Overview

- MIT History
- MIT Sloan DEI
- Lessons
- The Faculty Network
- Program Developments
- Next steps
MIT History
HISTORY AT MIT (Past 20 years)

Report on the Status of Undergraduate Women at MIT (February 2016)

Report of the ICEO Ed Bertschinger, Advancing a Respectful and Caring Community: Learning by Doing at MIT (February 2015)

Future of MIT Education (July 2014)

2012 Diversity Summit Report (January 2012)

Report on the Initiative for Faculty Race and Diversity (February 2010)

A Report on the Status of Women Faculty in the Schools of Science and Engineering (March 2011)

Faculty Resolution Concerning Underrepresented Minority Faculty and Graduate Student Recruitment and Retention (May 2004)

Faculty Policy Committee Statement on Representation of Minorities on the Faculty and in the Graduate Student Body (May 2004)

Reports of the Committees on the Status of Women Faculty (March 2002)
MIT SLOAN DIVERSITY & INCLUSION TASK FORCE

Launched Summer 2019

Co-Chairs: Ezra Zuckerman Sivan, Deputy Dean; Kelly Imberman, Executive Director, Human Resources

Members: four faculty (including one ex officio member); five staff; three alumni; four students

Develop recommendations to improve diversity, equity, and inclusion across MIT Sloan, achieved through:

• Assessing what MIT Sloan has done
• Assessing peer business school landscape
• Understanding the landscape of DEI activities across MIT
• Engaging with experts in diversity and inclusion
• Establishing DEI priorities for the faculty, student, and staff populations
• Exploring opportunities to attract human capital to DEI efforts
• Assessing organizational structures, incentives, reporting relationships across MIT Sloan
A History of Student-Driven Advocacy

Minority Business Club (MBC) splits into the Black Business Student Association (BBSA) and the Hispanic Business Club (HBC)

Established Senate DEI Committee

Published First Official DEI Report

Published Report of the Diversity & Inclusion Task Force: Aka the Blueprint

MIT Sloan Affinity Group Council is created

#BlackOut for Philando Castle & Alton Sterling led by BBSA

Hired veteran social justice leader

Published Senate Student Advocacy Letter for Senior Associate Dean for DEI

Appointments of Associate Dean for Diversity, Equity, and Inclusion and of an Associate Dean for Innovation & Inclusion

Now, we are enabled to focus on:
- Adding diverse case protagonists
- Increasing diverse faculty representation
- Strengthening our URM and women recruitment and create a strong support system for the URM student body

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Hired an Assistant Dean of DEI
Systemic problems require systemic solutions

Change behavior by changing the decision context and the decision maker
  • Support structural/process changes with individual training

Learn what to measure before establishing performance metrics and goals

In the world for the world
The Three Lenses

The “three lenses” framework is based on more than 70 years of research at MIT Sloan.

**Strategic System**
- Organizations are *machines*
- Mechanical systems crafted to achieve defined goals
- Parts must fit well together to match environmental demands
- Action comes through *planning*

**Political System**
- Organizations are *contests*
- Social systems encompassing contradictory interests
- Competition for power, influence, and resources is to be expected as influencing behavior
- Action comes through *power*

**Cultural System**
- Organizations are *institutions*
- Symbolic systems of meanings, artifacts, values, and routines
- Informal norms and traditions exert a strong influence on behavior
- Action comes through *habit*
Feedback from students

Themes

Power of relationships
Transparency is critical
Advisory Board: In Progress

Ray Reagans- Associate Dean for DEI (Hired March 2020)
Fiona Murray- Associate Dean, for Innovation and Inclusion (Hired March 2020)
Bryan Thomas, Jr- Assistant Dean for DEI (Hired 2021)
Austin Ashe- Associate Director, Culture and Belonging (Hired 2021)
Kayla Burt- Data Analyst (Hired 2022)
Terrell Williams- Associate Director, Admissions (Hired 2022)
Steven Branch- Associate Director, Career Development Office (Hired 2022)
Kay Merisier- Sr. Administrative Assistant (Hired 2022)
Benjamin Daniel- Assistant Director, Communications (Hired 2022)
TBD- Assistant Director, Equity and Inclusion (In progress)
The Faculty Network

- **Lived Experiences, Climate, and Conduct**
  - Faculty Climate Improvement Study
  - Balancing faculty loads (representation vs. equity)
  - Inclusive workplace module and community guidelines
  - Faculty teaching faculty*

- **Connections in the Network**
  - Distributed research assistant or undergraduate research opportunities program (i.e., distributed UROPS).
  - Founding member of the PREDOC consortium ([www.predoc.org](http://www.predoc.org)). Focused on increasing participation by women and underrepresented minorities in business and economics, by providing early career research positions.
  - PhD fellowships in the academic areas to increase diversity across the school.
  - Expanded PHD recruitment networks
  - ABD (Predoctoral) fellowship. Exposing promising scholars to our research community.
  - Support transition into management by providing:
    - Two-year post-doctoral research opportunities
    - Post-doctoral to faculty positions
  - Encouraging MIT Sloan hiring committees to broaden their search efforts into non-traditional areas, including humanities and social sciences.
PROGRAM DEVELOPMENTS
# Program Developments

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In Progress
Staff Focused

Open + Inclusive - A change in work climate and culture.

_The cultural change requires organizational changes as well as changes in individual behavior, how we interact with and value each other._

Course is divided into four, 90-minute sessions.

Content reflects _Work and Organizations scholarship_ and feedback from MIT Sloan staff.

Participants attend all four sessions to get credit.

_Managing enrollment through SloanGroups; working with MIT’s LMS to input “credit” on the back end._
Facilitators

- 12 volunteers
  - Involved in content development.
  - Facilitator Training – Kaleidoscope Group.
  - Overview of O+I content.
- Careful planning about facilitator pairings/teams to ensure best experience for both facilitators and participants.

Participants

- 76 people completed or completing the course (4 Cohorts)
- 1/3 of the staff having taken the course by the end of the summer
Discussions and Dilemmas ($D^2$)

- $D^2$ (Dilemmas & Discussions) initiative collaboration with student senate to increase engagement between students and professors.
- Partnership with MIT Sloan Student Senate
- Programs Represented: MBA, MBAn, Sloan Fellows, LGO, EMBA, Mfin
- Student Satisfaction: 99%
- Faculty Participants
  - Edward Golding
  - Alexandre Jacquillat
  - Miro Kazakoff
  - Christopher Noe
  - Jonathan Parker
  - Ben Shields
  - Roberto Rigobon
  - Anna Stansbury
  - Basima Tewfik
  - Sean Willems
It was a great experience, and I can highly recommend it to any interested faculty. If one of the things you enjoy about the job is connecting, this is one of the best opportunities for it.
This was one of the highlights of the semester for engagements outside of the classroom. It was great getting to know students and the professor more informally, but still with a focused topic. The discussion was great, and everyone had something to contribute.
MIT Sloan DEI Capstone: The ComMITment
WHAT’S NEXT?
DEI TRACKING SYSTEM and MIT Values-RealTalk@MIT

System Objective
• Update and build out existing DEI technical infrastructure across relevant Sloan platforms to allow for better communication, data tracking, and community engagement.
• People support what they help create and see themselves in

RealTalk@MIT
• Excellence and Curiosity
• Openness and Respect
• Belonging and Community