

Diversity Report 2018-2019

Kelley School of Business

Indiana University Bloomington

DIVERSITY INITIATIVES AND INVESTMENTS

The Kelley School has a long history of commitment to a diverse, inclusive, and supportive student body. In the 1960s, Kelley was one of three founding business schools of the Consortium for Graduate Study in Management, which seeks to recruit and support underrepresented minorities in getting their MBAs so that corporate leadership will become more diverse. Kelley was the first undergraduate business school to host a national diversity case competition, which has grown to more than 160 students from colleges across the country, 18 corporate sponsors, and \$20,000 in prize money. For many years, we have been hosting free pipeline programs for underrepresented minority and female high school students. More recently, we have formalized mentoring, student organizations, and support systems for diverse students and Kelley women. We have added staff positions dedicated to the recruitment and support of diverse students, and we have expanded diversity programming to include LGBTQ+ initiatives.

We have an inventory of more than 140 diversity initiatives at the Kelley School of Business. Here some of the newest:

- Added **Associate Director of Diversity & Inclusion** position in the Full-Time MBA Program. The Associate Director is tasked to build and sustain the program's URM pipeline as well as educate the entire MBA Program population on topics of equity, diversity, and inclusion.
- Added **Assistant Director of Student Experience** position in Undergraduate Program whose duties include supporting women's organizations and programming, as well as LGBTQ+ initiatives and mental wellness programming.
- **Diversity Day Workshop:** created and designed to provide prospective students from underrepresented populations the opportunity to learn about the value of diversity and inclusion within the Kelley Full-Time MBA Program. Attendees interact with alums from diverse backgrounds in a career panel, have candid conversations with current underrepresented students, and learn tangible skills such as communication and personal finance (as a classroom preview). In addition, candidates are introduced to opportunities available through the Consortium for Graduate Study in Management and other partner organizations. The Diversity Workshop is the precursor to the MBA's Annual Preview Day for prospective students.
- **Kelley Diversity Champions:** Kelley Diversity Champions are select Full-Time MBA candidates who are passionate about creating an inclusive and welcoming environment at Kelley and serve as an extension of the office of Diversity and Inclusion. They work to make sure backgrounds and cultures of all MBA students are embraced and respected. Kelley Diversity Champions are expected to help build a culture of Diversity and Inclusion at Kelley and assist with furthering the mission of the Diversity and Inclusion office by doing the following:

- Educate peers/classmates on inclusion efforts to ensure all backgrounds and cultures are embraced and respected
 - Provide support and advocacy for students
 - Assist with existing and new programming efforts for the Kelley community (i.e. Candid Conversations, Diversity Recruitment, Cultural training, etc.)
- **Kelley Ally Certificate:** Kelley Ally is a distinction for Full-Time MBA students who demonstrate appreciation for the many kinds of diversity in the teams on which they work and are prepared to champion a sense of inclusion among their colleagues and direct reports in organizations in which they will work. This initiative will help MBA students learn more about people with backgrounds or approaches different from their own, increase their emotional intelligence, and learn how to build community in their own groups and organizations. Upon successful completion of the Kelley Ally components, students will write a reflection memo and participate in an individual 30 minute debrief with a member of the MBA Leadership Team. The student will receive a certificate that they can discuss with potential employers and that will be recognized in the MBA graduation program. Successful completion will earn the student a Kelley Ally Certificate and will be recognized at year-end events for the MBA Program.
 - **Undergraduate Diversity & Inclusion Task Force:** a group of approximately 20 people made up of mostly URM students, in addition to several faculty and staff/administrators, who convene monthly to discuss the state of affairs in the school related to issues of diversity, with particular emphasis on racial issues. The group was charged by Chair Josh Perry to act as a deliberative and innovative board in developing training, programming, and other initiatives to promote a culture of inclusion and equity, and to assist with coordination of responses when situations or incidents arise throughout the year.
 - **Finance Diversity Program:** Designed to increase the diversity of high-potential Undergraduate students choosing a finance major and pursuing a career within corporations and the financial services. The program's ultimate goal is to lead to more diversity among professionals from corporate America and Wall Street and contribute to better decision making through diversity. The program provides professional development opportunities to high-potential students at an early stage in their academic careers and strives to empower diverse individuals to be confident being their authentic selves in the workplace and beyond. It is supported by several corporate partners. The first Financial Diversity cohort had about 50 members and doubled diversity in Kelley's Investment Banking Workshop and the Investment Management Workshop.
 - **Build Your Future** - A recruiting event for high school women that was a collaboration with the Kelley Institute for Social Impact and Kelley Undergraduate Admissions, students spent the morning doing a case study and other activities and the afternoon doing community service at local non-profits; upperclassmen served as student leaders.
 - **Live-streamed student panels** to speak with prospective students about Undergraduate life at Kelley. This was one of several live-stream events taking place over the spring of 2019 designed to reach out to potential students outside of Indiana. Other events focused on international student concerns and honors opportunities.
 - The **Conrad Prebys Scholars' Program** began with recruitment in March 2019 with special consideration given to underrepresented minorities candidates as well as students with financial challenges and

diverse cultural experiences. Thirteen students were offered the Conrad Prebys Scholarship and will be a part of the inaugural class.

- **Kelley E.X.C.E.L:** (Educate, Explore, Connect, Engage and Lead) is a professional development and mentorship program for current IU students who are pursuing admission to the Kelley School after freshmen year. This program, designed for underrepresented students, addresses the issue of diversity at the Kelley school while also assisting students with creating a network of colleagues and professionals who will help them navigate the admission's process and the academic rigors of Kelley.
- The Business Law & Ethics faculty is expanding the curriculum of **the required third year ethics course** to include diversity, equity, and inclusion topics specifically related to race/ethnicity, women, and LGBTQ+ issues. The faculty team addressing this change is in discussions with the Office of Diversity Initiatives and the Office of Student Experience for input and consultation.

CHALLENGES AND OPPORTUNITIES

One of the central challenges related to recruitment is the competitive higher education environment at the undergraduate and graduate levels. We are recruiting exceptionally high achieving underrepresented students from across the country. It is becoming increasingly more difficult to compete for the same students as other universities push to increase diversity on their campuses.

Many universities are compensating for lack of adequate programming with generous financial packages. In addition, many of the institutions have greater name recognition and a perceived locational advantage over our Midwestern state. Another challenge is the political environment. Although, Bloomington is considered to be more liberal, inclusive, and open-minded, Indiana is a conservative state whose former governor is vice president of the United States in the Trump Administration. This could be a source of fear and concern for families of underrepresented students as well as international students, who also add to our diversity.

Retention of underrepresented minority undergraduate students at Kelley is approximately 93%. Our challenges are not so much related to retaining URM students, but ensuring that they are well supported inside and outside of the classroom. The Undergraduate Program is taking significant steps to improve the Kelley climate. Our Diversity & Inclusion Taskforce is in its second full year and ensures we are hearing unfettered student perspectives. In addition, collaboration between KODI and Kelley Student Government (KSG) is advancing the school's inclusiveness mission. Continued collaboration with offices inside the school and partners across campus will help us continue to improve our culture.

In the Full-Time MBA Program, the newly developed initiatives (Ally Certificate and Champions) are designed to improve engagement from all students in the MBA community in the spirit of inclusivity and respect. As the program matures, we hope these initiatives will become more infused in the student experience and expanded to other graduate programs.

OFFICIAL DIVERSITY STATISTICS AY 2015–AY 2019 KELLEY SCHOOL OF BUSINESS—BLOOMINGTON

Blue=URM; Red=Women

Beginning Students	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Freshman Direct Admit	141 (9.5%) 519 (35.1%)	179 (12.2%) 521 (35.4%)	193 (11.7%) 540 (32.6%)	205 (11.7%) 593 (33.9%)	272 (13.8%) 658 (33.4%)
Full-Time MBA	11 (6%) 54 (29%)	14 (8%) 56 (30%)	29 (14%) 59 (29%)	17 (9%) 64 (35%)	19 (14%) 45 (33%)
Kelley Direct (MBA + MS)	29 (8%) 120 (28%)	22 (7%) 78 (24.9%)	42 (9.5%) 118 (26.8%)	39 (9.1%) 95 (22.1%)	48 (9.4%) 137 (26.7%)
MSIS	3 (3%) 38 (44%)	4 (3%) 44 (38%)	12 (9%) 47 (37%)	7 (5%) 53 (41%)	12 (9%) 53 (38%)
3/2 MBA	1 (2%) 16 (38%)	3 (8%) 8 (20%)	2 (4%) 13 (23%)	1 (2%) 12 (25%)	1 (3%) 11 (34%)
MS in Accounting	0 (0%) 26 (51%)	5 (12%) 22 (52%)	3 (9%) 18 (53%)	9 (14%) 35 (53%)	10 (21%) 17 (36%)
Doctoral Total Enrollment	1 (1%) 28 (41%)	1 (1.8%) 26 (45.6)	0 (0%) 30 (48%)	2 (2.9%) 30 (43%)	2 (3%) 25 (38%)
Faculty	15 (5.7%) 88 (33.6%)	18 (6.3%) 97 (34%)	17 (5.8%) 99 (34%)	18 (6%) 101 (33.4%)	19 (5.8%) 113 (34.8%)

URM is defined by IU as African American, Hispanic, Native American, Pacific Islander, and ALL of the "Two or More Races" category.

METRICS AND ACCOUNTABILITY

Representatives of each academic department worked with their departmental faculty to identify the following measures the Kelley School will track going forward.

- **Number and percentage of offers made to URM faculty candidates and women tenure track candidates.**

In 2017, Kelley made 29 offers to tenure track (TT) candidates, including three to URM candidates (10.3%) and two to women (6.9%). In 2018, the number of TT offers was 35, including two to URM candidates (5.7%) and 11 to women (31.4%).

Overall, Kelley made 48 offers to TT, clinical, and lecturer candidates in 2017. Among those, four were to URM candidates (8.3%), and 11 were to women (22.9%). In 2018, 61 offers were made, including four to URM candidates (6.6%) and 26 to women (42.6%).

- **Number of times per year campus-wide strategic hiring funds are requested and granted.**

In 2017 and 2018, strategic hiring funds were requested and granted once each year. In 2017, \$150,000 with benefits was granted (\$207,150); in 2018, \$137,250 with benefits was granted (\$189,542).

- **Number and percentage of URM faculty candidates granted tenure and/or promotion.**

In AY 2017 and AY 2018, no URM faculty sought tenure. A URM lecturer sought and was awarded promotion in 2017.

- **Number and percentage of tenure track women granted tenure and/or promotion.**

In AY 2018, four women sought and were awarded tenure, 44% of the nine faculty members who did so. No women sought tenure in 2017, although one woman sought promotion to full professor, which was granted.

In addition, a female clinical professor and a female lecturer sought and were awarded promotions in 2017. In 2018, three female lecturers sought and were awarded promotions.

- **Number and percentage of URM and women faculty who seek and are provided dual-career support by the campus.**

One female faculty member sought and received support for her husband, who was hired by another campus unit, which received the support. No URM faculty sought dual-career support.

- **Changes (positive or negative) in leadership positions (number and level) held by URM and women faculty members.**

In AY 2016, there were 47 leadership positions among faculty, including deans, program chairs, department chairs, center directors, and committee chairs. Of those 47, two were URM and 12 were women. In AY 2018, leadership positions increased to 51, including two URM and 10 women, a drop from 25.5% to 19.6% of the percentage of women leaders between 2016 and 2018.

- **Number of URM and women faculty members who visit campus for academic presentations in departmental research and/or teaching seminars.**

Of the 73 faculty who visited the Kelley School of Business in AY 2017 for presentations or seminars, 7 (10%) were URM, and 23 (32%) were women. In AY 2018, there were 63 faculty members visiting, including 10 URM (16%) and 14 women (22%).

- **Number of women and URM faculty members with fellowships and faculty chairs/professorships.**

In AY 2017, we had 80 faculty fellowships, chairs, and professorships. Of those, seven (9%) were held by URM faculty, and 18 (22.5%) were held by women. In 2018, the total number rose to 99 fellowships, chairs, and professorships; the number held by URM faculty remained the same, although the percentage fell to 7%, while there was a gain of one position by female faculty members, equating to a drop in percentage to 19%.

INITIATIVES TO ENSURE DIVERSE HIRING AND RETENTION

- **Create faculty search committees that are diverse and inclusive in terms of race and gender.**

Each department is intentionally building search committees with racial and gender diversity in mind. As many departments are limited in the number of URM tenure track faculty, department chairs must balance service commitments to ensure URM faculty are not overburdened with an inequitable load of committee appointments.

- **Ensure that all search committees are familiar with and operate within IUB's *Policies, Procedures, and Best Practices for Faculty Recruitment*.**

Departments routinely send at least one member of the faculty search committee to the IUB hiring workshop organized by OVPFAA and OVPI, and faculty have access to the policy document.

- **Write job descriptions designed to attract a broad and inclusive range of candidates.**

Our job descriptions make clear IU is an equal employment, affirmative action employer, and provider of ADA services, and are written to attract a broad range of candidates. Our Department of Business Law & Ethics is actively seeking candidates whose research or experience relates to racial, ethnic, and gender diversity in corporate and work environments. In addition, we target recruitment events in cities that have diverse populations.

- **Encourage the creation of various diversity support groups to promote professional and social engagement. This has the added benefit of creating avenues for sharing best practices across departments or avenues for voicing concerns without linking concerns to any one person.**

While this idea has been discussed, formal groups have not yet been established.

- **Initiate steps to increase exposure of URM candidates to the URM community in Bloomington. These steps may include having URM candidates meet with the Associate Vice-Provost for Faculty Development and Diversity or URM faculty at Kelley or other units on campus.**

Departments introduce URM candidates to URM faculty affiliated with Kelley, and some have met or are scheduled to meet with representatives from OVPI. The Department of Management & Entrepreneurship schedules meetings with James Wimbush, who has standing with our faculty and is VP for Diversity, Equity, and Multicultural Affairs and Dean of the University Graduate School. Candidates are often given the opportunity to speak with URM students and other diverse groups on campus.

- **Become involved in diversity initiatives and diversity units/groups within academic associations.**

Many faculty and staff members are involved in the more than 140 active diversity-related initiatives and activities at Kelley mentioned in the above answers, many through Kelley's Office of Diversity Initiatives. In addition, faculty members are members of several groups that promote or support diversity for URM and women in academia, such as the PhD Project, Women in Business Technology, and Global Business Women.

DOCTORAL PROGRAM INITIATIVES

- **Reach out to Historically Black Colleges and Universities (HBCUs) to market PhD program.**

In May 2019, the PhD Program reached out to HBCUs and provided information (and an electronic version of the Kelley School of Business Doctoral Program Academic Career brochure). In addition, specific engagement has been initiated (and is ongoing) with two HBCUs (Howard University and Virginia State University).

- **Continue to collaborate with the PhD Project.**

Over the past two years, the Kelley School of Business Doctoral Program has been involved in the PhD Project National Conference, bringing a strong five-person team of faculty, staff, and student representatives to discuss the doctoral program. In addition, the Doctoral Program encourages faculty from each of the departments to participate in the domain-specific PhD Project conferences. Prior to the PhD Project National Conference, we receive a list of attendees who we contact to inform them that we will be in attendance and encourage them to visit with us. Post-conference, we contact the individuals we met with in order to reinforce potential interest. From our involvement in the PhD Project national conference, we received several applications over the past two academic years, were able to recruit one excellent doctoral student in 2018, and met several other strong candidates.

- **Explore corporate relationships, seeking sponsorship of minority employees as doctoral students.**

We have not yet acted on this initiative.

- **Reach out to minority student associations on the IU campus to discuss PhD program.**

The PhD Program hosted an Information Session for the IU campus in Fall 2017 and Fall 2019 that attracted interest from minority students. We also participated in IU's GU2IU program over the past several academic years (this program targets URM undergraduate students who are interested in graduate school), and hosted a URM individual (Hispanic female) in fall 2019 who is now interested in applying to the Kelley PhD Program.

- **Leverage Kelley's undergraduate, MBA and specialized Masters degrees as a conduit to attract URM into our PhD program.**

The PhD Program hosted an Information Session for the IU campus in Fall 2017 and Fall 2019 that was addressed to Kelley undergraduate, MBA, and master's degree program students and attracted interest from minority students.

- **Access mailing lists of Kelley alumni belonging to URM and women's groups to advertise the KSB PhD program.**

We have not yet initiated this tactic.

- **What other avenues has the PhD Program used to recruit URM candidates to the program?**

Overall, we proactively have been using the PhD Project discipline conferences and the national conference that target individuals across the United States, the Kelley Doctoral Program Information Sessions directed toward IU students, and IU's GU2IU program. More recently, we have:

- increased communication with HBCUs, and plan to continue this communication;
- attended the NAGAAP conference in 2019 and 2020 that focuses on recruiting, with specific attention to recruiting URM students; and
- increased our DocNet networking involvement to discuss new avenues for recruiting URM candidates.

In terms of application yield:

- 2018 applications: 119 female, 8 URM (10 female offers/4 decline, 2 URM admits) – of 292 total (19 admits)
- 2019 applications: 147 female, 10 URM (10 female offers/5 decline; 1 URM offer/declined) – of 307 total (15 admits)

Since 2017, we have been able to recruit two URM doctoral students (one male and one female). Additional efforts were made last year, but yield remains challenging.