

# Diversity and Inclusion Recommendations

# Recommendation Themes

## **Transparency**

There is a consistent call for external transparency with the current state of D&I (current student demographics,) the desired D&I state, and the plans in place to get there.

## **Investment**

Based on the task force's recommendations, there is a clear need and desire for financial and time investment in D&I efforts on the behalf of Mendoza.

## **Mentorship**

Mentorship from Alumni in minority groups to current students in the same minority groups has been a frequent suggestion in our interviews and research and has been successful in similar contexts.

## **Signaling**

Students have expressed the desire to see Mendoza signal the importance of D&I as a value of the school and community through consistent and decisive actions and behaviours.



# Diversity and Inclusion Strategic Plan and Report

Create a D&I strategic plan with 5-year targets focused on:

- increasing the number of under-represented applicants
- increasing the number of qualified enrolled URM student
- implementing the initiatives outlined herein

Devote institutional resources to compile information on the progress toward these targets in a yearly Diversity and Inclusion Report. Publicly publish the report to the Mendoza Diversity and Inclusion Website and share with Mendoza stakeholders such as students, faculty staff, recruiters, and alumni.

**Goal:** Publish the first Mendoza Diversity and Inclusion Report by Graduation 2021



UNIVERSITY OF  
NOTRE DAME

| MENDOZA COLLEGE OF BUSINESS

# Top Priority Recommendations

## Benchmark

Admissions	Establish a fellowship specifically for under-represented minority students	20/21 admissions cycle
Admissions	Create a new position within admissions devoted to underrepresented minorities, preferably filled by a person who fits a URM profile among the current admissions staff.	Hired for 21/22 Cycle (i.e. Spring 21)
Marketing	Create a Mendoza webpage with diversity and inclusion principles, resources, and policies to give a clear message to current and prospective students about Mendoza's commitment to diversity and inclusion	Launch during 20/21 academic year
Marketing	Expand social media marketing, using content that targets DEI audiences by featuring alumni who are women or BIPOC AND/OR emphasizing programs/clubs designed for DEI at Mendoza	Launch during 20/21 academic year
Academics	Review adding concentrations that may attract more diverse students (HR, Social Impact, Non-Profit) perhaps by partnering with Non-Profit Masters program	Implement new concentrations by 21/22 academic year
Academics	Require at least 50% of materials used in courses (cases, textbooks, etc.) to feature minority characters, examples, and/or authors; use examples in class that are inclusive of all students and not focused on masculine dominated categories (sports, cars, etc.)	Implemented by 21/22 academic year
Student Education and Awareness	Dedicate no less than 1 day of ILD to Diversity and Inclusion, including identity discovery, unconscious bias training, and culture building	Implement for OY ILD in Summer 2021
Student Education and Awareness	Program a 2-hour Diversity and Inclusion session per mod on various D&I topics. Require attendance at 2 sessions per year as a graduation requirement (MBAA plans 1-2 of these)	Begin pilot programming in 20/21 academic year

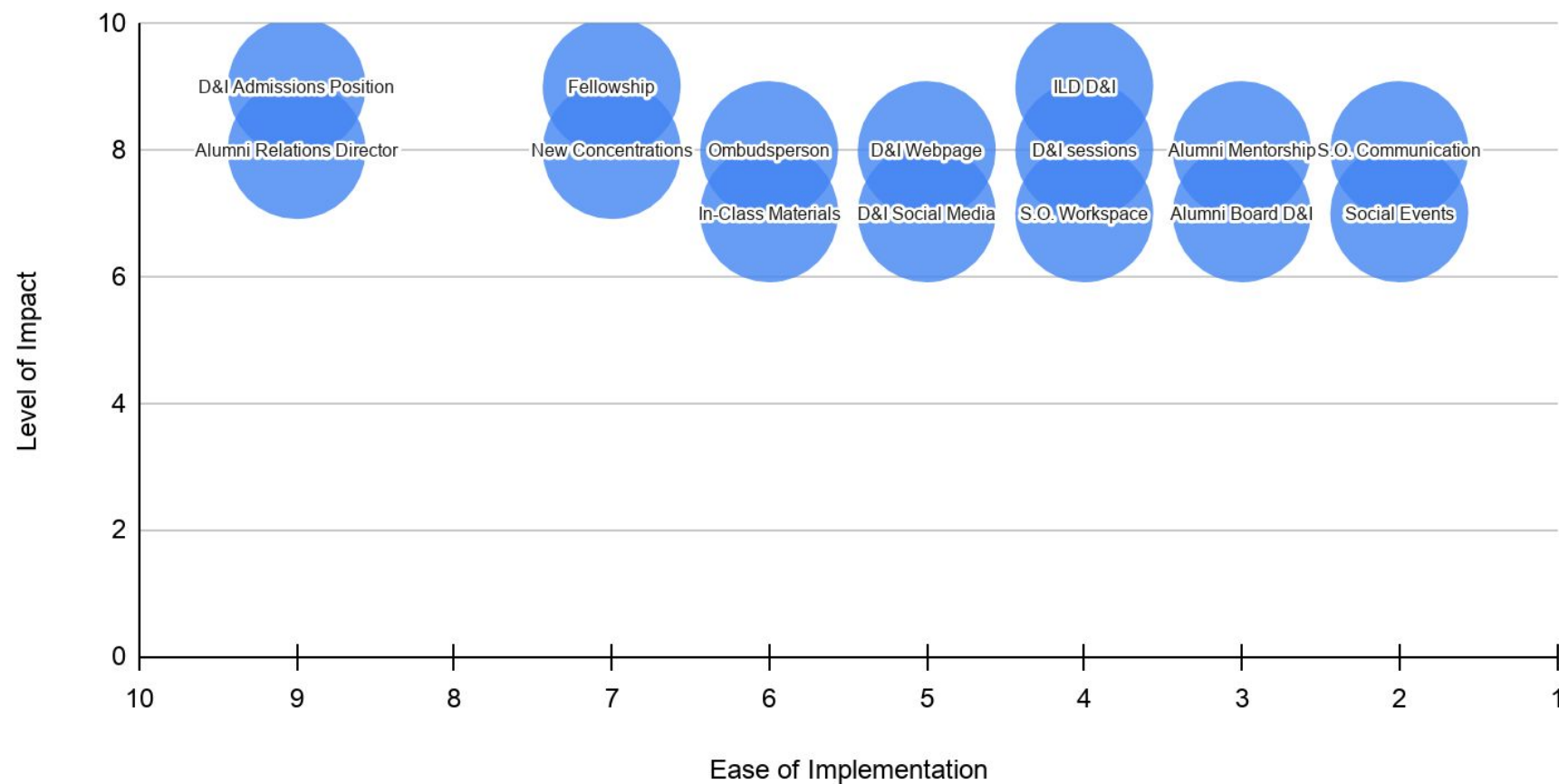
# Top Priority Recommendations

		Benchmark
Student Life	Collaborate with GBP, Career Development, MBAA, and club leaders to create social events that do not revolve around drinking and/or sports to build a more inclusive culture	Begin 20/21 Academic Year
Student Life	Create a separate communication channel for Significant Others to provide clarity on events they are invited to, and to help establish a community outside of being a "plus one"	Begin 20/21 Academic Year
Student Life	Establish a dedicated workspace for trailing spouses in the Idea Center.	Oct 1, 2020
Speaking Up	Appoint a Mendoza ombudsman to be utilized by students (and staff) who is able to use transformative dispute resolution as an alternative to the legalistic title IX proceedings.	In place by Jan 1, 2021
Mentorship	Work with career services to identify alumni working in non-profit/social impact/social justice roles to create opportunities for mentorships in "non-traditional" MBA roles	In place by 21/22 Academic Year
Mentorship	Partner with CAB and MGAB (Mendoza Graduate Alumni Board) to launch more initiatives around both current students and prospective students (for example, Committees on each board centered around each phase of the student journey, starting with inquiry and ending with graduation)	In place by 21/22 Academic Year
Alumni	Hire an Alumni Relations Director to strengthen partnerships with all alumni, and focus specific efforts on women and minority alumni, encouraging them to share about their experiences within Mendoza (this could tie-in to the proposed marketing campaign)	In place by August 1, 2021

# Top Priority Impact Chart

## D&I Top Recommendations

Level of Impact vs Ease of Implementation



**Impact:** 1= low impact on D&I; 10=extremely high impact on D&I

**Ease of implementation** (financial and time investment, etc.): 1=Easy implementation; 10=intensive implementation

# Admissions

---

Incorporate need-based aid into the admissions process

---

Reduce the application fee for all applicants to \$25 or less (or eliminate completely) with statement about removing barriers

---

\*Establish a fellowship specifically for under-represented minority students

---

\*Create a new position within admissions devoted to underrepresented minorities, preferably filled by a person who fits a URM profile among the current admissions staff.

---

Fund a study of the utility of the GMAT/GRE/standardized testing requirements particularly with an eye toward diverse candidates.

---

Include Statement of Diversity of Inclusion in the application as well as incorporate D&I into admissions interview

\*Top Priority Recommendation

# Marketing

---

\*Expand social media marketing, using content that targets DEI audiences by featuring alumni who are women or BIPOC AND/OR emphasizing programs/clubs designed for DEI at Mendoza

---

Publicize new benchmarks for increasing BIPOC , LGBT+, and female applications through PR campaign (visually, and with content emphasizing reputation of school, financial aid available, career prospects, growing the good in business)

---

Activate alumni into the recruiting process. Utilize the renowned ND alumni base from the get-go, not just once a student is admitted or looking to network

---

\*Create a Mendoza webpage with diversity and inclusion principles, resources, policies to give a clear message to current and prospective students about Mendoza's commitment to diversity and inclusion

\*Top Priority Recommendation



# Academics *(Curriculum, Faculty, and Staff)*

Curriculum	Partner with third party DEI group to evaluate current MBA core curriculum and courses and explore core curriculum modifications, additions, and expansion based on findings/results of review
Curriculum	*Review adding concentrations that may attract more diverse students (HR, Social Impact, Non-Profit) perhaps by partnering with Non-Profit Masters program
Curriculum	*Require at least 50% of materials used in courses (cases, textbooks, etc.) to feature minority characters, examples, and/or authors; use examples in class that are inclusive of all students and not focused on masculine dominated categories (sports, cars, etc.)
Faculty/Staff	Require unconscious bias workshop/training for all MBA program professors (or incentivized optional training)
Faculty/Staff	Designate/hire a full-time Mendoza Diversity and Inclusion Officer or Leader
Interterm	Select no less than 5 female-owned and 5 minority-owned companies for Interterm projects

\*Top Priority Recommendation

# Student Education and Awareness

---

\*Dedicate no less than 1 day of ILD to Diversity and Inclusion, including identity discovery, unconscious bias training, and culture building

---

\*Program a 2-hour Diversity and Inclusion session per mod on various D&I topics. Require attendance at 2 sessions per year as a graduation requirement (MBAA plans 1-2 of these)

---

During the second half of Mod 1, during the Career Leadership course meeting times, offer 5 different Diversity and Inclusion session, 2 of which require a reflection paper and attendance as part of the Career Leadership grade

---

Require Club leaders to participate in inclusive leadership training during Mod 4 as club leadership transitions

---

Create a toolkit for people to learn about diversity and inclusion, opportunities to serve in the community, engage in the conversation, etc. to be included on Mendoza D&I website

---

Offer extended Advocacy training for interested students

\*Top Priority Recommendation

# Student Life

Communication	Create a central communication platform where all relevant information for students is available in an organized way. This board can have channels moderated by MBAA, clubs, GBP, and cover topics relating to careers, social events, and education.
Events	*Collaborate with GBP, Career Development, MBAA, and club leaders to create social events that do not revolve around drinking and/or sports to build a more inclusive culture
Community Service	Partner with local organizations that promote racial equity or other social justice efforts to provide opportunities for students, faculty and staff to serve the community
Community Service	Build a volunteering platform where students can see what service opportunities are available and select the type of organizations they wish to serve
Community Service	Program school-wide service day on MLK day that is required of all students

\*Top Priority Recommendation

# Family Life

Significant Others	In order to integrate significant others into the community and to potentially recruit significant others into full time degree programs, offer significant others the opportunity to audit classes at Mendoza.
Significant Others	Coordinate with FLC (family life committee) to host a "spouse's/SO's/families event" with staff and students to provide a smoother transition and inclusive environment for MBA spouses
Significant Others	*Create a separate communication channel for spouses to provide clarity on events they are invited to, and to help establish a community outside of being a "plus one"
Significant Others	*Establish a dedicated workspace for trailing spouses in the Idea Center.

\*Top Priority Recommendation

# Speaking Up

---

Implement alternative reporting methods for students to use when they experience or see harassment of any form:

---

Utilize an outside third party to offer free and confidential advice to students, over the phone, like support and guidance on strategies and tactics to deploy around harassment and discrimination

---

\*Appoint a Mendoza ombudsman to be utilized by students (and staff) who is able to use transformative dispute resolution as an alternative to the legalistic title IX proceedings.

---

Encourage and reward speaking up, and follow up with individuals or groups that raise concerns

# Mentorship and Career Services

---

Mentorship	*Work with career services to identify alumni working in non-profit/social impact/social justice roles to create opportunities for mentorships in "non-traditional" MBA roles
------------	---

---

Mentorship	Launch supplementary coaching services provided by alumni and professional coaches with a focus on coaches who are experienced with coaching and placing members of minority groups; begin pilot in Fall 2020-Spring 2021
------------	---

---

Mentorship	*Partner with CAB and MGAB (Mendoza Graduate Alumni Board) to launch more initiatives around both current students and prospective students (for example, Committees on each board centered around each phase of the student journey, starting with inquiry and ending with graduation)
------------	---

---

Career Services	Track career outcomes based on demographic data and analyze for parity among white, male students
-----------------	---

---

Career Services	Feature no less than 5 female-owned, and minority-owned firms in campus recruiting
-----------------	--

\*Top Priority Recommendation

# Alumni

---

\*Hire an Alumni Relations Director to strengthen partnerships with all alumni, and focus specific efforts on women and minority alumni, encouraging them to share about their experiences within Mendoza (this could tie-in to the proposed marketing campaign)

---

Utilize geographically diverse alumni (West coast, South, International) to keep ND at top of mind in markets Mendoza MBA does not typically draw from. Advertise those events specifically for women, BIPOC, LGBT+, and other minority groups.

---

Partner with NDAA to host events such as ND Leadership forum and regional chapters to connect with minority alumni and minority alumni groups

---

Send alumni list of “interested” students in their area to email or call