

Executive Summary
Diversity Goals for 2023

Columbia Business School seeks to reach the following diversity goals by July 1, 2023:

Diversity Goal	Status July 2018	July 2023 Goal
(1) % Tenured and Tenure Track Women	19.53%	22.5%
(2) % Tenured and Tenure Track URM (African American, Native & Hispanic)	6.25%	8%
(3) % Doctoral Students URM	5.4%	6 %
(4) % MBA Women	39.9%	42%

Key Strategies

- Senior Vice Dean will:
 - Meet with Faculty Search Committees
 - Meet with Faculty Candidates During On-Campus Interviews
 - Discuss the top target group candidates with chair before authorizing finalist offers
 - (or Division chair) Will meet annually with all target group faculty members to understand needs and make sure resources are available to support their careers
 - Disseminate and publicize the University's *Guide to Best Practices in Faculty Search and Hiring*
- Divisions will:
 - Identify target group faculty members and doctoral students at other schools to consider recruiting
 - Reach out to attractive candidates to evaluate interest and encourage applications
 - Conduct a comprehensive review of all target group applicants
 - Personalize the agenda of recruiting visits to anticipate and serve the needs of target group candidates
- The Business School will:
 - Authorize additional Faculty Searches for Targets-of-Opportunity
 - Maintain inclusive Language in Job Advertisements
 - Dedicate additional resources to make competitive offers to target group finalists
 - Dedicate additional resources to make retention offers to target group faculty
- Doctoral Office will:
 - Host a minority recruiting event
 - Conduct a rigorous dual review of all target group applicants
 - Continue to participate in PhD Project and take steps outlined to increase impact of membership
- MBA Program will:
 - Seek to increase financial aid for admitted MBA Student women
 - Develop initiatives to establish and support a welcome and supportive community
 - Continue to support and encourage the work of CBS Reflects
 - Continue to support and encourage the University's Sexual Respect Initiative
 - Conduct a strategic review of student support resources

History

In 2011, the 124 member tenured and tenure-track faculty of Columbia Business School had 21 female members and three African-American members. At the July 2015 start of the most recent three-year plan, there were 26 female members and four African-American members out of 128 tenured and tenure-track faculty. As of July 1, 2018, the School had 128 tenured and tenure-track faculty, 25 women and four African-American members. While solid progress has been made in recent years, including achieving our 2015 goals for female and African-American faculty, and nearly reaching our three percent goal for doctoral students. Looking at our goals for 2018, the School exceeded its MBA student gender goals but has not yet achieved the level of faculty diversity to which we aspired. The Business School believes that increasing faculty and faculty pipeline diversity in meaningful ways will continue to play an important role in increasing the School's effectiveness as a teaching and research environment in the global context of the 21st century.

Based on our experience recruiting over the past seven years, we have developed the following plan to maintain and enhance focus on this important priority. The Dean's Office and Faculty Executive Committee have reviewed these goals and strategies and will share the plan with the full faculty for additional feedback.

Objective

Columbia Business School remains committed to increasing the gender and racial diversity of its faculty and student body so that their representation more closely reflects their availability pools in the field. The School plans to use the following goals and strategies to accomplish this.

2023 Goals

1. Increase the percentage of female full-time tenured and tenure-track faculty from 19.53 percent to 22.5 percent by July 2023. We see this as an ambitious goal to which we continue to aspire.
 - a. Currently the tenure-track faculty is 30.34 percent female (14/46)
 - b. Currently the tenured faculty is 13.41 percent female (11/82)
2. Increase the percentage of underrepresented minority (defined as African-American and Hispanic) members of the full-time tenured and tenure-track faculty from just over six percent to eight percent by July 2023.
3. Increase the percentage of underrepresented minority (African-American and Hispanic) doctoral candidates from just four and a half percent to six percent by July 2023.
4. Increase the percentage of female full-time August/September entry MBA candidates from 39.9 percent to 42 percent by the class entering in fall 2023.

A table documenting progress since 2011 and future goals is below:

Diversity Goal	Status in 2011	2015 Goal	Status in 2015	2018 Goal	Status July 2018	2023 Goal
(1) % Tenured and Tenure Track Women	16.9 %	20.0%	20.31 %	22.5%	19.53%	22.5%
(2) % Tenured and Tenure Track URM (African American, Native American & Hispanic)*					6.25%	8%
(a) % Tenured and Tenure Track URM (African-American) *	2.42 %	3 %	3.13 %	4 %	3.125%	
(b)% Tenured and Tenure Track URM (Hispanic)*	No goal	No goal	No goal	No goal	3.125%	
(3) % Doctoral Students URM**	0 %	3 %	2.8 %	5 %	4.46%	6 %
(4) % MBA Women	36%	n/a	37%	39%	39.9%* †	42%

* Faculty URM in 2011 was defined as African American, in 2018 the definition expanded to include Hispanic/Latino and Native American

** Doctoral Students URM = African American (3) and Hispanic (2)

* Fall 2018 matriculation not complete, these numbers are from April

† This number is based on the total number of students who matriculated in Fall 2016, Fall 2017, January 2017 and January 2018.

The School acknowledges that we have much additional progress to make, and plans to use the recruiting strategies outlined below, along with the mentoring program refined and launched in fall 2015, to continue to work towards increasing the percentage of tenure-track women and underrepresented minorities and support them to become tenured.

In addition, the School is encouraging junior faculty to arrange teaching duties and structure leaves in order to provide additional research time before tenure evaluation.

Current State and Rationale for Goals as Set

1. As of July 2018, the full-time tenured and tenure-track faculty of Columbia Business School is 19.53 percent female (25/128). In data provided by the Provost's Office in 2011, 30 percent of the "external pool," was female.¹ Updated Provost Office pool numbers from 2014 are broken down by tenure status and show 13 percent of the tenured and 32.4 percent of the tenure-track pools are female. Using these numbers and the 64 percent tenured break down of our own faculty this would be equal to 19.9 percent female, which shows that our current gender breakdown is just under that of the 2014 external pool estimates.

Because our faculty is heavily tenured, and the female percentage of the tenured pool is much lower, and because our recruiting is focused on untenured faculty, we have set our goal for the full tenured and tenure track faculty combined. Assuming a one percent growth rate in our tenured and tenure-track faculty, we would need to have more than 30 female faculty members to meet the goal of 22.5% women. This would require that we successfully recruit at least one new female faculty member every year for the next five years, and lose none to other Schools. If faculty growth is greater, then we will need to recruit additional women. We believe this is an

¹ The Office of the Provost collects information on graduates of doctoral programs, peer school faculty and other relevant data in order to estimate the gender and ethnicity breakdowns of eligible applicants to faculty positions. Using this 2013 data, and the tenure breakdown of our current faculty, the School's present faculty is representative of the pool.

ambitious goal. Given the experience we have had and the progress we have made from 17 to 19.5 percent since 2011, and implementing the strategies identified below, we hope to reach this goal.

Faculty Growth Necessary to Reach Goal

Year	2018	2019	2020	2021	2022	2023
Women	25	26	27	28	29	30
TTT Faculty	128.0	129.3	130.6	131.9	133.2	134.5
% Women	19.5%	20.1%	20.7%	21.2%	21.8%	22.3%

2. As of July 2018, just over six percent (8/128) of the full-time, tenured and tenure-track faculty of Columbia Business School self-identified as an under-represented minority including African American and Hispanic.

(a) As of July 2018, just over three percent (4/128) of the full-time, tenured and tenure-track faculty of Columbia Business School is African-American. At the same time, 2014 data tell us that 2.5 percent of the tenured and 9.3 percent of the tenure track “external pool” is African-American, although the true and viable candidate pool is hard to determine rigorously.

(b) As of April 2018, just over three percent (4/128) of the full-time, tenured and tenure-track faculty of Columbia Business School is Hispanic. At the same time, 2014 data tell us that 3.4 percent of the tenured and 4.3 percent of the tenure track “external pool” is Hispanic, although again the true and viable candidate pool is hard to determine rigorously.

Assuming a one percent growth rate in our faculty, we would need to maintain or increase by three the number of under-represented minority faculty members over the next five years, and lose none to other Schools to reach this goal. If faculty growth is greater, then we will need to recruit additional under-represented minority faculty. We believe this goal is reasonable, but also ambitious given our progress since 2011.

Faculty Growth Necessary to Reach Goal

Year	2018	2019	2020	2021	2022	2023
URM	8	9	9	10	10	11
TTT Faculty	128.0	129.3	130.6	131.9	133.2	134.5
% URM	6.3%	7.0%	6.9%	7.6%	7.5%	8.2%

3. As of July 2018, there were three African-American doctoral candidates and two Hispanic doctoral candidates at Columbia Business School in a program of 112 students. Data on the true and viable doctoral candidate pool are hard to determine, but it may be similar to the pool of current junior faculty candidates. Given this assumption, we aspire to increase the percentage of African-American, Native American, or Hispanic doctoral candidates to six which would require that we successfully recruit a net of two additional students over the next five years, as we increase the program size by about one student per year. We believe this is an ambitious goal, but given the number of students recruited each year (about 17), this seems possible.

PhD Student Growth Necessary to Reach Goal

Year	2018	2019	2020	2021	2022	2023
URM	5	6	6	7	7	7
Doctoral Students	112	113	114	115	116	117
% URM	4.5%	5.3%	5.3%	6.1%	6.0%	6.0%

4. As of April 2018, the full-time MBA program was 39.9 percent women, and the traditional fall entry class was 41.6 percent women. Final numbers are still pending for the class entering in Fall 2018. Our biggest challenge in matriculating women to the program comes from the limits to the financial aid we can provide. Nonetheless, the School is making important progress in building a supportive environment for women at Columbia, and we believe increasing the percentage of women in the August entry full-time program by 0.7 percent each year over the next three years is an ambitious, yet achievable goal.

Expanding Diversity at Columbia Business School - Future Areas to Explore

In our formal plan, Columbia Business School will focus on the four goals described above. However, as the School seeks to think expansively about ways in which we can make the School's environment more inclusive and diverse, we will begin to track and evaluate diversity in other areas of our population.

The purpose of this additional data collection will be to assess our current state and to consider setting future goals around other parts of our community.

Non-Tenure Track Full Time Faculty

For many years, Business School has had a small number of Professors of Professional Practice and (Senior) Lectures in Discipline as members of the full time faculty. The Schools will begin to track gender and underrepresented minority status in this group as well.

Adjunct Faculty

The Business School employs many Adjunct Faculty each year. While some only teach in a single class in one semester, and others teach multiple classes in many semesters. The Business School will track, to the extent feasible, the gender and underrepresented minority status in this group as well, looking at each faculty member teaching in the Summer, Fall and Spring cycle of an academic year to make up our "adjunct set."

Guest Speakers

The Business School invites many guest speakers to participate in classes each year. The Business School will track, to the extent feasible, the gender and underrepresented minority status in this group as well, looking at each guest speaker in the Summer, Fall and Spring cycle of an academic year to make up our "adjunct set."

Postdoctoral Research Scholars and Fellows

The Business School employs several Postdoctoral Research Scholars and Fellows who collaborate with faculty and teach in our programs. While the number of postdocs is small, we will begin to annually track, to the extent feasible, the gender and underrepresented minority representation in the Postdoctoral pool.

Research / Staff Associates

The Business School employs approximately a dozen full-time Research / Staff Associates each year who support faculty members in their research. Many of these researchers go on to doctoral programs after their two year commitment, some at Columbia. The School has already made outreach recruiting efforts to seek candidates from Historically Black Colleges and Universities for these roles. The School will begin to annually, to the extent feasible, track the gender and underrepresented minority representation in the Research / Staff Associate pool.

Master of Science Students:

Presently, Columbia Business School has three Master of Science Programs in Accounting and Fundamental Analysis, Financial Economics and Marketing Science, and two programs run collaboratively with the School of Engineering and Applied Science. These programs are fairly small, and have all been launched within the past six years. The School will begin to annually track, to the extent feasible, the gender and underrepresented minority representation in the matriculated classes going forward.

MBA Students - Underrepresented Minorities

While we have set a goal for gender diversity in the MBA Student population, we have not set goals for underrepresented minorities in the MBA program. Going forward we will track and benchmark, to the extent feasible, the underrepresented minority status in this group with an aim of setting goals in the future.

Recruiting and Retention Challenges from 2015-2018

Faculty

As all departments competing for exceptional faculty talent know, recruiting and retaining top diversity candidates is a challenging calculus. Even in instances where academic and intellectual fit for the candidate is ideal, competing with top peer departments on elements such as housing and job placement support for accompanying partners has proved challenging.

Examples of Internal Challenges:

- Housing transfer requests are not satisfied quickly, as the Columbia housing stock is insufficient.
- Dual Career Service job search support is helpful but normally does not provide actual placement.
 - While other Columbia departments are nominally responsive to dual search issues, they are not normally able to facilitate placement.

Examples of External Challenges:

- While Columbia University has been ahead of the curve in increasing focus on diversity, many of our peer schools have learned from our example, and the competition for high quality faculty members is increasing. Examples of peer schools making exceptional offers to highly valued faculty candidates are abundant.

Doctoral Students

The biggest challenge to increasing the percentage of under-represented minority doctoral students remains the pool of applicants. In the 2017-2018 applicant cycle, less than 3.5 percent of the applicant pool self-identified as underrepresented minority (17 African American and 12 Hispanic out of an applicant pool of 829). Unfortunately, during that year, none of those candidates were competitive.

Strategy and Tactics Planned in order to Reach Hiring and Enrollment Goals

Goal 1 and 2: Increase the percentage of female and underrepresented minorities in the full-time tenured and tenure-track faculty

Columbia Business School will continue to employ a variety of strategies and tactics to increase the number of female and underrepresented minority faculty successfully recruited to our full-time tenured and tenure-track faculty, as described below.

Authorize Dedicated Faculty Searches for Targets-of-Opportunity

- Each year, as long as it is feasible within the School's budget, the School will authorize one or more faculty searches for divisions to identify outstanding faculty candidates who would contribute to the diversity goals of the School.

Senior Vice Dean to meet with Faculty Search Committees

- Following authorization for a faculty search, the Senior Vice Dean will meet with the search committee members and chairs to discuss diversity strategy and goals and disseminate best practice advice.
- At this meeting, the Senior Vice Dean will emphasize that all candidates who come to campus should feel comfortable during their recruiting visits. Specifically, search committees should strategically plan academic and social activities that include a mix of junior and senior faculty members and are appropriate for all types of candidates.
- Before candidates who will be given offers are selected, search committee chairs will meet again with the Senior Vice Dean to discuss challenges and successes of diversity strategy so that best practices can be shared across searches.

Senior Vice Dean to meet with Faculty Candidates During On-Campus Interviews

The Senior Vice Dean will meet with all faculty candidates during their job-talk visits, unless this is not possible due to scheduling challenges. This will provide the Dean's Office with more information during the selection, offer, and negotiation portion of recruiting. Dean's level engagement in the recruiting process sends important signals that the School values diversity in faculty recruiting.

Research and Review of Pool of Female and Underrepresented Minority Scholars in Every Hiring Field ²

- Each division will attempt to identify target group faculty members at departments of peer and other selected schools where candidates may be undervalued and consider recruiting them.
- Each division will conduct a review of exceptional target group doctoral students who are expected to finish their PhDs within the next 24 months at the top doctoral-granting departments in business and related disciplines.³

² Divisions may appoint faculty members and provide them with an administrative support staff member to facilitate these reviews. The dean's office may also provide lists of faculty and students at peer schools pulled from publicly available websites to the search committees if requested.

- Divisions are encouraged to think expansively about where such candidates might currently teach, looking in departments such as [psychology](#), [sociology](#), [economics](#), [computer science](#), [operations/engineering](#), and [law](#).
- The objective of these reviews is to develop a list of possible junior and senior candidates to follow, and to begin developing relationships with the most promising candidates, for potential future recruiting.

Outreach to Identified Candidates

- Under the leadership of the division chair and the search committee chair, the division will reach out individually to attractive candidates at the doctoral, junior, or senior level to assess interest and potential fit with our divisions and encourage applications as applicable.
- The School has had some success to date in targeting faculty candidates before they have entered the job market, and has encouraged divisions to consider this tactic more broadly.

Maintain Inclusive Language in Job Advertisements

- We will continue to incorporate language explicitly valuing diverse experience and skills into job descriptions and advertisements. In particular, the following sentence will be added to all external job advertisements: “Columbia Business School is particularly interested in candidates who, through their research, teaching and/or service will contribute to the diversity and excellence of the academic community.”⁴

Comprehensive Review of Female and Underrepresented Minority Applicants to Advertised Positions

- Search committees for all positions will individually review all qualified candidates in targeted groups, and the Business School will consider interviewing (for the first round – usually at the relevant academic association conference) at least one female and one underrepresented minority applicant and preferably more. If the top applicants (based on the same criteria used for screening all applicants) are truly not competitive, then the search committee will discuss the candidates with the Senior Vice Dean before finalizing the interview list. The search committee will consider inviting at least the top female and underrepresented minority candidates to come to campus for an interview, unless the candidates are truly not competitive, in which case the search committee will discuss the candidates with the Senior Vice Dean before finalizing its short list.

Finalist Selection

- Search Committees making a recommendation of a person to receive an offer from the School, will share the resume of the strongest female and underrepresented minority applicants with the Senior Vice Dean before an offer is made, so that a comparison can be made between candidates.

Recruiting

- The Business School will continue to deploy some of its recruiting budget specifically to attract female and underrepresented minority candidates to positions at Columbia. Examples could include:
 - Matching competitive offers made by peer Schools

⁴ This statement came directly from the University’s guidelines on searches.

- Enhancing an offer through additional research funding, course reductions, supplemental housing support, etc.
- Bringing an applicant and his or her family to Columbia for an additional visit or recruiting activities
- Recruiting visits for all candidates should be personalized to include information and activities that highlight resources of interest and that are available for those candidates. This could include activities such as:
 - Lunch with junior faculty research liaison and recently hired junior faculty in the division
 - Meeting with the Assistant Dean of Faculty Affairs and the Office of Work-Life as applicable. Meetings with the Dean of the School (for top priority recruits.)
 - Meeting with representatives from the Provost’s Diversity Office or other faculty at the University who have received Provost’s diversity support (if feasible or of interest.)

On-boarding and Retention

While Columbia Business School seeks to support all faculty members at a very high level, additional follow up will be provided to members of underrepresented minorities and women as needed.

The Division Chair or Senior Vice Dean will plan conversations at least annually with all target group members to insure that needs are understood and being met.

In retention conversations, the School will make every effort to provide targeted faculty with what they need to be successful at Columbia.

Diverse and Inclusive Environment

In an effort to expand the number of diverse individuals speaking at the School, Divisions will consider inviting target group faculty identified in the reviews described above, to speak in the division or at a seminar, even if they are not intended as “job talks”.

Goal 3: Increase the percentage of underrepresented minorities in the Doctoral Program

Minority Recruiting Event

Starting in 2019 the doctoral program will launch a minority recruiting event at the Columbia campus. Building upon the successful model adopted by several peers (Harvard, Stanford, and Wharton), Columbia Business School will host a two-day event and provide funding for a select group of high potential undergraduates to attend. The purpose of the event will be introduce top undergraduates from diverse backgrounds to the PhD program opportunities at Columbia.

Rigorous (Dual) Review of all Doctoral Applications Received from Underrepresented Minorities

For all applications to the doctoral program from members of underrepresented minority groups, the Doctoral Office will be sure that the applications receive reviews by at least two faculty members before a decision is made to deny admission. The purpose of this review is to insure that all candidates who might help to increase diversity are given a full consideration, and to avoid potentially ‘false negatives’ where a candidate might be overlooked.

PhD Project

The Doctoral Program's admissions office has participated for many years in The PhD Project, an initiative to promote diversity in the PhD admissions process, but to date this involvement has not resulted in a discernible increase in minority applications or students. While the direct impact of this participation remains inconclusive, the School will continue to attend the annual conference using some or all of the following strategies in order to increase the return from the conference participation. The School will also maintain our presence in this organization, which sends an important signal to the field that we continue to be interested in diversity:

1. Collect names and contact information from all prospective applicants who come to the recruiting table, and then reach out proactively to these prospective applicants following the conference.
2. The Doctoral Office may offer to waive the application fee or send a simple note indicating that the School hopes they will apply.
3. Invite faculty members (such as doctoral committee members) or current PhD students to attend the conference to talk with prospective students in order to increase the level of dialogue with prospective applicants.
4. Have faculty members or current PhD students follow up with prospective applicants directly via e-mail or phone.
5. Develop a targeted mailing to all prospective applicants who attended the PhD Project conference.
6. Track all applicants who apply through the PhD Project specifically, as well as other underrepresented minority applicants to measure results of the initiative.
7. The admissions committee for each division will consider inviting at least the top underrepresented minority applicant to interview, unless the candidates are truly not competitive.

Faculty Outreach

A small fund will be maintained to support faculty members attending the PhD Project recruiting conference or to make other visits to targeted venues where underrepresented minority candidates can be recruited. The faculty leaders of the doctoral program in each division will be encouraged to make at least one visit or recruit another colleague from their division to do so each year.

Goal 4: Increase the percentage of women in the full-time MBA Program

In contrast to doctoral program admissions and faculty recruiting, Columbia Business School's largest barrier to increasing the percentage of women in the full-time MBA program has not been finding strong candidates to admit, but converting those admitted applicants into matriculated students.

Financial Aid: Some peer school competitors, particularly Chicago, Kellogg, and Wharton, have devoted significant budgets to providing financial aid to women in order to attract them to their programs. With the completion of fundraising for the Manhattanville campus, financial aid has become a top priority for the School. We are attempting to increase the scope of available aid markedly, and we will continue to devote an increasing portion of available aid towards the goal of gender diversity.

Welcoming and Supportive Community: A very important component of attracting female MBA students to Columbia is the academic and social environment they will join. There are a number of initiatives underway that are designed to make Columbia Business School an increasingly attractive place for female MBA students.

CBS Reflects: In 2013-2014, in response to *The New York Times* article "Harvard Business School Case Study: Gender Equity," MBA students at Columbia founded *CBS Reflects*, a student-led initiative partnering with faculty and administrators to reflect on diversity and inclusion at Columbia Business

School with a focus on gender. This group spearheaded a rigorous quantitative and qualitative study of gender at the school, culminating in recommendations to improve student performance and to create a supportive and inclusive environment for all students at Columbia Business School. See [CBS Reflects: Gender Equality](#). This group has continued to meet, reflect on matters of diversity beyond gender, such as ethnicity and sexual orientation, and has conducted a wide ranging student survey and presented results to the community in subsequent years.

CBS Commitment to University's Sexual Respect Initiative: The student deans in both the MBA and EMBA programs are regular participants in the planning and strategy meetings for the University's initiative on sexual respect. The Business School has established its own peer to peer awareness and resources network to complement the resources available at the University. This standing student group has partnered with the Student Affairs Office to present programming in new student orientation and throughout the semester to increase awareness and promote inclusive environments for all.

Gender Neutral Bathroom: In response to conversations that emerged from some of these initiatives, the School converted a single-sex bathroom into a gender neutral/family friendly bathroom on the first floor of Uris Hall. This facility is well utilized and serves as an important symbol of the School's commitment to maintaining an environment where all members of the community can feel that their needs are being met, regardless of their gender identity.

Strategic Review of Student Support Resources: As part of ongoing continuous improvement processes, the School is looking at how it deploys resources such as student tutoring and student support services, and will consider ways in which these resources can support the School's goals of recruiting and retaining a student body that more closely reflects our aspirational gender breakdown.

Focus on Faculty Diversity and Mentorship: The goals, priorities, and initiatives described elsewhere in this document have been developed to help to make the environment of Columbia a more inclusive one for students of all genders and backgrounds. We believe that by increasing the gender and ethnic diversity of the faculty of the School, we will continue to provide a more welcoming environment for all students.

Mentoring

In 2015, Columbia Business School developed a comprehensive Junior Faculty Mentoring Initiative to support junior faculty development. The initiative, which was endorsed by the School's faculty executive committee, formalizes the mentoring culture at the School so that support is consistent across the divisions.

The goal of mentorship at Columbia Business School is to provide junior faculty with as supportive an academic environment as possible in which their scholarship can flourish. The School also seeks to provide information and guidance on the norms and process of scholarship generally and the tenure process in particular.

Our ultimate goal is to have a robust informal culture of collegiality and mentorship, with official mechanisms playing supporting, scaffolding roles. Everyone can participate in helping to shape this culture.

Additional details of the Mentoring Programs are available upon request.

Plan for implementing the University's *Guide to Best Practices in Faculty Search and Hiring*

Columbia Business School will continue to strive to take the following actions to insure that best practices are implemented in our faculty searches.

- The University's *Guide to Best Practices in Faculty Search and Hiring* and associated checklist will be distributed by the Senior Vice Dean to division chairs, when divisional searches are initially approved and search committee membership is determined.
- The Senior Vice Dean will generally request a search plan and a designated diversity advocate from each search committee.
- The Dean's office will confirm that standard inclusive language is included in all SSEP forms and job ads.
- The Senior Vice Dean will lead a meeting for all search committee members in the fall to review the guide and best practices. Data on divisional gender and ethnicity will be shared with committees at or before this meeting.
- The Senior Vice Dean's Office will share the evaluation form with committee members and indicate that the School will request evidence of a consistent interview and decision-making process when evaluating hiring recommendations.
- The Senior Vice Dean's Office will provide template e-mails to search committee members, which they may use to solicit recommendations from colleagues of high-potential candidates and encourage them to apply.
- The Senior Vice Dean's Office will provide lists to the search committees of PhD candidates and faculty members at peer schools with gender and ethnicity information gleaned from publically available websites if requested.
- The Senior Vice Dean's Office will ask committee members and division chairs to document any efforts made to ask each candidate about commitment to diversity and diverse environments.
- The Senior Vice Dean's Office will ask committee chairs to share the resume of the strongest female and underrepresented minority applicants before an offer will be made, along with steps taken to identify such candidates, so that search efforts can be evaluated.
- In June of each year, the search committees will be asked to provide any feedback on strategies used in search and the success of those strategies in increasing faculty diversity.

Areas of Ongoing Concern from 2015 Meeting

In the Provost's Meeting with the Dean in Spring 2015, the following areas of concern were identified:

- Tenured female faculty remains at 13%
- Tenure-track female faculty remains below 20%
- MBA female students remains below 35%
- Tenured underrepresented minority faculty remains at 4%

We have made some progress on some of these dimensions:

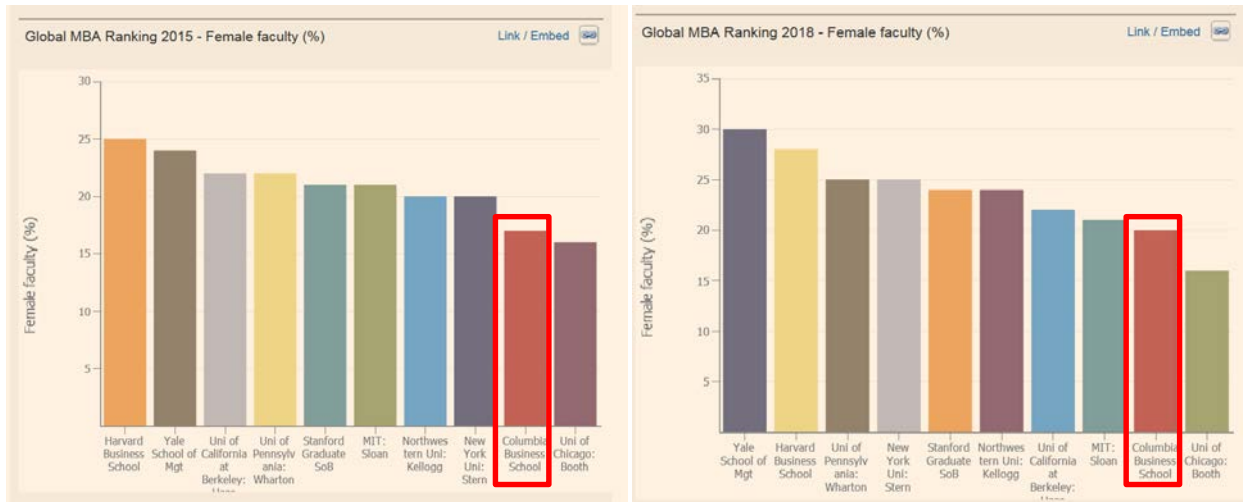
Presently:

- Tenured female faculty increased slightly to 13.58%
- Tenure-track female faculty increased significantly to 33%
- MBA female students increased to 39.9%
- Tenured underrepresented minority faculty (now defined as African American and Hispanic) is 4.9%

Additional Data on the Pools of Available Candidates

Changes in % of Female Faculty at Peer Schools from 2015 to 2018

The charts below from the Financial Times Rankings shows that while Columbia Business School has increased the % of female faculty from 2015 by several percentage points, several of our peer schools have had increases that are even greater.



(Charts from *Financial Times* rankings <http://rankings.ft.com/businessschoolrankings/charts>)

Full-Time MBA Gender Diversity Strategy

MBA student gender breakdown differs based on the program and schedule in which students are enrolled. As evidenced by the data below, we have made significant strides in several of the programs from 2014 to 2018, with an overall increase of 4 percent. The MBA program students beginning in the fall (the most traditional program format) has increased from 37.1 to 41.6 percent women over this period.

Program	% Female in 2014	% Female in April 2018	Change in % Female
MBA – January start	32.7%	35.5%	2.80%
MBA – August start	37.1%	41.6%	4.50%
MBA Total	35.9%	39.9%	4.00%
EMBA Americas	45.8%	26.9%	-18.90%
EMBA Saturday	30.2%	34.8%	4.60%
EMBA Fri/Sat	23.4%	31.2%	7.80%
EMBA NY Total	28.2%	32.2%	4.00%

Additional Details on MBA and EMBA Enrollments and source of data. Please note, 2014 numbers just included admissions for that year. Current numbers include admissions for all classes currently enrolled.

2014 Data

Program	Enrolled	Male	Female	Female %
MBA – January start	199	134	65	32.7%
MBA – August start	544	342	202	37.1%
MBA Total	743	476	267	35.9%

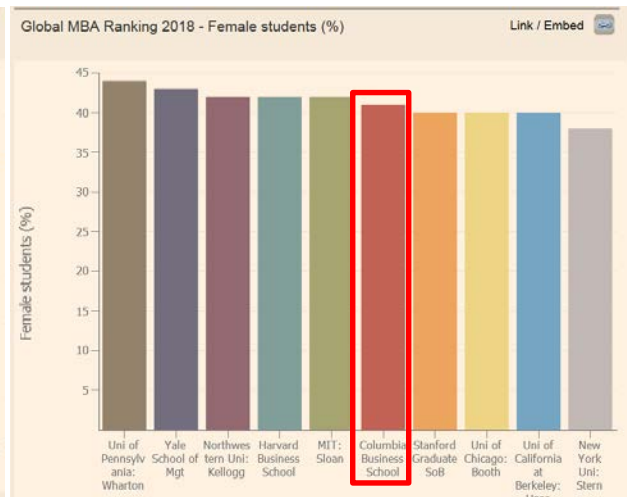
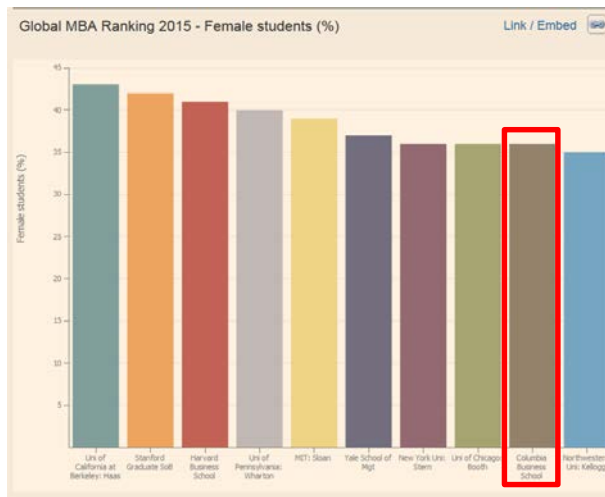
EMBA Americas	24	13	11	45.8%
EMBA Saturday	116	81	35	30.2%
EMBA Fri/Sat	137	105	32	23.4%
EMBA NY Total	277	199	78	28.2%

2018 Data

Program	Enrolled	Male	Female	Female %
MBA – Jan 17 & Jan 18	408	263	145	35.5%
MBA – Aug 16 & Aug 17	1107	647	460	41.6%
MBA Total	1515	910	605	39.9%

EMBA Americas - Jan 17 & Jan 18	78	57	21	26.9%
EMBA Saturday - May 16 & May 17	256	167	89	34.8%
EMBA Fri/Sat - Aug 16 & Aug 17	288	198	90	31.2%
EMBA NY Total	622	422	200	32.2%

The School has decided to set our goal around the fall entry full-time MBA program gender percentage, which is what is reported in most ranking surveys and is presently on par with some of our peer schools. The charts below from the Financial Times Global MBA Ranking show that Columbia has made incremental progress both absolutely and against our peers in terms of the percentage of female students, since 2015. However competition for strong female candidates remains fierce. (Presently, Wharton, Yale, Northwestern, Harvard and MIT are ahead of us, despite Columbia's significant investments in financial aid.



(Charts from *Financial Times* rankings: <http://rankings.ft.com/businessschoolrankings/charts>)

As discussed in the strategy section above, financial aid will remain a key driver of success in achieving this goal, but we believe the progress that the School has made and will continue to support in changing the environment for female students will go a long way to supporting Columbia Business School's goal of increasing gender diversity in the MBA Program.

Communication and Assessment

The Dean's Office and the executive committee of the faculty have reviewed, commented on, and support this plan.

Faculty Goals

The Senior Vice Dean will meet with all search committee chairs and members to review the plans outlined in this strategy document and at critical points in the hiring process (as outlined above) to review progress.

Doctoral Student Goal

The Senior Vice Dean will meet with the doctoral committee and admissions members to review the plans outlined in this strategy document.

Assessment

In July 2019, 2020, and 2021, the Dean's Office will document progress towards the goals above, share the results with the Executive Committee of the Faculty, and adjust strategy and goals as necessary for the succeeding year(s).

Appendix – Provost’s Office Comparison Data

2011

Comparison of Current Underrepresented Minority Faculty Numbers to Availability Pools 2011 (based on data from the annual data extract of Oct 31, 2011)

Business

Tenured Faculty				
	# of Faculty	% of Faculty	% Available	Under?
Black	0	0.0%	2.0%	Under*
Hispanic	1	1.4%	8.4%	Under
Native American/Alaskan Native	0	0.0%	0.3%	Under*
Total Underrepresented Minority Faculty	1	1.4%	10.7%	
Asian	11	15.7%	12.1%	
Total Minority	12			
Total Tenured Faculty	70			

Tenure Track Faculty				
	# of Faculty	% of Faculty	% Available	Under?
Black	1	1.6%	7.7%	Under
Hispanic	7	11.1%	3.5%	
Native American/Alaskan Native	0	0.0%	0.6%	Under*
Total Underrepresented Minority Faculty	8	12.7%	11.8%	
Asian	11	17.5%	9.2%	
Total Minority	19			
Total Tenure-Track Faculty	63			

Note: "Under" indicates current % faculty is less than available % and "Under*" appears when current % faculty is zero, and available % is greater than zero

Prepared by the Office of the Vice Provost for Academic Planning
with data from the Office of Equal Opportunity and Affirmative Action

2014

Comparison of Current Underrepresented Minority Faculty Numbers to Availability Pools 2014 (Based on data from annual data extract of Oct 31, 2013)

Business

Tenured Faculty				
	# of Faculty	% of Faculty	% Available	Under?
Black	2	2.7%	2.5%	
Hispanic	1	1.4%	3.4%	Under
Native American/Alaskan Native	0	0.0%	0.3%	Under*
Total Underrepresented Minority Faculty	3	4.1%	6.2%	Under
Asian	12			
Total Minority	15			
Total Tenured Faculty	73			

Tenure-Track Faculty				
	# of Faculty	% of Faculty	% Available	Under?
Black	1	1.9%	9.3%	Under
Hispanic	4	7.4%	4.3%	
Native American/Alaskan Native	0	0.0%	0.5%	Under*
Total Underrepresented Minority Faculty	5	9.3%	14.0%	Under
Asian	9			
Total Minority	14			
Total Tenured Faculty	54			

Note: "Under" indicates current % faculty is less than available % and "Under*" appears when currently % faculty is zero, and available % is greater than zero

Prepared by the Office of the Vice Provost for Academic Planning
with data from the Office of Equal Opportunity and Affirmative Action

**Appendix 3
2017-2018**

As noted in the announcement of Provost's Office Support for Recruitment of Faculty from Underrepresented Groups, these programs are designed to support the School's diversity plans, and to assist the University in bringing the composition of its faculty so that it better reflects the available pool of qualified candidates, as defined by the availability pools in its Affirmative Action Programs. You may submit requests for Provost's support for the recruitment of candidates anywhere a "Yes" appears in the categories listed below; this indicates any place where the available pool of candidates exceeds their representation on our faculty.

School	Division	Department	Black		Hispanic		Asian		American Indian		Women	
			Tenure-Track	Tenured	Tenure-Track	Tenured	Tenure-Track	Tenured	Tenure-Track	Tenured	Tenure-Track	Tenured
Business	Business	Business	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

APPENDIX: OPTIONAL EXAMPLE E-MAIL TEMPLATE

E-mail to colleagues regarding PhD Candidates – The General Counsel’s Office has reviewed this draft.

Faculty members should feel free to modify the template to suit their own style.

Subject: Request for your advice and assistance in recruiting Junior Faculty to Columbia Business School

Dear X:

I hope you are well, and that your summer was restful and productive.

I am writing to you today as part of an important initiative at Columbia Business School to increase the gender and ethnic diversity of the School’s faculty.

If you have any strong graduate students who you believe would be a good match for Columbia, I would be grateful if you would be willing to help connect us. I know you work with terrific doctoral students at (NAME OF SCHOOL) and thus truly value any recommendations you might have. We are particularly interested in recruiting underrepresented minorities and women, such as Black/African American, Hispanic/Latino or Native American candidates.

Depending on your preference, you could either: (1) share their name and contact information with me, and our search committee could reach out to them, or alternately, (2) you could share the attached recruiting announcement with them and have them contact me directly if they are interested in learning more about the division and the School.

We are proud of our division and School—and our recent recruiting has gone well. However, because we know our future success depends on it and in conjunction with University-wide priorities we are taking a more proactive stance to build a faculty that reflects the demographic make-up of top doctoral programs.

Thank you for considering whether you have any students to recommend.

I look forward to hearing from you.

Sincerely,

Attachment

OPTIONAL EXAMPLE E-MAIL TEMPLATE

E-mail to colleagues regarding PhD Candidates – The General Counsel’s Office has reviewed this draft.

Faculty members should feel free to modify the template to suit their own style.

Subject: Request for your advice and assistance in recruiting for Columbia’s Doctoral Program

Dear X:

I hope you are well, and that your summer was restful and productive.

I am writing to you today as part of an important initiative at Columbia Business School to increase the diversity of the students in our doctoral program.

If you have any strong students who you would encourage to consider top PhD programs, I would be grateful if you would be willing to help connect us. I know you work with terrific undergraduates at (NAME OF SCHOOL) and thus truly value any recommendations you might have. We are particularly interested in recruiting underrepresented minorities and women, such as Black/African American, Hispanic/Latino or Native American candidates.

Depending on your preference, you could either: (1) share their name and contact information with me, and the our program leadership could reach out to them, or alternately, (2) you could share the attached brochure with them and have them contact me directly if they are interested in learning more about the program.

We are proud of the students in our doctoral program—they come from top universities around the world and go on to teach and work in top universities and companies. However, because we know our future success depends on it and in conjunction with University-wide priorities we are taking a more proactive stance to create a student body that reflects the demographic make-up of top college graduates.

Thank you for considering whether you have any students to recommend.

I look forward to hearing from you.

Sincerely,

Attachment