

CARLSON SCHOOL OF MANAGEMENT

Diversity, Equity, and Inclusion

**ACADEMIC YEAR
2020-2021**



**CARLSON SCHOOL
OF MANAGEMENT**
UNIVERSITY OF MINNESOTA



Message from Dean Zaheer

It's been over a year since the murder of George Floyd resurfaced the stark inequities faced by our Black community and compelled us to reexamine patterns of discrimination that have historically marginalized many groups within our society. These persistent injustices affect everything that the Carlson School works toward: Our mission to develop human potential cannot be achieved unless people of all identities have equal opportunities to succeed.

Inclusion and equity are as important to our mission as the research, teaching, and outreach we perform across the world. For many years, we have worked to diversify our student body, improve our culture, and ensure equitable outcomes for students of every identity. We have developed targeted recruitment programs meant to open our doors to underrepresented groups, created scholarships to support those who are in need, and built programming and networks to provide people with space and support to be their true selves. Our community has made enormous investments so that we can develop the potential of anyone, but we still have disparate outcomes for people of different identities. We can, we must, and we will do better.

This annual report contains some of the outstanding efforts from our students, faculty, staff, alumni, and partners over the past year. In everything that we do, we asked how we could do better for those who have been disadvantaged by the structure of our society and our institutions, and we took immediate action toward lasting change. The Dean's Advisory Committee on Diversity, Equity, and Inclusion coordinated many school-wide efforts, while academic programs improved their existing efforts and launched new initiatives. I thank the members of the committee and every partner in our programs for their commitment and effort to make the Carlson School a better place for everyone.

It's been a year of successes and setbacks, and we have not found every answer. But our commitment to moving forward is firmly in place. It will take time, effort, and the continued dedication of our community, but our conversations will continue, our work will improve, and we will be better every year. The Carlson School has been a force for good in everything that we do, and we will continue to be a force for a more equitable and inclusive society.

SRI ZAHEER

Dean

Elmer L. Andersen Chair in Global Corporate Social Responsibility

Carlson School of Management

Message from co-chairs of the Dean's Advisory Committee on DEI

In summer 2020, Dean Zaheer formed the DEI Action Work Group to deliver recommendations on initiatives for embedding diversity, equity, and inclusion in the Carlson School's mission of research, education, and outreach. As leaders of that Work Group, we carried out the charge to develop recommendations guided by the following core objectives:

- To foster an environment within the school to facilitate the long-term success of students, staff, and faculty;
- To create a culture that values diversity, equity, and inclusion among all groups at the Carlson School; and
- To increase representation of non-dominant races and identities in all groups at the Carlson School.

The members of the Work Group included students, faculty, staff, and alumni representing different races, genders, and identities, capturing diverse expertise and varied lived experiences. Information was gathered from a series of listening sessions and surveys of all constituent groups. In candid and passionate conversations with the members of our Work Group, we faced significant discomfort in venturing out of our comfort zone, questioned age-old beliefs, and experienced self-revelation in emotionally charged weekly meetings. The outcome of this process led us to an understanding of the challenges that we faced and would have to overcome in moving the school forward in its diversity, equity, and inclusion journey.

With recommendations in place, our Work Group became a standing committee, with new members added. We set out to follow Dean Zaheer's next charge: to advise implementation efforts across five pillars—student experience, faculty and staff cultural competency, admissions/pipeline, hiring, and business community partnerships. Making progress on this work is a shared responsibility. The hearts and minds of all individuals are imperative to its success.

While we report the progress made thus far, we realize that achieving lasting change will take continuous effort and a long-term commitment. We believe we have that from the highest level of the school's leadership to the grassroots efforts that are mushrooming all over the school in different units, programs, and centers. We are hopeful that our small successes will add up to bigger achievements and lead to positive change at the Carlson School, making it a welcoming place in which all its community members feel a sense of belonging.



PERVIN SHROFF
*Professor and Frederick H. Grose Chair in Accounting
Co-chair, Dean's Advisory Committee on DEI*



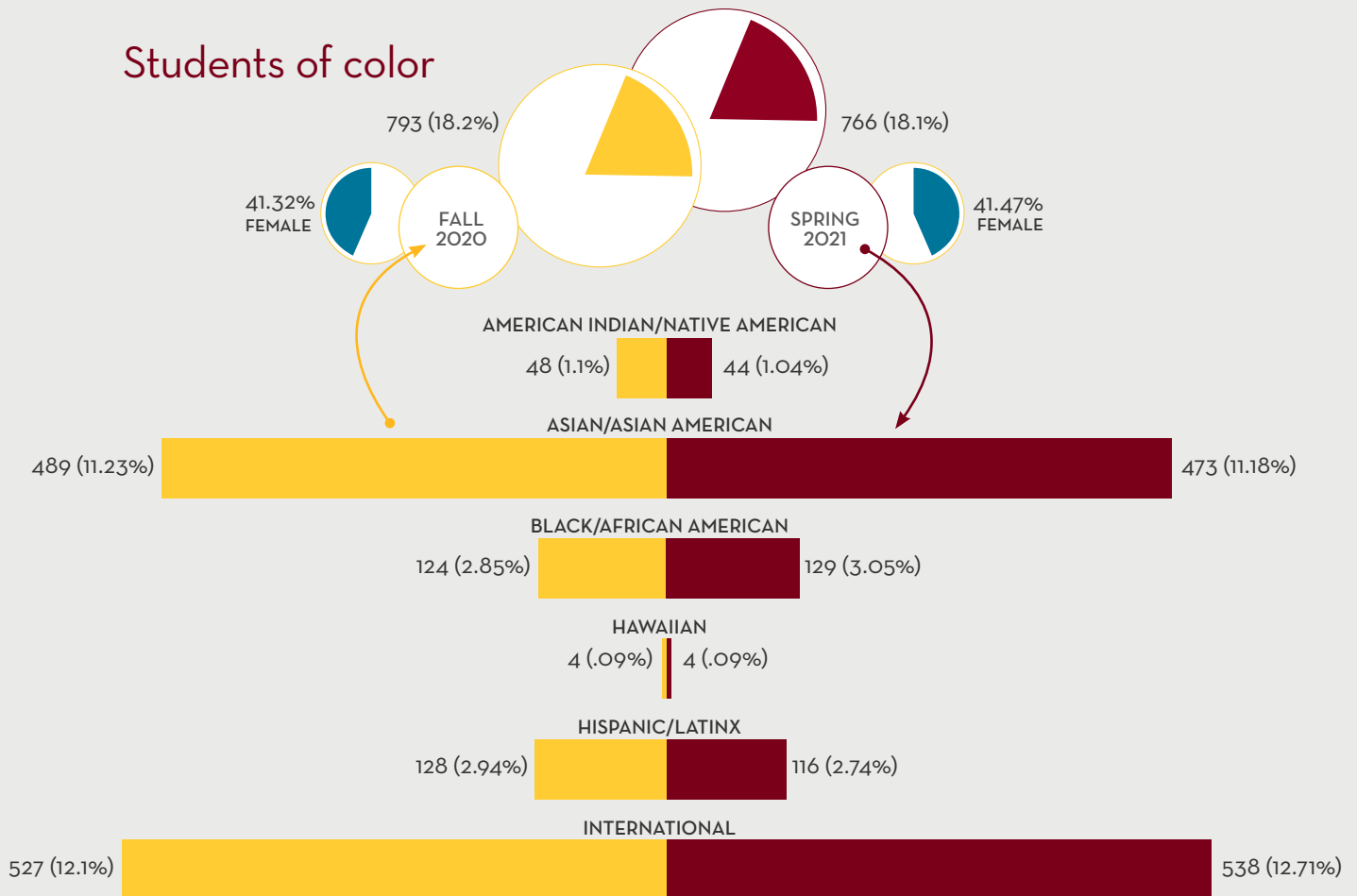
NORA ANDERSON
*Executive Director, Executive Education
Co-chair, Dean's Advisory Committee on DEI*



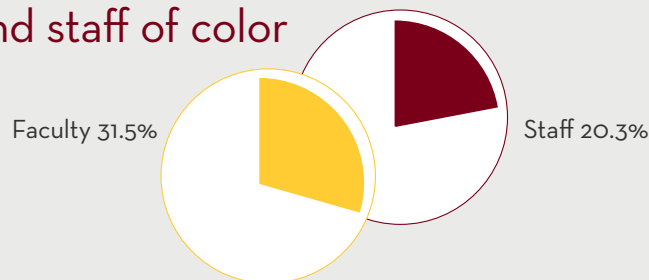
Academic Year 20-21 CSOM demographics

From UMN Office of Institutional Research

Students of color



Faculty and staff of color



Select highlights of DEI efforts

Center for Diversity, Equity, and Inclusion in Business

The DEI Action Work Group recommended the creation of a Carlson School Center for Diversity, Equity, and Inclusion in Business, to lead, oversee, and collaborate on execution of the school's DEI mission. With the support of the school's leadership, plans are underway to establish a center and secure funding for its organization and operations. The center will be a focal point of the school's continued efforts to foster an environment where all can succeed. The school is preparing to launch a nationwide search for a chief diversity officer and founding director for the center.

New Board of Advisors Members

Six leaders, including five women, joined this year, bringing perspectives from three wholly new industries and adding a broad range of experiences to the highly accomplished group of senior executives on our board.



ANGELA BUSCH, Executive Vice President of Corporate Strategy and Business Development, Ecolab



SMRITI CANAKAPALLI, Enterprise Strategy and Transformation Leader, Cargill Animal Nutrition and Health



HEIDI CAPOZZI, Executive Vice President and Global Chief People Officer, McDonald's



NICOLE GRAVES, Human Resources Senior Director for Global Sales and Marketing, Finance and Business Operations for Boeing Commercial Airplanes, The Boeing Company



LAURA NEWINSKI, Deputy Chair and Chief Operating Officer, KPMG LLP



MARK SCHINDELE, Executive Vice President and Chief Stores Officer, Target



In April 2021, the Board also established a new subcommittee on diversity, equity, and inclusion. Nii Quaye, principal, Vermilion Group, is chairing the subcommittee.

"Managing change is not easy, and when culture is an element of change being undertaken the effort is much more difficult. In that context, I appreciate what is being done at the Carlson School to shape our culture in a way that makes it easier to deliver on our mission: preparing talented scholars and equipping them with the tools and skills they will need to become the great leaders of tomorrow we believe they can be."



NII QUAYE
Principal, Vermilion Group
Carlson School Board of Advisors

DEI Consultation

The Carlson School is partnering with Sequel Consulting Group to assess the school's existing DEI efforts in place, design transformative strategies, set priorities, and recommend short- and long-term initiatives to advance our mission in a planned and thoughtful way.

Race, Power, and Justice in Business Course

Launching next fall for all undergraduate students, this course considers the socially embedded nature of business in which racial and other structural inequalities are inherent in the development and contemporary practice of business. Rather than seeing business as a historical organization in which bundles of functional practices seek economic efficiency, the course is designed to progress from macro-level structural and historical issues to mid-level organization practices to considerations of how individuals navigate social identity differences at work, the impact of personal bias, and how to be an ally to advance justice and DEI.

“The intent is to provide a deeper understanding of how race, power, and justice issues are fundamental to business and management, thus giving students a richer lens to more critically examine business practices while considering ways to address power hierarchies and promote social justice in the context of business.”



MARY ZELLMER-BRUHN
Professor of Organizational Behavior
Department Chair, Work and Organizations
Department

“It is vital for students to have an educational foundation and a comprehensive course focused on race, power, and justice issues as it relates to business so they can become change agents that contribute to equitable business practices and to society.”



ABDIFATAH ALI
Assistant Professor
Work and Organizations Department

New Executive Education Offering

Launched in Fall 2020, the two-day Inclusive Leadership program is for leaders who wish to increase organizational value through improving workplace diversity and fostering an inclusive culture. Participants build their capabilities as inclusive leaders, deep-dive into a systems design approach to inclusion, experiment with common workplace scenarios, and spend time developing inclusive strategies.

Embedding DEI in MBA Curriculum

Beginning this Fall, the Core MBA Faculty have collaborated on an important two-pronged approach to improve both the WHAT (curriculum) and the HOW (delivery). Core faculty members undertook a course inventory, asking themselves whether their course included an appropriate range of perspectives, voices, and topics. This has resulted in some important changes to a number of core courses, including new topics covered and new cases with a diversity of contexts and protagonists.

“Events and community input from the last year have raised faculty consciousness; addressing issues of inclusion—among a diverse graduate student body that includes students from a wide variety of backgrounds (international, BIPOC, military, first generation, LGBTQ, and more)—is broadly felt as an urgent priority.”



JOEL WALDFOGEL
Frederick R. Kappel Chair in Applied
Economics
Associate Dean, MBA & MS Programs

Cross-Cultural Intelligence

The Carlson Global Institute (CGI) is a leader in providing our students the tools to develop cross-cultural intelligence and use their understanding effectively in culturally diverse settings across the globe. CGI staff continued learning key principles of courageous conversations and emphasizing key lessons of cross-cultural intelligence: stay engaged; expect to experience discomfort; speak your truth; expect and accept a lack of closure.

“My vision for the intersection of DEI and international education is a Carlson community actively working to develop self-awareness, intercultural competence, and critical reflection skills to engage authentically in diverse settings - in our classrooms, workplaces, and neighborhoods, in Minnesota and around the globe.”

KIRSTEN CANTERBURY
Director of Education Abroad
Carlson Global Institute



Inclusive Teaching Practices

The classroom is one of students' defining experiences at the Carlson School. Faculty members model and teach the behaviors expected of our students to bring to every interaction at the Carlson School and in their professional lives. Consistently, our students report that the classroom is one of the first places we must start to build a more inclusive culture.

The Dean's Advisory Committee on Diversity, Equity, and Inclusion (DACDEI) is offering multiple faculty development workshops focused on inclusive teaching practices through Fall 2021, tailored to address issues reported by Carlson students and developed with input from faculty. Hosted by Drs. Abdul Omari and Jennifer Trost, the workshops will use a mix of small-group discussions and case studies to help faculty be more inclusive when facilitating discussions and student interactions, as well as address issues of bias or microaggressions in the classroom.

The workshops build on sessions hosted by Dr. Omari in Spring 2021, which focused on recognizing and responding to bias and combating microaggressions. These voluntary sessions were held for faculty, staff, and PhD students, and had more than 75 percent faculty and staff participation.

"A year is not a long time to counter attitudes, practices, and inequalities that are longstanding and deeply rooted in society. So we have a long way to go to create a Carlson School where everyone feels that they belong, are treated with dignity, and can learn. But it's an honor to be working with passionate staff, alumni, students, and faculty who are dedicated to helping us all be better as we navigate this difficult but crucial journey."



JOHN BUDD
Professor and Industrial Relations Land Grant
Chair
Work and Organizations Department

"Building a more inclusive culture is the responsibility of our entire community and is something we work toward every day. Our emphasis on training ensures that faculty and staff know how to model and advance our community's values in the classroom and through every interaction."

DEVIN WALKER
Director of Strategic Initiatives
Office of the Dean



Reducing Biases in Search Processes

A new guide focused on inclusive search practices for staff hires is under development. Built on the foundation that more diverse candidate pools lead to more diverse hires, the guide focuses on why inclusive search practices should be used while providing tangible strategies for hiring. Among these are: preparing job descriptions, diversity statements, forming and orienting a search committee, ad placement resources, inclusion interview questions, and encouraging implicit bias in search and selection workshops for search committees. The Undergraduate Program has already built their own tools and put into place inclusive practices in their ongoing search for an assistant dean. A video interviewing tool—SparkHire—enabled more candidates to be seen and heard in early rounds of the search.

New Pipeline Programming

Analytics U, a new, week-long pathway program for underrepresented high school students introduces data science through experiential learning.

A group of 15 underrepresented high school students from across the Twin Cities participated in the inaugural program from August 9-13 at the Carlson School.

It included a campus tour, a strengths finder exercise, professional development opportunities, connections and networking with industry professionals from Target, Land O' Lakes, and others, as well as a Mall of America visit. Working in teams, students also tackled a real data project, presenting their findings during this first-of-its-kind event.

The curriculum throughout the program was designed by Carlson School professors, along with staff members from the Carlson Analytics Lab, who led the sessions.

"It's important for the Carlson School to be involved and engaged in the community and to share its access to educational resources and opportunities."



GEIDA CLEVELAND
Analytics U Program Coordinator
Assistant Director of Diversity and Inclusion,
Undergraduate Program



Ascend Twin Cities Supports BIPOC Entrepreneurs

In 2020, the Holmes Center for Entrepreneurship (HCE) led the development and launch of a new management education program for high-potential companies owned by BIPOC entrepreneurs. Part of a 15-city national network funded by JPMorgan Chase, Ascend Twin Cities is a partnership between the Holmes Center and Meda. To date, 25 BIPOC entrepreneurs have completed or are currently in the program. Each is supported by a cross functional team of Carlson School instructors to develop their growth strategies and connect with leading corporations. Three companies also participated in semester-long projects as part of the Carlson Ventures Enterprise (CVE) course. The results are encouraging, says HCE Program Director John Stavig: Companies participating in 2020 raised more than \$2 million in capital and have been awarded two contracts from corporations introduced through this program.

"Ascend is a spectacular example of academia and business coming together. I am grateful to have been the beneficiary. The work by the CVE team was A+. The output was not just academic prowess, but clear, distilled actionable content driven by their in-depth research."



ASHU KATARIA
Founder & CEO
RiskAssistMD



Engaging Alumni to Invest in DEI Initiatives

Private support and alumni engagement is a critical part of the Carlson School's success. The killing of George Floyd and events of the last year led to an opportunity for the school's Institutional Advancement (IA) team to reexamine their work and their impact by way of philanthropy, engagement, and community building. As part of this work, and in alignment with the guidance of Dean Zaheer and the Dean's Advisory Committee on DEI, the Carlson School has established a \$15 million, three-year goal to support a number of DEI-related initiatives. The Carlson donor community has responded, with over \$3 million raised in FY21 alone, largely focused within the area of admissions and student talent pipeline.

"Institutional Advancement's role, to connect donor passions with the school's most pressing needs, has been both rewarding and humbling over the past year. We have an incredible responsibility to help every single one of our alums and business partners see themselves in the future of the school. To do this, we are committed to building an inclusive Carlson for Life experience for our stakeholders. The early enthusiastic response from our benefactors has been energizing and is pushing our team to be even more innovative in how we partner with this incredible community."



TRAVIS SMITH
Assistant Dean of Institutional Advancement



These are just a few highlights of activities across the Carlson School. There were too many to list all in one place! Individual units' efforts can be found at z.umn.edu/CSOMDEI20-21