

# 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 DEI**

# 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



MIT SLOAN SCHOOL OF MANAGEMENT

# Not business as usual



MIT SLOAN IS TAKING ACTION ON ANTI-RACISM AND INCLUSION. 



# 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

**Hired** veteran social justice leader



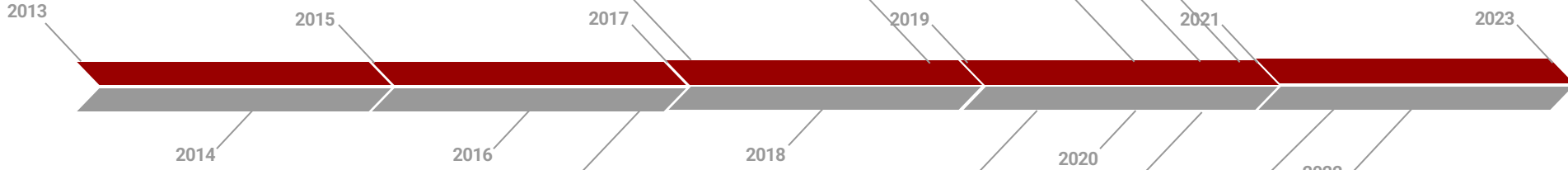
Sept

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

**MIT Sloan Affinity Group Council** is created

**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



2013

2015

2017

2019

2021

2023

2014

2016

2018

2020

2022

Sept

May

May

June



**#BlackOut** for Philando Castile & Alton Sterling led by BBSA

**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



**Hired** an Assistant Dean of DEI



# ORIENTING FRAMEWORK

- **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

[blue lens]

- 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

[red lens]

- 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

[gray lens]

- 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*



# LESSONS

# Feedback from students

## Themes

*Power of relationships*

*Transparency is critical*



# Sloan DE&I Ecosystem



## DEI Hires

### 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

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# 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*



A black and white photograph of the MIT Sloan School of Management building. The building is a large, multi-story structure with many windows. In the foreground, there is a stone wall with the text "MIT SLOAN SCHOOL OF MANAGEMENT" engraved on it. A person is walking in the foreground, blurred. A large red rectangular overlay covers the right side of the image, containing the text "PROGRAM DEVELOPMENTS" in white, bold, sans-serif font.

# **PROGRAM DEVELOPMENTS**

# Program Developments

Program	MBA	MBAAn	MFin	EMBA	Sloan Fellows
Orientation	✓	✓	✓	✓	✓
Core	✓	✓	✓	✓	✓
Electives	✓	✓			
SIP	✓				
In Progress					







**DEI OFFICE  
PROGRAMMATIC  
EFFORTS**

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# OPEN+INCLUSIVE: AN OVERVIEW

## 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.*



# MIT SLOAN COMMUNITY INVOLVEMENT

## 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<sup>2</sup>)

- D<sup>2</sup> (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



Questions