ongoing
2.) Identify organizations for underrepresented groups specifically, people of color for hiring opportunities	Increase to a minimum of 5 diverse organizations/other contacts for each nationally posted job search	HR budget for hiring	HR Director with support from CIC	Immediate for every nationally posted position
3.) Communicate department openings directly to current staff/administration in order to encourage recruitment	All positions posted are emailed to all staff with encouragement to help recruit diverse applicants	Email listserv communication, department employees	HR Director	Immediate for all open positions

4) Utilize University trainings for best hiring practices. Implement search committee requirements to be more diverse	Ensure a minimum of 1 diverse (i.e. women, other department units, campus) member is included on each search committee	University Human Resources	HR Director	Immediate, and ongoing (incorporated into each hiring search process)
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Evaluation tool to measure progress and ensure accountability:

CIC to review annual reporting data for diversity related to student-athletes, staff, and coaches to focus on areas of need; as well as maintain areas of success.

Strategy 2: Use promising practices and effective strategies to retain diverse staff, coaches, and student-athletes from traditionally underrepresented communities.

Tactics	Target Measures	Resources	Lead Personnel	Timeline
1) Assess department cultural awareness every 2 years through staff climate survey	Cultural awareness is incorporated into biennial staff climate survey	Qualtrics Survey, DEI	CIC with support from Senior Admin	Survey administered every 2 years since 2010
2) Assess and evaluate Exit Interview process to identify specific areas for improvement in order to increase staff retention	Report of Exit interview process and areas for improvement completed	University HR, DEI	HR Director with support from CIC and Senior Admin	Report completed by June 2018. Areas for improvement addressed ongoing.
3) Create an environment for staff to discuss current issues, which may affect people of color and other underrepresented groups (women, LGBTQ, etc)	Discussion space is offered to staff for discussion of relevant issues of diversity	University partners, Ombuds Office, CIC, support from Senior Admin, building space	CIC with support from Senior Admin	Annually, depending on current events
4) Facilitate opportunities to expand portfolios/promotion opportunities through climate survey	Nominate employees for minority grants offered through the PAC-12 and NCAA. Add a question to climate survey about opportunity for advancement	PAC-12, NCAA, University HR, Qualtrics survey	Senior Admin and direct supervisors with support from HR Director and CIC	Ongoing, incorporated into opportunities as they are available

Evaluation tool to measure progress and ensure accountability:

Capture information during exit interview process that provides feedback on workplace culture. Utilize biennial survey to capture information regarding retention as it relates to diversity. CIC and Senior Admin to review retention information annually.

Goal 3: Facilitate access to achievement, success, and recognition for underrepresented student-athletes, coaches and staff

Strategy 1: Eradicate any existing gaps in achievement between majority and underrepresented student-athletes, coaches and staff in graduation rates, promotion, professional opportunities, leadership opportunities and recognition.

Tactics	Target Measures	Resources	Lead Personnel	Timeline
1.) Ensure all student-athletes, specifically from underrepresented groups have the opportunities and support to be prepared for life after their athletic career	All teams receive a presentation from SA Development staff regarding opportunities	Student-Athlete Development staff, mentor program, Ducks Go Pro program,	Student-Athlete Development	Ongoing
2.) Nominate deserving staff from underrepresented groups for departmental and university awards	Submit 3 nominations of underrepresented staff/coaches for awards	Duck of the Month award, University awards	Duck of the Month work group, CIC	Annually

Evaluation tool to measure progress and ensure accountability:

Incorporate questions into the biennial climate survey that help provide feedback on the aforementioned tactics and target measures. CIC will review tactics for accountability annually.

Strategy 2: Increase coach, student-athlete, and staff participation (with special focus on groups that are currently underrepresented) in leadership experiences, and professional development opportunities, as well as other awards and recognitions.

Tactics	Target Measures	Resources	Lead Personnel	Timeline
1) Provide leadership opportunities for student-athletes (CFK, Black SA Summit, Pac-12 Global Initiative)	Student-athletes from underrepresented groups participate in 5 leadership experiences	Student-Athlete Development, Pac-12, NCAA	Student-Athlete Development	Annually

2) Staff and coaches have opportunity to participate in leadership organizations and/or opportunities	Identify and communicate 3 opportunities for staff/coaches from underrepresented groups to participate in leadership activities	NCAA, PAC-12	Senior Administration	Annually
3) Provide funding for participation in Minority Opportunities Athletic Association	Provide opportunity for staff who want to work on diversity to be members of MOAA	Funding	Senior Administration	Annual Membership
4) Opportunity for staff from underrepresented groups to attend conferences and/or programs for professional growth	Encourage staff/coaches to attend a professional development opportunity	Funding	Senior Admin and direct supervisors	Annually
5. Encourage staff and coaches to utilize University professional development opportunities	Minimum 3 email communications from supervisors to encourage participation in professional development opportunities	University Human Resources, Athletic Department workshops and trainings	Senior Admin, coaches and direct supervisors	Ongoing

Evaluation tool to measure progress and ensure accountability:

CIC will review communications, participation in and funding for professional memberships, development and recognition annually related to underrepresented groups.

Goal 4: Leadership will prioritize and incorporate diversity, equity, and inclusion in plans and actions

Strategy 1: Develop and promote programs that support, mentor, and prepare members of underrepresented groups for leadership opportunities.

Tactics	Target Measures	Resources	Lead Personnel	Timeline
1) Reinvigorate the UO Athletic Department ambassador program	Assess and evaluate department ambassador program that connects new employees with department resources to help with their transition in order to improve the program	UO Ambassador program, department staff	HR Director with support from CIC	Assessment and improvements made by January 2018
2) Encourage staff, coaches, and student-athletes to join University and NCAA committees	Identify, publicize, and encourage participation in University and NCAA committees through email and in person communication	University committees,	HR Director, CIC, supervisors	Dependent upon committee term length for membership
3) Assess and evaluate current Lunch with the AD program to incorporate more learning opportunities	Assess, evaluate and improve Lunch with the AD series to more of a Lunch and Learn model.	Lunch with the AD program, funding	CIC with support from Senior Admin	Assessment and improvements made by Fall 2017
4) Mentor Program for Student-Athletes	All student-athletes are encouraged through email and in person to participate in the Mentor Program	SA Development Mentor Program	Student-Athlete Development	Annually

Evaluation tool to measure progress and ensure accountability:

CIC will evaluate annually improvements to Ambassador program, Lunch with the AD program and communication to staff regarding professional development and committee participation opportunities. Biennial climate surveys will track satisfaction with opportunities and support for participation provided.

Strategy 2: Dedicate funding and other resources to advance the work of diversity, equity, and inclusion in our unit and across the University.

Tactics	Target Measures	Resources	Lead Personnel	Timeline
1) CIC has a dedicated budget for diversity and inclusion work within the Department	CIC uses funding to support diversity and inclusion efforts within the department	\$5000	CIC Chair and Business Office	Annually
2) Incorporate BEOREGON initiatives with departmental development and marketing efforts	BEOREGON is able to enact Strategic Plan, making it a highly visible initiative	BEOREGON work group, Marketing department, funding	BEOREGON work group	Ongoing

Evaluation tool to measure progress and ensure accountability:

CIC will review annual budget and spending with business office staff. CIC will review BEOREGON strategic plan and initiatives. Question about BEOREGON can be added to biennial climate survey.