

## Diversity Appraisal May 2004 Report

The Business School has a number of efforts underway to advance an inclusive and diverse community for all of our stakeholders. To better coordinate and improve on our efforts, the School is forming a Diversity Committee that, under the leadership of a senior member of the staff, will review all diversity initiatives underway in the School. The Committee will also benchmark diversity efforts in schools and colleges at the UW as well as at peer business schools across the country. This appraisal will help the School determine the steps needed to improve our diversity efforts. Our process will dovetail nicely with the university-wide diversity appraisal.

The Diversity Appraisal Report for 2004 outlines programs and initiatives developed to improve the climate and the culture for all those affiliated with the School. We are especially proud of two programs highlighted in this report, the Business Educational Opportunity Program (BEOP) and the Business Economic Development Program (BEDP), both of which are Brotman Award winning programs.

### **Multicultural Alumni Task Force**

The Task Force met for a period of six months in 2002, with the purpose of defining the minority experience at the Business School and identifying ways that alumni can contribute to ongoing diversity efforts. More than 30 volunteers participated from across programs (BA, MBA, EMBA), ranging in age from recent graduates to retirees. The task force identified three critical areas that required alumni support: Build Community, Create Awareness and Increase Diversity. Rather than creating a new volunteer group, these recommendations were given to the alumni relations advisory council, and three members from the Diversity Task Force were invited to serve on that council.

One outcome of the Multicultural Alumni Task Force is the Annual Multicultural Alumni Reception. The purpose of this reception is to build community among alumni from traditionally underrepresented racial and ethnic backgrounds and reconnect them to the Business School. The format allows for networking with fellow alums and members of the Business School community (faculty, staff & administration). The Dean provides a brief “State of the School” and fields audience questions. Membership in the UW Alumni Association and participation in Career Connections is promoted.

We continue to learn from each year’s event and make improvements for the following year. Attendance at this reception is as follows.

2002 - 100

2003 – 60

2004 - 120

## **Undergraduate Program Initiatives**

The Business School supports the diversity efforts of the U.W. by enhancing student access and opportunity to the undergraduate program. We understand that reaching out to diverse populations cannot occur just on campus but must start as early as possible in the educational process so our efforts are multi-pronged. The Undergraduate Program diversity efforts, recruitment and retention, are centralized under the Business Educational Opportunity Program.

### Admissions

We believe that a student body composed of students having talents and skills derived from diverse backgrounds furthers important academic objectives. Factors that contribute to this diversity include, but are not limited to: cultural awareness, activities or accomplishments; educational background and goals; living experiences such as growing up in a disadvantaged or unusual environment; and special talents. Therefore, students from diverse backgrounds are encouraged to apply. This list is not exhaustive. Not all factors are weighted equally, nor will one factor alone determine admissibility.

Approximately eighty percent (80%) of the entering class each fall is admitted based on the four factors (or five factors, in the case of EAG) noted above. The other twenty- percent (20%) is admitted based on how the individual candidates can enhance the diversity of our student body. As part of the application, each student writes a personal statement, which can provide information that may not be apparent from his or her transcripts or critical thinking and written communications assessments. Because we can no longer consider race or ethnicity in admissions (due to passage of Initiative 200) we are looking at additional criteria to create a diverse student body. In the personal statement, an applicant has the opportunity to talk about hardships he or she has encountered and overcome, cultural experiences that would enhance the learning environment for all students, goals and life strategies, as well as community service and employment experiences. In addition, we gather data from the University Admissions Office regarding educational (first generation to attend college) and economic disadvantage. We then consider all of this information when identifying the 20% who are not admitted by academic factors alone.

### Business Educational Opportunity Program (BEOP)

The BEOP is dedicated to encouraging underrepresented students, first generation college students, and students from economically disadvantaged backgrounds to enroll and achieve success in the UW Business School. The BEOP's success is rooted in the program's partnership with Office of Minority Affairs' Educational Opportunity Program. The BEOP works to recruit students to the University of Washington, mentor students through the application process to the Business School and create a sense of community for BEOP students once they become business students. BEOP services are geared towards providing assistance with admission, scholarships, academic advising and tutoring services. BEOP services are designed to target three groups of underrepresented students: high school and community college students, current UW pre-majors, and UW Business Students and the community at large.

### Recruitment Activities for High School Students

Recruitment Activities: BEOP plays an active role in various annual events for underrepresented high school students, including participation in the Seattle City Wide Black Student Union Conference, the High School Students of Color Conference, and individual high school career and college day activities. BEOP attended the Colville Tribe Education Summit in Omak, WA. This event provided an opportunity for us to build partnerships with Colville tribal members and increase awareness of the UW Business School. The UW Business School is also represented at all OMA High School recruitment events.

Accounting Career Awareness Program (ACAP): ACAP's primary objective is to help minority students realize career opportunities that a baccalaureate degree in business provides. ACAP sponsors a summer residency program that is held on the UW Seattle campus. This is a unique opportunity to attract underrepresented students not only to the UW Business School, but also to the specific field of accounting. The BEOP provides funding to support this weeklong summer residency program.

BEDP Fellows: The Business and Economic Development Program (BEDP) Fellowship awarded eight \$2,500 scholarships to UW Business School students during the 2003-04 academic year. BEDP Fellows agree to mentor underrepresented Seattle area high school student for an academic year. The program was established in an effort to establish a link between underrepresented high school students and the UW Business School.

Washington Achievers Program: BEOP participates in several aspects with the Washington Achievers Program. Annually BEOP attends the Achievers Summer Conference and speaks to students at college fairs. Approximately 500 high school juniors attended the conference annually. BEOP also participates in the UW Achiever visitation program for high school seniors by providing a workshop on the Business School and BEOP services.

### Recruitment Activities for Community College Students

Community Colleges Visits: BEOP annually visits Western Washington Community Colleges with a proportionally high number of underrepresented students (i.e. Seattle Central Community College, Highline Community College, Pierce College) and conducts multiple visits at community colleges that have a high proportion of underrepresented students. The visits consist of staffing outreach tables, conducting advising appointments, giving presentations to business classes, clubs, and student organizations.

Community College Information Sessions: are held on selected Community College campuses to provide information to students on The UW Business School, major options, admission requirements, student organizations, and BEOP programs.

Community College Application Workshops: are held at selected community colleges campuses. The Application workshop walks students through the application process; provide tips for taking the Written Communications Skills Assessment Test, and information about UW Business School Scholarships.

## Recruitment Activities for U.W. Students

Upon entering the University of Washington, students are encouraged to work with a team of counselors within the Educational Opportunity Program Counseling Center. Through the EOP/BEOP partnership, EOP students receive the right combination of resources, preparation, and strategic planning to increase their competitive standards, enrollment and graduation percentages in the Business School. EOP counselors provide a wide range of support services, such as academic advising, career and personal counseling, and financial aid advising and assistance.

Accounting 199: This is a supplemental course offered to current UW BEOP students. Accounting 215, a course required for admission to the School, was determined to be one of the barriers for underrepresented students entering the UW Business School. In an effort to raise the GPA of BEOP students in Accounting 215, Accounting 199 was created. Accounting 199 is a supplemental 2-credit course providing in-depth instruction and explanation about topics covered in Accounting 215. Students are concurrently enrolled in both courses allowing more discussion of Accounting 215 topics. Students enrolled in this 199 course have a noticeably higher 215 final grade, as well as an increased understanding of Accounting. Over the past 10 years, 311 students have completed this course and approximately 50% of those students were admitted into the UW Business School.

Tutorial Services: The UW Business School has a long-standing relationship with the Office of Minority Affairs Instructional Center (IC). The IC provides year round tutoring services in business core subjects, including calculus, economics, statistics, and accounting. A wide variety of tutors are available to meet with students on a drop-in and scheduled basis. The UW Business School financially funds the tutors that work in the foundational business areas.

Written Communication Skills Assessment Workshop: Currently the IC offers a 6-week tutorial program that prepares students to take the Written Communications Skills Assessment Test. As part of the admission requirements all students are required to take the essay exam that is 35% of the admissions decision. Over the past 5 years there has been a growing demand and class sizes have increased from one workshop of 15 students to two workshops of 30 students each. This has become a tremendous amount of work and the UW Business School has funded two temporary positions assist current IC staff. This has provided the opportunity to broaden the workshop and accommodate more students.

BEOP Workshops: These quarterly information sessions are collaboratively planned between counselors in the EOP Counseling Center and the BEOP Director. The primary objective is to help inform EOP students of the stages of preparation for applying to the Business School. The workshops are designed to give students the information needed to complete a competitive application. Topics include information on prerequisites to the major, the application process, the writing/essay preparation workshop, course scheduling, tutorial services, scholarships, student organizations within the Business School, and how to declare pre-business status. Workshops combine a wide variety of campus resources including faculty, staff, students and reference information about resources.

Recruitment is only the first step in enhancing and achieving diversity within the Business School. Many of the above-mentioned recruitment activities, such as ACCTG 199, the workshops and tutoring, help students prepare for admission to the Business School. Students are looked at from a holistic perspective. Thus our undergraduate admission process reviews more than simply grades

and test scores when considering applicants for admission. Not only are we working to create a diverse applicant pool but also assure that all applications will receive fair consideration. Grades and test scores as well as supplemental factors are considered for *all* applicants.

Once admitted to the Business School, it is incumbent upon the school to provide support for students that will help them progress toward graduation.

#### UW Business School Student Retention Activities

BEOP Email List: This list keeps current underrepresented business students informed about programs, events, services, internships and scholarships.

Annual Welcome Reception: This reception provides an opportunity to introduce new underrepresented business students to faculty, staff and other students in the business school.

BEOP Quarterly Open House: The first three Mondays of the Quarter BEOP provides morning refreshments to encourage students to drop by the BEOP Office.

Multicultural Student Groups: The Business School has organizations dedicated to serving various multicultural student populations. The Association of Black Business Students (ABBS) and the Hispanic Business Association (HBA) work to provide an inclusive environment to all underrepresented students within the Business School. We value the community that these student groups provide and have long partnered with the Boeing Corporation in their efforts to underwrite the expenses of the clubs. Further, in 2002-2003, some of the Brotman money awarded to the BEOP program was used to promote ABBS and HBA.

Future Leaders of Tomorrow Mentor Program: The UW Business School Mentor Program links current students with alumni, enabling students to obtain valuable first-hand career and education-related information. The goal of the mentor program is to develop effective and beneficial relationships among students, alumni, academic departments, career services and the community at large.

Scholarships: The UW Business School annually awards over \$240,000 in scholarships. EOP students are eligible for specific scholarships. These awards are based on EOP affiliation and financial need.

#### Engagement with External Community

It is vital for the Business School to be engaged with the external community; we are a part of the region and we have a responsibility to lead in areas such as diversity. Three ways we are engaged with the external community are noteworthy. One is through our recruitment efforts. Not only do we reach out to the high schools and community colleges, we are a presence at community festivals. The BEOP, in participation with the UW Collaborative Access Network on Diversity Outreach (CAN-DO), has strong representation at Seattle cultural community festivals. This outreach allows the BEOP an opportunity to go to underrepresented communities rather than waiting for students to come to the UW.

The second is our outreach to elementary schools through the Global Business Challenge held yearly in April. For a week, teams for universities global and nationally are on campus preparing for a case competition. As part of that the students teams have one half day in an elementary school working with young minds on issues that expose them to issues of economic equity among classes, societal conditions and business ethics.

### Business Economic Development Program (BEDP)

The third area of our efforts to engage the external community is the Business Economic Development Program which links MBAs and undergraduates with companies from inner-city communities in the Seattle area. These student teams along with UW alumni advisers and mentors from the Seattle Rotary Club assist business owners to plan for and implement growth strategies that lead to the creation of new jobs. Yearly, the teams provide between 200 and 400 hours of consulting services within a three- to six-month time period. Since 1995 over 125 companies in the region's economically distressed or emerging communities have been served through this program.

The BEDP through a partnership with the Business Department at Heritage College established the Yakima Valley Program that assists small businesses in the lower Yakima Valley to grow. This work grew from the U.W. Rural Technology Center programs. Currently this partnership offers workshops twice a month to company leaders; one workshop per month is offered in Spanish and then repeated in English at another time.

The Business School values the role of executive education in the development of leaders. The BEDP provides Executive Education Scholarships to enable owners of relatively large businesses to attend the award winning Executive Education Programs (short courses and the nine-month Management Program). For owners of smaller companies the BEDP offers Business Owners' Seminars that provide information to develop new skills and help business owners on such topics as technology, accounting, taxes, customer service, and marketing.

The BEDP has been a leader in documenting and communicating the substantial contributions that minority-owned businesses make to the Washington State economy. The University of Washington Minority Business of the Year Awards recognize outstanding achievement by people of color in building and sustaining business in Washington State. In partnership with the Puget Sound Business Journal, BEDP also produces two annual lists. One is the 50 Largest Minority-Owned Business in Washington State (based on total revenue) and the 25 Fastest Growing Minority-Owned Businesses (also in Washington). The leaders of the 50 Largest Companies are also invited to a Minority CEO Summit where they discuss strategies on how to help smaller minority owned businesses to grow and how the UW Business School can assist them in their pursuits.

Through the annual ceremony honoring the award winners, the BEDP also raises funds for BEDP Scholarships that provide funding for under-represented minority students to attend the Business School.

## **MBA Program Initiatives**

The regular day and evening MBA Programs have initiated a detailed recruiting plan, included here in its entirety.

### **Underrepresented Minority (URM) MBA Recruiting Plan**

For most MBA program applicants, the process of considering the benefits of the degree and evaluating the relative benefits of particular MBA programs begins at least 18-24 months before the time a student actually enrolls in a program. In fact, many MBA candidates act on plans and perceptions of MBA programs developed years earlier while still an undergraduate student. It is necessary to “plant the seed” with undergraduate students. With other prospects we must make a case for pursuing an MBA – a UW MBA in particular – that anticipates this long incubation period.

#### **2003-2004 Academic Year**

##### Targets for 2004 MBA Recruiting Season

30 URM applications  
12 URM admits  
6 URM students enrolled

##### Planting the Seed with Longer Term Candidates

###### *Presentations on the Pathway to an MBA*

- Arrange presentation to URM student organizations
- Email invitation to all URM UW undergraduate students for MBA information session
- Email invitations to Pacific Northwest MBA Consortium presentation in Portland, OR distributed to URM students at all regional colleges and universities
- Joint MBA presentations to URM undergraduate students at Seattle University, SPU, and other regional universities
- Continued efforts in 3-year old partnership with UW Engineering School to present MBA program information to URM undergraduates in engineering

###### *Advertising/Media*

- Advertisement in *Minority MBA* magazine
- Targeted Promotion to URM alumni in *UW Columns* magazine
- Targeted Promotion to all business school alumni in *UW Business* magazine seeking candidate referrals and financial support for minority students
- Expansion of MBA website materials on URM students, entrepreneurship, and minority business community connections

### *Support to Undergraduate URM Advisors*

- Distribute “speaking points” information sheets about the UW MBA program and the value of an MBA distributed to UW undergraduate advisors who work with URM students.
- Distribute broader information on MBA, UW, and Seattle minority business community to undergraduate URM advisors at other universities and colleges inside and outside Washington.

### Areas Requiring Support and Assistance from URM MBA Recruiting Group

Proposed: Seek opportunities for presentations/guest speaker at meetings of regional meetings of URM business, professional, and social organizations from which we may draw MBA candidates or referrals of candidates. Contacts through organization members connected with the UW Business School and BEDP

Proposed: Presentation by leader in Seattle area minority business community  
Theme: Making a Difference through Business – address entrepreneurship and value of community connections in building a career while making a difference  
Target audience: undergraduate students and young alumni  
Seek media attention

### Selling the Value Proposition to Near Term Candidates

A part time MBA student employee will monitor and communicate with all URM inquiries and prospects through an existing database.

Contacts to be made on a monthly basis with applicants targeting admission for autumn 2004.

Contacts to be made on a quarterly basis with applicants targeting admissions in later years.

Contacts will include profile of community links, recent BEDP projects and successes.

Have a URM alumnus from the local region behind the UW MBA table at the following MBA recruiting fairs:

New York

Washington, D.C.

Chicago

Los Angeles

San Francisco

One Seattle recruiting event will be selected for a strong URM recruiting focus. Electronic and print media efforts for this event will be aimed heavily at UW alumni and young URM professionals.

Current URM MBA students and URM alumni will be available to meet with prospective students.

Current URM minority students will telephone each URM inquiry to discuss the program experience and value. URM candidates will be strongly encouraged to participate in our application workshops and applicant advising sessions to help them develop stronger applications.

### Areas Requiring Support and Assistance from URM MBA Recruiting Group

- Proposed: Have an email and telephone contact that can be provided to each and every URM MBA inquiry who can provide insight into the value of an MBA, the connections available in the Seattle area minority business community, and personal insights into living in this region.
- Proposed: Admitted URM students will be invited to meet personally with individuals on the URM MBA Recruiting Group. These meetings, possibly over lunch or dinner, would be arranged considering mutual interests and backgrounds of the MBA candidate and group members.
- Proposed: Members of the URM MBA Recruiting Group will assist in recruiting top URM individuals to be part of the UW MBA Mentor Program.

### Building a Base of Financial Support and Career Opportunities for URM MBA Students

Continue to increase scholarship funds earmarked for URM MBA students through partnership with the External Affairs group.

MBA Career Services and the Corporate Relations unit will discuss creation of internship opportunities with regional corporations that seek to develop a larger pool of potential minority job candidates. We are particularly interested in on-going programs that we can count on each year.

### **2004-2005 Academic Year**

#### Targets for 2004 MBA Recruiting Season

50 URM applications  
18 URM admits  
10 URM students enrolled

#### Additions to 2003-2004 Initiatives Above

New *MBA Bulletin* publication for use in the 2005 MBA recruiting season will include more URM faces and profiles/testimonials and also include more information on the BEDP program and minority business community connections.

Develop plan for a 'road show' to visit historically black colleges and universities and also to participate in minority graduate fairs at institutions with large URM student populations outside the Pacific Northwest region.

We want to discuss other possible efforts for 2004-2005.

## **Executive MBA Program Diversity Outreach**

The Executive MBA Program has made great outreach efforts in the African American, Native American and Asian American community. The past few years in partnership with Michael Verchot, Director of Business Economic Development Program, we have successfully recruited and increased underrepresented minority candidates in the Executive MBA Program. During the past year an EMBA staff served on the business school's first multicultural task force. We continue to support and promote the UW EMBA program at the business school's multicultural alumni reception and other events recognizing minority businesses within Washington State.

## **Faculty Diversity**

Each year, the dean reminds department chairs about our commitment to diversity among our faculty and receives assurance that departmental recruiting takes into account this commitment. Thus, all publicity surrounding position openings make clear that the University of Washington does not discriminate on the basis of race, gender, sexual orientation, and so forth, and actively encourages applications from minority and female candidates. The School has long been required to maintain records of all applicants at various stages in the recruiting process, with indication of the minority status of the applicants.

We make certain our openings are publicized in forums that are easily accessible by prospective female and minority applicants, as well as reminding our recruiting committees of our need to enhance the diversity of our faculty. We have had a small degree of success attracting women and minority faculty, but have been outbid for some prospective minority faculty by other peer institutions. We believe in the benefits that come from diversity and continue to seek strategies for improving the mix of our faculty.

To this end, a faculty committee completed a report evaluating the status of women faculty in the Business School, providing us with preliminary findings and possible next steps. The report collected data comparing the percentage of women faculty at the Business School to the University generally as well as relative to our ten peer schools. At the end of the 2001-02 academic year we were fourth among our peers with respect to percentage of women assistant professors, first with respect to associate professors and tenth with respect to full professors. The report also noted that our representation of women faculty, eighteen percent, is far below the representation of female students, which limits the ability of the faculty to serve as role models and mentors. The Diversity Committee will rely on this report when evaluating faculty diversity issues to help determine how to move forward with respect to female faculty in the School.