

History

In 2011, the tenured and tenure-track faculty of Columbia Business School had twenty-one female members and three African-American members. While important progress has been made in recent years, the School has not yet achieved the level of diversity to which we aspire. The Business School believes that increasing faculty and faculty pipeline diversity in meaningful ways will play a strong role in increasing the School's effectiveness as a teaching and research environment in the global context of the 21st century.

To that end, we have developed the following plan to focus on this important priority, and the Dean's Office and Faculty Executive Committee will review these goals each summer to adjust and refine them based on experience.

Objective

Columbia Business School is committed to significantly increasing the gender and racial diversity of its faculty and PhD student body in the short term and long term so that their representation more closely reflects their availability pools in the field. The School plans to use the following strategies to accomplish this goal.

Goals

1. Increase the percentage of female full-time tenured and tenure-track faculty from 17 percent to 20 percent by July 2014. We see this as an ambitious goal to which we aspire.
2. Increase to three percent or at least retain the percentage of underrepresented minority members of the full-time tenured and tenure-track faculty through July 2014. Given the significant progress at Columbia Business School over the past three years, we believe this is a realistic goal.
3. Increase the percentage of underrepresented minority doctoral candidates to three percent by July 2014.

Current State and Rationale for Goals as Set

1. As of July 2011, the full-time, tenured and tenure-track faculty of Columbia Business School is 17 percent female (21/124). At the same time, 30 percent of the "external pool", as identified by the Provost's Office is female, 35 percent of the MBA student body is female, and 45 percent of our PhD student body is female. Assuming a one percent growth rate in our faculty, we would need to have 26 female faculty members to meet this goal. Achieving this number would require that we successfully recruit two to three new female faculty members every year for the next three years, and lose none to other Schools. We believe this is an ambitious goal given

progress from 14 to 17 percent since 2008; however, with strategies identified below we hope to be able to move forward toward this aspiration.

2. As of July 2011, two and a half percent of the full-time, tenured, and tenure-track faculty of Columbia Business School is underrepresented minority (African-American). At the same time, two percent of the tenured and 7.7 percent of the “external pool”, is African-American, and less than one percent of the “external pool” is Native American/Alaskan Native, although 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 one the number of African-American or Native American faculty members over the next three years, and lose none to other Schools. We believe this goal is reasonable given progress from zero to two and a half percent since 2008.
3. As of July 2011, there were no African-American or Native American doctoral candidates at Columbia Business School. The data on the true and viable candidate pool are hard to determine rigorously, but it is probable that it at least matches the pool of current junior faculty candidates. Given this assumption, we aspire to increase the percentage of African-American doctoral candidates to three which would require that we successfully recruit one per year over the next three years. We believe this is an ambitious goal, but given the number of students recruited each year (about 17), seems possible.

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 use the same strategy 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.

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 diversity goals.
- Before finalist 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.

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

- Each division will conduct a thorough review of all target group faculty members at top five to ten peer departments and to identify potential faculty members to consider recruiting.¹
- 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.
- 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 doctoral candidates before they have entered the job market, and has encouraged divisions to consider this tactic.

New Language in Job Advertisements

Incorporate language explicitly valuing diverse experience and skills into job descriptions and advertisements. The following sentence will be added to all new external job advertisements: *Columbia Business School is seeking applicants who would promote the diversity mission of the University through their research, teaching, and/or service.*

Comprehensive review of female 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 academic association conference) at least one female and one underrepresented minority applicant. If the top 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 finalist to receive an offer from the School, must share the resume of the strongest female and underrepresented minority applicants with

¹ Divisions may appoint 1-2 faculty members and provide them with an administrative support staff member to facilitate these reviews.

the Senior Vice Dean before an offer will be made, so that a comparison can be made between candidates.

Recruiting

- The Business School will 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
 - Enhancing an offer through additional research expenses, course reductions, supplemental housing support, etc.
 - Bringing an applicant and his or her family to Columbia for an additional visit or recruiting activities

On boarding and Retention

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

The Senior Vice Dean or Vice Dean for Research 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.

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

Grass-Roots Recruiting

Under the leadership of each division's faculty representative to the doctoral committee, faculty members in each division will be encouraged to reach out to colleagues who teach at undergraduate institutions or in industry who might have recommendations of underrepresented minorities to recruit to our programs. At their discretion, faculty members could offer to speak to such candidates in advance of application.

The Doctoral Office will support each division by providing templates of e-mails to send to colleagues to solicit recommendations of potential candidates.

Advertising and Targeted Recruiting

The doctoral program will identify venues for advertising and recruiting which have the potential of reaching a broader base of possible applicants. Such outreach could include advertisements in publications that may reach a more diverse audience. The Doctoral Office will arrange opportunities to meet directly with diversity undergraduate groups at top nearby Universities, starting with Columbia, in **Faculty Diversity Goals and Strategy for Columbia Business School (October 2011)**

order to increase awareness of our programs, lower barriers to application, and encourage program applications.

Rigorous (Dual) Review of all Doctoral Applications received by 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 two reviews (one by a member of the faculty) 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 in The PhD Project, an initiative to promote diversity in the PhD admissions process, for several years, but to date this involvement has not resulted in increased minority applications or matriculants. The School will further involvement at the annual conference using some or all of the following strategies in order to increase the return from the conference participation:

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 may 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. Additional Application Review. Each underrepresented minority applicant will receive "additional consideration" during admissions review. Depending on divisional practice, this may mean that each application gets reviewed by a faculty member to do a first cut—or perhaps it will be reviewed by more than one faculty member (in cases where all applications are reviewed by faculty members.)
8. 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 established to support faculty members to attend the PhD project recruiting conference or to make other visits to targeted venues where underrepresented minority candidates can be recruited.

Communication and Assessment

The Dean's Office has shared this document and requested feedback from the Executive Committee of the Faculty and from the directors of the Doctoral Program Office.

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 2012, 2013, and 2014, the Dean's Office will document progress towards goals above, share the results with the Executive Committee of the Faculty, and adjust strategy and goals as necessary for the succeeding year(s).