

Equity, Diversity, and Inclusion Public Action Plan

Executive Summary

This Public Action Plan for equity, diversity, and inclusion is part of a rich institutional history. Over many years, Simon has always strived to strengthen its inclusiveness, with successful initiatives along the way and less successful efforts that require more from us.

We firmly believe that a diverse, equitable, and inclusive learning environment benefits all members of our community, and we are committed to working toward lasting, systemic change in our efforts to educate the next generation of business leaders. This year, *US News & World Report* recognized Simon's Full-Time MBA as the #1 most diverse Top 50 program, a nod to our commitment to building a welcoming community.

Our commitment to diversity is not a fad, and we strive to foster and cultivate a culture where every member of the Simon community feels supported and valued. True diversity only exists when equity and inclusion are a part of representation. This includes providing equal opportunity and access to all people, regardless of their gender, race, ethnicity, age, color, sexual orientation, military status, national origin, socioeconomic background, or ability/disability. Academic excellence and student success are central to our mission.

It is with an imperfect history, together with our strong tradition of student activism and striving for being *ever better*, that we launch a formal EDI action plan for our entire Simon community.

To that end, we are focused on a few key areas, with specific goals, action items, timelines, and Key Performance Indicators (KPIs) to hold ourselves accountable for making progress. This document intends to highlight these areas. It is a community-wide effort, and we are looking forward to your ongoing partnership and collaboration.

Recruit, Retain and Develop a Diverse Simon Community: Students, Faculty and Staff

The last four years have shown significant growth in African American, Black, Hispanic American, and Native American matriculated students from 14% to 32% of the total Full-Time MBA incoming cohort. Overall, MBA enrollment was stable or increased slightly – so both the total number and the percentage of historically underrepresented students in Simon’s MBA cohorts have increased over this time.

Simon’s collaboration with the **Consortium for Graduate Studies in Management (the Consortium or CGSM¹)**, dates back to the 1960s. The Simon Consortium class has grown significantly over the past five years, with the class of 2022 consisting of 35 students – an enrollment figure that has almost doubled since 2018. A few Simon CGSM students are also admitted to Management Leadership for Tomorrow (MLT²), a nonprofit organization that provides additional career and professional development to African American, Hispanic American, and Native American students from across the country.

We also have a more than 30-year history of welcoming international students into the Simon community, adding geographic diversity to our already diverse domestic student body.

The Full-Time MBA classes of 2021 and 2022 are comprised of 42% women, up from 33% in 2019. Narrowing the gender gap in business education and the global business marketplace will continue to be a key focus area.

Our goal is to continue adopting best practices for recruitment strategies to attract students representing racial and ethnic minorities, women, LGBTQIA identified people, military, and disabled individuals.

We will also work on building a more diverse faculty and staff. New Simon initiatives include developing pipelines of qualified staff, faculty, and PhD candidates, including programs to ensure success and retention, and most importantly, developing tools and improving recruitment processes.

Training and Development

Simon stands out as a leader among its peer business school institutions in providing curricular and co-curricular activities that support students in their journey to becoming global business leaders. Simon students are inherently socially conscious, and many of these co-curricular programs have been student-suggested or initiated and supported by Simon faculty and staff. It is also incumbent upon us, as business school administrators, to lead student training and provide opportunities for our staff, faculty, and alumni to develop, build, and support professional development initiatives focused on engagement on topics of diversity, equity, engagement, and inclusion.

Community and Partnerships

To deliver on our promise of cultivating a diverse and equitable community, we must work closely within our own local Rochester community and with new and existing partners who support our endeavors and share our inclusion and equity vision.

We were the fourth business school to join the Consortium in 1968, and remain dedicated to promoting student diversity to elevate the academic experience and reflect modern business’s multicultural nature.

In addition to our Consortium membership, Simon has partnered with the **Management Leadership for Tomorrow (MLT)**, an organization supporting African American, Hispanic American, and Native American students as they apply to leading business schools.

We’re also proud members of **Prospanica**, whose mission is to increase the number of Hispanic students earning an MBA.

¹ The Consortium is an alliance of leading American business schools and some of our country’s top corporations. It is dedicated to enhancing diversity in business education and leadership by increasing African-American, Hispanic-American, and Native-American representation in member schools’ enrollments and the ranks of management.

² An organization supporting African American, Hispanic American, and Native American students as they apply to leading business schools

We closely partner with **Forté**, a consortium of major corporations and top business schools dedicated to increasing women's presence in business. We are widely recognized for our commitment to **creating opportunities for female leaders** to learn and excel within their chosen professions. In 2018, *Financial Times* lauded Simon and ranked the FT MBA program as:

No. 13
for women
in the US

No. 1
for women
in the US in pay equity %

Reaching Out MBA (ROMBA) is a joint effort between top business schools and Reaching Out to demonstrate that business schools are the primary destination to develop the LGBTQ and active ally business leaders of tomorrow.

For the last 10 years, Simon has been an active member of the **PhD Project**, an organization whose mission is to “increase workplace diversity by increasing the diversity of business school faculty who encourage, mentor, support and enhance the preparation of tomorrow’s leaders,” and to help students from traditionally underrepresented groups learn about all aspects of a business doctoral program, and encourage them to follow their dream of becoming a scholar. Success in this area has been limited, and we’d like to renew our attention to creating more pipelines for prospective PhD students.

We are eager to continue building and developing meaningful partnerships with like-minded organizations.

- The Simon School has recently partnered with **The Sadie Collective**, an organization founded in 2018 and dedicated to addressing the pipeline and pathway problem for Black women in economics and related fields.
- Another new partnership is with ASHE: the **American Society of Hispanic Economists**, a professional association of economists concerned with the under-representation of Hispanic Americans in the economics profession when Hispanics represent over 16 percent of the United States population.

Culture

In 2019, the Simon School formally embedded Equity, Diversity, and Inclusion into the School’s **Mission, Vision, and Principles** and the School’s **Staff Values** to increase awareness and accountability across departments. These values are upheld through formal annual evaluations where staff must demonstrate how they live up to the Simon values.

We actively seek out and include individuals from diverse backgrounds and origins who carry their own unique perspectives. It is not only racial and ethnic diversity that we seek. We encourage **diversity of thought and opinion** and encourage thoughtful and respectful debate, promoting tolerance and inclusion.

Metrics and Reporting

To hold ourselves accountable for making progress on this action plan, we will track metrics that represent progress toward our goals. These metrics will help guide our decisions in creating a more diverse, equitable and inclusive school. Twice a year, we will update the Simon community on our progress. Major progress will be evaluated and communicated annually.

Simon School EDI Goals

This is a moment in time that represents an inflection point for the Simon community. While we have been ahead of most of our peer business schools in terms of MBA student diversity and length of involvement in organizations supporting members of underrepresented communities, we recognize that there’s more work to be done. To facilitate progress, we are intentional and thoughtful about creating an institutional infrastructure that emphasizes a culture of equity, diversity, and inclusion. This action plan will closely align to Simon’s 2025 Strategic Plan, and we are committed to working on the following five goals:

School Goal #1

Build and sustain an inclusive culture that promotes equity of access and opportunity for all and is intolerant of racism and discrimination.

Action Item #1 Continued transparent communication from the Dean and across Simon Business School departments.

Metrics and Tracking

- Two annual community updates on progress toward goals, outlining accomplishments, opportunities and areas for improvement.
- Annual report on progress against goals.

Milestone Timing 2021-22 Academic Year

Action Item #2 Student Training and Professional Development

Metrics and Tracking

- Required orientation EDI programming for all Full-Time, Executive and Part-Time MBA and MS programs.
- At least 4 additional optional (but encouraged) Professional Development sessions throughout the academic year.
- Attendance will be tracked on individual and overall levels. Collect session feedback from attendees to assess training quality and impact.

Milestone Timing 2021-22 Academic Year

Action Item #3 Develop an annual plan to ensure robust and regular training for Simon Staff that supports goals and needs.

Metrics and Tracking

- Track individual and overall staff attendance.
- Collect session feedback from staff attendees to assess training quality and impact.

Milestone Timing 2021-22 Academic Year

Action Item #4 Develop an annual plan to ensure robust and regular training for Simon faculty that supports goals and needs.

Metrics and Tracking

- Track individual and overall faculty attendance.
- Collect session feedback from faculty attendees to assess training quality and impact.

Milestone Timing 2021-22 Academic Year

Action Item #5 Inclusion of EDI/Simon values in annual reviews of Simon staff. Further embed values in culture and promote the living of values as a key performance metric.

Metrics and Tracking

- Compare ratings and comments from performance reviews to other key data points (demographic, employee engagement survey responses, etc.).

Milestone Timing 2020-21 Academic Year

School Goal #2

Recruit, develop, and support a student body representative of national and global diversity.

Action Item #1 Sustain application volume and enrollment of diverse candidates in the Full-Time MBA program. Participate in all conference and recruiting events for Consortium, Forte, ROMBA, and MLT. Track student attendance on YOY basis for each event. Plan and execute school-wide Diversity and Women's conference events, with current students, prospective students, alumni, faculty, and staff.

Metrics and Tracking

- Track YOY attendance levels (where possible) and gather input from attendees via a post-event survey.
- Track YOY application volume levels, admission offers and enrollments.

Milestone Timing 2020-21 Academic Year

Action Item #2 In conjunction with the strategic planning process, develop a 5-year recruiting strategy and goals to build and diversify the applicant pool for FT MS and PT/EMBA programs. Partner with FT MBA Admissions on activities where a school-wide approach is appropriate (i.e. Diversity and Women's conferences).

Metrics and Tracking

- Track YOY attendance levels (where possible) and gather input from attendees via a post-event survey.
- Track YOY application volume levels, admission offers and enrollments.

Milestone Timing 2022-23 Academic Year

Action Item #3 Develop and publish EDI business case narrative. Target audiences are Peer Deans, Prospective Students, and Corporate Recruiters. Develop as a formative best practice case with a long shelf life and disseminate widely.

Metrics and Tracking

- Track engagement
- Digital marketing metrics: impressions, web traffic, CTR, etc.
- Press mentions/attention

Milestone Timing 2021-22 Academic Year

Action Item #4 Continue to grow scholarship support for diverse student enrollments, including but not limited to the Simon Women's Alliance scholarship and the "Together for Rochester" fundraising campaign to support Consortium scholarships.

Metrics and Tracking

- YOY growth on funds raised, tracking of # of students supported, growth in # of alumni who give.

Milestone Timing 2022-23 Academic Year

Action Item #5 Sustaining growth in applications, enrollment, and graduation of diverse candidates in the Simon PhD program. Identify new markets for applicants through digital marketing campaigns to raise awareness of Simon PhD program and continued involvement with The PhD Project.

Metrics and Tracking

- YOY growth in applications/admission offers and enrollment of diverse candidates

Milestone Timing 2024-25 Academic Year

Action Item #6 Expand the set of associations and pipeline affiliates serving diverse students pursuing PhD degrees in business and related fields, including active recruiting engagement (e.g., ASHE, Sadie Collective).

Metrics and Tracking

- Active engagement with associations
- Number of identified candidates who are referred through these relationships

Milestone Timing 2021-22 Academic Year

Action Item #7 Make direct connections with Faculty or Administrators at target institutions (e.g. Historically Black Colleges and Universities and women's colleges) to encourage student referrals that ultimately develop a diverse pipeline of PhD applicants.

Metrics and Tracking

- Number of Faculty or Administrator contacts at target schools
- Number of referrals from target schools
- Number of applicants from target schools

Milestone Timing 2023-24 Academic Year**School Goal #3**

Educate future global business leaders who are ready to interact with all stakeholders in an inclusive and equitable manner, through our educational and co-curricular programming.

Action Item #1 Partner with Simon's Graduate Business Council (GBC), Master's Advisory Council, and Part-Time Advisory Council in promoting community engagement and offer programming that enhances cultural competencies and awareness, including but not limited to: Orientation, EDI Lunch & Learn Series, EDI Club Leaders' Training, Broaden Your Horizons events, Black History Month, Asian History Month, Womens' History Month, National Hispanic Heritage Month.

Metrics and Tracking

- Track YOY attendance at key events, both on an individual and aggregate level

Milestone Timing 2021-22 Academic Year

Action Item #2 Increase EDI content in the curriculum, including case discussions, guest speakers, and course content.

Metrics and Tracking

- Increase cases and guest speakers in MBA core classes that will focus on EDI participant/protagonist/business/content.
- One full elective course that offers EDI content.
- Refer faculty to EDI case bank and offer guest speaker list identification.

Milestone Timing 2021-22 Academic Year

Action Item #3 Experiential learning opportunities/case writing focused on systematically excluded and women-led projects (e.g. lead an equity-focused case competition at Simon).

- Metrics and Tracking**
- Number of student participants (unique and total) to expand overall participation.
 - Offer 3 case competitions (including one hosted by Simon) during the year, focusing on systematically excluded and women-led projects.

Milestone Timing 2021-22 Academic Year

Action Item #4 Enhance partnership and learning opportunities through strengthened alumni relationships. Leverage growing engagement with recently launched alumni groups: Simon Women's Alliance and Equity Diversity and Inclusion Alumni Council. Continue to develop Consortium Alumni engagement.

- Metrics and Tracking**
- Grow alumni participation in annual Women's Conference and Diversity Conference events.
 - Track YOY event attendance
 - Number of alumni engaged and percentage increase of alumni engaged
 - Collect post-event feedback from attendees on the quality of learning and engagement opportunities.

Milestone Timing 2021-22 Academic Year

School Goal #4

Recruit, retain and cultivate faculty and staff from traditionally underrepresented communities and continue fostering an inclusive and hospitable environment.

Action Item #1 Increase diversity among faculty.

- Metrics and Tracking** Reaffirm priorities, identify new pipelines for hiring and track hiring processes with faculty to increase faculty diversity, including training/re-training.
- Number of diverse interviews
 - Number of diverse offers
 - Number of diverse hires

Milestone Timing Beyond 2023-24 Academic Year

Action Item #2 Increase the percentage of staff who are members of underrepresented groups with a particular emphasis on positions Grade 52 and above through hiring and promotion.

- Metrics and Tracking** Expand awareness and build relationships with potential diverse candidates; Demonstrate that Simon is a welcoming and inclusive environment to join and grow in your career.
- Number of pre-meetings with potential diverse candidates
 - Number of interviews
 - Number of offers and related hiring statistics for each open position, as well as annual results.

Milestone Timing Beyond 2022-23 Academic Year

Action Item #3 Develop clinical faculty pipeline building through adjunct and/or alumni guest lecturers

- Metrics and Tracking** Expand awareness of adjunct and guest lecture opportunities.
- Number of diverse adjuncts and guest lecturers.

Milestone Timing 2021-22 Academic Year

School Goal #5:

Collaborate with our local Rochester community to support business innovation and economic development, to foster inclusive growth and prosperity.

Action Item #1 Through our ongoing and future partners in the community, continue creating opportunities for students, staff, and faculty to be involved and engaged with EDI-focused community engagement.

Metrics and Tracking

- Track and expand the number of students, staff and faculty involved in current EDI or minority-focused community events like Minority Male Leadership Association (MMLA).

Milestone Timing 2021-22 Academic Year

Action Item #2 Partnerships with Wellness and external businesses to create inclusive, accessible wellness opportunities for all students.

Metrics and Tracking

- Create at least one new partnership with outside wellness firm
- YOY increase in student involvement in each activity

Milestone Timing 2021-22 Academic Year

Action Item #3 Continue with pro-bono student consulting practice to support local minority, Black, and women-owned businesses

Metrics and Tracking

- Expand the number of Vision projects focused on consulting to minority, Black, and women-owned businesses on YOY basis.

Milestone Timing 2021-22 Academic Year

Action Item #4 Continue long-standing local engagement and partnership with Habitat for Humanity

Metrics and Tracking

- Track attendance and expand Simon community participation
- Develop “backgrounder” for participants to better understand the program and its significance to the Rochester community.

Milestone Timing 2021-22 Academic Year

Action Item #5 Continue developing an institutional partnership with the Rochester City School District (PIECES) focused on closing classroom achievement gaps and creating racial equity educational programming

Metrics and Tracking

Engage and involve members from all parts of the Simon Community.

- Track participation and attendance on YOY basis.
- YOY increase in online and in-person participation among students, staff, faculty

Milestone Timing 2021-22 Academic Year

Action Item #6 Create school-wide opportunities for growth and service by leveraging EMBA, PTMBA, and MMM student and alumni networks to increase opportunities to build VISION and volunteer opportunity pipelines and network with Rochester-based business organizations which serve women, minority-owned businesses and/or urban redevelopment.

Metrics and Tracking

- YOY increase in the number of projects
- YOY increase in the number of participants
- YOY growth of programs

Milestone Timing 2021-22 Academic Year

Process

As we embarked on documenting the Simon EDI Action Plan, we collaborated and closely aligned with the University of Rochester's plan. Dean Yeltekin formed the Staff and Faculty Racial Equity Task Force, and student leaders organized a student-led Racial Equity Task Force to partner with the Simon administration. Since July 2020, we also launched a Equity, Diversity and Inclusion Alumni Council comprised of dedicated alumni, provided SWOT analyses, identified needs, and provided feedback.

We solicited and collected feedback compiled from hours of meetings with stakeholders, evaluated best practices from other graduate schools at the University and corporations. Feedback was disseminated into an internal first draft submitted to the University in November 2020.

This document will be available on our website, updated at least annually with progress against goals and other priorities.

Thank you to our wonderful community working to create an equitable, diverse and inclusive environment for everyone.