

# Business Management Diversity Plan

Prepared by Business Management Diversity Champions

## Introduction

“The mission of Business Services at Purdue University is to enable, serve, and support others.<sup>1</sup>”

“Business Management coordinates and supervises all business aspects of the University's academic departments, schools, and administrative units. Business Management is the link between academic departments or units and other areas of Business Services. More than 100 staff, including Directors of Financial Affairs, Business Managers, and Research Support Specialists at the West Lafayette Campus support and serve the University's Vice Presidents, Deans, Department Heads, Faculty, and other staff<sup>2</sup>.”

The Business Management organization interacts with students, faculty and staff across campus, facilitating transactions in both ordinary and extraordinary situations. In addition to the 100+ exempt staff referenced in the quotation above, our organization includes an additional 250 account clerks and account assistants housed in the departments that we serve.

As the face of the Business Services we have opportunities to engage our constituents and a responsibility to do so in an effective manner. We recognize that championing diversity is an ongoing process and commit to providing to our staff the guidance, support, and resources needed to continue to grow towards “a campus community in which diversity is expected and inclusive excellence becomes standard operating procedure”. (Christine Taylor)

## What is Diversity?

“Diversity: Includes characteristics or factors such as personality, work style, religion, race, ethnicity, gender, age, sexual orientation, having a disability, socioeconomic level, educational attainment, and general work experience. Diversity refers to all of the characteristics that make individuals different from each other.<sup>3</sup>”

The term “inclusion” refers to the proactive and persistent efforts we undertake to ensure that all members of the University community feel welcome and supported.<sup>4</sup>

---

<sup>1</sup> <http://www.purdue.edu/business/pdf/Strategic%20Plan.pdf>, retrieved 11/15/12

<sup>2</sup> <http://www.purdue.edu/business/bs-ba/>, retrieved 11/16/12

<sup>3</sup> [http://www.purdue.edu/hr/LeadingEdition/LEdi\\_405\\_diversity\\_terms.html](http://www.purdue.edu/hr/LeadingEdition/LEdi_405_diversity_terms.html), retrieved 11/16/12

<sup>4</sup> <http://www.purdue.edu/diversity-inclusion/diversity.html>, retrieved 11/16/12

## Responsibilities of Business Management Diversity Champions

- Understand where our organization is on the “Intercultural Development Continuum”<sup>5</sup>.
- Highlight opportunities for staff to expand their intercultural mindset. The creators of IDI, LLC associate the following qualities with an intercultural mindset:
  - Makes sense of cultural differences and commonalities based on one’s own *and* other culture’s values and practices
  - Uses cultural generalizations to recognize cultural difference
  - Supports more complex perceptions and experiences of cultural difference and commonality
- Personally invite coworkers to participate in educational opportunities
- Demonstrated commitment to diversity
- Identify and encourage appropriate diversity training for staff
- Support systems for new hires; i.e., mentoring, career development, etc. (onboarding to diversity initiative in Business Management)
- Quarterly introduction to Diversity at Purdue for Business Management

---

<sup>5</sup> Intercultural Development Inventory, Intercultural Development Continuum and the definition of an intercultural mindset are concepts of IDI, LLC, [www.idiinventory.com/](http://www.idiinventory.com/)

## Diversity Competencies and Skills

<b>Cultural Competencies<sup>6</sup></b>	<b>Successful Standards</b>	<b>Minimum Standards</b>
Respecting and understanding diverse employees	Seek to understand other cultures and types of diversity	Acknowledge that there are different cultures
Communicating with diverse employees	Communicate, respect, understanding, and inclusiveness	Understand that words, gestures, jokes, and expressions may mean something very different in another culture
Creating common ground or a shared culture	Use organizational culture to establish a common ground and shared culture	Solicit and listen to others' perspectives
Adaptability or flexibility	Institute changes for tomorrow's changing demographics	Respond to today's demographic changes
Inclusiveness as a way to create effective teams and collaboration	Include others in formal and informal organizational networks	Connect with other social and informal networks

## Metrics

Business Management population will become more reflective of the population that we serve

- Determine the make-up of the campus that we serve
- Determine the make-up of the business management organization
- Measure changes in business management make-up in comparison to campus

Increase staff participation in diversity-related events

Increase staff diversity competencies and skills

Diversity efforts become part of daily operations and not an “initiative”

Movement of the organization towards an “intercultural mindset,” the final stage of IDI’s Intercultural Development Continuum

---

<sup>6</sup> Cultural Competence for Public Managers, Espiridion Borrego & Richard Gregory Johnson III, p. 161-162, CRC Press, Aug 17, 2011