



The University of Vermont

## **GROSSMAN SCHOOL OF BUSINESS**

### **INCLUSIVE EXCELLENCE ACTION PLAN**

**2020-2021**

**Revised May 2020**

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. The development of skills necessary for diverse contexts is at the very core of our mission.

Our goals for the upcoming year (2020-2021) include:

- Focusing on the Retention Rate of our Undergraduate Students
- Incorporating more significant diversity and inclusion training in our Center for Students Success Training, including focusing on facilitating interactions around issues of diversity (Campus Climate Survey, 2019)
- Supporting the student led diversity and inclusion initiatives through the Grossman School of Business Student Advisory Council (GSAC), the Diversity in Business Club, the Women in Business Club, and other student organizations
- 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
- Improving the Diversity and Inclusion Curriculum in our required professional development courses (BSAD 002, BSAD 102, BSAD 202) with the inclusion of reporting procedures for discrimination and harassment. (Campus Climate Survey, 2019)
- Augmenting the skills of faculty and staff to aspire to “digital inclusive excellence.”

Our goals for the years 2020-2022 include:

- Continuing to focus on the Retention Rate of our Undergraduate Students
- Assessing 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
- Increasing the interest of students of color and students with marginalized identities in business
- Offering a course on Race and Business in the United States
- Naming our Student of Color Award (now the Faculty Award for Academic Achievement)



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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*

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
Angela Erdmann	Student Success Advisor	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 2020-2021 Training program for faculty and staff including coordinating with identity centers	Center for Student Success – Samantha Williams Business Manager – Yuliya Cruz UVM PDT office
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. This year our focus is on the changes to the plan, our new position in student services, and how we have incorporated the campus climate survey into the plan.
- 6 The College provides 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. Unfortunately, Blackboard Jungle was cancelled due to the Covid-19.

Date	Presenters	Topics - Events
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

At the start of the 2019-2020 school year, the Director of Academic Services coordinated bi-weekly trainings for the Center for Student Success that included curricular areas and campus partners. In the Fall semester, campus partners included Student Accessibility Services and the MOSAIC Center for Students of Color.

In addition to increased Center for Student Success training, the Grossman School of Business Leadership created a new advisor position in November with primary responsibilities in student advising, recruitment, and diversity, equity and inclusion. The position description includes:

- Oversee and coordinate GSB diversity initiatives with Faculty Fellow for Diversity.
- Serve as liaison to campus partners and diversity centers.
- Coordinate workshops and training for the Grossman community.

**Two immediate goals for this position include:**

**Goal/ Objective:** Develop diversity, equity and inclusion trainings for GSB staff

**Resource(s):** UVM PDT office; Identity Centers; Yuliya Cruz; Diversity in Business Club; Professor Joanne Pencak

**Indicator(s) of Achievement:** Enroll in two Diversity, Equity & Inclusion trainings or webinars; Research Identity Centers at UVM; Present at a team meeting on knowledge gained; Meet with Yuliya; Meet with Diversity in Business club leadership; coordinate training schedule

**Goal/ Objective:** Collaborate with Diversity in Business club on an event

**Resource(s):** UVM PDT office; Identity Centers; Yuliya Cruz; Diversity in Business Club; Professor Joanne Pencak

**Indicator(s) of Achievement:** Development and completion of event

Action/Initiative/Activity	Responsible Unit(s)/Role(s)
Kalkin Tutoring	Center for Student Success
Sustainable Innovation MBA (SI-MBA) special events and lectures	SI-MBA Directors
Student Services Advising for Freshmen and Sophomores – eye on retention and support	Center for Student Success
Faculty Support – Juniors & Seniors	Undergraduate faculty Advisors
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
Creation of dedicated position	Center for student success



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 - Monthly speakers
5. This year and last year, we included our 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
9. In 2019-2019, and 2019-2020 We worked with the Center for Academic Success to obtain Supplemental Instructors for our BSAD 60 and BSAD 61 courses. In order to increase student retention, we are targeting courses that students find particularly challenging. These Supplemental Instructors attend the all classes, hold office hours, and provide review sessions for students. As they are part of the class, we have found that students are more willing to seek their assistance. We hope to work with Supplemental Instructors for some of our other more challenging courses in 2020-2021, and 2020-2022 and have incorporated this into our Strategic Plan
10. The creation of a dedicated position in Student Success Services (Fall 2019)
11. We are particularly proud of the fact that we have had 2 student representatives to the Presidents Commission on Inclusive Excellence (Brian Gomez and Thaina Calix) and that all three applicants for the commission were Grossman Students in the fall of 2019.

Curriculum, Pedagogy, and Research

Action/Initiative/Activity	Responsible Unit(s)/Role(s)
SI-MBA (response to student requests)	SI-MBA
Investigate creation of a course on Race, Gender, Class and Entrepreneurship	Joanne Pencak – with faculty fellows for Diversity and Inclusion
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
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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 three years and will send a team in January of 2021.
6. Students competed in the Women’s Case Competition in April 2019. The 2020 competition was canceled due to Covid 19 and will send a team to the competition in March of 2021.  
<https://kelley.iu.edu/news-events/events/bloomington/national-diversity-case-competition/winners/index.cshtml>  
  
<https://texaswcc.weebly.com/>
7. We created and implemented the Diversity and Inclusion Components of our required professional development courses for students in the fall of 2019 and spring of 2020.
8. As a result of our campus climate survey, we will create and implement bias and harassment reporting into our professional development courses beginning in the fall of 2020.

**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	Joanne 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. Targeted schools include:
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 <https://freshair.org/college-connections/>  
The work this year was cut short with Covid-19, but we plan to get back to it in the fall.
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
SI-MBA workshops Owning Identities – An exploration of Power and Vulnerability in the Workplace – (Sarah Mell) 03/25/20	SI-MBA and presents

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, (002, 102, 202)
4. The Center for Student Success we invite campus partners from various identity centers to table at our GSB Welcome Back event each fall. This allows our students to see that campus partners and identity centers are just as much part of their college experience as their academic experience.





**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), and student Thaina Calix (2020)
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. In the fall of 2019, the Diversity in Business Club, Enactus, the Women in Business Club, the Entrepreneurship Club, and GSAC held a club leadership forum on making Grossman student organizations more inclusive.
6. 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 highschool 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 careers in business.
7. In the Fall semester, the Center for Student Success and BSAD 002: Professional Development I, launched a co-curricular assignment called the Academic Bucket List, or ABL. Each new student completes the assignment (Appendix\_\_\_\_) and then meets with their Academic Advisor in the Center for Student Success to discuss their fears, goals and interests. During each in-person meeting, the CSS Advisor and student discuss the ABL and the advisor provides the student with resources to get connected with clubs and offices of interest/support. This has allowed our



students to get involved with the Diversity in Business Club, Women in Business Club, Trio/SSS, MOSAIC Center for Students of Color, Student Accessibility Services, the Interfaith Center, Catholic Center and Hillel. This assignment will continue to be offered during each session of BSAD 002.

8. The Center for Student Success invites campus partners from various identity centers to table at our GSB Welcome Back event each fall. This allows our students to see that campus partners and identity centers are just as much part of their college experience as their academic experience.

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

Action/Initiative/Activity	Responsible Unit(s)/Role(s)
Women in Business Speaker Series	Faculty Advisor & Center for Student Success club liaison
SI-MBA Events (Women for Change)	SI-MBA Director
Diversity in Business Events	Faculty Advisor, Center for Student Success
Annual Event – “Making Student Clubs More Inclusive”	Club Advisor Pencak – Club leadership – Diversity in Business, Women in Business, Enactus

**Progress**

SI-MBA events include Women for Change professional development workshops on: Organizational Well Being and Power and Leadership, Women in Business hosted 8 well attended events this year, featuring women entrepreneurs, women in marketing, women in finance, women in accounting, as well as a workshop on Entrepreneurship.

**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	Center for Student Success
University-wide surveys	Campus Climate
Campus Climate Survey	UVM

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

[https://www.uvm.edu/business/grossman\\_student\\_advisory\\_committee](https://www.uvm.edu/business/grossman_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, and now Instructional Assistants 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	Grossman Communications Professionals
Make the Plan easily located	Grossman IT, Pencak

**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.