You were recently hired as a business analyst by Hancock Carnall Morgan (HCM). HCM is a Northwest Arkansas workforce development and management consulting firm with expertise in diversity and inclusion. This summer, HCM was hired by an education nonprofit, LOAM with operations in Louisiana, Oklahoma, Arkansas, Missouri. LOAM works to improve educational outcomes and access for underprivileged students in rural communities. While LOAM has a very diverse client base and relatively diverse staff, its leadership at the executive levels does not reflect this diversity. While it has had diverse board members in the past, retention has always been a problem.

LOAM has hired HCM to address these recruitment and retention challenges. Your job is to conduct research on best practices, what other organizations have done, and what recent scholarly writing has to say about the matter.

**Task**: write a business brief that provides two recommendations for LOAM that addresses their recruitment and retention challenges. Based on the research you conduct (see “Sources” below), write a two-page, single-spaced business brief. The questions below will help guide your research and writing:

* What does recent scholarly writing have to say about recruitment and retention of diverse board members?
* What steps should LOAM take to address their challenges? What makes this plan most suitable for this organization? Why should LOAM prefer this plan to some other?

**Note:** you must cite 4 different articles/sources in APA on your references page. The references page won’t count towards the 2-page requirement. When citing sources, [use parenthetical citations (*Publication Manual of the APA* §6.11-21), not footnotes](https://bizcomm.uark.edu/apa-in-text-citation-style/). All of the sources provided below are in APA format. Please write in complete sentences and in clean, polished prose with very few/no grammatical errors. Please **write in paragraph form** (preferably in 10-12 point font and 1” margins; do not provide your recommendations in a bulleted/numbered list.

**Sources that will help you form your recommendations:**

The links below will work best when logging in on campus or by first logging in to the Mullins Library website and then clicking the link. You can also find many of them on Google Scholar. You will likely not be able to write a passing assignment if you do not read several of the resources below. Please remove hyperlinks in your references page:

accel5. Three Ways to Support Diversity and Inclusion at Your Company. (2019, February 12). Ebsco. <https://www.ebsco.com/blog-corporate/article/three-ways-to-support-diversity-and-inclusion-at-your-company>

Diversity on Nonprofit Boards (*n.d.*). Council of Nonprofits. <https://www.councilofnonprofits.org/tools->resources/diversity-nonprofit-boards

Dobbin, F. and Kalev, A. (2016, July – August). Why Diversity Programs Fail. Harvard Business Review*.* (94.7) <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,sso&db=bth&AN=116330233&site=ehost-live&scope=site&custid=s8428489>

Fisher, J. (2019, September 3). What’s Keeping Corporate Boards from Becoming More Diverse. Kellogg Insight*.* <https://insight.kellogg.northwestern.edu/article/how-to-create-diverse-board-directors-empower-thrive>

Lorenzo, R. (2017, October). How diversity makes teams more innovative [Video]. TED Conferences. <https://www.ted.com/talks/rocio_lorenzo_how_diversity_makes_teams_more_innovative/discussion#t-8113>

Sherbin, L. and Rashid, R. (2017, February 1). Diversity Doesn’t Stick Without Inclusion. Harvard Business Review*.* <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,sso&db=bth&AN=121272865&site=ehost-live&scope=site&custid=s8428489>

Why diversity, equity, and inclusion matter for nonprofits. *(n.d*.). Council of Nonprofits. <https://www.councilofnonprofits.org/tools-resources/why-diversity-equity-and-inclusion-matter-nonprofits>

Students must submit the business brief as either **a .doc, .docx, or .pdf file** type to **Blackboard** by **11.59pm** on **October 9th.** Other file types cannot be graded and **will receive an automatic “0” grade** for the assignment. **No late work will be accepted**.

**Additional/Optional Sources:**

These sources – readings and videos – can also aid you in thinking about and composing your business brief. As before, these sources are all in APA format. As before, please remove the hyperlinks on your References page.

Brown, K. (2018, December 4). To Retain Employees, Focus on Inclusion – Not Just Diversity. Harvard Business Review. <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,sso&db=bth&AN=133418970&site=ehost-live&scope=site&custid=s8428489>

Creary, S., McDonnell, M., Ghai, S., and Scruggs, J. (2019, March 27). When and Why Diversity Improves Your Board’s Performance. Harvard Business Review*.* <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,sso&db=bth&AN=135652538&site=ehost-live&scope=site&custid=s8428489>

Deloitte. (2015). Diversity in the Boardroom: Perspectives and Practice. Deloitte. <https://www.bloomberg.com/news/articles/2020-01-24/goldman-rule-adds-to-death-knell-of-the-all-white-male-board>

Green, J. (2020, January 23). Goldman to Refuse IPOs If All Directors Are White, Straight Men. Bloomberg. <https://www.bloomberg.com/news/articles/2020-01-24/goldman-rule-adds-to-death-knell-of-the-all-white-male-board>

Gurchiek, K. (2018, March 19). 6 Steps for Building an Inclusive Workplace. SHRM*.* <https://www.shrm.org/hr-today/news/hr-magazine/0418/pages/6-steps-for-building-an-inclusive-workplace.aspx>

Jain-Link, P., Kennedy, J. T., and Bourgeois, T. (2020, January 13). 5 Strategies for Creating an Inclusive Workplace. Harvard Business Review. <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,sso&db=bth&AN=141428245&site=ehost-live&scope=site&custid=s8428489>

Levine, S. R. (2020, January 15). Diversity Confirmed to Boost Innovation and Financial Results. Forbes. <https://www.forbes.com/sites/forbesinsights/2020/01/15/diversity-confirmed-to-boost-innovation-and-financial-results/#1d69f651c4a6>

Lorenzo, R., Voigt, N., Tsuasaka, M., and Abouzahr, K. (2018, January 23). How Diverse Leadership Teams Boost Innovation. BCG. <https://www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation.aspx>

Liu, B. (2020, February 5). The Secret to Making Boards More Diverse: Better Networking. Barron’s. <https://www.barrons.com/articles/diverse-boards-make-better-companies-so-the-nyse-is-taking-action-51580927401>

re:Work with Google. (2016, May 24). Why the best people don’t mean the best teams [Video]. YouTube. <https://www.youtube.com/watch?time_continue=12&v=wULRXoYThDc&feature=emb_logo>

Son, H. (2020, January 23). Goldman won’t take companies public without ‘at least one diverse board candidate,’ CEO says. CNBC. <https://www.cnbc.com/2020/01/23/goldman-wont-take-companies-public-that-dont-have-at-least-one-diverse-board-candidate-ceo-says.html>

Tsuasaka, M., Reeves, M., Hurder, S., and Harnoss, D. (2017, July 20). Diversity at Work. BCG. <https://www.bcg.com/en-us/publications/2017/diversity-at-work.aspx>

Turban, S., Wu, D., and Zhang, L. (2019, February 11). Research: When Gender Diversity Makes Firms More Productive. Harvard Business Review. <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,sso&db=bth&AN=134981993&site=ehost-live&scope=site&custid=s8428489>

There are also many other high-quality sources out there for you to review. Be sure to review our [guide to testing if a source you located is of high quality](https://bizcomm.uark.edu/finding-reliable-sources/).