

ANNUAL PROGRESS REPORT

SPRING 2023



CONTENTS

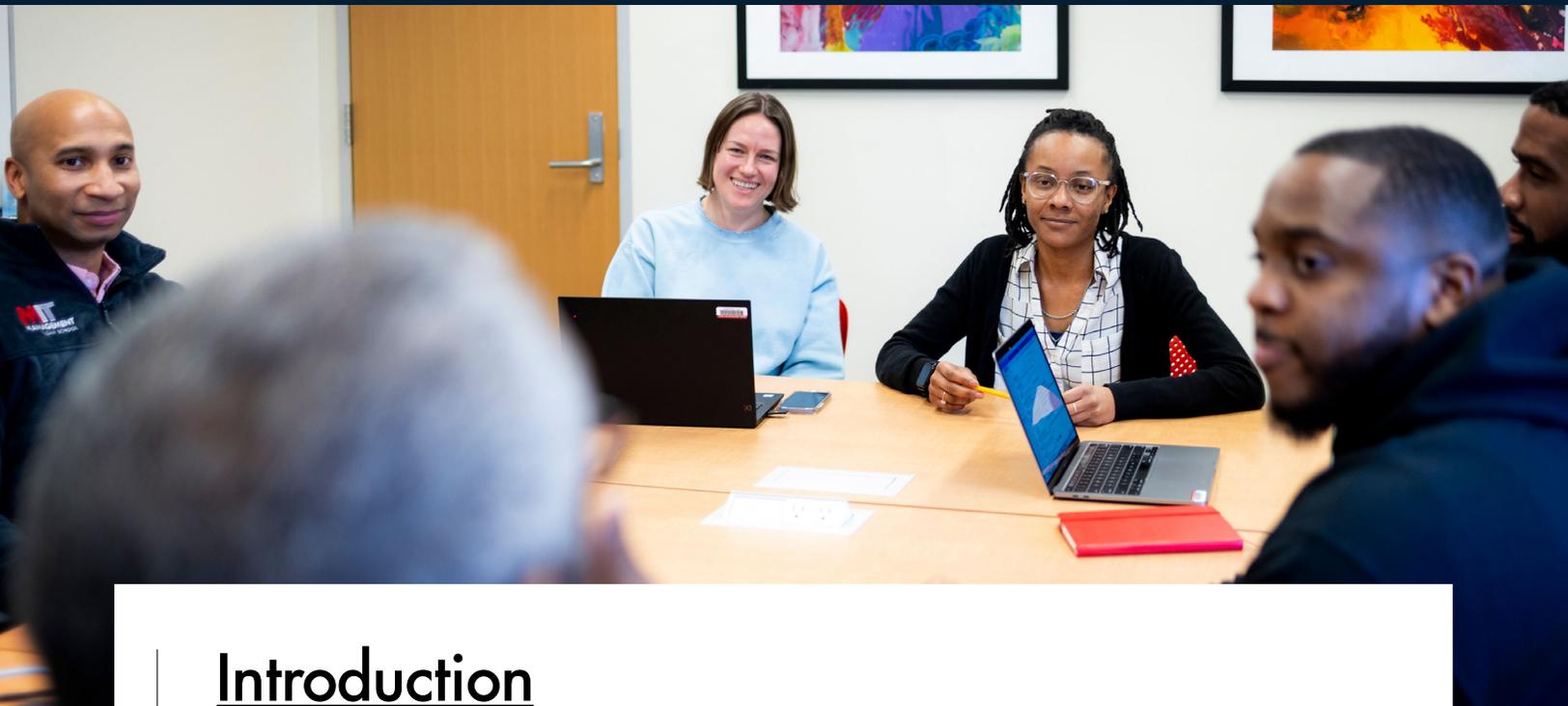
Introduction 2

Building a Foundation 3

Forming the DEI Office: Mission, Vision, and Values 5

Work in Progress 7

Looking Ahead 13



Introduction

MIT Sloan's Office of Diversity, Equity, and Inclusion began with a fundamental idea: systemic problems require systemic solutions. Rather than introducing a single program or one-time effort to build a more diverse, equitable, and inclusive community, the office and school are instead committed to taking an ongoing series of actions focusing on different elements of the community system with the intention of driving sustained systemic change over time. In alignment with MIT's motto, "mens et manus," the office's DEI work includes both mind—drawing on research and data to inform programming and areas of focus—and hand—putting DEI into practice in training, conversation, and behavioral change.

“MIT Sloan's commitment to creating a more diverse, equitable, and inclusive environment for its global community began before the Office of DEI became a reality. Our desire to do this work and develop systems to support its success drove us then and drives us now.”



RAY REAGANS
ASSOCIATE DEAN,
DIVERSITY, EQUITY, AND INCLUSION

Building a Foundation

After years of work by members of MIT Sloan's minority groups to create an increasingly diverse, equitable, and inclusive environment, the school produced its first comprehensive DEI report in 2018. In 2019, the MIT Sloan Student Senate shared its disappointment in the school's slowness to increase diversity across the student, faculty, and staff populations and requested the creation of a dean-level position to focus on DEI to signal the school's commitment.

MIT Sloan also held employee focus groups with participants from across several demographic areas in 2019. Concerns revealed in the focus groups included:

- A feeling among underrepresented members of the community of not being heard
- Workplace divisions between faculty and staff
- The role of the faculty in shaping other employees' experiences
- Microaggressions experienced by members of underrepresented groups
- LGBTQ+ concerns regarding acceptance and expression
- Uneven integration of DEI efforts into business practices

In response to these concerns, Dean David Schmittlein convened a task force to investigate opportunities for improvement. The task force's recommendations included:

- Amplifying organizational commitment to DEI
- Using available data to shape policies and practices affecting members of underrepresented groups
- Auditing talent management processes to ensure equitable practices and outcomes

Dean Schmittlein appointed professors Ray Reagans and Fiona Murray as deans for diversity, equity, and inclusion and innovation and inclusion, respectively, in 2020. The pair began articulating MIT Sloan's approach to future DEI work, grounding their efforts in research and data with a focus on measurable outcomes and systemwide change. "We drew on MIT research to devise an approach that would begin with individuals, move to groups, and ultimately build a constructive culture of conscious inclusion across the entire organization," said Murray, Associate Dean, Innovation and Inclusion.

In 2021, with the hiring of Bryan Thomas, Jr. as Assistant Dean for Diversity, Equity, and Inclusion, the school moved into a new phase of its DEI work as Thomas began assembling a team to support and accelerate the office's activities.

The Office of DEI was built with a shared responsibility among its members. The team now includes seven full-time staff members, as well as three staff members who work in other parts of the school (Admissions, Career Development, and Communications) with a dotted line to the DEI team.

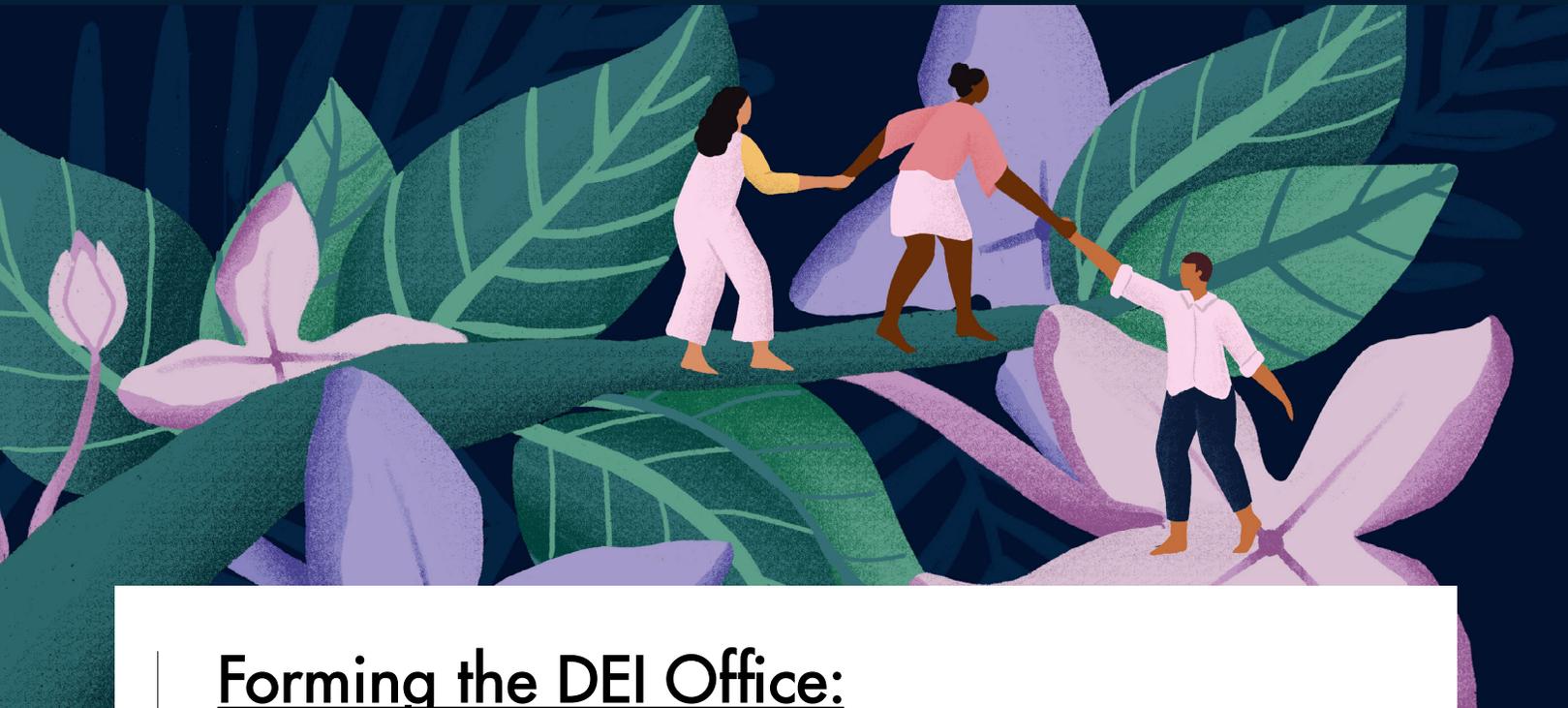
This ensures the office is well-connected and represents multiple key functions across the school and that creating a more inclusive organization is integrated into these areas' daily workflows.

"We drew on MIT research to devise an approach that would begin with individuals, move to groups, and ultimately build a constructive culture of conscious inclusion across the entire organization."



FIONA MURRAY
ASSOCIATE DEAN,
INNOVATION AND INCLUSION





Forming the DEI Office: Mission, Vision, and Values

The DEI Office is not only documenting the actions being taken across the school to advance diversity, equity, and inclusion, but also reflecting on why and how the work is getting done, emphasizing both the reason and the approach equally.



DEI work at MIT Sloan is centered around the importance of community. We believe we are smarter together, which means that diversity, equity, and inclusion are aspirations that reflect the kind of community we strive to build. As part of MIT, our values align with those of the Institute and include:

- **Excellence + Curiosity:** The MIT Sloan School of Management’s work to create a more diverse, equitable, and inclusive environment prioritizes learning by doing, by partnering with our students, faculty, staff, alumni, and others interested in advancing these efforts to foster conditions in which excellence and curiosity are welcome from everyone, by everyone, always.
- **Openness + Respect:** MIT Sloan values the diversity of ideas that help advance management practice globally and believes that great ideas can, and often do, spring from varied sources and from unexpected combinations of backgrounds and disciplines.
- **Belonging + Community:** At MIT Sloan, our strength is not only found in our shared commitment to promoting ideas made to matter, but also in ensuring that we are seeking, identifying, and testing these ideas in the varied and diverse corners of our global community.¹

We strive to make our community a compassionate and welcoming place where people from a diverse range of backgrounds can grow and thrive—and where we all feel that we belong.

We cherish free expression, debate, and dialogue in pursuit of truth—and we commit to using these tools with respect for each other and our community.

The office’s mission is to deliver data-driven solutions that advance systemic change and enrich our community through opportunities for engagement and learning.

¹In this document, “diversity” refers to the social, cultural, and individual human attributes represented within a group and how these groups work together. These attributes include (but are not limited to) age, class, disability, educational background, ethnicity, gender expression, gender identity, geographical location, immigration status, income, marital status, national origin, parental status, political views, pregnancy, race, religion, sexual orientation, work experiences, and veteran status. These categories are not always fixed and often intersect.

Work in Progress

The MIT Sloan Office of DEI has developed and led a wide variety of projects and activities to build diversity, equity, and inclusion across all parts of the MIT Sloan community. With a focus on concrete actions addressing many different aspects of DEI, the office emphasizes research-supported, data-driven projects and measurable outcomes.

Core projects include:

Updated curricular offerings

Ongoing

MIT Sloan faculty members have updated their courses to include content focused on developing leaders invested in creating diverse, equitable, and inclusive workplaces.

Student Orientation

Orientation for all incoming students now features an overview of MIT Sloan's DEI-related tools and resources led by the Assistant Dean of DEI.

Leadership, Ethics, and Diversity (15.002)

MBA and Leaders for Global Operations students' coursework includes classes on leadership, ethics, and diversity. MBA and LGO students interested in focused learning about DEI principles can enroll in these courses upon completion of the Sloan Intensive Period requirement.

Discussions and Dilemmas (DSquared)

DSquared is a joint initiative between the MIT Sloan Student Senate and faculty to encourage improved engagement. Focused topics and agendas offer opportunities for constructive dialogue and collaborative outcomes.

Pathways to Research and Doctoral Careers (PREDOC)

Launched fall 2020

To create a broader pool of research professionals and work toward eliminating bias in research, MIT Sloan has helped to form the [PREDOC Consortium](#), a group of universities and research institutions dedicated to creating more diverse, equitable, and inclusive spaces in the quantitative social sciences and related fields.

PREDOC works with partner institutions like MIT Sloan to expand the talent pool and engage, mentor, and educate students from any background, in part by sharing information about research opportunities broadly among its member institutions and in other spaces where it might reach underserved talent. The course has two tracks: one to engage and inform rising college juniors about the breadth of social science research, and one for rising seniors to train them in social science research methods. Ninety predoctoral students have passed through the program since MIT Sloan joined in 2020.

Open + Inclusive

Launched 2020

Open + Inclusive is a professional development program for all MIT Sloan staff. O+I offers participants opportunities for learning, increasing self-awareness, investigation of bias, and work towards broader cultural change. During a series of four 90-minute sessions, participants explore concepts like the “curse of knowledge,” the impact of incomplete information on decision-making, and the value and power of networks. They also discover how leadership can [model O+I principles](#) and receive valuable tools and tips to recognize and overcome [barriers to inclusion](#)ⁱⁱ and improved organizational effectiveness.

O+I was designed based on research into social hierarchy and its effects on collective learning in organizations and groups. To date, nearly 300 of 450 full-time employees across MIT Sloan have completed the program, including administrative and support staff. Temporary, contract, and affiliate staff have also participated.

ⁱⁱ J. Stuart Bunderson, Ray E. Reagans, (2011) Power, Status, and Learning in Organizations. *Organization Science* 22(5):1182-1194. <https://doi.org/10.1287/orsc.1100.0590>

(Open + Inclusive cont'd)

Participants are asked to complete both a pre- and post-test. The assessment combines questions about course content with prompts for self-reflection. Across 16 cohorts, average post-course test scores are approximately 13 percent higher than pretest scores. The next phase of assessment, timed to the one-year mark after each cohort is complete, will examine how, if at all, O+I completion has impacted the culture and climate of MIT Sloan.

Goal Tracking Portal and DEI Studio Time

Launched fall 2022

In partnership with MIT Sloan Technology Services, the DEI office developed a portal that helps operating areas track and measure progress toward a set of shared goals. Additionally, practitioners in group dynamics, data analysis, and goal development from the Office of DEI confer with team representatives to aid in goal development and provide frameworks for operating areas to continuously improve goal tracking and creation.

After operating areas submit their goals, members of the Office of DEI align each goal with one of the three priorities of MIT's Strategic Plan (Belonging, Achievement, and Composition), and note which populations the goals serve. Operating areas with similar goals, priorities, populations, or team sizes and structures can connect and brainstorm during Studio Time workshop sessions, where groups of no more than four work collectively on their goals and build a culture of accountability and assessment.

“I really enjoyed hearing from other teams and am excited about collaborating on MIT Sloan-wide goals. It was also energizing to see the progress we are making.”

DEI STUDIO TIME PARTICIPANT

Endowment for Enduring Diversity and Inclusion

Launched 2020

MIT Sloan's pursuit of a more diverse, equitable, and inclusive environment includes its fundraising efforts.

The campaign provides increased funding for fellowships, curricula, programming, and other activities to promote DEI. This work helps ensure that MIT Sloan continues to attract and enroll the best students from around the world.

The Endowment for Enduring Diversity and Inclusion campaign, which was initiated in 2020, has been supported by 25 separate gifts and has raised more than \$25 million to date.

RealTalk at MIT

Launched spring 2022

RealTalk at MIT is a program in which MIT community members are invited to have nuanced and authentic dialogue about their experiences at MIT. Led by MIT's [Center for Constructive Communication](#), RealTalk offers departments, labs, and centers across the Institute opportunities to shape MIT's effort to create a [Living Values Statement](#). The statement recognizes that the Institute's values are lived, aspirational, and at times in tension. For MIT to live out its values, members of the community must have ongoing opportunities to speak and be heard.

The RealTalk process aims to help the MIT community discover which aspects of MIT's culture can be celebrated, learn where challenges exist, and implement change. The project is intended to create a communication infrastructure that uses small-group facilitated conversations as a vehicle for informing decisions that improve the quality of life inside the Institute.

Additionally, the planned analysis of information collected in RealTalk conversations will help identify recurring themes, discover ways to eliminate systemic barriers, and highlight areas where MIT Sloan has found success.

Since the launch of the program in 2022, 54 MIT Sloan staff, faculty, and students have participated in RealTalk conversations, facilitated by trained MIT Sloan staff.

Admissions Outreach

Ongoing

MIT Sloan continues its efforts to recruit and retain a diverse, qualified cohort of underrepresented and underserved students from a variety of backgrounds. MIT Sloan staff work closely with program offices and external organizations to diversify pathways to admission for prospective students at minority-serving institutions including Historically Black Colleges and Universities, Hispanic-serving institutions, Native American-serving non-tribal institutions, and others.

As part of the school's expanded outreach efforts, the admissions team is working to improve awareness of events and opportunities among target populations. That includes:

- Campus and event outreach at functions for underserved populations, including HBCUs and the [Society of Women Engineers](#).
- Hosting and sponsoring in-person and virtual events including the Identity + Inclusion series – explorations of MIT Sloan's diverse community through conversations with staff, students, and alumni – and collaborations with [affinity clubs](#).

“We need to open pathways to students from minority-serving institutions and let them know that MIT Sloan is a place where they can thrive. They need to see themselves here.”



TERRELL WILLIAMS
ASSOCIATE DIRECTOR,
DIVERSITY RECRUITING

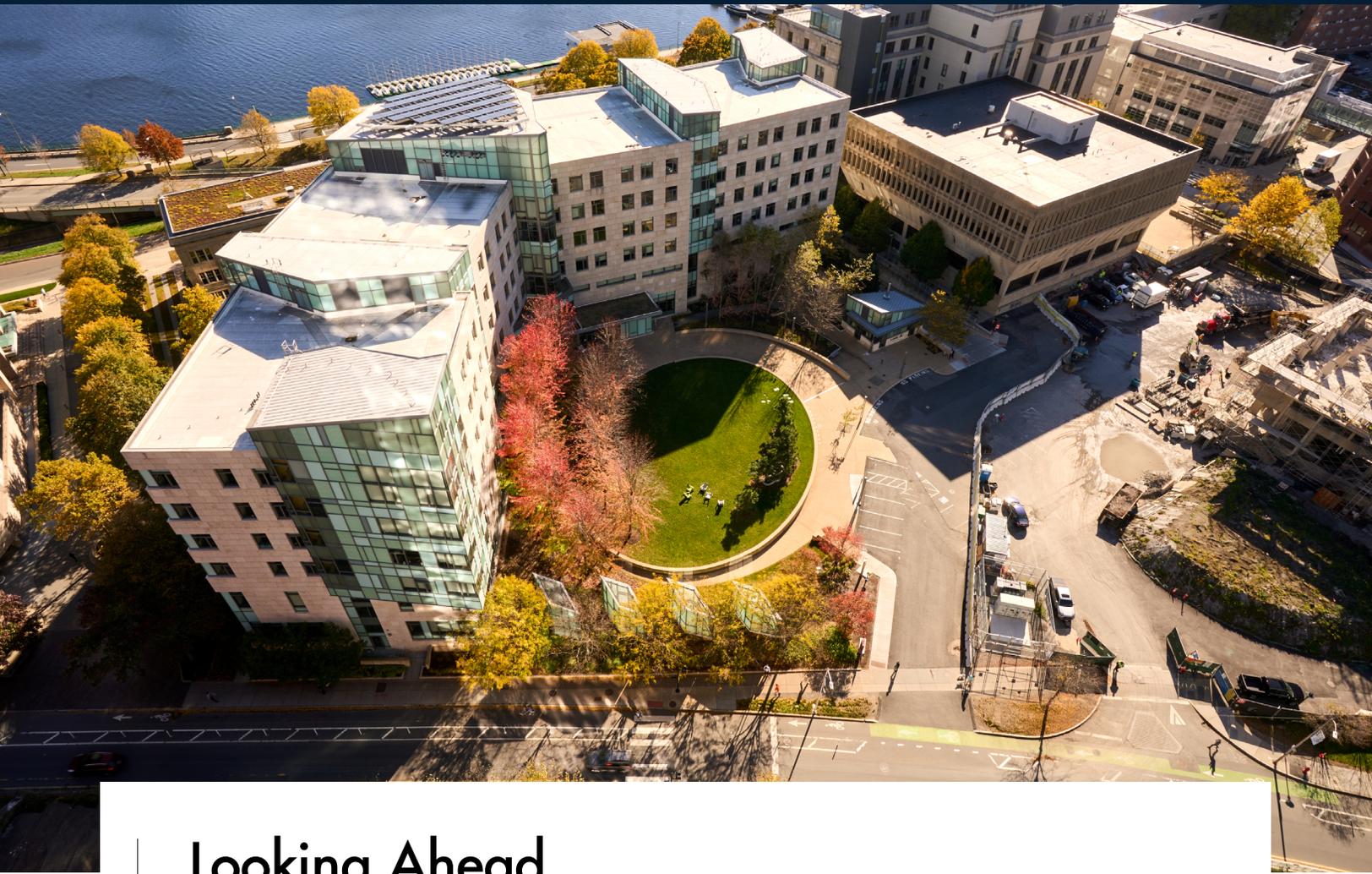
The ComMITment

Launched spring 2022

The ComMITment is the Office of DEI's capstone event. It offers the MIT Sloan community an opportunity to engage with global leaders and discover how they address challenges related to systemic inequality.

The 2023 event featured a conversation among Dean Schmittlein and two U.S. State Department officials: former Ambassador Gina Abercrombie-Winstanley, Chief Diversity, Equity, Inclusion, and Accessibility Officer and Jessica Stern, U.S. Special Envoy to Advance the Human Rights of Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex persons.





Looking Ahead

With an expanded and engaged team in place and support from across MIT Sloan, the Office of Diversity, Equity and Inclusion is well positioned to accelerate its impact in the years ahead. In true MIT fashion, the team continues to test and learn, experimenting with new DEI-building activities and focusing on practical approaches and meaningful application of research. With an unwavering eye on designing systemic solutions for systemic problems, the office looks forward to ongoing exploration of research-supported, data-driven projects to create a more diverse, equitable, and inclusive MIT Sloan community.