

**2021 ANNUAL REPORT
DIVERSITY, EQUITY,
& INCLUSION**



Table of Contents



OUR COMMITMENT

Letters from Leaders

A Note From Frank Hodge

A Note From Dr. Christina Fong

Our Purpose

Our Values

Our Guiding Principles

OUR PAST

History

OUR PRESENT: FOSTERING PROGRESS

Students

Faculty and Staff

Foster ID Framework

Foster Initiatives

OUR FUTURE: A STRATEGY FOR MOVING FORWARD

Momentum Flywheel

Increasing Visibility

Engaging Students

Engaging Alumni and Corporate Donors

NEXT STEPS

Activities and Commitments

Holding Ourselves Accountable

OUR COMMITMENT

Letters from Leaders

A NOTE FROM DEAN FRANK HODGE

Orin and Janet Smith Dean

When I spoke at the Association of Black Business Students' 50th anniversary celebration in February 2021, I said "If Foster is not a more diverse community when my time as Dean concludes then my term will not have been a success." I still emphatically believe this, and am committed to continuously striving to be better tomorrow than we are today. This first annual reporting on our DEI efforts at Foster is one benchmark we'll use to assess the impact of our intentions and efforts in this area.

In this report, we provide a summary of where we have been as well as an overview of where we want to go with respect to creating a safe, welcoming, inclusive, and diverse community. Working closely with me and driving many of our efforts is Christina Fong, Foster's inaugural Associate Dean for Inclusion and Diversity. Christina is working across the school to weave together and amplify our efforts, knowing that the community we strive to create is the responsibility of everyone at Foster. Her role will be crucial in maintaining momentum and ensuring accountability, two objectives we hope to further through this report.

Thank you for partnering with us on this journey!

A NOTE FROM DR. CHRISTINA FONG

Associate Dean of Inclusion and Diversity

Our Annual DEI Report has been created to provide honest, accurate information about our strategic DEI priorities. This annual practice will allow us to hold ourselves accountable to the promises and statements we make, and also to celebrate our progress.

This DEI Report is a physical artifact that represents the hard work of so many in our community. To begin, I want to thank Kelsi Ramirez (EveMBA '22) who has been the driver and champion of this work. Kelsi invested an academic quarter in benchmarking our DEI efforts to peer and aspirant schools and corporate partners to identify our areas of competitive advantage and opportunities for growth. In addition, she collected quantitative and qualitative data from students, faculty, staff, and community members to provide a comprehensive view of our climate, culture, and change. Thank you, Kelsi, for your inclusive leadership and commitment to the school. And, thank you to all of the members of our community who work daily to make our community more inclusive, equitable and diverse.



OUR COMMITMENT CONT.

Our Purpose

At Foster we aim to cultivate every individual's leadership potential, to foster an experience that includes everyone and that integrates their lived experiences and insights. We strive for continuous growth and progress, avoiding temporary fixes and choosing to focus on long term, lasting change which will allow students, faculty, and staff to become better every day.

We are committed to a community where all members feel seen, heard and supported, and everyone experiences a sense of belonging. A community that strives to incorporate inclusion, diversity, and equity perspectives into every decision we make. We have worked across the school to summarize our purpose into the statement that follows.

Purpose Statement



Together...

We Foster Leaders

We Foster Insights

We Foster Progress

...To Better Humanity

Our Values

- Integrity above all.
- Excellence in all we do.
- Inclusiveness and Respect for others. (We>Me)

OUR COMMITMENT CONT.



Our Guiding Principles

DEI is everyone's work. DEI is not the work of a few folks within the organization but is rather a shared responsibility that requires every member of the Foster community to think deeply about how we do our work and how our work impacts others.

Listen first. As we do this work together, let's begin by listening and recognizing that we will make the most meaningful and impactful change if our decisions are driven by listening to our community. We are actively working to build structures and pathways for all voices in the Foster community to be heard and acknowledged.

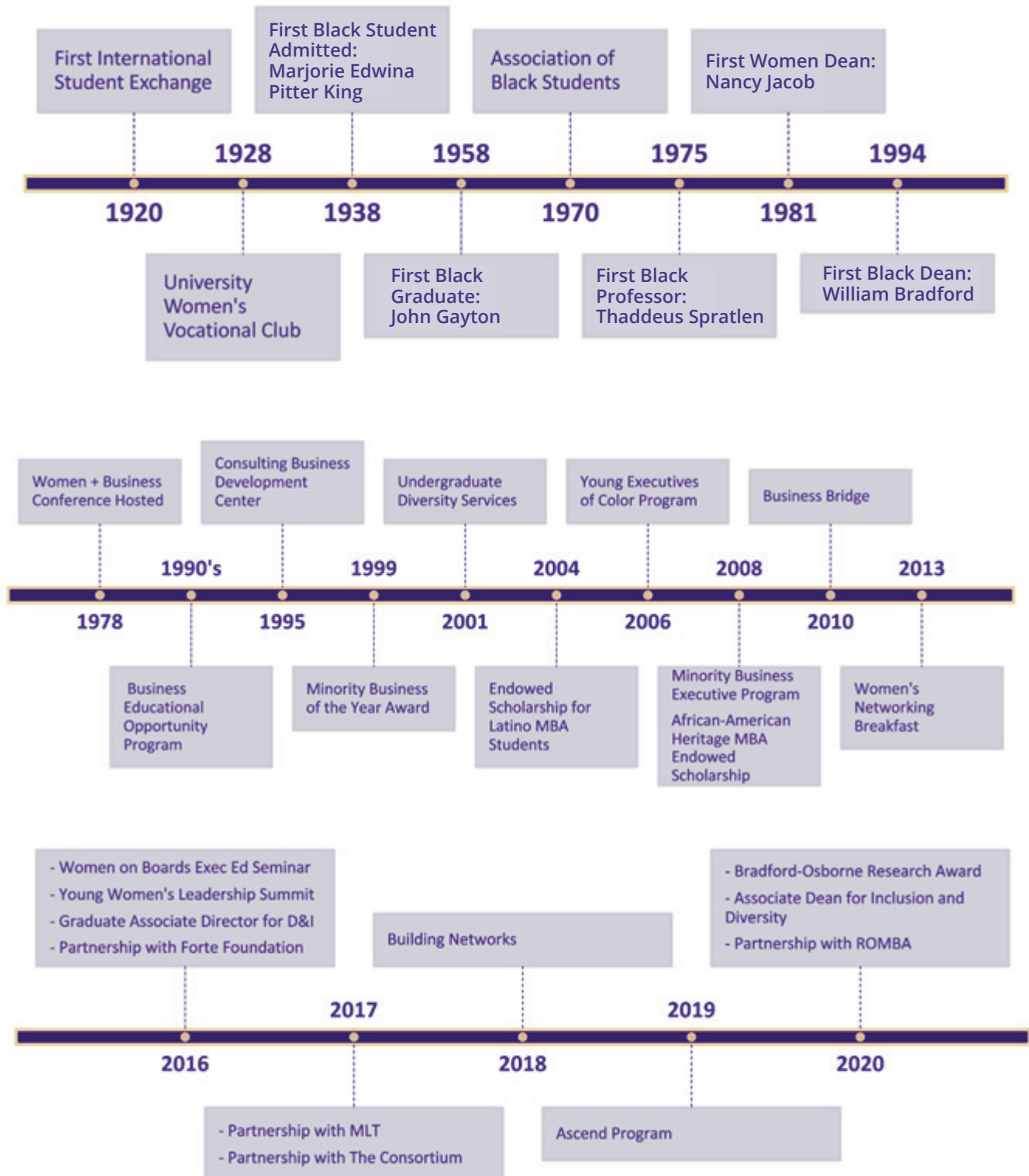
System over episodic change. It is tempting to try to change our culture via events such as trainings and celebrations. While events are important in building knowledge and community, they are not enough. We also need to do the hard work of thinking about the systems that dictate how our work gets done. This work often feels less visible in the short term but will have greater impact in the long run.

Progress not perfection. DEI work is hard, and we will all make mistakes as we navigate the nuances and complexity of discussing difficult topics and making difficult decisions. Let's all support each other by focusing on growth and learning and extending grace to each other as we try new things, make ourselves more vulnerable, and push ourselves out of our comfort zones.

OUR PAST

History

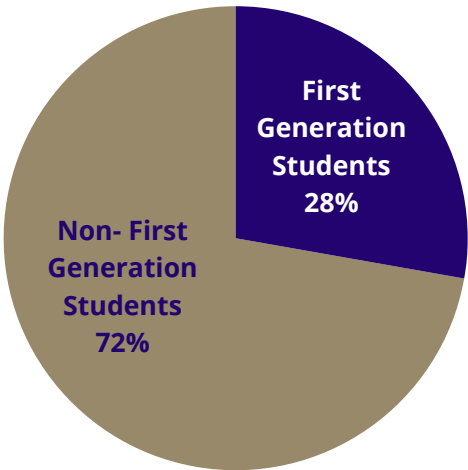
Our website houses a complete timeline of key milestones that have paved the way for this work.



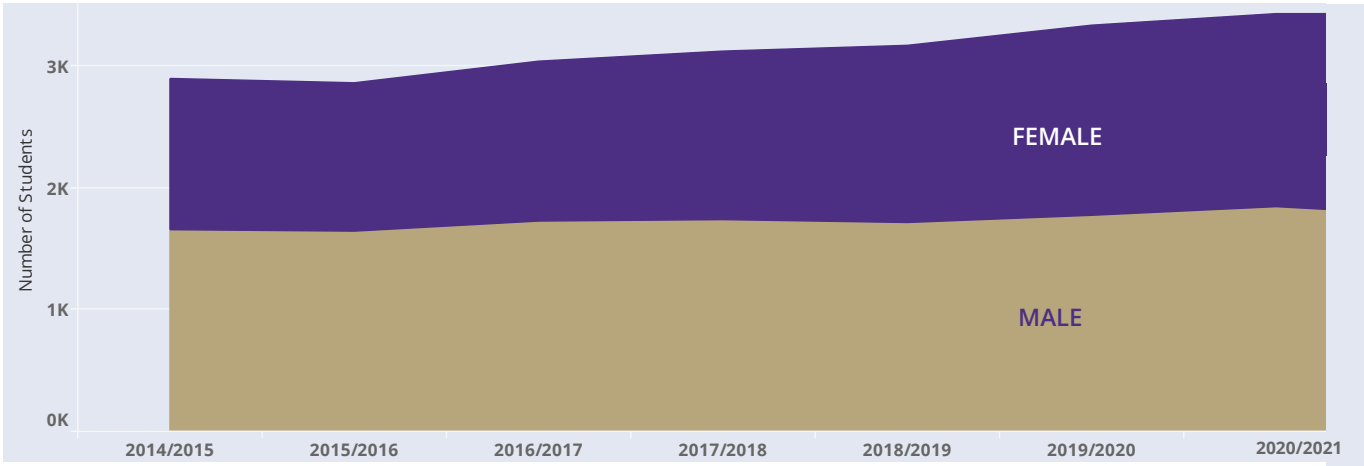
OUR PRESENT: FOSTERING PROGRESS

Students

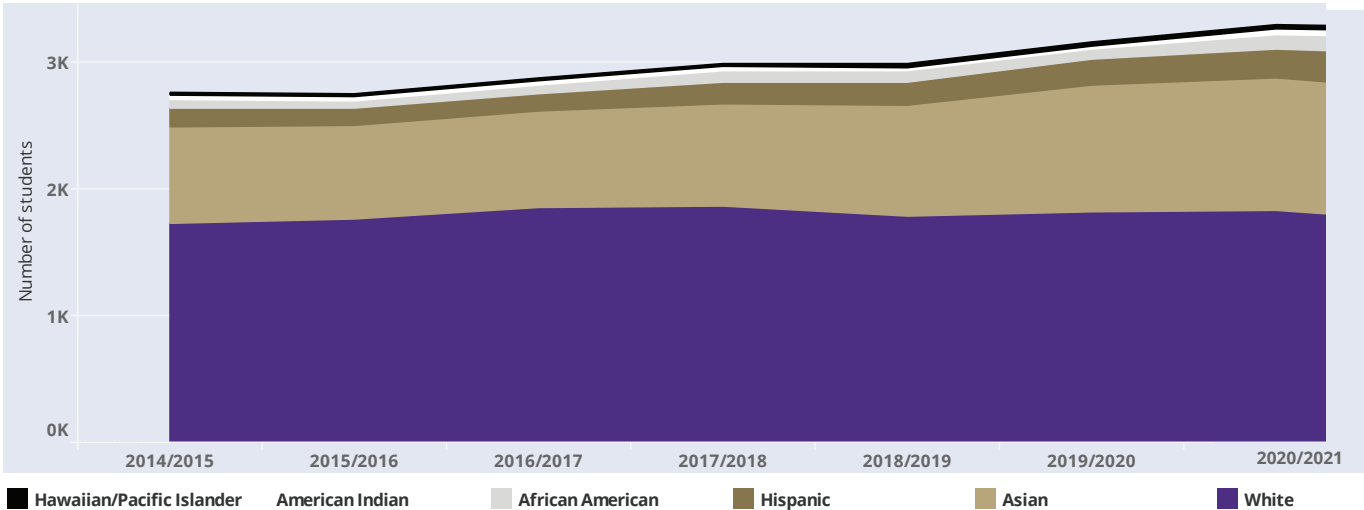
First Generation College Students Fall 2020



Enrolled Students by Sex, Fall 2014-Fall 2020



Enrolled Students by Race/Ethnicity, Fall 2014-Fall 2020



OUR PRESENT: FOSTERING PROGRESS, CONT.

Students

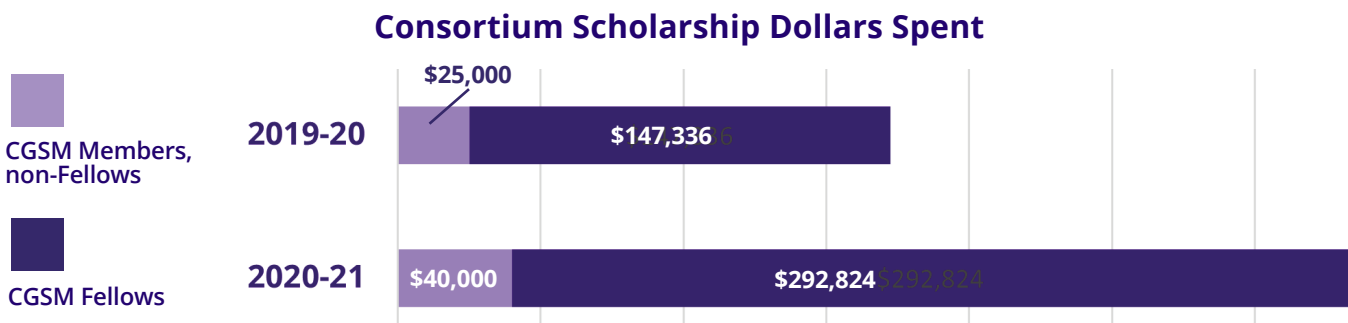
UNDERGRADUATES

In Fall 2020, 324 students (15.5% of Foster undergraduate population) qualified for the UW Educational Opportunity Program (EOP) which provides students holistic support to under-represented ethnic minority, economically disadvantaged, and first-generation college students.

Foster’s Young Executives of Color Program, a free nine-month college pipeline program, is celebrating its 15th anniversary. What began with 36 students from 17 high school has grown to a current class of 180 students from across the state. Fifty-five members of last year’s class were freshman admits to Foster.

FULL-TIME MBA

The Consortium for Graduate Study in Management was founded in 1966 and is a 501 organization dedicated to ensuring the equal representation of African Americans, Hispanic Americans and Native Americans in management careers in the business community of the United States of America. As a Consortium member, Foster has awarded Consortium scholarships with increasing investments YoY:



CELEBRATING OUR COMMUNITY

The Foster School invests in programming and events to create a sense of belonging within our community. A few examples of this are:

- UW Impact Awards
- Annual Celebration of African American Alumni Achievement
- Fostering MBA Access
- Young Women’s Leadership Summit
- Welcome BBQ for Black Students

OUR PRESENT: FOSTERING PROGRESS, CONT.

Faculty and Staff

124 faculty and staff participated in a 21 day Race & Equity Challenge

CURRICULAR & CLASSROOM CHANGES

58 faculty participated in Inclusive Teaching Workshops

12% of cases being used in the classroom feature a protagonist of color – for FT MBA

Inclusive Teaching measures were included in **80%** of all Foster course evaluations. These newly created measures assess the extent to which instructors are facilitating an inclusive learning environment (median response was 4.72 on a 5 point scale,) and course materials and content reflect a diversity of identities and/or acknowledge issues of equity (median response 4.7 out of 5).

DEAN'S IMPACT SCHOLAR

On March 29, 2021, the University of Washington Foster School of Business welcomed Stacia Jones, Esq., as the inaugural Dean's Impact Scholar, a role created by Dean Frank Hodge as part of his plan to increase faculty diversity at Foster.



Stacia Jones

Deans Impact Scholars are leaders from the business community with demonstrated expertise in diversity, equity and inclusion. Impact Scholars are dedicated to spending time mentoring and teaching students and actively participating in Foster's inclusion and diversity efforts.



Martie Burris

Martie Burris joined Foster as the second Dean's Impact Scholar in Winter 2021. Both Martie and Stacia bring a wealth of real world experience and valuable expertise into the classroom.

OUR PRESENT: FOSTERING PROGRESS, CONT.

Faculty and Staff

Staff Population Demographics Distribution

	Foster School of Business		UW Seattle	
	N	%	N	%
Sta ff	199	100%	7526	100%
Sex				
Female	133	66.8%	3954	52.5%
Male	62	31.2%	3431	45.6%
Other/Unknown/No Response			141	1.9%
Race/Ethnicity				
Asian	28	14.1%	986	13.1%
URM	20	10.1%	991	13.2%
White	121	60.8%	4333	57.6%
2 or more races	6	3%	252	3.3%
Other/Unknown/No Response	24	12.1%	964	12.8%

NOTE: Cells with fewer than ve individuals are not reported to protect student and employee anonymity.

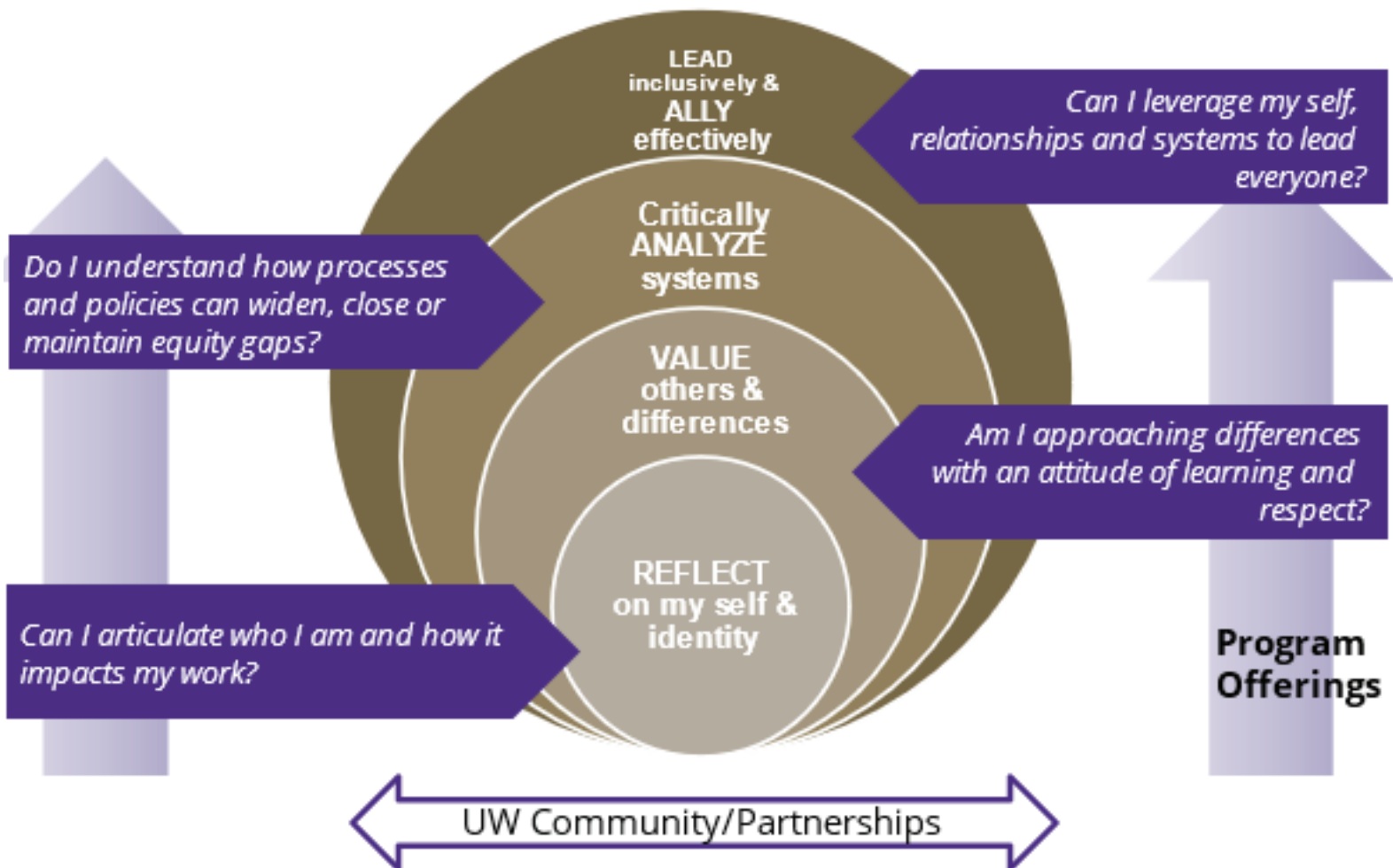
Faculty Population Demographics Distribution

	Foster School of Business		UW Seattle	
	N	%	N	%
Faculty	160	100%	3384	100%
Sex				
Male	102	63.7%	1836	54.3%
Female	55	34.4%	1436	42.4%
Other/Unknown/No Response			112	3.3%
Race/Ethnicity				
Asian	38	23.8%	463	13.7%
URM	6	3.8%	235	6.9%
White	93	58.1%	2037	60.2%
2 or more races			56	1.7%
Other/Unknown/No Response	22	13.8%	593	17.5%

NOTE: Cells with fewer than ve individuals are not reported to protect student and employee anonymity.

OUR PRESENT: FOSTERING PROGRESS, CONT.

Foster ID Framework



It is our goal that every student who graduates with a Foster degree is offered opportunities to develop their inclusive leadership skills and act as effective allies. To do this, students need to develop inclusive leadership across three interrelated levels (self, relational, and systems). The Foster ID framework provides a scaffolded and disciplined learning journey to allow students to build skills at each of these levels. This Foster ID framework was presented in 9 out of 13 degree programs in 2020-21, with plans to be integrated into all degree programs in the 2021-22 academic year.

OUR PRESENT: FOSTERING PROGRESS, CONT.

Foster Initiatives

This year, we created several structures that enhanced our ongoing efforts to amplify voices, inform our strategic planning, and create spaces of belonging. We are thankful to the students, faculty, alumni and staff who have generously shared their ideas, time, and energy with us in the following committees:

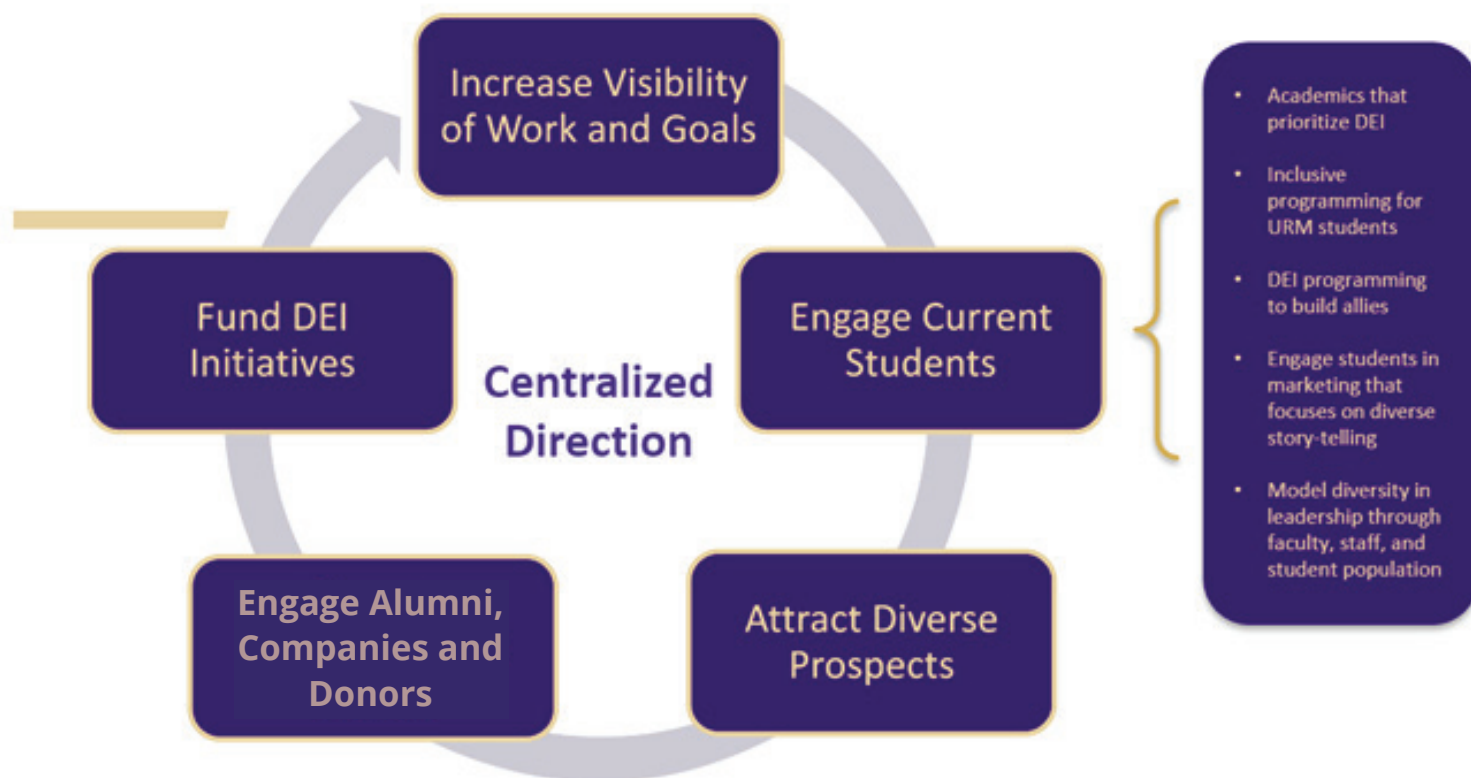
- The Task Force for strengthening Foster's Black community
- Faculty Diversity Committee
- Dean's Diversity Committee Undergraduate and Graduate subcommittees
- DEI Community of Practice (for Foster faculty, staff and doctoral students)
- MBA Mentoring Circles for students of color
- Foster Community Listening Hours

These efforts will be a key part of our future which we address in the coming pages.



OUR FUTURE: A STRATEGY FOR MOVING FORWARD

Momentum Flywheel



To attract prospective students and engage companies and potential donors to partner with us in our work, we need to increase the visibility of our work and goals. This increased visibility will help to engage current students to see DEI as a central aspect of their educational experiences.

OUR FUTURE: A STRATEGY FOR MOVING FORWARD, CONT.

Increasing Visibility

One of the more difficult areas to manage is communications. What percentage of our students are aware of the DEI-driven events, initiatives, and resources we've created? What is the traffic to—and engagement with—the content on our DEI web and intranet sites? This annual report is but one way to increase visibility of DEI at Foster. Other ways to increase visibility include:

- Continue work building out the DEI Dashboard on InsideFoster (intranet) to keep faculty and staff engaged and informed
 - Start Foster DEI Pulse Instagram Account
- More coordinated efforts to communicate with students
- More coordinated efforts to align programs and departments
- Building a stronger sense of community for URM alumni
- Creating connections between Foster's philanthropy development officers (individual and corporate) and purpose-driven donors who align with Foster's mission for DEI

Engaging Students

Increased visibility leads to more engaged current and prospective students. Ways to build student engagement include:

- More coordinated efforts to communicate with students
 - Start Foster DEI Pulse Instagram Account
- More coordinated efforts to align programs and departments
 - Embed DEI into Program Communications
- Improving representation and increasing diversity of leaders and experts in the Foster community
- Engage diversity leaders in our recruitment efforts
- Audit and address access barriers to application and interview processes

OUR FUTURE: A STRATEGY FOR MOVING FORWARD, CONT.

Engaging Alumni and Corporate Donors

Attracting more diverse prospective students is a catalyst for engaging alumni, donors, and corporate partners.



NEXT STEPS

Activities and Commitments



NEXT STEPS, CONT.

AREA OF FOCUS	Activities	Our Commitments
Expand Thought Leadership	Support tenure track faculty hiring	Develop Foster faculty hiring toolkit
	Deans Impact Scholars	Hire at least 1 Impact scholar for 2022-23
	Bradford Osborne Research Award	Pilot DEI in Performance Evaluation process by June 2022
	DEI in Promotion and Merit	
	The Tenure Project	Tenure Project Conference Summer 2022
Create Belonging	Faculty Learning Pathways	75% of faculty participating in DEI learning
	Foster ID Framework	ID framework introduced in all degree programs
	Foster Listens	Launch Foster Listens by Fall 2023
	Community Celebrations	
Access & Outreach	Invest in Pipeline Programs	Continue to invest in and build out pipeline and early career programs
	Engage the Flywheel	
	Increase Scholarship Support	Launch Social Media Account (incl. DEI Dashboard & Annual Report)
	Supplier Diversity Efforts	Increase Scholarship Support for URM students
		Develop staff purchasing toolkit

Holding Ourselves Accountable

Accountability is a cornerstone of DEI efforts at Foster. Just like we believe that DEI is everyone's job, we believe that ensuring we are holding ourselves accountable is not only our students, faculty, and staff's job but also our communities. What happens at Foster has the potential to have an impact beyond our campus. We want to ensure the communities we are a part of and share space with are aware of what is happening on and off our campus, how we are tracking progress, and making changes where needed. With this in mind, Foster plans to report on DEI efforts annually; this will happen through an annual report and via our social media channels.

Invitation For Community Involvement

We invite you— students, faculty, staff, alumni and community members— to join us. Learn about DEI efforts at Foster, and how you can get involved at the [Fostering Diversity](#) website.

A Collective Effort

Eileen Bhatia
Beth Blankespoor
Allison Comer
Vikki Day
Tyler DuLam
Nora Fisher
Kara Fitchorn
Christina Fong
Wendy Guild
Amber Janke
Stacia Jones
Andrew Kreuger
Erica Lane

Megan Lewis
Andy Marzano
Dawn Matsumoto
Brent Nagamine
Eric Nobis
Andy Rabbitoy
Kelsi Ramirez
Naomi Sanchez
Joseph Sherman
Dan Turner
Melissa Uyseugi
Graduate and Undergraduate
Student Leaders 2020-2021