

3-Year Diversity Plan for Columbia Business School 2023 - 2026

October 14, 2022

Executive Summary

Columbia Business School strives for diversity and inclusion across all members or our community (including faculty (full-time and adjunct), staff, students, and guest speakers.) We use a multi-pronged strategy, spearheaded by senior faculty leaders, and implemented by many engaged faculty and key administrators to enhance faculty diversity and inclusion across the School.

In the next three years covered by this plan, we intend to build on the work we began under our prior diversity plan as well as to expand our efforts across our other populations. This document outlines progress relative to our past goals (where we have seen significant success, though certainly have room to improve) and lays out our new priorities.

Progress Against Past Goals

Diversity Goal Past Reporting*	Status July 2018	July 2023 Goal	Status September 2022
(1) % Tenured and Tenure Track Women	19.53%	22.5%	26.19%
(2) % Tenured and Tenure Track URM (African American, Native & Hispanic)*	6.25%	8%	7.14%
(3) % Doctoral Students URM*	5.40%	6 %	6.00%
(4) % MBA Women	39.90%	42%	42.42%

Diversity Goal Revised Reporting Considering
Citizenship

(2) % Tenured and Tenure Track URM (African American, Native & Hispanic) / US Permanent Residents

Status July
2018
September
2022

7.14%

1

^{1 *} Past goals and tracking information had not considered citizenship status.

Diversity Goals for 2026

Columbia Business School seeks to work towards having our faculty, students, and staff more effectively reflect the relevant national populations, with interim goals of:

Diversity Goal	Status	Proposed
	September	
	2022	September
		2026
(1) % Women among all Full-Time Faculty (Tenured, Tenure-Track,	26.40%	28%
Practice and Lecturer Faculty)		
 % Women among Tenured Faculty (track only, not goal) 	13.92%	-
 % Women among Tenure-track Faculty (track only, not goal) 	46.81%	-
(2) % Under-Represented Minority among all Full-Time Faculty who	8.27%	10%
are US Citizens or Permanent Residents (Tenured, Tenure-Track,		
Practice and Lecturer Faculty – This would include African American,		
Black, Hispanic, Native Hawaiian/Pacific Islander, Native		
American/Alaskan)		
 % URM (US/PR) among Tenured Faculty (track only, not goal) 	0.05%	-
 % URM (US/PR) among Tenure-track Faculty (track only, not 	12.12%	-
goal)		
(3) % Women among Doctoral Students	40.43	42.5%
(4) % URM among Doctoral Students who are US Citizens or	15.56%	17.5%
Permanent Residents (This would include African American, Black,		
Hispanic, Native Hawaiian/Pacific Islander, Native American/Alaskan)		
(5) % Women among MBA Students *	42.42%	44.5%
(6) % URM among MBA Students who are US Citizens or Permanent	19.42%	21.5%
Residents (This would include African American, Black, Hispanic,		
Native Hawaiian/Pacific Islander, Native American/Alaskan)		

Faculty Diversity and Inclusion: Strategy and Goals

Goals and Strategies for Enhancing Faculty Diversity and Inclusion

The goals for faculty diversity and inclusion are described in the executive summary.

The School will pursue the following strategies:

- Ensure that there is diverse membership of faculty across divisions on standing and ad hoc committees.
- Ensure the diversity of faculty in leadership positions across the school.
- Implement adjacent mentorship for women and URM faculty from within and across divisions in order to promote inclusion.

- Authorize additional faculty lines for "Target-of-Opportunity Recruitment" as defined by the University through a cluster hiring initiative.
- Pursue best practices for hiring a diverse faculty as described in Appendix A.

Measures and Assessment

The school will do the following:

- Regularly conduct surveys of the faculty to solicit feedback, asking questions on issues of diversity and inclusion.
- Regularly collect and report the data (on the Faculty Governance website) pertaining to the numeric goals outlined in the executive summary.

Faculty Mentoring

Columbia Business School established its Mentoring Program in the Spring of 2015 following the work of two committees and with the feedback of both senior and junior faculty of the School. The School also follows a process of annual evaluations of all junior and senior faculty. Finally, the School also utilizes a Faculty Development Initiative for all senior faculty. These initiatives are outlined in Appendix B.

All tenure-track faculty members are assigned a mentor or are mentored by multiple faculty within the division. The promotion and tenure committee is schoolwide and mentors are chosen at the division-level and are therefore independent of the schoolwide promotion and tenure committee, which is chaired by the Senior Vice Dean for Faculty Affairs, who does not serve as a mentor.

Currently, tenure-track faculty do not receive an outside mentor. However, our plan detailed in the previous section allows for an outside mentor for women and URM tenure-track faculty.

Faculty Retention, Search, and Hiring

Faculty Retention

- The Business School continuously evaluates strong faculty members for possible flight risk and seeks to support and retain such faculty to the extent feasible within the financial and administrative constraints of the School and the University.
 - Identifying faculty is done through the Dean's office review of the Faculty Activity Reports.
 - o In the salary setting process, the Dean and the Senior Vice Dean for Faculty Affairs consider equity and flight risk for high-contributing faculty, seeking

to ensure strong support for recently tenured/mid-career and historically underrepresented faculty members.

- When the School is alerted to external offers, the Dean's Office evaluates the situation and meets with the faculty member as appropriate to assess faculty support needs and how the School can respond to those needs.
- Retention strategies include the following: Increased salary, teaching credit relief, teaching course agreement for PhD Class, increased research funding, funding for research assistant, funding to run conference/research initiative, commitment spaces at The School at Columbia, agreement to pay up to 50% of tuition at other K-8 Schools or for high school, promotion to full professor upon receiving tenure, retention bonus, funding of partner salary at affiliate department, renovation Budget / Housing Support as income supplement.
- To date, Columbia Business School has not had a formal exit interview process.
 However, senior members of the faculty member's division and the Dean's Office
 have been in extensive conversations with the departing candidate and have a
 general understanding of why the faculty member departed. Going forward, the
 Senior Vice Dean for Faculty Affairs will seek to schedule an exit interview with all
 departing faculty members to seek feedback.
- The School also provides support to mid-career faculty who contribute to the diversity goals of the University by their research, teaching, and mentoring activities, by nominating them for support from the Provost's grant initiative. In recent years, Columbia Business School has submitted proposals and the following faculty have received provost's funding in three of the past five years. Each of these faculty members as subsequently been promoted to full professor: Professor Carri Chan (Spring 2020): Acuity-based Staffing in the ICU; Professor Modupe Akinola (Spring 2019): Hormones in Groups: The Effects of Collective Testosterone-Environmental Fit on Group Performance; Professor Malia Mason (Spring 2018): What's on Your Mind? Where Minds Wander and How it Impacts Our Lives

Faculty Recruiting

- The School pursues the best practices for hiring a diverse faculty as described in Appendix A.
- The School has authorized additional faculty lines for "Targets-of-Opportunity Recruitment" through a cluster hiring initiative.

Faculty Advancement: Diversity Equity and Inclusion Communication

The School has pursued the following initiatives:

Established the Office of Diversity Equity and Inclusion in 2019, headed by a
faculty vice dean. The activities of this office are listed on its website. More
background is available in Appendix C.

- Established the Phillips Pathway to Inclusive Leadership (PPIL) which is a cocurricular experience for the MBA students overseen by the Office of Diversity Equity and Inclusion. This initiative is being reviewed and updated to meet the needs of the School.
- Sponsored trainings for faculty and staff as well as faculty and staff development events to facilitate open conversations around issues of diversity, equity, and inclusion.

Inclusive Faculty Pathways

Pipeline Efforts

- The School established the Columbia Undergraduate Business Scholars (<u>CUBS</u>). This
 program employs ten underrepresented minority undergraduate students to serve as
 research assistants for current faculty members who serve as their supervisors and
 mentors.
- The School established the <u>Commitment to Diversity in Business Education Award</u>. This award is available for Columbia University students and others who are pursuing a doctoral degree in business and who—by their background, life experience, service, and/or scholarship—demonstrate a commitment to a more diverse, equitable, and inclusive future. The program provides financial and mentoring assistance to support applications for business school at Columbia and elsewhere.
- The School established the <u>Predoctoral Fellowship Program</u>. This program provides candidates an opportunity to gain experience in academic business research in one of our divisions. Under the guidance of CBS faculty, the predoctoral fellow plays an active role in multiple research projects that are in various stages, from conception through publication. The two-year program helps fellows earn admittance to PhD programs and prepares them for successful graduate-school careers. Participants are hired as staff associates and paid a salary.
- The School established a <u>Summer Research Internship</u>. This program provides interns with the opportunity to work with Columbia Business School's faculty on a research project in one of our divisions. In addition, the interns take part in a weekly research seminar series with faculty, allowing the interns to be exposed to the variety of research performed in the business school. The experience culminates with each intern presenting their work to the CBS research community. Interns are paid to work for 9-10 weeks and 35 hours/week. When the program is run in person, on-campus housing is provided.

PhD Student Outcomes

The School's doctoral program has had 218 graduates over the past dozen years in Accounting, Decision, Risk, and Operations, Finance, Management and Marketing.

- The average time to degree has varied between five and six years over the past decade, and has increased since 2020 to just over six years.
- Degree candidates receive five years of guaranteed funding and sixth year funding is available for select students, therefore few students take on debt. Presently there are only 2 students (less than 1.7 percent of the currently enrolled students) who have taken on any debt while enrolled.
- Nearly 74 percent of students take academic positions upon graduation, and just over 26 percent pursue industry employment. The Decision, Risk, and Operations and Finance divisions have the most graduates pursuing industry roles 45 and 39 percent respectively.
- 35 percent of academic placements are overseas, with Asia and the UK as the top employing countries.
- Recent top academic employers include: Columbia Law School, Cornell University,
 Harvard Business School, London Business School, MIT-Sloan School of Management,
 NYU Stern School of Business, Rice University, Stanford University, and University of
 Pennsylvania-The Wharton School.
- Recent top industry employers include: Amazon, Bank of America-Merrill Lunch, Barclays, European Central Bank, Facebook, Goldman Sachs, Google, Lyft, McKinsey & Company, and Uber.

A complete lists of graduates and first job placements from 2009 to the present and time to degree is included in Appendix D.

PhD Student Admissions

The School will:

- Enhance admissions processes recruitment, evaluation, and assessment, including a rigorous holistic review of all applicants.
- Share the provost's *Guide to Equity-Based Graduate Admissions* with the Faculty Directors of each division's program.

Diversity, Equity, and Inclusion (DEI) & the Student Experience

Columbia Business School is already engaged in many of the best practices outlined in the Diversity, Equity, and Inclusion (DEI) & the Student Experience checklist.

- The school established the Office of Diversity Equity and Inclusion in 2019, headed by a faculty vice dean. The activities of this office are listed on its <u>website</u>. More background is available in Appendix C.
- The School appointed Dr. Samantha Shapses, an expert on issues of diversity, equity, and inclusion in higher education, to head the Office of Student Affairs.

- The School established the Phillips Pathway to Inclusive Leadership (PPIL) which is a co-curricular experience for the MBA students overseen by the Office of Diversity Equity and Inclusion. This initiative is being reviewed and updated to meet the needs of the School.
- MBA new student orientation is a two-week program that includes numerous sessions which build a foundation to create inclusive community members including Title XI training, Values Based Leadership, and Anti-Racism Orientation.
- The first course in our MBA curriculum "Lead: People, Teams, and Organizations" addresses issues of awareness of one's own values, beliefs, decision-making tendencies and behaviors. Thus, a significant portion of the course consists of activities designed to enhance students' self-awareness. Key skills addressed include: managing the diversity of your personal contacts, driving culture and change, and negotiating with others effectively. The principles of social justice and anti-bias are introduced in this class, through sessions such as 'Achieving Collective Intelligence by Harnessing Cohesion & Diversity,' 'Leveraging Social Networks and Motivating Through Culture' and 'Leading inclusively' and as well throughout the orientation program.
- The School maintains numerous clubs including 10 affinity groups and 16 international clubs.
- Each cluster and affinity group has a DEI Representative that meets with DEI Office on a monthly basis.
- The School participated in a 2020 pilot of a University level initiative which allowed students to opt-in to indicate their pronouns on Canvas. The School has now adopted this program.

Appendix A

This section describes our strategy for searching for and hiring a diverse faculty.

- Senior Vice Dean for Faculty Affairs will:
 - o Review search committee nominations to ensure diverse membership.
 - Meet with faculty search committees to share best practices at the launch of faculty searches along with the Vice Dean for Diversity, Equity, and Inclusion.
 - O Share Provost's Pipeline Data with search committee members.
 - Disseminate and publicize the University's Guide to Best Practices in Faculty Search and Hiring.
 - Discuss the top diverse candidates with chair before authorizing finalist offers.
 - Conduct a post search debrief with committee chairs.
- Senior Vice Dean for Faculty Affairs or other Vice Deans will:
 - Meet with select faculty candidates during on-campus interviews as deemed strategically valuable to potential recruitment at the request of the Division.
- Divisions will:
 - Identify diverse 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 applicants.
 - Personalize the agenda of recruiting visits to anticipate and serve the needs of each candidate, and schedule meetings, if appropriate, for candidates with members of the Dean's Office and DEI Leadership.
- Search Committee and its Chair will:
 - Appoint a diversity advocate.
 - Create a search plan.
 - Discuss, prior to interviewing candidates, how job criteria will be weighed and evaluated.
 - Ensure that each candidate is evaluated consistently against the job criteria.
- Division Chair or Junior Faculty Research Liaison will:
 - o Connect finalist candidates with others who share similar interests.
 - Meet annually with all tenure-track faculty members to understand research and support needs.
 - Work with the Dean's Office to make sure resources are available to support tenuretrack faculty's careers.

- The Business School will:
 - o Authorize additional Faculty lines for "Target-of-Opportunity Recruitment."
 - o Maintain inclusive Language in Job Advertisements.
 - o Dedicate additional resources to make competitive offers to top finalists.
 - Dedicate additional resources to make retention offers to faculty who make important contributions to the School.

Appendix B

This section describes our mentoring plan and the faculty development initiative.

The Schoolwide mentoring plan dictates that:

- Each division will appoint a tenured faculty member to serve as "Junior Faculty Research Liaison" who will be responsible for overseeing junior faculty mentoring in the division in alignment with the division's individual plan.
- Each division will develop a divisionally appropriate mentoring plan.
- Each division will establish an early-stage research seminar series in which junior and senior faculty can present research and exchange idea.
- In some divisions, an individual research mentor is assigned to each faculty member (DRO, Economics, Finance, & Marketing) in others the responsibilities are pooled (Accounting & Management.) Division chairs mentor some junior faculty directly, and other senior faculty also take responsibility for this work.

In addition to mentoring, Columbia Business School has a well-established faculty evaluation process and faculty development support system.

Each year, all tenure-track faculty members are evaluated by their division. The evaluation includes a review of the candidate's annual Faculty Activity Report and current CV, as well as reviews of research in working paper and published form, teaching evaluations, and/or other evidence of contributions to the School and the field. The senior faculty of the division prepare a written evaluation which is shared with the Dean's Office and with the candidate. These evaluations provide both positive feedback and praise, and identify areas for focus and improvement.

Between years 3 and 5 of counted service all tenure-track faculty members are evaluated by their division's tenured faculty for promotion to untenured associate professor. This review replaces the University's mandated 5th year review, even if it takes place in an earlier year. If the division's tenured faculty recommend promotion, they prepare a case statement that is reviewed by the Business School's Promotion and Tenure committee and the Dean. If the Promotion and Tenure committee endorses the case for promotion, they will also provide written feedback to the candidate on their case from the committee's perspective.

In addition to the formal evaluations, the Office of the Senior Vice Dean for Faculty Affairs normally hosts two Junior Faculty Lunch Sessions per year where senior leadership from the School provides professional development guidance to tenure-track faculty. Normally one session per year focuses on Promotion and Tenure processes and issues, and the other session about other professional development topics.

The Office of the Senior Vice Dean for Faculty Affairs also maintains an area of the School's internal website with information and resources for junior faculty including materials from previous Junior Faculty Lunch Sessions, up to date promotion and tenure policies, and guidance and templates for documents such tenure case CVs, research statements, etc.

The Business School also has a Faculty Development Initiative program for tenured faculty. The Senior Vice Dean for Faculty Affairs meets once every 3 to 4 years with tenured faculty, beginning in the year after they receive tenure, for an hour-long conversation about their research, teaching and service plans and needs for the next few years. Tenured faculty are asked to submit a short statement in advance, and the Dean's Office uses the information learned in the conversation to support the faculty member to do their best work in the upcoming years.

Appendix C

In 2019, at the recommendation of the Diversity Committee chaired by Modupe Akinola and Paul Tetlock, the Business School established a dean's office cabinet post of Vice Dean for Diversity, Equity, and Inclusion (DEI) and the "DEI Initiative" to implement recommendations of the committee.

Under the Vice Dean DEI leadership, the school hired two DEI staff members, established three priority pillars for the initiative: Community Diversity, Culture & Climate; created a website https://business.columbia.edu/dei (which is linked directly to the School's home page), published the first DEI Report in 2021, and established a dedicated e-mail address: DEI@mail.gsb.columbia.edu.

Under the leadership of the Vice Deans of DEI, this e-mail channel has been an active voice used to reflect on public DEI matters (such as acts of racial violence and discrimination), disseminate a newsletter to publicize DEI related seminars, programming, plans, and articles, communicate about priorities and progress in the DEI space. It is also an email that students, staff, faculty and alumni can use to send information, DEI concerns, and ideas to the Office of Diversity, Equity, and Inclusion.

In addition, the School embraces the work of the Inclusion, Diversity, Equity, Accountability and Social & System Justice (IDEAS) Committee and the Employee Resource Groups (ERGs). These are staff led committees focused on advancing the principles of diversity, equity, and inclusion across the school. IDEAS partners with the Office of DEI, Human Resources and the Dean's Office to create events, provide resources, and serve as a mechanism for staff to be involved in DEI work at the School.

Appendix D

Grad Year		Last Namo	First Name	Initial Placement	Catagory
2009		Last_Name	_		Category
2009	Accounting	Anantharaman	Divya Woo-Jin	Rutgers University INSEAD	Academic
	Accounting	Chang			Academic
2009	Accounting	Li	Jing	Carnegie Mellon	Academic
2009	Accounting	Zhu	Lei	Boston University	Academic
2009	DRO	Altug	Mehmet	The George Washington University	Academic
2009	DRO	Ke	Wei	Novantas	Industry
2009	DRO	Yankovic	Natalia	IESE Business School, University of Navarra	Academic
2009	Finance	Eisenthal-Berkovitz	Yael	Goldman Sachs Asset Management	Industry
2009	Finance	Gururaj	Sudarshan	Neuberger Investment Management	Industry
2009	Finance	Mueller	Philippe	London School of Economics	Academic
2009	Finance	Wang	Xiaozheng	Criterion Economics	Industry
2009	Management	Maissen	Lily	Mercer Development Group	Industry
2009	Management	Ozmel Yavuz	Umit	Purdue University Krannert School of Management	Academic
2009	Management	Zou	Xi	London Business School	Academic
2009	Marketing	Stephen	Andrew	INSEAD	Academic
2010	Accounting	Levy	Hagit	City University of New York, Baruch College, Zicklin School of Business	Academic
2010	Accounting	Ozel	Naim Bugra	UCLA, Anderson School of Business	Academic
2010	Finance	Faltin-Traeger	Oliver	BlackRock Associates	Industry
2010	Finance	Guzman	Giselle	Unknown	n/a
2010	Finance	Schwarz	Krista	University of Pennsylvania Wharton School	Academic
2010	Finance	Stathopoulos	Andreas	University of Southern California, Marshall School of Business	Academic
2010	Finance	Tsoutsoura	Margarita	University of Chicago, Booth School of Business	Academic
2010	Finance	Wang	Yongxiang	University of Southern California, Marshall School of Business	Academic
2010	Management	Levine	Rebecca	Aon Hewitt Consulting	Industry
2010	Management	Mok	Aurelia	City University of Hong Kong, School of Business	Academic
2010	Management	Yue	Qingyuan	University of Southern California, Marshall School of Business	Academic
2010	Marketing	Hamerman	Eric	Freeman School of Business, Tulane	Academic
2010					
	Accounting	Lee	Hyun Ah	University of Maryland, Robert H. Smith School of Business	Academic
2011	DRO	Saure	Denis	University of Pittsburgh	Academic
2011	Finance	Fos	Vyacheslav	College of Business at Illinois	Academic
2011	Finance	Mou	Yiqun	Bank of America, Merrill Lynch	Industry
2011	Management	Iwaki	Yoko	LRN	Industry
2011	Management	Michigan	Ryan	Boston Consulting Group	Industry
2011	Management	Torfason	Magnus	Harvard Business School	Academic
2011	Marketing	Dinner	Isaac	IESE Business School, University of Navarra	Academic
2011	Marketing	Parker	Jeffrey	Georgia State	Academic
2011	Marketing	Schrift	Rom	University of Pennsylvania Wharton School	Academic
2011	Marketing	Zhang	Zaozao	University of Washington (Seattle)	Academic
2012	Accounting	Hurwitz	Haibin	Saint Louis University, John Cook School of Business	Academic
2012	Accounting	Meng	Xiaojing	NYU Stern School of Business, Post Doc	Academic
2012	DRO	Bansal	Matulya	Unknown	n/a
2012	DRO	Gunes	Damla	Morgan Stanley	Industry
2012	DRO	Ifrach	Bar	Stanford University	Academic
2012	DRO	Lederman	Roger	IBM Watson Research	Industry
2012	DRO	Pierson	Margaret	Post Doctoral Position, Harvard Business School	Academic
2012	DRO	Saglam	Mehmet	Bendheim Center for Finance & Economics, Princeton University	Academic
2012	DRO	Wang	Min	Drexel University	Academic
2012	Finance	Gorovyy	Sergiy	Morgan Stanley	Industry
2012	Finance	Kuzmina	Olga	New Economic School	Academic
2012	Finance	Lee	Dongyoup	Unknown	n/a
2012	Finance	Sastry	Ravindra	Southern Methodist University, Cox School of Business	Academic
2012	Finance	Torfason	Bjarni	Deutsche Bank	Industry
2012	Management	Bianchi	Emily	Emory University, Goizueta School of Business	Academic
2012	-		· · · · · · · · · · · · · · · · · · ·		
	Management	Cohen Mohliver	Aharon	London Business School	Academic
2012	Management	Luo	Jiao	Carlson School of Management	Academic
2012	Management	Zhang	Shu	Post Doctoral Position, Columbia University	Academic
2012	Marketing	Jarnebrant	Peter	ESMT European School of Management and Technology	Academic
2012	Marketing	Li	Yang	Cheung Kong Graduate School of Business	Academic
2013	Accounting	Kerr	Jon	City University of New York, Baruch College, Zicklin School of Business	Academic
2013	Accounting	Li	Meng	Georgetown University, McDonough School of Business	Academic
2013	DRO	Balseiro	Santiago	Fuqua School of Business, Duke University	Academic
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Appendix D

Grad Year		Last_Name	First_Name	Initial Placement	Category
2013	DRO	Lu	Yina	The Wharton School	Academic
2013	DRO	Simsek	Ahmet	Visiting faculty, Cornell University, School of Operations Research and Informati	Academic
2013	Finance	Chattopadhyay	Shinjinee	University of Illinois at Urbana-Champaign	Academic
2013	Finance	Chen	Yang	Unknown	n/a
2013	Finance	Gonzalez Uribe	Juanita	London School of Economics	Academic
2013	Finance	Liberman	Andres	NYU Stern School of Business, Post Doc	Academic
2013	Finance	Shtauber	Assaf	Deutsche Bank	Industry
2013	Management	Lemler	Russell	West Point, faculty	Academic
2013	Management	Mor	Shira	European Central Bank	Industry
2013	Management	Reuben	Alicja	Manhattan College	Academic
2013	Management	Yap	Andy	Post Doctoral Position, MIT Sloan School of Business	Academic
2013	Marketing	Atlas	Stephen	University of Rhode Island	Academic
2013	Marketing	Weiss	Liad	University of Wisconsin-Madison	Academic
2014	Accounting	Cohen	Shira	Temple University, Fox School of Business and Management	Academic
2014	Accounting	Michaeli	Beatrice	UCLA, Anderson School of Business	Academic
2014	Accounting	Oh	Hyung II	University of Washington, Bothell School of Business	Academic
2014	Accounting	Rozenbaum	Oded	The George Washington University	Academic
2014	DRO	Gocmen	Fikret	Mnomis Solution	Industry
2014	DRO	Gur	Yonatan	Stanford University	Academic
2014	DRO	Kim	Sang Won	Chinese University of Hong Kong Business School	Academic
2014	Finance	Argyle	Bronson	Brigham Young University, Marriott School of Business	Academic
2014	Finance	Auh	Jun Kyung	Georgetown University, McDonough School of Business	Academic
2014	Finance	Chen	Bingxu	QMS Capital Management LP	Industry
2014	Finance	Landoni	Mattia	Southern Methodist University, Cox School of Business	Academic
2014	Finance	Lu	Zhongjin	University of Georgia, Terry School of Business	Academic
2014	Marketing	Bilgicer	Hasan	Cornerstone Research	Industry
2014	Marketing	Yang	Liu	HEC, Paris	Academic
2015	Accounting	Duro Rivas	Miguel	IESE Business School, University of Navarra	Academic
2015	Accounting	Tseng	Yung-Fang	Kelley School of Business, Indiana University	Academic
2015	DRO	Chaneton	Juan	Celect	Industry
2015	DRO	Saban	Daniela	Stanford University	Academic
2015	Finance	Cho	Jaehyun	US Securites and Exchange Commission	Industry
2015	Finance	Ermolov	Andrey	Fordham, Gabelli School of Business	Academic
2015	Finance	Shi	Fangzhou	State Street	Industry
2015	Management	Hildebrand	Claudius	Boston Consulting Group	Industry
2015	Management	Huang	Jun	KU Leuven	Academic
2015	Management	Katic	Ivana	Yale University	Academic
2015	Management	Liu	Zhi	Peking University, Guanghua School of Management	Academic
2015	Management	Uribe	Jose	University of Michigan	Academic
2015	Marketing	Chen	Charlene	Nanyang Business School	Academic
2015	Marketing	Kim	Yena	Electronic Arts	Industry
2015	Marketing	Reinholtz	Nicholas	Leeds School Of Business	Academic
2016	Accounting	Aghamolla	Cyrus	Minnesota, Carlson School of Management	Academic
2016	Accounting	Han	Dong Joon	Chinese University of Hong Kong Business School	Academic
2016	Accounting	Honigsberg	Colleen	Stanford Law School	Academic
2016	Accounting	Wong	Yu Ting	University of Southern California, Marshall School of Business	Academic
2016	DRO	Bhat	Nikhil	Google	Industry
2016	DRO	Crapis	Davide	Lyft	Industry
2016	DRO		Charles	Palantir Technoligies	Industry
2016	DRO	Guetta Han	Yunru	McKinsey& Company	Industry
2016		Kilcioglu		Uber	Industry
2016	DRO	I NUCIUEIU	Cinar	Goldman Sachs Asset Management	Industry
	DRO		Liiian		i iliuustTV
	DRO	Lu	Lijian	-	
2016	DRO DRO	Lu Xie	Chen	VTS, Inc	Industry
2016 2016	DRO DRO DRO	Lu Xie Yao	Chen John	VTS, Inc University of Miami	Industry Academic
2016 2016 2016	DRO DRO DRO DRO	Lu Xie Yao Zheng	Chen John Hua	VTS, Inc University of Miami JP Morgan	Industry Academic Academic
2016 2016 2016 2016	DRO DRO DRO DRO Finance	Lu Xie Yao Zheng An	Chen John Hua Byeongje	VTS, Inc University of Miami JP Morgan Nanyang Business School	Industry Academic Academic Academic
2016 2016 2016 2016 2016	DRO DRO DRO DRO Finance	Lu Xie Yao Zheng An Ayala	Chen John Hua Byeongje Andres	VTS, Inc University of Miami JP Morgan Nanyang Business School Amazon	Industry Academic Academic Academic Industry
2016 2016 2016 2016 2016 2016	DRO DRO DRO DRO Finance Finance Finance	Lu Xie Yao Zheng An Ayala Chen	Chen John Hua Byeongje Andres Guojun	VTS, Inc University of Miami JP Morgan Nanyang Business School Amazon Nanyang Technological University	Industry Academic Academic Academic Industry Academic
2016 2016 2016 2016 2016 2016 2016	DRO DRO DRO Finance Finance Finance Finance	Lu Xie Yao Zheng An Ayala Chen Gupta	Chen John Hua Byeongje Andres Guojun Arpit	VTS, Inc University of Miami JP Morgan Nanyang Business School Amazon Nanyang Technological University NYU Stern School of Business	Industry Academic Academic Academic Industry Academic Academic
2016 2016 2016 2016 2016 2016 2016 2016	DRO DRO DRO DRO Finance Finance Finance	Lu Xie Yao Zheng An Ayala Chen	Chen John Hua Byeongje Andres Guojun	VTS, Inc University of Miami JP Morgan Nanyang Business School Amazon Nanyang Technological University	Industry Academic Academic Academic Industry Academic

Appendix D

Grad Year		Last_Name	First_Name	Initial Placement	Category
2016	Management	Wazlawek	Abbie	Kellogg School of Management, Post-doctoral Researcher	Academic
2017	Accounting	Li	Xinlei	HKUST Business School	Academic
2017	Accounting	Rouen	Ethan	Harvard Business School	Academic
2017	DRO	Shin	Dongwook	HKUST Business School	Academic
2017	DRO	Yuan	Kai	Two Sigma Investments	Industry
2017	Finance	Li	Ye	The Ohio State University, Fisher School of Business	Academic
2017	Finance	Semenov	Aleksey	Barclays	Industry
2017	Finance	Slutzky	Pablo	University of Maryland, Robert H. Smith School of Business	Academic
2017	Management	Banerjee	Mitali	HEC, Paris	Academic
2017	Management	Cho	Jaee	HKUST Business School	Academic
2017	Management	Fridman	Ilona	PostDoc, Center for Health Policy at Duke University	Academic
2017	Management	Wiley	Elizabeth	Google	Industry
2017	Marketing	Не	Daniel	NUS Business School	Academic
2017	Marketing	Liu	Jia	HKUST Business School	Academic
2017	Marketing	Melumad	Shiri	The Wharton School	Academic
2018	Accounting	Johannesson	Erik	City University of New York, Baruch College, Zicklin School of Business	Academic
2018	Accounting	Li	Nan	Minnesota, Carlson School of Management	Academic
2018	DRO	Hu	Wenqi	Uber	Industry
2018	Finance	Mitts	Joshua	Columbia Law School	Academic
2018	Finance	Papoutsi	Zoi Melina	European Central Bank	Industry
2018	Finance	Sachdeva	Kunal	Rice Business - Jones Graduate School of Business	Academic
2018	Finance	Xu	Ran	Boston College Carroll School of Management	Academic
2018	Management	Chang	Sungyong	London Business School	Academic
2018	Management	Choi	Yoonjin	London Business School	Academic
2018	Management	Chun	Jinseok	Postdoc, Duke University	Academic
2018	Management	Lu	Guannan	MIT Sloan School of Management	Academic
2018	Management	Martin	Ashley	Stanford University	Academic
2018	Management	Piazza	Alessandro	Rice University	Academic
2018	Marketing	Chung	Jaeyeon	Rice University	Academic
2018		<u> </u>	Yael	NYU Stern School of Business	
	Marketing	Karlinsky Shichor			Academic
2018	Marketing	Ren	Qitian	Chinese University of Hong Kong Business School	Academic
2019	Accounting	Zou	Yuan	Harvard Business School	Academic
2019	DRO	Allouah	Mohammed-Amin	Facebook	Industry
2019	DRO	Avadhanula	Vashist	Facebook	Industry
2019	DRO	Castro	Francisco	Uber	Industry
2019	DRO	He	Pu	Two Sigma Investments	Industry
2019	DRO	Liu	Zhe	Imperial College Business School	Academic
2019	DRO	Long	Fei	UNC Chapel Hill, faculty in Marketing	Academic
2019	Finance	Kiguel	Andrea	Citi	Industry
2019	Finance	Yang	Ruoke	Post Doc, Imperial College London	Academic
2019	Finance	Zheng	Minchen	Man Group Hedge Fund	Industry
2019	Management	Carter	Ashli	NYU Stern School of Business, Post Doc	Academic
2019	Management	Jachimowicz	Jon	Harvard Business School	Academic
2019	Management	Kanze	Dana	London Business School	Academic
2019	Management	Lee	Alice	Cornell University	Academic
2019	Marketing	Castelo	Noah	University of Alberta, Canada	Academic
2019	Marketing	Dew	Ryan	The Wharton School	Academic
2019	Marketing	Meng	Ruoqu	NYU Stern School of Business	Academic
2020	Finance	Cen	Xiao	Texas A&M University	Academic
2020	Finance	De Simone	Rebecca	London Business School	Academic
2020	Finance	Guo	Yifeng	AQR Capital Management	Industry
2020	Finance	Kabir	Poorya	University of Singapore, NUS Business School	Academic
2020	Finance	Mei	Danqing	Cheung Kong Graduate School of Business	Academic
2020	Finance	Tomunen	Tuomas	Boston College Carroll School of Management	Academic
	Finance	Wang	Yahui	Dimensional Fund Advisors	Industry
2020		1		Facebook	Industry
	Management	Liu	Shi	1 deebook	
2020		Liu Moulton	Shi Elizabeth		Academic
2020	Management			Manhattan College Cornell University	Academic Academic
2020 2020 2020	Management Management Marketing	Moulton	Elizabeth Khaled	Manhattan College Cornell University	
2020 2020 2020 2020	Management Management	Moulton Boughanmi	Elizabeth	Manhattan College	Academic

Grad Year	Division	Last_Name	First_Name	Initial Placement	Category
2021	Accounting	Huang	Qian	Peking University	Academic
2021	Accounting	Peddireddy	Venkat Ramana	China Europe International Business School	Academic
2021	Accounting	Phan	Minh	Unknown	n/a
2021	Accounting	Wen	Jing	City University of Hong Kong, School of Business	Academic
2021	DRO	Even	Yaarit	Amazon	Industry
2021	DRO	Lu	Jiaqi	Chinese University of Hong Kong Business School	Academic
2021	DRO	Min	Seungki	Chinese University of Hong Kong Business School	Academic
2021	DRO	Qian	Pengyu	Krannert School of Management	Academic
2021	DRO	Shen	Yiwen	The Hong Kong University of Science and Technology	Academic
2021	DRO	Tangirala	Gowtham	The Hong Kong University of Science and Technology	Academic
2021	DRO	Wang	Muye	Two Sigma Investments	Industry
2021	Finance	Bolandnazar	Mohammadreza	Texas A&M University	Academic
2021	Finance	Dovman	Polina	Heka Global	Industry
2021	Finance	Rocha da Mota Mertens	Lira	MIT Sloan School of Management	Academic
2021	Finance	Tessari	Cristina	Goldman Sachs	Industry
2021	Finance	Wang	Renxuan	China Europe International Business School	Academic
2021	Management	Brown	Zachary	HKUST Business School	Academic
2021	Management	Carlson	Natalie	University of Pennsylvania Wharton School	Academic
2021	Management	Hwang	Jiwon	Stanford GSB (postdoc)	Academic
2021	Management	Yeaton	Matthew	HEC, Paris	Academic
2021	Marketing	Ben Sliman	Malek	Sothebys	Industry
2021	Marketing	Gritckevich	Aleksandr	Unknown	n/a
2021	Marketing	Jun	Youjung	Yonsei University, Korea	Academic
2021	Marketing	Padilla	Nicolas	London Business School	Academic
2022	DRO	Hu	Yue	Stanford University	Academic
2022	Finance	Alvero	Adrien	Rohatyn Group	Industry
2022	Finance	Cramer	Kim	London School of Economics	Academic
2022	Finance	Dashmiz	Shayan	Merril Lynch	Industry
2022	Finance	Giesecke	Oliver	Stanford, Postdoctoral Fellow	Academic
2022	Finance	Siani	Kerry	MIT Sloan School of Management	Academic
2022	Management	Dell'Acqua	Fabrizio	Harvard, Postdoctoral Fellow	Academic
2022	Management	Liu	Zaijia	Fudan University	Academic
2022	Management	Steohenson	Matthew	BlockScience	Industry
2022	Marketing	Ding	Yu	Stanford University	Academic
2022	Marketing	Tkachenko	Yegor	Unknown	n/a

