

Diversity, Equity, and Inclusion Strategy
MANA 7397
Fall 2021

Instructor: Renu Sachdeva

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Virtual Office Hours: By appointment

Course Description: Diversity, equity, and inclusion, until recently, were typically not considered to be an integral part of a company's strategy. After the recent social justice movement, however, most companies have recognized that there is a strong need to embed DEI in their organizational culture and practices. As inclusive leaders, you have the opportunity to lead from the front in shaping and executing your organization's DEI strategy in order to drive sustainable change. In this course, we will explore the components of an effective DEI strategy and how to mitigate potential barriers to success. Often, companies begin with the "business case" for DEI. We will discuss why it is critical for organizations to go beyond the business case and truly tie their DEI objectives with their organization's mission and vision.

We will focus on four key stages: 1) assessing the current state of DEI in your organization, 2) creating a road map for success, 3) mitigating barriers, and 4) measuring effectiveness. You will gain a foundational understanding of the quantitative and qualitative data used to assess the current state of DEI in an organization, as well as tactical and strategic methodologies that are used to build an inclusive culture and equitable processes and systems. We will also discuss barriers and challenges that can arise when executing a DEI strategy and how to mitigate them.

Materials: This course requires a course packet that is available for purchase on the Harvard Business Review website. Links to additional articles and videos that are required for the course are posted on Blackboard on the Course Content page.

Grading: Your final grade will be determined in the following manner:

Blackboard Discussions	30%
Case Studies	50%
Final Project	20%

A 93-100% A- 90-92% B+ 88-89% B 83-87% B- 80-82% C+ 78-79% C 73-77%

C- 70-72% D+ 68-69% D 60-67% F < 60%

Participation: Participation is a key component in this course because getting comfortable with engaging in discussions around the topic of diversity, equity, and inclusion is an important part of your learning process. In order to participate constructively in this class, you will be expected to follow the schedule of assigned readings and videos so that you can fully engage in the Blackboard discussions. There may be times that your beliefs are challenged - that is expected to occur on such a topic. Here are the guidelines that you will be expected to follow:

1. Be respectful of others at all times. Use “I” statements rather than “You” statements - talk about what you believe and why you feel that way, rather than opposing someone else’s beliefs or questioning someone else’s lived experience. Personal attacks will not be tolerated!
2. Listen to learn, not to respond. We can learn a great deal from people who are different from us and have different life experiences.
3. All conversations are confidential.
4. This class is about dialogue, not debate. The goal is to begin to understand other’s viewpoints, rather than convince them of your own.
5. Engage! Even if you disagree with someone (or me), express yourself - you will enrich the conversation.

On **Blackboard**, you will be expected to engage in the discussion **at least once a week**. Each week, you will need to reply to the prompt that I post on the discussion board. I will be assessing the quality of your postings for your participation grade, so please be sure to be thoughtful in your comments. A grading rubric will be provided for the discussion posts.

I will also be hosting 2-4 live sessions during the semester to provide you with the opportunity to network with your fellow classmates and me and to ask any questions that you may have about the course. We will also have guest speakers join us - they will be professionals who are leading DEI strategy within their own organizations. All live sessions are voluntary and will not count towards your participation grade. The sessions with the guest speakers will be recorded, and you will need to watch the recordings in order to participate in the Blackboard discussion for that week.

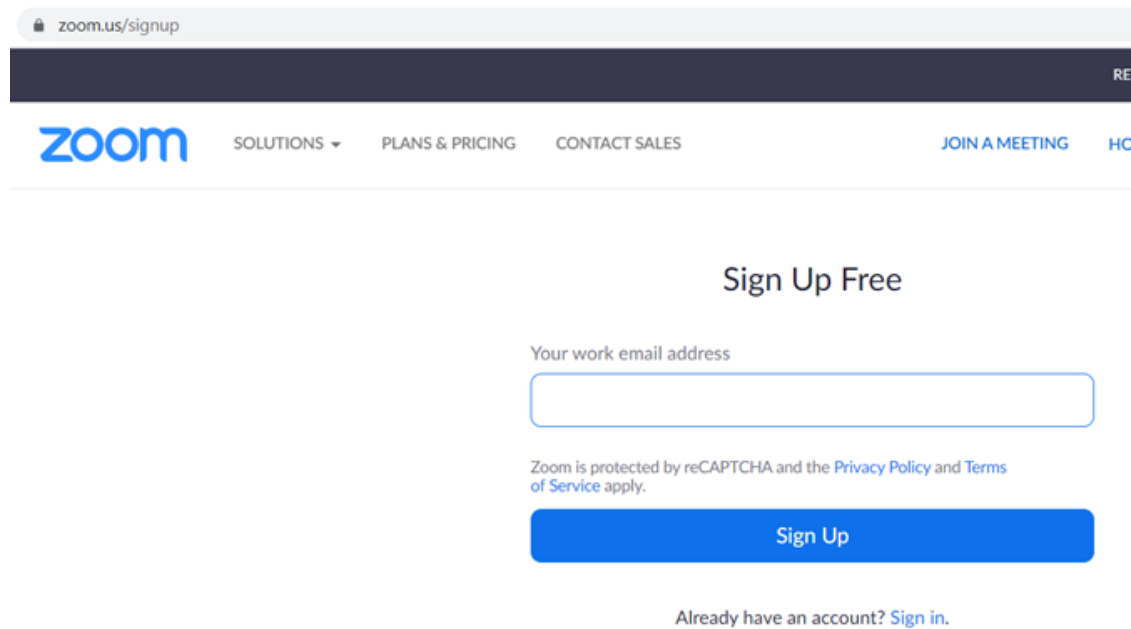
Case Studies: There will be a case study assignment at the end of each of the first three modules of the course. The purpose of these assignments is to apply the learnings from the module and assess your understanding of the content. Refer to the course schedule for the due dates.

Final Project: For the final case study, you will create your own DEI strategy for an organization, applying the four stages of strategy that we have covered in the course. You will analyze the organization’s current state as it relates to diversity, equity, and inclusion, create a road map for embedding DEI in the organization’s culture and processes, address potential barriers to success, and lay out how you will measure the effectiveness of your strategy.

Zoom

In order to participate in the voluntary live sessions, you must register for a FREE Zoom account using your OFFICIAL UH email address with either your CougarNet.uh.edu or UH.edu email address. If you do not know how to access either of these emails, please [review the contents of this webpage](#). You may not register with a Gmail, Yahoo, Hotspot, etc. account.

Go to Zoom.us in your preferred web browser on a desktop, laptop, or tablet. Sign up for a FREE account as shown below:



The image shows a screenshot of the Zoom website's sign-up page. The browser address bar displays 'zoom.us/signup'. The page features the Zoom logo and navigation links: SOLUTIONS, PLANS & PRICING, CONTACT SALES, JOIN A MEETING, and HELP. The main heading is 'Sign Up Free'. Below this is a form with the label 'Your work email address' and an empty text input field. A small disclaimer states: 'Zoom is protected by reCAPTCHA and the Privacy Policy and Terms of Service apply.' Below the input field is a prominent blue 'Sign Up' button. At the bottom of the form, there is a link: 'Already have an account? Sign in.'

Failure to register for Zoom/class with the correct email address will result in your inability to join the live sessions.

You will need to pre-register for our Zoom live sessions in order to join. A registration link will be emailed to your CougarNet or uh.edu email address.

General Class Policies:

1. Please ask any questions you may have about the topics being considered, either on the discussion board or during office hours. If you're unclear about an issue, make sure you ask about it.
2. Because this course is asynchronous, it will be up to you to keep up with the content of the course on a timely basis. I will only make content and lectures available each week, in order for the class to stay at the same pace with one another. Participating in the Blackboard discussion board is a required part of your grade, but it's also a great way to engage with your fellow classmates and to learn from one another.

3. Changes in the syllabus during the course of the semester are expected. Schedule changes will be announced on the course homepage on Blackboard and reflected in updates to the syllabus. Please be sure to check Blackboard frequently for the latest updates.

About the Professor

Renu Sachdeva is a Diversity, Equity, and Inclusion (DEI) strategist, coach, consultant, and facilitator. She is an Executive Coach with Talking Talent, where she provides leadership coaching and facilitation for individuals and groups in the DEI space, helping to build workplaces where everyone can belong and grow. Renu is also the founder of Ohm Coaching LLC, a company dedicated to providing executive and leadership coaching for clients of diverse backgrounds, helping them achieve their professional and personal goals, exploring their cultural identities, and defining what authentic leadership means to them, while navigating the challenges that are often faced by individuals in minority groups. In her previous role at PricewaterhouseCoopers (PwC), Renu was the Greater Texas Market Diversity Leader. She led the DEI strategy for driving cultural and systemic changes in the areas of diversity, equity, and inclusion for her market, as well as lending her vision and support to the firm's national DEI strategy. Renu has facilitated numerous DEI workshops on topics including intersectionality, unconscious bias, and inclusive leadership and belonging.

Renu earned her BBA from the University of Texas at Austin in 2002 and MBA from the University of Houston in 2015. She holds the Professional in Human Resources (PHR) and Associate Certified Coach (ACC) credentials.

Accommodations for Students with Disabilities

The C. T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with the Center of Students with Disabilities (CSD) (telephone 713 743-5400), and present approved accommodation documentation to their instructors in a timely manner. The Center for Students with Disabilities provides a wide variety of academic support services to all currently enrolled UH students who have any type of mental or physical disability of either a temporary or permanent nature. These services include assistance with course accommodations, adaptive equipment, individualized exam administration, taped textbooks, wheelchair repair, library needs, registration, handicapped parking, and so on.

Academic Honesty

The University of Houston Academic Honesty Policy is strictly enforced by the C. T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Student Handbook. Students are expected to be familiar with this policy.

Course Evaluations

The BCB has a policy that requires all of its instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. We openly encourage students to provide feedback to instructors and to the BCB through the evaluation process.

UH CAPS

Counseling and Psychological Services (CAPS) can help students who are having difficulties managing stress, adjusting to college, or feeling sad and hopeless. You can reach CAPS (<http://www.uh.edu/caps>) by calling 713-743-5454 during and after business hours for routine appointments or if you or someone you know is in crisis. No appointment is necessary for the "[Let's Talk](#)" program, a drop-in consultation service at convenient locations and hours around campus.

Excused Absence Policy

Regular participation and engagement in coursework are important contributors to student success. Absences may be excused as provided in the [University of Houston Graduate Excused Absence Policy](#) for reasons including: medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Additional policies address absences related to [military service](#), [religious holy days](#), [pregnancy and related conditions](#), and [disability](#).

Recording of Class

Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the Center for Students with DisABILITIES. If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking. Instructor's recordings are not authorized to be shared with anyone without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.

Syllabus Changes

Due to the changing nature of the COVID-19 pandemic, please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible through Blackboard.

Resources for Online Learning

The University of Houston is committed to student success, and provides information to optimize the online learning experience through our [Power-On website](#). Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, AccessUH, and Blackboard; requesting a laptop through the Laptop Loaner Program; using your smartphone as a webcam; and downloading Microsoft Office 365 at no cost. For questions or assistance contact UHOnline@uh.edu.

UH Email

Email communications related to this course will be sent to your [Exchange email account](#) which each University of Houston student receives. The Exchange mail server can be accessed via Outlook, which provides a single location for organizing and managing day-to-day information, from email and calendars to contacts and task lists. Exchange email accounts can be accessed by logging into Office 365 with your Cougarnet credentials or through AccessUH. They can also be configured on [iOS](#) and [Android](#) mobile devices. Additional assistance can be found at [this page](#).

Honor Code Statement

Students may be asked to sign an honor code statement as part of their submission of any graded work including but not limited to projects, quizzes, and exams: "I understand and agree to abide by the provisions in the [University of Houston Graduate Academic Honesty Policy](#). I understand that academic honesty is taken very seriously and, in the cases of violations, penalties may include suspension or expulsion from the University of Houston."

Helpful Information

COVID-19 Updates: <https://uh.edu/covid-19/>

Coogs Care: <https://www.uh.edu/dsaes/coogscare/>

Laptop Checkout Requests:

<https://www.uh.edu/infotech/about/planning/off-campus/index.php#do-you-need-a-laptop>

Health FAQs: <https://uh.edu/covid-19/faq/health-wellness-prevention-faqs/>

Student Health Center:

<https://uh.edu/class/english/lcc/current-students/student-health-center/index.php>