Integrated Management Project (IMP) Program and MGB 440 Course Overview

Prepared for 2024 Winter Quarter IMP Cohort

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Outline of Presentation

- **Introductions and Overview/Background of Course**
- Project Sourcing, Timeline, and Supporting Tools
- How Team Leads/Team Members are Selected for Each Project
- Overview of Group Dynamics
- Course Grading
- Appendix
  - Additional Materials Regarding Course/Project Goals and Work Products
  - Additional Materials Related to Project Team Dynamics and Course Grading
  - Materials Related to Code of Conduct and Principles of Community

Integrated Managerment Projects (IMP) Program Team

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What is the Integrated Management Project (IMP) Program?

An IMP is performed to fulfill the requirements of GSM course 440

Past Project Sponsors (Representative)

- Six-unit, project-based course – teams work directly with companies to address real world issue/opportunity
- IMPs are "consulting-type" projects that integrate aspects of both previous professional experiences and prior MBA class learnings
- Replicates professional realities and organizational dynamics ("hard" project deadlines; potentially unfamiliar team members)
- "Capstone" experience – course is a culmination of your GSM MBA experience
- **The project's Faculty Advisor helps keep the student team stay on track, but is not a "teacher" who provide "solutions" to the student team**

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Course's Objectives Support Overall GSM Goals for its Students

The course promotes "Preparing Innovative Leaders for Global Impact" – via three specific dimensions of professional development

Applies academic knowledge acquired in core classes	Addresses a significant real-world business problem that requires a pragmatic, effective, solution	Promotes the development of individual and team accountability

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The value of the course derives from four interrelated components

Hands-On Learning

- Delivers required core curriculum IMPACT learning experience
- Allows students to apply relationship/team-building and communication skills

Increaeses GSM’s Profile

- Builds relationships for the GSM and UCD with regional, national and international stakeholders
- Provides funding to the GSM through business partnership donations

Delivers Meaningful Outcome

- Work Products and Recommendations are actionable – sponsor expects implementable ideas
- Projects provide cost-effective solutions or new “white-space” opportunities with strategic impact

Exposes Sponsors to Students

- Students can provide sponsor with positive image of GSM overall
- Potential employment opportiunities for students (though this is not a main goal of the projects)

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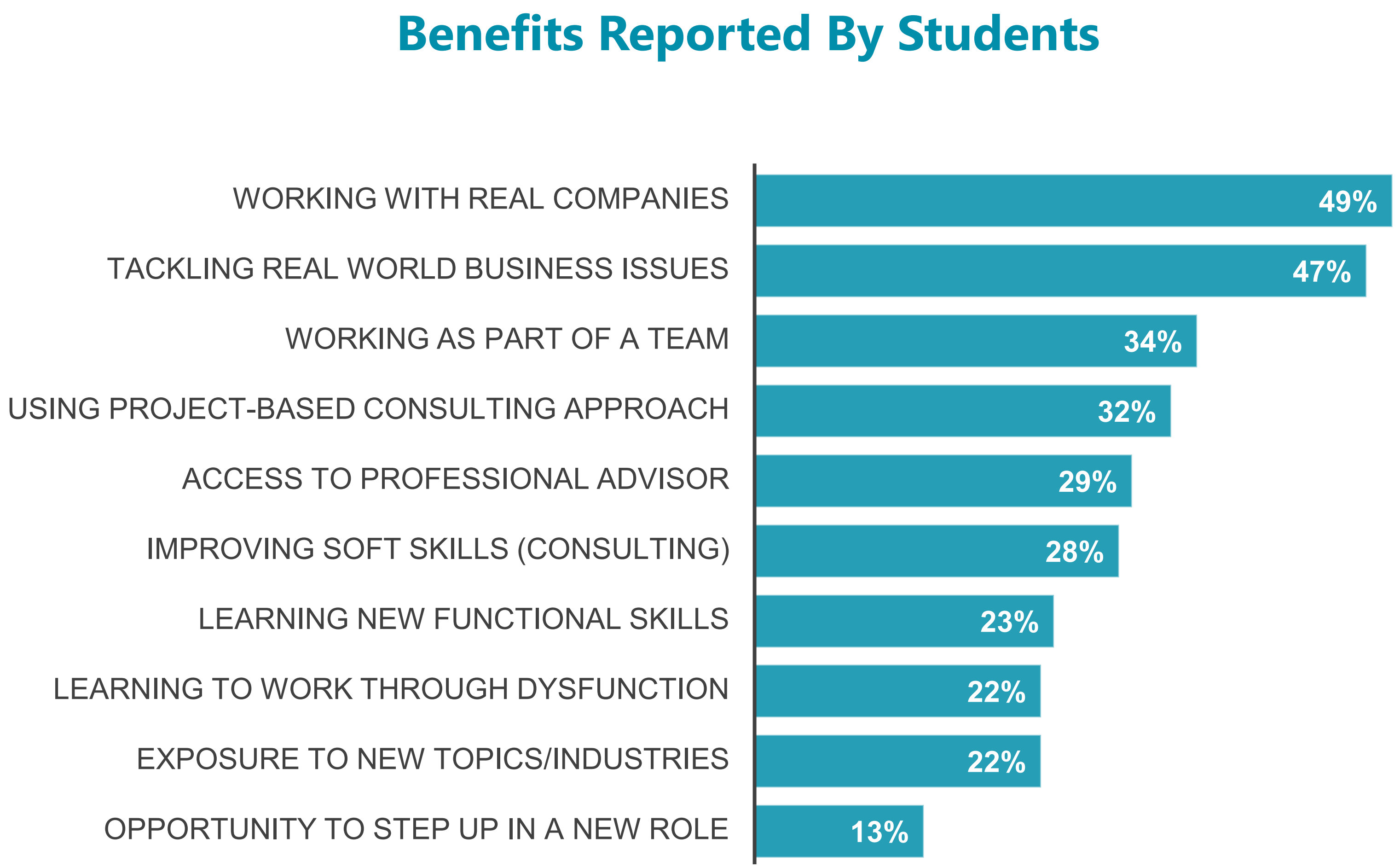
Students report multiple benefits associated with IMP participation



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How Project Sponsors are Identified and Selected

- **We seek out a wide variety of Sponsors**
  - Established for-profit companies of all sizes, non-profits, and "internal" UCD or UC units
  - Tend to avoid early-stage or startup companies

- **Student input helps to identify potential sponsors based on cohort's industry interests**

  - Students' employers can also be a source of projects – both short-term and longer-term

- **Sponsors need to provide executive commitment, supply needed data, and allow the project team access to organizational subject matter experts**

  - we also seek a "suggested donation" from the Sponsor to the GSM

- **Goal is to develop lasting relationships with multiple sponsors through initial IMPs**
  - This is why it is critical for student teams to act professionally throughout the project
  - Positive IMP feedback from sponsors can lead to additional IMPs, as well as deeper recruiting or other GSM partnerships with sponsor

The projects typically comprise two parts: Discovery/Analysis and Findings/Recommendations

Discovery/Analysis: First Half of Project

1. Develop understanding of the situation
2. Define the problem
3. Develop a project scope and plan
4. Define and conduct initial research
5. Complete initial analysis and synthesis
6. Deliver Mid-Project Interim Insights

Findings/Recommendations: Project 2nd Half

1. Test hypotheses with sponsor
2. Conduct follow-up research & analysis
3. Develop preliminary conclusions
4. Test conclusions/refine presentation
5. Final Sponsor Meeting/receive feedback
6. Deliver final presentation

Key Meetings Occur Throughout the Project

Pre-Kick-Off Meeting

- Advisor and Team Lead confirm sponsor situation and project scope
- Confirm required data will be made available to team
- Outline proposed process to engage sponsor while respecting their time

Kick-Off Meeting

- Introduce team to Sponsor
- Address any unresolved questions/issues
- Outline project methodology, work approach, and proposed deliverables
- Review proposed timeline and milestones

Interim Meeting

- Present research and analysis to-date
- Share initial learnings and key insights
- Discuss and test hypotheses/implications with the sponsor
- Outline remainder of project activities forward
- Adjust plans as needed based on sponsor feedback

Final Meeting

- Share Recommendations & Conclusions supported by:
  - Background and primary research
  - Financial, market, and operational models
- Package and send sponsor all working papers and reports
- Return all sponsor data

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PROJECT TIMELINE

These four, key meetings occur throughout the academic quarter

Sponsor develops initial project scope with GSM IMP Director

Prior Academic Quarter

Pre-Kick-Off Meeting

Confirms scope and delivery of all required data/info to project team (Week 0-1 of Quarter)

Start of Academic Quarter

Kick-Off Meeting

Student team presents proposed project approach to key sponsor personnel (before Week 3 of Quarter).

Mid-Project Review Meeting

Student team shares mid-project findings. Sponsor personnel provide feedback and confirm team's plan for next steps (Week 4-6 of Quarter)

Final Meeting/ Presentation

Team reviews final deliverables and recommendations/ suggested next steps with sponsor. After meeting, final work products are sent to client and all sponsor data are returned (Week 9-10 of quarter)

End of Academic Quarter

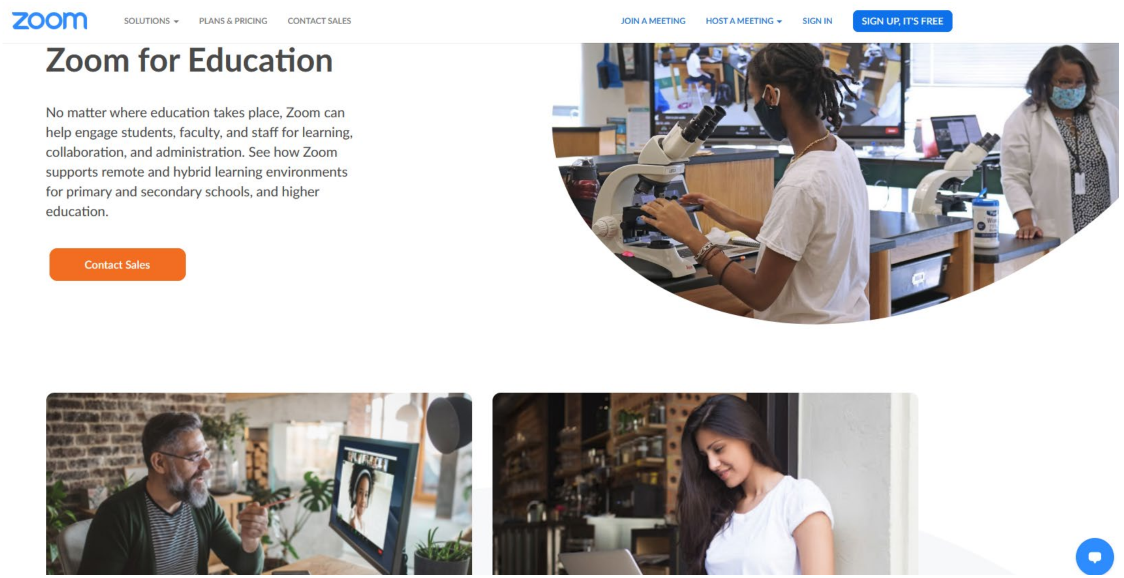
The role of Faculty Advisor is Clear and Limited

Beyond grading, the job of the Faculty Advisor is to provide guidance. This can come in the form of advice, document review, or other input. The Advisor is not the "Team Lead"

- Each team meets with its Advisor for an hour every week (part of three-hour team meeting)
- The Faculty Advisor provides advice – engagement approach, analysis, presentation format, etc.
- Advisor may help team determine how to address project challenges
- Reviews – does not generate - content
- Teams can also schedule ad hoc advisory sessions to address key issues – but team should present hypotheses and potential solutions to Advisor, not just the "Problem"
- Dry-run sessions take place before the Interim and Final Presentations - Advisor reviews proposed presentations and offers feedback
- Advisor will advocate for team is sponsor seeks to expand project scope after kick-off

Multiple tools can be leveraged by the Team during the Project

To further support teams, Zoom, Canvas, Box and Qualtrics access will be provided.



- **Canvas** - Project assignments/due dates are listed in the M440 Canvas course portal.
- **Box.com** - IMP teams will use Box.com to securely share files Set up your UCD Box account here: https://itcatalog.ucdavis.edu/service/box.
- **Qualtrics** – This is a web-based survey software tool available for **FREE** to GSM students. Directions for setting up your Qualtrics account can be found in Canvas. NOTE: UC policy does **not** allow reimbursement for cloud-based tools, including Survey Monkey, that aren't pre-approved by UC IT.

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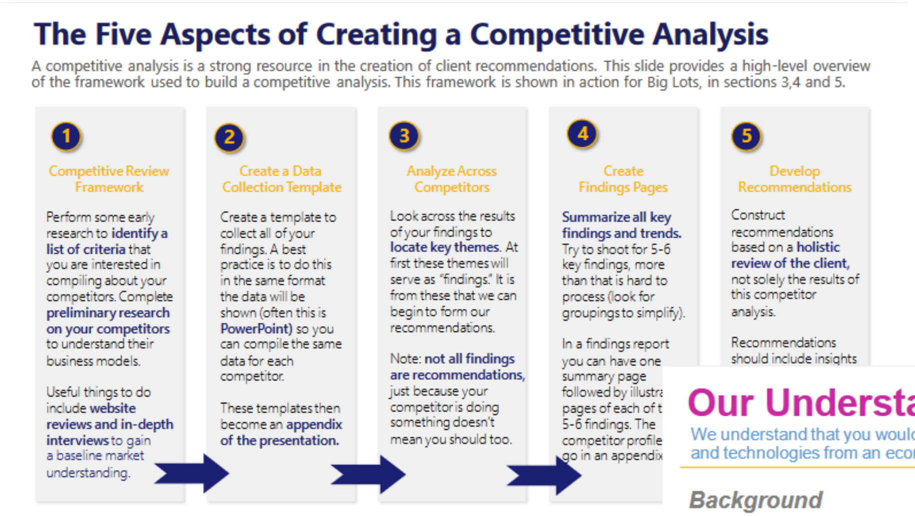
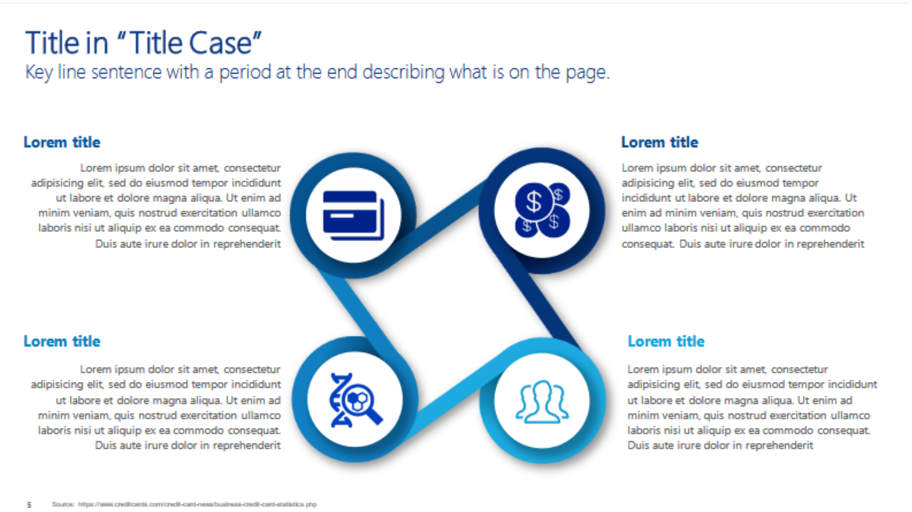
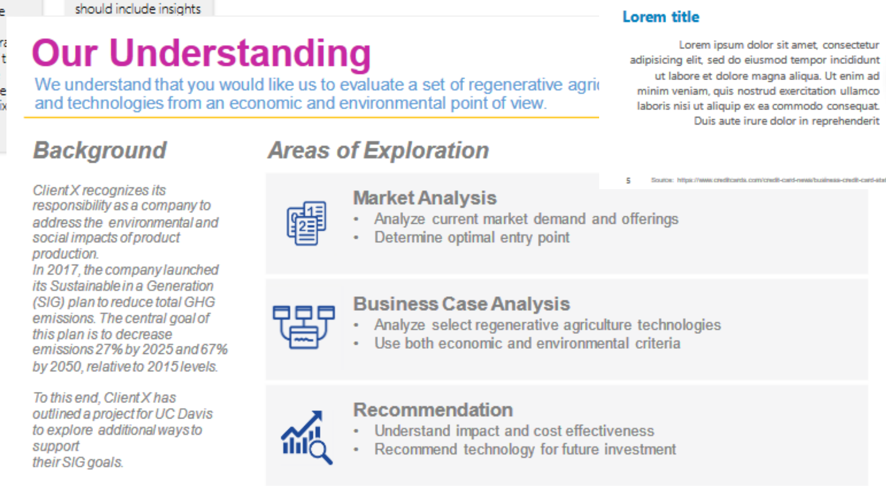
The Knowledge Exchange Provides Access to Past Project Deliverables

Tutorials, playbooks, deck samples, sanitized documents and other archived materials have been set up in Box for your reference.







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If You Are Interested in Being a Team Lead

- All students in the cohort are eligible to be a Team Lead
- Apply by email - include your resume and a brief 1-2 paragraph statement about your interest in and qualifications for the role
- Faculty Advisors will review submissions and schedule half-hour interview slots with each student interested in being a Team Lead
- IMP Team Leads will be selected and notified in November
- Team Leads training seminar will be held prior to the start of the Winter Quarter projects

Team Lead Responsibilities and Benefits

The Team Lead COORDINATES logistics and serves as the single point-of-contact for ad hoc interactions with the project sponsor.

Responsibilities

- Coordinates calendar and schedules meetings
- Determines meeting agendas
- Documents the work plan
- Serves as the primary contact point for sponsor
- Schedules tasks and tracks progress

Role differs from being a subject matter expert

Benefits

- Hands-on leadership opportunity
- Acknowledgement of project leadership role as an "IMPACT Fellow"
- Can be included on resume CV and mentioned during discussions of management/leadership experiences in interviews
- Includes $750 fellowship award

The Team Lead/Team Member "Casting" Process

Teams are formed based on a combination of student survey responses and the mix of skills required to complete the project successfully

Team Lead Selection and Project Assignments

- Team Leads are selected based on their resumes, statement of interest, and interviews
- The team leads know each project sponsor prior to prioritizing their project interests

Team Member Assignments

- Non-team leads do not know the project sponsors in advance
- Students receive a "sanitized" description of each project and prioritize their project interest based on that description

- Student preferences are considered, but not every student gets their "first choice" project

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Key Dates for Winter 2024 Class

Prior to Team Formation

Activity	Date
Mandatory Plenary Meeting	10/30/23
Team Lead Applications Due	11/3/23
Team Leads Interviews	1H November
Team Leads Notified/Training	Mid/Late-Nov.
Project Preference Poll	Early-Dec.
Team Assignments Announced	2H Dec.

Post-Team Formation

Activity	Date
First Advisory Session (Class Hours)	1/6/2024
Project Kick-Off Meetings	Mid-Jan.
Interim Findings Discussion	Mid-Feb.
Final Presentation	2H March

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Each Team with coordinate its schedule with the Sponsor. Sponsor meetings may be virtual or in-person (subject to mutual agreement).

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As you engage with sponsors, it is important to remember that you are not only representing your team, but also the GSM.

- **Through projects, sponsors understand the quality of our students and programs**
  - Perception of the UC Davis MBA Program overall
  - Candidates for potential interest in future hiring
  - Can lead to follow-on projects or other GSM collaborations/partnerships
- **Students should act in a professional and courteous manner with sponsors**
  - Be thoroughly prepared for all client interactions
  - Be prompt, attentive, and dressed appropriately in all meetings
  - Listen and incorporate sponsor feedback, follow through on all commitments and requests
  - In team working sessions, focus on the outcome desired and how the sponsor can apply your findings/insights
  - In formal presentations, be concise, articulate, and fact-based

Teams often need to work through several stages of group dynamics

Effective teaming requires commitment and investment in collaboration.

Representative Stages of Group Dynamics

	Forming	Storming	Norming	Performing
Characteristics	• Questioning • Displaying eagerness	• Resistance, competition • Conflict, withdrawal	• Reconciliation • Members supportive	• Balance task and process • Working effectively
Strategies	• Provide clear expectations	• Encourage leaders	• Recognize one another	• Group decision-making

- Team success is <u>highly correlated </u>with time spent working together – minimum 2 hours per week
- Teams typically "divide and conquer" – although it is not required
- Effective and communication across the team is vital
- Coming together to share insights and work through implications is important to overall team productivity

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EACH person (not just the Team Lead) is responsible for the success of the team

Student teams are responsible for self-managing their project efforts

- Defining, assigning, and tracking project work tasks
- Requesting and reviewing client support materials
- Scheduling and managing team and external client meetings
- Submitting all required project deliverables
- Incorporating feedback from faculty and clients

Student teams manage any project-related expenses (which occur only infrequently)

- Primarily for non-local travel to meet with sponsor
- Team leads will coordinate and sign-off on any expense reimbursement requests
- Expense Reimbursement Guidelines are currently being revised. Please check with Selina or Barry before incurring any expenses for which reimbursement may be sought

Effective Group Dynamics and the Full Commitment of All Team Members are Critical to Project Success

To preclude the "free rider" phenomenon, any issues regarding attendance and effort need to be raised to the team's Faculty Advisor immediately.

- **Attendance is required for all advisory, review and key meetings with project sponsor**
  - Advisory sessions/team meetings will occur for 3 hours, once per week (one hour with your Advisor)
  - Key full team meetings: Project Kick-Off; Interim Project Review; Final Presentation
  - Review sessions: Dry runs before major client deliverables
- **Recruiting visits and other essential/non-moveable conflicts do occur**
  - Faculty Advisor will work with individuals to accommodate schedule conflicts
  - Digital tools are provided to help support and foster remote meetings
- If you have an **unavoidable** conflict, please discuss it in advance with your Faculty Advisor.
- *Any unexcused absence will negatively affect your course grade.*

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Each Student's Course Grade Reflects both your Contribution to the Team's Success and Individual/Peer Evaluations

Element of Overall Course Grade (1000 Points Total)	Points
▪ Scope Document & Project Plan Generation	150
▪ Interim Meeting Presentation "Dry Run"	25
▪ Interim Meeting Presentation	200
▪ Project Interim Participation Score	150
▪ Final Presentation Dry Run	50
▪ Final Presentation & Supporting Deliverables	200
▪ Individual Lessons Learned Report	75
▪ Final Participation Score (includes Peer Evaluation)	150

Grade Ranges

The Faculty Advisor working with the project team is solely responsible for determining each student's grade.

Grade	Low %	Low Score	High Score
A	95.0%	950	1,000
A-	90.0%	900	949
B+	87.5%	875	899
B	85.0%	850	874
B-	82.5%	825	849
C+	80.0%	800	824
C	77.5%	775	799
C-	75.0%	750	774

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Course's Learning Objectives tie explicitly to MBA Program Accreditation Guidelines

The course has been designed in accordance with AACSB requirements.

Goal 1: Work well in teams and lead them.

- Subgoal 1: Study and apply the principles of leadership.
- Subgoal 2: Communicate effectively in oral form.
- Subgoal 3: Communicate effectively in written form.
- Subgoal 4: Use modern technologies to learn and communicate.
- Subgoal 5: Understand group dynamics and become a contributing team member.
- Subgoal 6: Understand and appreciate the impact of demographic and cultural diversity.
- Subgoal 7: Use team building skills to accomplish group tasks.

Goal 2: Apply moral and ethical standards to management decisions.

- Subgoal 8: Appreciate how ethical judgment enters into business decisions.
- Subgoal 9: Develop awareness of ethical issues in an area related to career choice.

Goal 3: Use appropriate models for analysis and planning.

- Subgoal 10: Recognize problems and opportunities.
- Subgoal 11: Identify & critically assess alternatives.
- Subgoal 12: Demonstrate proficiency in collecting and analyzing data.
- Subgoal 13: Integrate functional areas of business when analyzing problems.

Goal 4: Understand multiple functional areas.

- Subgoal 14: Understand the impact of the international dimension on business decisions.
- Subgoal 15: Understand the political, legal, and social environment in which businesses operate.
- Subgoal 16: Understand impact of multiple functions on each other in business operations.

Appendix Materials

Additional Detail Regarding Project Timeline and Work Products

Pre-Kick-Off Meeting

Actions/Outcomes

- Faculty Advisor and Team Lead meet with Sponsor
- Confirm scope
- Confirm Sponsor will supply needed data

Typically occurs in Week 0/1 of Project

Kick-Off Meeting

Actions/Discussion Points/Desired Outcomes

- Team introductions and relevant skills - basic info about each team member
- Review key facts of sponsor situation and the objective(s) to be addressed by project
- Identify the specific questions required to be answered during the effort
- Confirm that scope is achievable within project constraints
- Drive agreement between the Sponsor and GSM team on what will (and won't) be done
- Describe the project team's proposed methodology and identify the overall work approach -- breakdown the required work into logical and manageable work steps
- Identify and schedule the resources required to complete the project
- Provide a timeline of major milestones and intermediate deliverables
- Detail the project deliverables and show how they meet project objective(s)
- Present a positive, professional, and "can do" commitment to project success

Typically occurs in Week 2 of project – **AFTER** team does initial research.

Appendix Materials

Example of Content to be Prepared in Advance of Kick-Off Meeting

Key Elements & Outline

- Project Context
  - Brief overview of relevant client business (e.g., description of business unit, areas of focus)
  - Key elements of internal client environment (e.g., business strategy, operational / financial challenges)
  - Key elements of external client environment (e.g., market conditions, competitive environment)
  - Business context for problem drivers and constraints (e.g. new market, profit growth; capital capabilities, competition)
- Project Problem Statement – succinct articulation of what challenge or opportunity is facing the client
- Proposed Project Scope
  - Project objective – clear statement of what your engagement if focused on addressing
  - Strategic questions to be answered to understand and address the objective(s)
  - Proposed approach and methodology (e.g. Market Research, Competitive Analysis, Financial Analysis)
  - Project/scope limitations
- Project Activities & Schedule
  - Each of the work activities to be completed, with a breakdown of required work steps
  - Resources (time, access, information, people) required to achieve a successful outcome
  - Milestones / checkpoints / major engagement events
  - Resources required (internal and external to team)
  - Team member(s) accountable for completion
  - Expected role and input from Sponsor
  - Critical dependencies and project risks
- Key deliverables
  - Description of intermediate work products
  - Description of final work product and supporting materials (e.g., models, research)

Appendix Materials

Examples of Materials that can be Shared at Mid-Project Review Meeting

Purpose

- Outline the engagement research and analysis completed to-date
- Share initial learnings and key insights
- Discuss and test initial implications with the sponsor
- Discuss emerging theories, obtain sponsor feedback
- Outline research and analysis going forward
- Identify potential adjustments in work effort and/or project concerns

These insights are generated/shared after extensive team effort – typically in Weeks 4-6 of project

Appendix Materials

The Mid-Project Review often discusses the following Work Products

Key Elements & Outline

- Brief (re)statement of the project effort focus
  - Key problem
  - Business context
- Review of work process for the effort
  - Key work tasks to date
  - Sponsor individuals and third parties involved to date
- Outline of research and analysis
  - Research conducted (primary and secondary)
  - Results of the work completed to-date
  - Key work required but not yet completed
- Discussion of emerging insights to date, for example:
  - Market structure
  - Nature of the competitive set
  - Potential opportunities of challenges
  - Risks/concerns
- Discussion of implications/emerging theories
  - Initial implications coming out of the research
  - Preliminary thoughts on the how the opportunity/challenge will play out
- Brief review of the process for remainder of quarter
  - Requirements for additional research and analysis
  - Requirements for additional support/work with the sponsor
  - Proposed changes to objectives and deliverables (if needed)

Appendix Materials

The Final Meeting Presentation Typically Occurs in Week 9/10 of Project

Purpose

- The final Sponsor Presentation is a summary of the work completed by the GSM team during the project
- Provides an overall narrative that starts with the objective of the effort, moves through the approach and the analysis, provides clear insights and implications of the work for the Sponsor, and drives to specific and actionable conclusions and recommendations
- The supplemental and support materials should provide the appropriate foundational elements from the work to help the sponsor understand the basis for the final insights and recommendations
- None of the material presented in the final document should come as a surprise to the Sponsor – it should all flow from and be consistent with prior work and conversations

Key Elements & Outline

- Problem Statement and Project Scope
- Engagement Approach and Work Completed
- Findings and Analysis
- Insights and Implications
- Conclusions and Recommendations
- Supplemental/Support materials (often included as a separate document)
  - References
  - Data
  - Analysis
  - Models
  - Surveys
  - Other relevant information that provides insights and context for the work

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Appendix Materials

Additional Materials Related to Project Team Dynamics/Course Grading

- **Engagement and participation by each student is critical to success of any the IMP**
  - It is expected that all students on the team will be actively engaged across the entire quarter
  - The Faculty Advisor will review and assess each student's engagement and participation individually, and will assign a grade on an individual (not group) basis
- **The Faculty Advisor will evaluate student engagement and participation in class/team sessions against the following standard:**
  - Demonstrates excellent preparation: has analyzed material exceptionally well
  - Offers analysis, synthesis, and evaluation of material, e.g., puts together pieces of the discussion to develop new approaches that take the team further.
  - Contributes in a significant way to ongoing discussion and keeps analysis focused, responds thoughtfully to other students' comments, contributes to the cooperative argument-building, suggests alternative ways of approaching material and helps the team analyze which approaches are appropriate
  - Demonstrates ongoing active involvement in the project effort
- **Each student will complete an end-of-quarter evaluation to rate each member of the team based on relative contribution to the team's work and project outcome**
  - This is a **<u>supplement</u>** to the faculty advisor's own assessment and review of each student's engagement and participation

Appendix Materials on Course Grading

Each Student Submits a Lessons Learned/Self-Reflection at the Conclusion of the Project

- **This is an individual (not team) summary of your overall IMP experience:**
  - Discusses your role on the team and the interaction of the team members
  - Focuses on what you've learned from the process vs. the specific consulting assignment itself
  - Outlines your experience with an integrated approach to the client opportunity

Note: Not intended as a course evaluation. You will be provided with separate opportunities to give specific feedback on the class itself.

- **Can address topics such as:**
  - Overview of your Role/Teamwork
  - Lessons Learned from the processes and approaches used during the project
  - What were the key challenges faced?
  - What key insights did you take away from an (integrated) cross-functional approach to the opportunity? How might you use these insights going forward?

Your Project's Faculty Advisor will determine the format for submitting this Lessons Learned/Self-Reflection input

Appendix Materials on Course Grading

Each Student Submits a Peer/Self Evaluation

Peer & Self Engagement / Participation Performance Evaluation: End of Quarter

- Much of the team interaction in MGP 440 takes place outside the view of the Faculty Advisor.
- To help provide additional insights into engagement/participation, each student will provide feedback on their team members' performance as well as their own.
- This is a *Confidential* assessment submitted directly to the Faculty Advisor through Canvas – it will not be shared with the team members.
- It is a numeric assessment with the opportunity to provide more detailed written feedback – feedback which is required for an assessment that is not "As Expected."
- Evaluations for each individual will be summarized – the faculty member will be looking at trends in these evaluations to help provide additional insight into student participation.
- The Faculty Advisor -- solely based on his/her/their judgment – will assign the engagement/participation portion of the course grade for each student.
- The Peer/Self Evaluation form will be available on Canvas starting in week 10 and must be completed before the end of exam period.

Appendix Materials on Course Grading

A Self Evaluation/Peer Evaluation Form is Completed by Each Student

MGT440 Peer & Self / Team Member Evaluation

In EduSourced you will find the Self and Team Member Evaluation at [LOCATION]. You are required to completed this Evlauation for each of your team members and yourself by 5pm on the last day of exam period.

Rate each of your team members' contribution to the success of your IMPACT project. Factors to consider in your evaluation are as follows:

Evaluation Factors: Overall contribution to the final outcome of the project

- Personal commitment to the team, and to the quality level of the project
- Ability to assess and deal with critical factors and priorities, and meet deadlines
- Behavior in the fostering constructive relationships among team members and the client sponsor
- Effectiveness of communications within and outside team
- Reaction to unforeseen events and obstacles

Use the form on EduSourced to complete the Evaluation as follows:

Evaluation Process: Rate each team member's contribution from 1 to 5

- If you or a team member has met expectations for their contribution to the team, they should be scored at **3**.
- If a team member(s) clearly contributed more than expected, recognize that team member with a score **4 or** 5.
- If a team member contributed less than expected, score the team member with a **2 or 1**.
- **Supporting Comments**: If you rate any team member(s) **above or below 3,** you **must** provide supporting comments in the comments field, with respect to one or more of the evaluation factors above for each team member you so rate.

MGT440 Peer & Self / Team Member Assessment
Template Only – Form online at EduSources [LOCATION]

Team Member	Rate Overall Contribution by Each Team Member					Comment (Required for any rating other than 3)
	1: Well Below Expectations	2: Below Expectations	3: At Expectations	4: Above Expectations	5: Well Above Expectations	

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Each Team Member is Expected to Conform to the UC Davis Code of Conduct

Students are responsible for their conduct to our university community, to the Graduate School of Management faculty and administration, to their fellow students, and to the sponsor staff with whom we interact. Any violation of this code of conduct will be reason for automatic failure of the course. Throughout the class, students are expected to conduct themselves in concert with the UC Davis Code of Academic Conduct outlined at: http://sja.ucdavis.edu/files/cac.pdf.

In addition, students are expected to comply with the following code of conduct during the project:

1. Act in a professional manner at all times – as evidenced by demeanor, appropriate dress for meetings with sponsor (whether in-person or virtual), and respect for the time commitments the sponsor's staff and executives commit to the project.
2. Respect the confidentiality of sponsor information and the project overall. Sharing detailed information about the project is restricted to a "need-to-know" basis.
3. If any individual has any real or perceived conflict of interest with a sponsor organization, they should seek an alternate project.
4. Conduct research on the sponsor organizations as much as possible before visiting them. An advanced understanding of their operations will minimize their time commitments.
5. Do not make ad hoc suggestions. Learn as much as possible before drawing even preliminary conclusions.
6. Report research findings and conclusions honestly, factually and understandably. Avoid generalized conclusions or extrapolations.

UC Davis Principles of Community

The Principles of Community are not official UC Davis policy, nor do they replace existing policies, procedures or codes of conduct. Rather, they act as an aspirational statement that reflects the ideals we seek to uphold.

The University of California, Davis, is first and foremost an institution of learning, teaching, research and public service. UC Davis reflects and is committed to serving the needs of a global society comprising all people and a multiplicity of identities. The university expects that every member of our community acknowledge, value, and practice the following guiding principles.

We affirm the dignity inherent in all of us, and we strive to maintain a climate of equity and justice demonstrated by respect for one another. We acknowledge that our society carries within it historical and deep-rooted injustices and biases. Therefore, we endeavor to foster mutual understanding and respect among the many parts of our whole.

We affirm the right of freedom of expression within our community. We affirm our commitment to non-violent exchange and the highest standards of conduct and decency toward all. Within this context we reject violence in all forms. We promote open expression of our individuality and our diversity within the bounds of courtesy, sensitivity and respect. We further recognize the right of every individual to think, speak, express and debate any idea limited only by university regulations governing time, place and manner.

UC DAVIS GRADUATE SCHOOL OF MANAGEMENT

UC Davis Principles of Community (continued)

We confront and reject all manifestations of discrimination, including those based on race, ethnicity, gender and gender expression, age, visible and non-visible disability, nationality, sexual orientation, citizenship status, veteran status, religious/non-religious, spiritual, or political beliefs, socio-economic class, status within or outside the university, or any of the other differences among people which have been excuses for misunderstanding, dissension or hatred. We recognize and cherish the richness contributed to our lives by our diversity. We take pride in all our achievements, and we celebrate our differences.

We recognize that each of us has an obligation to the UC Davis community of which we have chosen to be a part. We will strive to build and maintain a culture and climate based on mutual respect and caring.

You can find a Policy Quick Reference for Diversity, Equity and Inclusion here: https://ucdavispolicy.ellucid.com/manuals/binder/441

Additional information regarding UC Davis administrative policies and procedures is available on the Administrative Policy website at https://manuals.ucdavis.edu/ and official policies can be accessed at https://ucdavispolicy.ellucid.com/.