



## GROSSMAN SCHOOL OF BUSINESS

### INCLUSIVE EXCELLENCE ACTION PLAN

The Grossman School of Business cultivates the ability to create and manage sustainable businesses that address ethical, social, and environmental challenges and opportunities in the complex and dynamic global environment. We develop graduates who are professional, technically competent, and entrepreneurial. Our faculty create impact through teaching, research, and scholarship. In keeping with this mission, diversity and inclusion are at the very core of our values.

Our goals for the coming year include:

- Increasing the Retention Rate of our Undergraduate Students
- Increasing the Enrollment of Underrepresented Populations in our Undergraduate and Graduate Programs
- Incorporating more diversity and inclusion training in our Center for Students Success Training Plan
- Supporting the student lead diversity and inclusion initiatives through the Grossman School of Business Student Advisory Council (GSAC) and other student clubs
- Cultivating the skills of underrepresented via increased representation in Case Competitions
- Cataloging faculty research, professional development, and service contributions in the areas of social justice, diversity, and inclusion in order to better assess our progress and target areas for improvement

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#### General Information

1. **Dean:** Sanjay Sharma
2. **Person submitting on behalf of College:**  
  
Name: Joanne Pencak  
Title: Lecturer  
Department/Office/Unit: N/A  
E-mail address: [jpencak@uvm.edu](mailto:jpencak@uvm.edu)  
Phone number: 802-353-0615
3. **Departments within the College:**  
*We do not have department*



The University of Vermont

4. **Implementation team members** (including team lead/chair):

<b>Name</b>	<b>Title</b>	<b>Department/Office/Unit</b>
Sanjay Sharma	Dean	Kalkin 212
Joanne Pencak	Lecturer/team leader	Kalkin 307
Jennifer Fath	Assistant Dean	Center for Student Success
Amy Tomas	Director	Undergraduate Programs
Samantha Williams	Director of Academic Services	Center for Students Success



### *Components of Inclusive Excellence Summary*

#### **Pillar 1: Academics**

##### Faculty Support and Engagement

<b>Action/Initiative/Activity</b>	<b>Responsible Unit(s)/Role(s)</b>
AY 2019-2020 Training program for faculty and staff includes training with the Women’s Center, the Mosaic Center, the Prism Center, & the Interfaith Center	Center for Student Success – Samantha Williams
AY 2019-2020 Faculty Research Sessions	Dean Sharma, Associate Professor Kenneth De Roeck

#### **Progress**

##### **Faculty Research Sessions:**

**The Grossman School of Business organizes research seminars to exchange ideas and collaborate with (visiting) scholars’ new or existing projects. These casual and informal seminars are an opportunity to brainstorm and enjoy collegial time together. The seminars are usually held during lunchtime with a 1h-1h30 format. Lunch is provided. These seminars are well attended. Below are the seminars that have related to diversity and inclusion.**

<b>Date</b>	<b>Author/presenter</b>	<b>Topic</b>
04/27/2018	Sriram Narayanan	“Inclusive Manufacturing, Maximizing Disability Diversity, Cultural Diversity, and Productivity.”
09/12/2018	Tim Bates	“Minority Entrepreneurship, Understanding the Constraints and Opportunities”
01/25/2019	Stuart Hart	“Aspirations & Quests, Bringing Corporate Purpose to the Bottom Line”
10/16/2019	Srinivas Venugopal	“Negotiated Agency in the Face of Consumption Constraints: A Study of Women Entrepreneurs in Subsistence Contexts.”
11/08/2019	Sankar Sen	“The Stakeholder Route to Maximizing Business and Social Value”

- 1. We had 2 search committees this year and all members attended Affirmative Recruitment Training for Faculty Search Committees.**
- 2. All members of Search teams at Grossman are required to attend the Affirmative Recruitment Training.**
- 3. Sustainable Innovation MBA Privilege/Bias Workshop – for MBA students and faculty offered each fall by Dr. Sherwood Smith. Offered to all Grossman Faculty.**



**Held Annually**

4. **Faculty who teach D1 & D2 are required to attend at least one Diversity & Inclusion workshop (multiple offerings through CTL, Professional Development & Training, Center for Cultural Pluralism) by the end of the fall 2018 semester. (Currently we offer 2 university approved diversity courses taught by 2 faculty members While these courses are officially designated as D2 courses, many of our courses address issues of diversity, inclusion, and social justice.**
5. **We dedicate our May faculty meeting to reporting our progress on diversity and inclusion and for planning our efforts for the next year. We review our diversity and inclusion action plan for the coming year.**
6. **The College provided financial sponsorship for the following workshops and events related to diversity and inclusion. These events serve the faculty and staff of the entire campus community, including Grossman faculty and staff.**

<b>Date</b>	<b>Presenters</b>	<b>Topics - Events</b>
03/22-03/23/2018	Various – UVM’s signature faculty and staff training event	Blackboard Jungle Symposium - supports UVM faculty, staff, and all others seeking to develop skills, knowledge, and a deeper understanding of diversity that supports excellence in teaching, service, and research.
02/27-02/28/2019	Kathryn Sorrells Amer F. Ahmed	“Navigating the University Classroom, Engaging Diversity Issues Using Best Practices
02/28/2019	Kathryn Sorrells Amer F. Ahmed	“Historically Underrepresented Faculty in Majority Spaces”
03/21-03/22/2019	Various – UVM’s signature faculty and staff training event	Blackboard Jungle

**Student Support and Engagement**

<b>Action/Initiative/Activity</b>	<b>Responsible Unit(s)/Role(s)</b>
Kalkin Tutoring	Center for Student Success
Sustainable Innovation MBA (S-IMBA) special events and lectures	S-IMBA Directors
Student Services Advising for Freshmen and Sophomores – eye on retention and support	Center for Student Success
Faculty Support – Juniors & Seniors	Undergraduate faculty
Student Clubs – Enactus, Women in Business Scholarships, Naming of Student of Color Awards	Center for Student Success and Faculty Advisors
Grossman School of Business Peer Mentors	Center for Student Success
Grossman Student Advisory Council	Dean Sanjay Sharma



**Progress**

- 1. We continued to offer Kalkin tutoring with teaching assistants and tutors for our more challenging courses with the goal of increasing retention of underrepresented populations and international students.**
- 2. Sustainable Innovation MBA offered a Bias training workshop as well as several special events for Women in Business on an annual basis.**
- 3. The Women in Business Club (along with the Center for Student Success has annual salary negotiation workshops for women in the spring semester for the past two years.**
- 4. The Women in Business Speakers Series – last talk was on Women in Finance in April of 2018.**
- 5. This year and last year, we included out Academic Excellence Awards for Students of Color in our Honors Day Ceremony under the nomenclature – “Academic Excellence Awards.” We are still in the process of naming the award.**
- 6. We have integrated diversity and inclusion content as a module in each professional development course starting in fall 2019. The professional development courses are required for all GSB students. Faculty have collaborated with members of the Diversity Faculty Fellow on module objectives.**
- 7. We have an International Writing Support Specialist on our adjunct faculty who is also available to International Students for Writing Support Sessions.**
- 8. Grossman Peer Mentors**

Curriculum, Pedagogy, and Research

<b>Action/Initiative/Activity</b>	<b>Responsible Unit(s)/Role(s)</b>
S-IMBA (response to student requests)	S-IMBA
Investigate creation of a course on Race, Gender, Class and Entrepreneurship	Joanne Pencak
Catalogue Individual Faculty Research Interests and work	Grossman School of Business IT Services and individual faculty members – report goes to Dean Sharma
Diversity and Inclusion Case Competitions	Case Competition Faculty Advisors
Creation of Curriculum and components of Professional Development Courses BSAD 002, BSAD 102	Diversity and Inclusion Faculty Fellow
Instructional Assistants in Quantitative course	Individual Faculty Members and the Director of Undergraduate Programs in coordination with the Center for Academic Success



**Progress**

1. **The Sustainable Innovation MBA made the Bias/Privilege workshop a permanent offering every fall and has invited all Grossman Faculty to attend (with Sherwood Smith)**
2. **We are developing a Race and Business Course which we plan to offer in 2021.**
3. **We have a faculty member participating in the Diversity Faculty Fellows**
4. **We are cataloguing individual faculty work that pertains to diversity and inclusion. This will be accomplished through our faculty reporting system – Digital Measures – which is used in the annual faculty performance review process.**
5. **Students have competed in the Diversity in Business Case Completion for the last two years and will send a team in January of 2020.**
6. **Students competed in the Women’s Case Competition in April 2019 and will send a team to the competition in March of 2020.**  
<https://kelley.iu.edu/news-events/events/bloomington/national-diversity-case-competition/winners/index.cshtml>  
  
<https://texaswcc.weebly.com/>
7. **We are rolling out the Diversity and Inclusion Components of our required professional development courses for students in the fall of 2019**

**Pillar 2: Community**

**Component 1:** Representational/Compositional Diversity and Equity of Staff, Students, and Faculty

<b>Action/Initiative/Activity</b>	<b>Responsible Unit(s)/Role(s)</b>
KPMG PHD Project	Dean
Training for faculty and staff searches	Search Committees
Explore Recruiting in Exam Schools (Boston, Pelham Prep NY (Northeast) focused on business	Joanne Pencak
Fresh Air Fund College Connections and other strategic partners	Joann Pencak

**Progress**

1. **We continue to financially support the PHD project and we use the project as a resource for our faculty searches.**
2. **All faculty search committee members attend university wide diversity training**
3. **We are still exploring the idea to recruit from exam schools in states like MA and NY. The new Diversity in Business Club has students from such schools who are interested in assisting with this initiative.**
4. **We participate in the students of color calling campaigns with the admissions office.**
5. **One faculty member works as a volunteer with the Fresh Air Fund and working on**



the College Connections initiative. The student founder of the Diversity in Business Club is an intern with the Fresh Air Fund.

- 6. Fresh Air Children tour campus and attend business school information sessions
  - a. For more information about the Fresh Air Fund and its programs see: <https://freshair.org/>

**Component 2:** Multicultural Competency Development of Staff, Students, and Faculty

Action/Initiative/Activity	Responsible Unit(s)/Role(s)
Catalogue participation in diversity and inclusion training	Faculty, staff
Course content	Faculty
Dedicated International Student Staff	Center for Student Success

**Progress**

- 1. We have developed a method of cataloguing attendance at diversity and inclusion related events and training through the use of Digital Measures, our cloud-based faculty activity reporting system.
- 2. We continue to have a student services staff member that exclusively serves the needs of International Students.
- 3. We are including diversity/inclusiveness training in our required professional development courses for students, (102, 002)

**Component 3:** Inclusive Campus Climate for Staff, Students, and Faculty

Action/Initiative/Activity	Responsible Unit(s)/Role(s)
Dedicated International Student Service Staff	Center for Student Success
Student Services Advisors for freshmen and sophomores – goal retention and on time graduation	Center for Student Success

**Progress**

- 1. Faculty and student services staff are serving as mentors in the Catamount Commitment Program – which is designed to increase retention among first generation college students
- 2. GSAC (The Grossman School of Business Student Advisory Committee) is working on creating a more inclusive climate and met with the Implementation Team Chair in the spring of 2018 to begin discussions about creating a more inclusive environment by cultivating relationships with women alumnae and alumni (ae) of color.
- 3. Appointment of a Grossman faculty member (2018) and a Grossman student (Brian Gomez) to the President’s Commission for Inclusive Excellence (2019)



4. **GSAC a group consisting of motivated and passionate students who want to enhance the student experience at the Grossman School of Business. GSAC works alongside students, faculty, and the Dean to identify areas that can better the student learning and professional experience at GSB. The student advisory council is working to create a more inclusive climate. The composition of council ensures that the voiced of underrepresented students will be heard. The president and vice president of the council are women, and there are several students of color on the council. The students met with our Inclusion Implementation Team chair in the spring of 2018. The Diversity in Business Club was one result of that meeting.**
5. **The Enactus Club at the University of Vermont has been involved in several diversity and inclusion projects. They partner with several organizations, including the Women’s Small Business Project of Mercy Connections, the Mutual Aid for African Community, and Think College (UVM’s program for inclusion of people with intellectual disabilities). Most recently, the students have been working with middle and high school students at the King Street Center. A majority of the students from King Street that they work with are children of color. The students are cultivating relationships with these children and fostering in them a familiarity with business and the Grossman School.**

**Component 4: Programs, Services, & Events**

<b>Action/Initiative/Activity</b>	<b>Responsible Unit(s)/Role(s)</b>
Women in Business Speaker Series	Faculty Advisor & Center for Student Success club liaison
S-IMBA Events (Women for Change)	S-IMBA Director
Diversity in Business Events	Faculty Advisor, Center for Student Success

**S-IMBA events include Women for Change professional development workshops on: Organizational Well Being and Power and Leadership, Women in Business hosted 5 well attended events this year, featuring women entrepreneurs, women in marketing, women in finance, women in accounting, as well as a workshop on Fair Trade.**





**Pillar 3 – Environment**

Action/Initiative/Activity	Responsible Unit(s)/Role(s)
Assessment of Physical Access/ADA	Administration in concert with construction of addition
Renovation of first floor restroom to create accessible, gender neutral restroom	Dean’s Office
Accessibility training for staff	Grossman IT
New, more flexible space and classrooms – Kalkin addition	

**Progress – the business school renovation has increase both physical and cognitive accessibility for students and faculty, creating more and better spaces for work. The technology in classrooms and computer labs has been updated, and Grossman IT services continuously improves our technical offerings. The majority of restrooms in the business school are gender neutral.**

**Pillar 4: Operations**

*Component 1: Policies, Procedures, and Practices*

Action/Initiative/Activity	Responsible Unit(s)/Role(s)
Diversity Recruiting Plan	Dean and search committee
Search Committee and hiring procedures	

**These efforts are ongoing. Please refer to our Diversity Recruitment plan.**

[https://www.uvm.edu/business/diversity\\_recruiting\\_plan](https://www.uvm.edu/business/diversity_recruiting_plan)

*Component 2: Evaluation and Assessment*

Action/Initiative/Activity	Responsible Unit(s)/Role(s)
Feedback from students	
University-wide surveys	

**These efforts are ongoing – see above comments relating to the [Grossman School of Business Student Advisory Committee](#)**

*Component 3: Financial*

Action/Initiative/Activity	Responsible Unit(s)/Role(s)
Membership in the PHD project – financial commitment	Dean Sharma
Dedicated Student Services Professional for International Students	Center for Student Success



Kalkin Tutoring support	
TAs for BSAD 10 and BSAD 15	
Scholarships for Underrepresented student groups and first-generation students – graduate programs	Dean Sharma and Program Directors

**Progress**

- 1. Ongoing - as discussed above we have TAs and tutors for our more difficult quantitative course.**
- 2. Specific Scholarships - \$15,000 Sustainable Innovation International Scholarship \$15,000 Sustainable Inclusive Achievement Scholarship for members of underrepresented groups**
- 3. GSB will continue to participate in the KPMG PHD project, and donate funds to help individuals from underrepresented groups earn PHDs in business.**
- 4. GSB continuously supports the ongoing diversity and inclusion efforts of the university through sponsoring Blackboard Jungle and other events on campus.**

**Component 4:** Internal/External Communications

<b>Action/Initiative/Activity</b>	<b>Responsible Unit(s)/Role(s)</b>
Evaluate inclusion of diversity in promotional material	Dean Sharma, Center for Student Success, Associate Dean Arel
Evaluate promotion of scholarships for first generation and underrepresented groups	Directors
Continue to include international students in promotional material	
Communicate Inclusive Excellence Results	

**Progress**

- 1. Grossman School of Business International Students participated in admissions promotional videos.**
- 2. We continue our attempts to increase the presence of faculty of color, students of color, and women in our promotional material. We are fortunate to have a diverse faculty to represent GSB. More than 25% of our faculty members are people of color.**