

The Wharton School

Action Plan for Faculty Excellence through Diversity

1.) Building Faculty Diversity through Wharton's Tradition of Excellence

The Wharton School has created a plan to ensure the continuing excellence and caliber of the faculty in coordination with the Penn Action Plan for Faculty Diversity and Excellence. Building on the foundation of the School's reputation as an international community of scholars, Wharton stakes its future eminence to a prestigious faculty who also reflect the diversity of the world — a world with which the faculty interact through their scholarly activities. In all aspects of diversity — race, gender, nationality, sexual orientation, gender identity, religion, age, political viewpoint, academic expertise, research methodology — Wharton seeks to cultivate a sense of inclusiveness and respect for the range of individuality in its educational environment.

The foundation of Wharton's Action Plan for Faculty Excellence through Diversity is attracting, recruiting, and retaining the most talented scholars who represent the highest quality among faculty candidates. To that end, the plan has three distinct parts, beginning with the pipeline in Wharton Doctoral Programs, extending through faculty recruitment, and continuing into faculty retention.

1.1) Faculty Pipeline

In some areas of diversity, a significant challenge for faculty recruitment is the pipeline of PhDs. For example, minorities and females have historically low enrollments in doctoral programs. This is the major contributor to the low percentage of minority faculty not only at

Wharton but also across peer business schools.¹ Given the underrepresentation of women and non-white individuals in faculty positions, Wharton Doctoral Programs is viewed as an important part of Wharton's action plan, as a pipeline not only to Wharton but also to the larger business school community who recruits our students for faculty positions. It also serves as an example of Wharton's commitment to increasing overall diversity among scholars at the highest level of academia.

Building diversity in other equally valuable ways—such as sexual orientation, gender identity, religion, and political viewpoint—do not lend themselves easily to conventional recruitment outreach. To build and support an inclusive community our pipeline activities include efforts to engage with on-campus groups such as the LGBT Center, Wharton Alliance (an affinity group for LGBT undergraduates interested in business) as well as religious student groups and other groups which will increase opportunities to reach a diverse audience.

Wharton Doctoral programs will lead the School's pipeline activities as follows.

- **Participate in programs provided for under Penn's Action Plan including the Fontaine, Predoctoral, and Graduate Fellowship Programs;**
- **Participate in the annual PhD Project conference;**
- **Develop a summer visitation program to increase interest from participants with diverse backgrounds;**
- **Organize informational events sponsored by undergraduate affinity groups; and**
- **Continue outreach efforts such as the National Name Exchange, GRE Search Service, and webinars for reaching a broader and more diverse group of potential applicants.**
- **Ensure that outreach includes undergraduate affinity groups, and, as appropriate, ask for their help in encouraging participation at informational events organized by the doctoral office.**

¹ See http://www.businessweek.com/bschools/content/jan2011/bs20110126_564521.htm for more on the underrepresentation of minorities in business schools.

1.2) Faculty Recruitment

In 2008, the Committee on Faculty Attraction and Retention (CFAR) was organized. One important objective of CFAR is to improve faculty diversity in the context of the competitive recruitment of distinguished scholars. The Committee membership was drawn from senior faculty and co-chaired by Professors Robert Holthausen and Katherine Klein. Recommendations made by CFAR that are related to diversity include the following.

- Proactive recruitment of diverse scholars to the faculty including a careful review of outstanding candidates, either newly graduated or experienced;
- Development of a database of recruitment information (applications, interviews, offers) to track progress over time in increasing faculty diversity;
- Development of an experimental seminar to educate faculty about unconscious bias; and
- Review of recruitment and hiring policies and procedures to ensure fairness.

CFAR recommendations were developed with the understanding that peer institutions with which Wharton competes are equally invested in recruiting outstanding scholars who are dedicated to teaching and research. Wharton will need to work proactively and aggressively to increase faculty diversity across Wharton disciplines, especially in areas with the least diverse representation.

In the first year of the Diversity Plan, the Office of the Deputy Dean will evaluate the use of additional placement for advertisements that will reach diverse communities such as the LGBT community. Recruitment committees will continue to be reminded about the importance of a welcoming environment. They will be encouraged to provide to candidates Penn websites related to diversity and benefits information, highlighting Penn's commitment to individuals and different kinds of families, including married couples, single parents, children (natural and adopted), and same sex partners.

The School will work collaboratively with departments on faculty recruitment as follows.

- **Produce annual diversity statistics from the departmental database of recruitment (interviews, offers, acceptances) to monitor progress over time in increasing faculty diversity;**
- **Continue the faculty-led seminar on unconscious bias on a regular basis;**
- **Review recruitment and hiring policies and procedures to ensure fairness;**
- **Work with departments in their broad and objective searches, including literature searches and outreach to qualified candidates;**
- **Provide departments with resources for placing ads in publications which are of special interest to diverse candidates;**
- **Ensure that departments are aware of local recruitment resources provided by Penn;**
- **Participate in programs provided for under Penn's Action Plan including Postdoctoral Fellowships, Presidential Term Professorships, and the Faculty Opportunity Fund;**
- **Continue to support faculty recruitment activities with the PhD Project through travel grants;**
- **Develop a postdoctoral program which will contribute to diversity; and**
- **Monitor diversity in departmental weekly seminar series.**
- **Provide information on resources about diversity and benefits for individuals and families.**

1.3) Faculty Retention

The convergence of increasing diversity in the workplace and competition for the most outstanding faculty across peer institutions has elevated the importance of job satisfaction and retention. To sustain a vibrant and outstanding faculty, it is critical that Wharton actively promote a supportive environment focused on individual accomplishments and contributions which unite the academic community.

Listed below are CFAR recommendations related to retention and promotion of faculty.

All of these recommendations have been successfully implemented.

- Enhanced information and resources on mentoring;
- Development of a school-sponsored mentoring meals program;
- Development of materials related to tenure, promotion, and reappointment;
- Communications to department chairs about mentoring and best practices for annual and third year reviews;
- Annual meetings for junior faculty with Deputy Dean and past members of the Wharton Personnel Committee to discuss processes for reappointments and promotions;
- Annual lunch for newly tenured associate professors about promotion to full professor with Deputy Dean, other full professors, and former members of the Wharton Personnel Committee who are charged with working on faculty actions; and
- Networking lunches for junior faculty.

In addition to CFAR-initiated programs, Wharton continues to offer teaching support provided by the Wharton Communications Program.

Because of continuing underrepresentation of women and minorities in the faculty who may also face unique issues, CFAR made specific recommendations that were subsequently effectuated in the School. Those include the following.

- Monitoring of workload associated with committee assignments for women and URM's;
- Assessment of gender and minority equity in compensation;
- Support for the Wharton Women Faculty Forum, a mentoring group for women led by Professors Barbara Kahn and Diana Robertson; and
- Meeting of URM faculty members with the Dean and Deputy Dean to discuss career and diversity issues.

The School will assume leadership for faculty retention, including the following objectives.

- **Continue programs for junior faculty related to mentoring, reappointment, tenure, and promotion as recommended by CFAR;**
- **Participate in programs provided for under Penn's Action Plan including Dual Career Program and Family Friendly Policies;**
- **Monitor mentoring and committee assignments for women and URMs;**
- **Assess compensation equity across all faculty by rank, gender, and race;**
- **Support networking functions for affinity groups (junior faculty, women, and URMs);**
- **Develop a university-wide program to support faculty retention and to build faculty leadership opportunities for junior faculty.**

2.) Creation and Oversight of Wharton's Action Plan

Deputy Dean Michael Gibbons is responsible for the creation of the plan and will share oversight responsibilities with Dean Tom Robertson especially as it relates to the faculty in terms of communication. The Office of the Deputy Dean will have responsibility for plan implementation and will assign accountability for specific objectives of the plan as appropriate.

Dr. Anita Henderson, Senior Director in the Office of the Deputy Dean, was appointed as the diversity officer for the Wharton School. A former Fontaine Fellow in the School of Arts and Sciences, she will serve as a resource to the School on diversity issues. For the Dean and Deputy Dean, she will assist with the planning process and the creation of programs to support the success of Wharton's diversity initiatives.

Ann Perch, Director of Faculty Administration at the Wharton School, will support Department Chairs, Diversity Search Advisors, and administrators on diversity objectives and programs, especially as it relates to recruitment.

2.1) Communication and Implementation of Wharton's Action Plan

The Dean will provide annual updates to the faculty on the progress of diversity initiatives. As part of annual reviews, Chairs will have the opportunity to discuss accomplishments and opportunities for diversity in their departments.

Standing faculty members from each department have been selected by Chairs to serve as Diversity Search Advisors. Diversity Search Advisors will work with their respective chairs in communicating information about diversity to the faculty in his or her department. The Office of the Deputy Dean will be responsible for annual Diversity Search Advisor training that will take place at the beginning of each recruitment cycle to ensure that every department is prepared for their searches. Senior faculty will be appointed to assist the Deputy Dean in the training. The assessment of diversity training needs for chairs and Diversity Search Advisors will include the completion of the seminar on unconscious bias, requirements for conducting a broad and objective search, resources and requirements for placing ads in a timely manner, and approval requirements prior to making an offer. At the end of each academic year, Diversity Search Advisors and chairs will share information about searches to determine future best practices.

Diversity Search Advisors and department chairs will be advised of resources available at the University level to support recruitment and retention of faculty. Support staff members of each department (such as business administrators and faculty coordinators) will also receive appropriate training so that they have a broad understanding of the departments' responsibilities with regard to diversity. This includes the processing and completion of administrative work such as placement of ads and maintenance of resource information to support diversity initiatives.

In summary, each department will have at least one Diversity Search Advisor to support diversity in the context of the specific needs of the department. The Office of the Deputy Dean will oversee the work of Diversity Search Advisors and other faculty and staff who have responsibility for Wharton's Action Plan with regard to the following guidelines.

- **Incorporate diversity into the annual review process for departments;**
- **Assess training needs of Diversity Search Advisors with appropriate guidance for recruitment in collaboration with Department Chairs;**
- **Present an in-house unconscious bias presentation to new department Chairs, Diversity Search Advisors, center directors, senior administrators, and departmental administrators;**
- **Ensure communication about the diversity of searches prior to job offers;**
- **Advise Diversity Search Advisors and Department Chairs about University resources to support recruitment and retention of women and minorities;**
- **Ensure training of key departmental staff involved in searches; and**
- **Formulate best practices based on the experiences of Diversity Search Advisors.**

2.2) Communication and Faculty Engagement

To keep Wharton faculty informed and engaged about diversity, the school plans to produce an annual report that highlights activities and accomplishments. This report will be a tangible record of the School's achievements and future expectations. It will also remind faculty that the School seeks transparency in the progress of its diversity plans and encourages feedback for ongoing improvement. Moreover, peer business schools have agreed to share data on gender and race in all aspects of faculty recruitment — pipeline, recruitment, and retention. The deans of peer business schools are in agreement that faculty diversity is a top priority and have agreed to work together on best practices.

Building the best business faculty will require faculty engagement and ongoing innovation. Wharton's Action Plan is conceived as a dynamic roadmap that may require change and growth, both in philosophy and action. True to the spirit of responsibility in which Wharton was founded, the School must be prepared for the complex challenges in recruiting and retaining a diverse faculty. This will be a strategic journey of incremental changes, requiring energy, patience, and, above all, commitment and vision.

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