



Action Area 1: Access and Equity – Recruitment and Retention (faculty, staff, students)

Goal	Objective(s)	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
#1. Increase the presence of faculty members from underrepresented groups (Latino, Native American, African American), LGBT, International, and faculty with disabilities	1. To enhance teaching and learning environment 2. Provide role models for an increasingly diverse student population	1. Utilize University Affirmative Action Plan to identify underutilization of underrepresented groups and women 2. Utilize diverse professional associations, including the PhD Project 3. Support financially the PhD Project (focused on producing Business PhDs among underrepresented groups) 4. Advertise in diverse publications 5. Utilize current faculty members of	1. More diverse pools of faculty candidates 2. Increased number of hires of under-represented groups	1. Dean [Primary] and DEC (Dean's Executive Committee) 2. Dean [Primary] , DEC, and Search Committees 3. Dean [Primary] , and DEC 4. Dean, and DEC [Primary] , and Search Committees 5. Dean [Primary] , DEC, and Search Committees 6. DEC [Primary]	1. Dean's and DEC's time 2. Dean's and DEC's time 3. Dean's time and \$1,500/Year 4. Dean's and DEC's time, and \$500/Search 5. Faculty time 6. Administrative and Faculty time	1. Fall, 2010 2. On-going 3. Summer 2010 4. Recurring 5. Recurring 6. Recurring



Action Area 1: Access and Equity – Recruitment and Retention (faculty, staff, students)

Goal	Objective(s)	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
		under-represented groups in recruiting efforts (not necessarily as “Inclusion Advocates”) 6. Provide explicit “orientation” to Search Committee members				
#2. Promote a more holistic approach to undergraduate admission to increase access/diversity without lowering standards. Increase the presence of students from historically underrepresented groups (Latino, Native American, African American) and international students	1. To create a more diverse learning community of outstanding scholars 2. To establish a critical mass of persons of underrepresented groups to provide more “social” and “cultural comfort”	1. Obtain and incorporate into the admissions criteria the latest research on predictors of success beyond Grade-point-averages and test scores 2. Focus additional recruitment efforts in areas more	1. More diverse pools of student applicants, including those from Grand Rapids 2. Increased numbers of matriculating students represented traditionally under-represented groups 3. Student organizations	1. Director of Undergraduate Programs and Student Services [Primary] 2. Dean [Primary] and DEC 3. Director of Undergraduate Programs and Student Services [Primary] 4. Dean, DEC, and Director of Undergraduate	1. Dean’s and DEC’s time 2. \$5,000 for travel support 3. \$4,000 for Graduate student support 4. Dean’s and DEC’s time 5. Dean’s, DEC’s, and student time 6. Dean’s and DEC’s time 7. University resources 8. University	1. Fall, 2010 2. Fall, 2010 3. Fall, 2010 4. Fall, 2010 5. Fall, 2010 6. Fall, 2010 7. Fall, 2010 8. TBD 9. Summer, 2011



Action Area 1: Access and Equity – Recruitment and Retention (faculty, staff, students)

Goal	Objective(s)	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
		likely to produce diverse candidates (Grand Rapids, Holland, Muskegon, Benton Harbor, Flint, Detroit, Chicago, etc.) 3. Intensify support efforts for (and tracking of) community college transfer students through their two years in the Seidman College 4. Identify/address barriers to access for transfer students 5. Require Seidman	actively enhancing their cultural competencies	Programs and Student Services [Primary] 5. Associate Dean [Primary] , Faculty Advisors, and Students 6. Director of Undergraduate Programs and Student Services [Primary] 7. Director of Undergraduate Programs and Student Services [Primary] 8. Dean and Director of Undergraduate Programs and Student Services [Primary] 9. Dean [Primary] and	resources 9. \$10,000-\$15,000 for new Summer “Enrichment Programs” (\$10,000 to expand existing Entrepreneurs hip “Teen Entrepreneurs hip Boot Camp”	



Action Area 1: Access and Equity – Recruitment and Retention (faculty, staff, students)

Goal	Objective(s)	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
		<p>student organizations to include cultural competence objectives in their annual "Management Plans"</p> <p>6. Review/evaluate effectiveness of Freshman Academy Program – Summer vs. Academic Year format</p> <p>7. Explore University participation in POSSE program and/or other models that support minority student recruitment/retention.</p> <p>8. Support the</p>		DEC		



Action Area 1: Access and Equity – Recruitment and Retention (faculty, staff, students)

Goal	Objective(s)	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
		<p>formalizing of University-level support to guidance counselors who can provide support to students aspiring to attend GVSU</p> <p>9. Develop pipeline programs for middle school and high school students to cultivate interest and enhance preparation for specific disciplines</p>				
#3. Develop plan for recruitment/admission process for graduate students	1. To create a more diverse learning community of outstanding	1. Obtain and incorporate into the admissions criteria the latest research on	<p>1. More diverse pools of student applicants, including those from HBCUs</p> <p>2. Increased</p>	1. Director of Graduate Business Programs [Primary] Assistant Director	<p>1. Graduate Programs Director's & Assistant Director's time</p> <p>2. Dean's</p>	<p>1. Fall, 2011</p> <p>2. Winter, 2010 through Fall, 2010</p> <p>3. Winter, 2010 and, then, continuous and</p>



Action Area 1: Access and Equity – Recruitment and Retention (faculty, staff, students)

Goal	Objective(s)	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
	2. scholars To establish a critical mass of persons of underrepresented groups to provide more “social” and “cultural comfort”	<p>predictors of success beyond GMAT and undergraduate grade-point-averages</p> <p>2. Develop Full-Time MBA Program, which will allow the recruiting of a critical mass of persons of underrepresented groups</p> <p>3. Utilize partnerships with HBCUs to develop pipeline for recruiting minority talent</p> <p>4. Partner with Consortium for Graduate Management Program to gain access to groups of very</p>	<p>numbers of matriculating students representing traditionally under-represented groups</p> <p>3. Increased number of persons of underrepresented groups graduating from the College, resulting in more alums who can promote and facilitate recruitment efforts</p> <p>4. Increased number of qualified Full-Time MBA Program minority candidates</p>	<p>2. Dean, Associate Dean for Academic Programs, and Faculty [Primary]</p> <p>3. Director & Assistant Director of Graduate Programs [Primary]</p> <p>4. Dean, Director and Assistant Director of Graduate Programs [Primary]</p> <p>5. Director of Graduate Programs [Primary], Dean, Graduate Student Advisory Board</p> <p>6. Director and Assistant Director of Graduate</p>	<p>Faculty's time [Financial Resources required for Program being developed</p> <p>3. Director & Assistant Director of Graduate Programs' time and \$5,000 for travel and to support initiatives</p> <p>4. Dean's and Directors' time.</p> <p>5. Director's, Dean's, and Graduate Student Advisory Board Members' time</p> <p>6. Director's, Assistant</p>	<p>4. recurring Spring, 2010</p>



Action Area 1: Access and Equity – Recruitment and Retention (faculty, staff, students)

Goal	Objective(s)	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
		talented persons of underrepresented groups 5. Consult with Graduate Student Advisory Board regarding ideas for increasing minority student population (including international students) 6. Engage existing minority and international students in recruiting other minority and international students.		Programs, and existing minority and international students	Director's, and minority and international students' time	



Action Area 1: Access and Equity – Policy/Administrative Initiatives

Goal	Objective(s)	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
#4. Support University efforts to implement and promote inclusion initiatives across the campuses	<ol style="list-style-type: none"> To enhance and support the culture of teamwork, as it relates to cultivating an environment of inclusion at GVSU To create more university-wide opportunities for inter-college/unit collaborations to enhance inclusion & equity 	<ol style="list-style-type: none"> Encourage a faculty member to serve on the Intercultural Advisory Council Encourage and incent faculty members to become "Inclusion Advocates" and "Inclusion Champions" Actively share "Best Practices" with other colleges/units Host "Brown Bag Lunches" and other focus group sessions around issues of inclusion & equity Encourage faculty/staff member to serve on the University Climate Study Committee 	<ol style="list-style-type: none"> Increased number of inclusion initiatives within and outside Seidman Increased quality of inclusion initiatives within and outside of Seidman Increased number of collaborations and partnerships between Seidman and other units across the campus 	<ol style="list-style-type: none"> Dean [Primary] and Dean's Executive Committee ("DEC") Dean [Primary] and DEC Dean [Primary] and DEC Dean [Primary] and DEC Dean [Primary] and DEC Dean [Primary] and DEC 	<ol style="list-style-type: none"> Dean's and DEC's time Dean's and DEC's time Dean's, DEC's, and faculty's time Dean's and DEC's time and \$1,000 to support breakfast sessions Dean's, DEC's, and faculty's time Dean's, DEC's, and faculty's time 	<ol style="list-style-type: none"> Fall, 2009 Winter, 2010 Fall, 2010 and recurring Winter, 2011 Fall, 2010 and recurring Fall, 2010 and recurring

		6. Encourage faculty/staff member to serve on University MLK Executive Planning Committee				
#5. Improve quality of research, in terms of diversity/inclusion	<ol style="list-style-type: none"> 1. To add to the literature on affects on diverse populations 2. To sensitize faculty members to potential and real differences across cultures and ethnicities 3. To promote faculty members' comfort in conducting and discussing research on diverse communities, thereby enhancing cultural competence and understanding across the GVSU community of scholars and learners 	<ol style="list-style-type: none"> 1. Provide a mechanism for reminding faculty members to develop plans to diversify human research subjects, in culturally sensitive ways 2. Continue to encourage cross-disciplinary and interdisciplinary teaching and research 	<ol style="list-style-type: none"> 1. More diversity evident in human research subjects 2. More research projects and discussions addressing issues of differences across cultures and ethnicities 3. Greater sense of "cultural competency" among faculty members 	<ol style="list-style-type: none"> 1. Dean [Primary] and Dean's Executive Committee ("DEC") 2. Dean [Primary], DEC, and Intellectual Contributions Committee (ICC) 	<ol style="list-style-type: none"> 1. Dean and Dean's Executive Committee' ("DEC") time and \$10,000 per year, for three years, to support diversifying of human research subjects 2. Dean's, DEC's, and ICC's time and \$10,000 per year, for three years, to support interdisciplinary teaching and research projects 	<ol style="list-style-type: none"> 1. Fall, 2010 and Winter 2011 (during research proposal solicitations) 2. Fall, 2010 (During workload plans process) and Winter 2011 (during research proposal solicitations)



Action Area 2: Campus Climate

Goal	Objectives	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
#1. Expand and promote "opportunities to dialogue about race, ethnicity, and other inclusion-related topics"	<ol style="list-style-type: none"> To allow faculty and staff "learning opportunities" in small, safe discussions of these issues To promote better understanding of issues that are often tough to broach 	<ol style="list-style-type: none"> Expand the "Dean's Diversity Discussion" model, by encouraging other Seidman units to implement such sessions Encourage student groups to dialogue, as well (perhaps, include attendance at a Town Hall type meeting or Black History Month, Hispanic History Month, and American Indian Month as a requirement for the Management Plan) 	<ol style="list-style-type: none"> Increased number of "Diversity Discussions" throughout the College Enhanced "cultural competence" throughout the College 	<ol style="list-style-type: none"> Dean [Primary] and DEC Associate Dean [Primary], Faculty Advisors, and students 	<ol style="list-style-type: none"> Dean's, DEC's, and Faculty and Staff members' time and \$2,000 for the College Associate Dean's and Faculty Advisors', and students' time 	<ol style="list-style-type: none"> Fall, 2010 Fall, 2010



Action Area 3: Diversity in Curriculum/Co-curriculum

Goal	Objectives	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
#1. Enhance student education regarding culturally diverse perspectives (race, class, disability, sexual orientation, religion, etc.)	<ol style="list-style-type: none"> To increase the number and breadth of culturally diverse course content To enhance the quality of course content addressing issues of cultural diversity and inclusion 	<ol style="list-style-type: none"> Promote and reward course content that integrates culturally diverse perspectives, where appropriate Develop local community connections with diverse cultural groups Create course-based and co-curricular opportunities to teach about "power, privilege, and difference" 	<ol style="list-style-type: none"> Increased number of courses including content addressing culturally diverse perspectives, where appropriate More culturally competent students 	<ol style="list-style-type: none"> Dean [Primary], DEC, and Teaching & Learning Committee Dean [Primary], DEC, Faculty, and Staff, and Students Faculty [Primary] 	<ol style="list-style-type: none"> Dean's, DEC's, and Committee members' time and \$4,000 for appropriate course development Dean's, DEC's, Faculty's, Staff's, and Students' time Dean's, DEC's, and Committee members' time and \$4,000 for development of appropriate course and co-curricular opportunities 	<ol style="list-style-type: none"> Winter, 2011 Winter, 2011 Winter, 2011
#2. Raise awareness and understanding of	<ol style="list-style-type: none"> To increase the number of diversity and 	<ol style="list-style-type: none"> Collaborate with new Director of Intercultural 	<ol style="list-style-type: none"> Increased number of diversity and 	<ol style="list-style-type: none"> Dean [Primary] and DEC 	<ol style="list-style-type: none"> Dean's, and DEC's, time Dean's, 	<ol style="list-style-type: none"> Fall, 2011 Fall, 2011 Fall, 2011

inclusion issues among the faculty and staff	<p>inclusion training and educational workshops</p> <ol style="list-style-type: none"> To increase the quality of training experiences focused on diversity and inclusion To increase the cultural competence of a greater number of faculty and staff 	<p>Training</p> <ol style="list-style-type: none"> Encourage faculty and staff members with particularly appropriate expertise and perspective to share with the University community Encourage faculty and staff to participate in training workshops and programs Co-sponsor diversity and inclusion related conferences and programs across the campus Encourage faculty/staff participation in "Core Trainings," including "Respect in the Global Workplace," "Understanding Affirmative Action," "Understanding the ADA," and "Sexual Harassment Awareness" Create an Inclusion "Did you Know" email blast process 	<p>inclusion training workshops, seminars, and other educational opportunities for faculty and staff</p> <ol style="list-style-type: none"> More culturally competent faculty and staff (as measured, for example, by anonymous surveys of their understanding of inclusion issues) 	<ol style="list-style-type: none"> Dean, DEC [Primary], and Faculty Dean, DEC [Primary], and Faculty Dean [Primary] and DEC Dean [Primary] Faculty/Staff Dean's Office Staff 	<p>DEC's, and Faculty's time</p> <ol style="list-style-type: none"> Dean's, DEC's, and Faculty's time Dean's, DEC's, and Faculty's time and \$5,000 to co-sponsor conferences and programs Faculty/Staff time Staff time and input from Office of Inclusion & Equity 	<ol style="list-style-type: none"> Winter, 2012 Fall, 2010 Winter 2011
--	--	--	--	---	--	---



Action Area 4: Organizational Learning - Internal

Goal	Objectives	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
#1. Ameliorate any workplace conflict and unconscious bias in the College of Business	<ol style="list-style-type: none"> To educate faculty and staff regarding unconscious bias To assist faculty in developing skills to minimize and address workplace conflict 	<ol style="list-style-type: none"> Encourage faculty and staff to seek University-provided training and development opportunities Encourage faculty and staff to create and participate in training and development activities in the College of Business 	<ol style="list-style-type: none"> Increased faculty understanding of unconscious bias and how it can derail even the best of intentions More congenial and collegial workplace 	<ol style="list-style-type: none"> Dean [Primary] and DEC Dean [Primary] and DEC 	<ol style="list-style-type: none"> Dean's, DEC's, Faculty's and Staff's time Dean's, DEC's, Faculty's and Staff's time 	<ol style="list-style-type: none"> Winter, 2010 Winter, 2010



Action Area 4: Organizational Learning – Community Outreach

Goal	Objectives	Strategy (Action Items)	Measures	Accountable Unit(s) P=Primary	Required Resources	Time-Line
#1. Develop and nurture key partnerships and relationships with community entities doing (or interested in doing) similar work around inclusion and equity	<ol style="list-style-type: none"> 1. To support the development of a more diverse and culturally competent community 2. To make the community more hospitable for the University's faculty, staff, and students of underrepresented groups 	<ol style="list-style-type: none"> 1. Continue and enhance partnerships with Grand Rapids Public Schools (including conducting "audits" of business and entrepreneurship programs and working with the Ottawa High School Center of Innovation in Entrepreneurship) 2. Continue to work with the Grand Rapids Area Chamber of Commerce's diversity programs 3. Develop a listing of community organizations with which the 	<ol style="list-style-type: none"> 1. Increased number of key partnerships and collaborations with community organizations to enhance diversity and inclusion in the community 2. Enhance "community comfort" level for University representatives of underrepresented groups 3. More faculty and staff members participating in collaborations with 	<ol style="list-style-type: none"> 1. Dean [Primary], Associate Dean, DEC, Director of Entrepreneurship Center 2. Dean [Primary] and DEC 3. Dean [Primary] and DEC 4. Dean [Primary], DEC, Faculty, Staff, and Students 5. Director of MI-SBTDC [Primary] and Director [Primary] of Region 7 SBTDC 	<ol style="list-style-type: none"> 1. Dean's, Associate Dean's, DEC's, and Director's time 2. Dean's and DEC's time 3. Dean's and DEC's time 4. Dean's, DEC's, Faculty's, Staff's, and Students' time and some amount of Dollars to promote and executive student initiatives 5. SBTDC Directors' time 	<ol style="list-style-type: none"> 1. Winter, 2010 and, then, ongoing and recurring 2. Winter, 2010 and ongoing 3. Spring, 2010 4. Fall, 2010 and, then, ongoing and recurring 5. Fall, 2009 and ongoing

		<p>College ought to collaborate or partner</p> <p>4. Support University's TRIO and Upward Bound Programs</p> <p>5. Continue engagement and collaboration of SBTDC with Hispanic and minority businesses and initiatives</p>	<p>external entities</p> <p>4. More faculty and staff involvement in the TRIO and Upward Bound programs</p>			
--	--	---	---	--	--	--

Developed by the Seidman College of Business Dean's Executive Committee (DEC)
 [Initial Draft Document: 10 November 2009]
 [Revised: 23 December 2009]
 [Revised: 30 January 2010]
 [Revised: 4 March 2010]
 [Revised: 20 May 2010]