



**DIRECTOR, DIVERSITY, EQUITY, & INCLUSION**  
*Cambridge, MA*

*The mission of the MIT Sloan School of Management is to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice.*

**THE SEARCH**

The MIT Sloan School of Management (MIT Sloan), among the nation's most prestigious and innovative business schools, seeks a visionary change agent, intellectual leader, and effective administrator to serve as its inaugural Director of Diversity, Equity, and Inclusion (Director). This is an exciting opportunity to join a remarkable school universally recognized for the exceptional quality of its academic programs and promotion of taking ideas to impact and balancing academic and practical perspectives among faculty, students, and alumni.

Reporting directly to the Associate Deans for Diversity, Equity, and Inclusion, the Director will develop inclusive practices and policies, identify and develop new DEI programs for the MIT Sloan community, and partner with MIT Sloan departments to implement and evaluate DEI action plans. This individual will work in close collaboration with Sloan's Associate Deans for Diversity, Equity, and Inclusion, serve as a thought leader with in-depth knowledge of diversity, equity, and inclusion, and help shape and implement MIT Sloan's vision of a respectful, inclusive community that embraces diversity. This is a rare opportunity for an accomplished and collaborative individual to engage MIT faculty, staff, students, and alumni to build a welcoming and inclusive learning and working culture. The Director will act as a key advisor and strategic partner and will collaborate closely with members of MIT Sloan's leadership to advance its strategic goals of diversity, equity, and inclusion.

MIT Sloan is dedicated to being the world's most innovative and engaged management school – where vital knowledge is created, principled leaders are educated, and a culture of collaboration translates powerful ideas into global solutions. To work, study, or teach at MIT Sloan is to be immersed in an invigorating experience of international collaboration. The school fosters a cooperative and adventurous learning community that consists of approximately 1,300 graduate and undergraduate students from over 60 countries as well as over 24,000 alumni residing around the world, who are responsible for the creation of more than 650 companies. MIT Sloan offers undergraduate, master's, PhD, executive education, and non-degree programs together with special seminars, conferences, and programs for alumni. MIT Sloan faculty are leaders in their fields and work closely with their counterparts in corporations and governments around the world to develop the knowledge, insight, tools, and techniques that shape the future of management.

The Director will be expected to strengthen the diverse and inclusive culture within the MIT Sloan community by working with internal and external stakeholders. The Director will work with MIT Sloan and the greater MIT community to implement best practices that advance the inclusion of MIT Sloan students, staff, and faculty of all races, genders, disabilities, sexualities, nationalities, social classes, and

religious backgrounds. In concert with the Dean's Office, Student Life, Career Development Office, the Office of Admissions, Human Resources, Faculty, and Diversity, Equity, and Inclusion committee (including faculty, staff, student, and alumni subcommittees), the Director will play a key role in implementing the recommendations made by the MIT Sloan Task Force on Diversity and Inclusion, establish the DEI Strategic Plan and work with the MIT Sloan administration to identify the resources needed to advance its diversity goals and objectives.

The MIT Sloan School of Management has retained Isaacson, Miller, a national executive search firm, to conduct this search. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

## **MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

The enrollment of MIT's first students in 1865 marked the culmination of an extended effort to establish a new kind of educational institution relevant to an increasingly industrialized nation. The MIT motto "Mens et Manus," Latin for "Mind and Hand," expresses the Institute's ideal of a productive continuum between reflection and action. In the land-grant tradition, MIT promoted teaching coupled with research, focusing attention on real-world problems, and forging the notion of the teaching laboratory.

MIT is independent and co-educational, with a private endowment of over \$12.4 billion, a total annual budget of approximately \$2.9 billion, and a workforce of approximately 11,800. Undergraduate enrollment at MIT is approximately 4,500 and graduate enrollment is just over 6,800 students. MIT focuses on scientific and technological research and is divided into five schools—comprising more than 30 academic departments as well as interdepartmental programs, laboratories, and centers—and one college. The schools include Architecture and Planning; Engineering; Humanities, Arts and Social Sciences; Science; and the Sloan School of Management. Fall of 2019 marked the opening of the MIT Steven A. Schwarzman College of Computing. The Schwarzman College is a bold initiative to accelerate pioneering research and innovation in computing, build a profound awareness of the ethical implications and societal impact of computing, and, above all, educate leaders for the algorithmic future.

MIT alumni and alumnae bring a rare combination of technical mastery and creativity to the solution of complex problems in the commercial, academic, and civic sectors. A study released in February 2009 by the Kauffman Foundation estimated that MIT graduates had founded 25,800 active companies. These firms employed about 3.3 million people, and generated annual world sales of \$2 trillion, or the equivalent of the eleventh-largest economy in the world. Distinguished alumni include Apollo 11 astronaut Buzz Aldrin, former U.N. Secretary General Kofi Annan and former Federal Reserve Bank Chairman Ben Bernanke. MIT has 12,707 faculty and staff on campus. The Institute has approximately 1,056 faculty members holding the ranks of professor, associate professor, or assistant professor. Of those, approximately 250 are women. MIT has another 900+ teaching staff with appointments of senior lecturer, lecturer, professor emeritus, instructor, professor of the practice, and adjunct professor.

MIT current and former faculty are distinguished for their groundbreaking research and have received some of the highest honors bestowed upon individuals for contributions to science, engineering, the humanities, and social sciences, including: the National Medal of Science, National Medal of Technology and Innovation, John Bates Clark Medal, Pulitzer Prize, A.M. Turing Award, Millennium Technology Prize, Guggenheim Fellowship, Fulbright Scholarship, and MacArthur Fellowship. Most notably, 32 present and former members of the MIT faculty have received the Nobel Prize, including nine current faculty members (recognized individually or as part of a team). Close to 350 current MIT faculty hold membership in some of the most distinguished scientific and academic associations, including: the National Academy of Sciences, National Academy of Engineering, and the National Academy of Medicine.

MIT is located on the north shore of the Charles River Basin in Cambridge, Massachusetts on 168 acres that extend more than a mile along the Charles River. The central group of interconnecting buildings, dedicated in 1916, was designed by architect W. Welles Bosworth (Class of 1889) to permit easy communication among schools and departments.

MIT is committed to the principle of equal opportunity in education and employment. As of 2019, MIT's non-faculty population was 57% female, 2% international, and 14% self-reported as being from underrepresented U.S. minority groups. For more information about the diversity of MIT, visit the Diversity Dashboard at <http://ir.mit.edu/diversity-dashboard/>.

## **MIT Sloan School of Management**

The MIT Sloan School of Management is an important part of MIT's rich intellectual tradition of education and research as one of the world's leading business schools — conducting cutting-edge research and providing management education to top students from more than 60 countries. The mission of the MIT Sloan School of Management is to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice.

MIT Sloan began in 1914 as Course XV, part of the engineering administration curriculum in the MIT Department of Economics and Statistics. The scope and depth of this educational focus have grown steadily in response to advances in the theory and practice of management to today's broad-based management school. A program offering a master's degree in management was established in 1925. The world's first university-based executive education program — the MIT Sloan Fellows — was created in 1931 under the sponsorship of Alfred P. Sloan, Jr., an 1895 MIT graduate who was then Chairman of General Motors. A Sloan Foundation grant established the MIT School of Industrial Management in 1952 with a charge of educating the “ideal manager.”

In 1964 the school was renamed the Alfred P. Sloan School of Management, after its benefactor. Throughout the 1960s short executive development programs, aimed specifically at the transfer of modern techniques in areas of specialized concern, grew in popularity. MIT Sloan met the demand by offering a wide variety of executive programs.

In the late 1980s and early 1990s, MIT Sloan developed a new strategic vision to reflect the increasingly global nature of the economy. This vision encompassed three central elements: the need for managers to stay on top of technology in order to remain competitive, the increasingly international aspect of all management, and the need for organizations to change in order to cope with environmental changes such as demographics, as well as the need to research how such change should be implemented. Today, MIT Sloan offers a portfolio of custom, high-touch programs at the undergraduate, master's, and doctoral levels as well as tailored offerings to meet the needs of students at a more advanced career stage and those with specialized career interests or educational needs. All of these programs are recognized for their exceptional quality.

The school is engaged in global partnerships with universities around the world to help develop world-class indigenous management education in other countries. The school fosters a cooperative and adventurous learning community that includes over 24,000 alumni in 90 countries who are engaged with faculty and business leaders in creating and sharing knowledge that is transformative. The student demographics of MIT Sloan can be found [here](#).

The MIT Sloan faculty of approximately 120 full-time members is one of the most research productive among business school faculties. MIT Sloan has some twenty research centers and initiatives that provide focal points for common and overlapping research interests of its faculty and students. These include cutting

edge research in specific disciplines, interdisciplinary work on a wide range of issues, and broad policy initiatives directed at some of society's most vexing challenges.

Sloan is an integral part of MIT, in contrast to some major business schools that are somewhat more independent of their universities. MIT as an institution seeks to generate knowledge and bring it to bear on the great challenges facing the world. That happens through the effective management of organizations, making Sloan's contribution integral to the mission of the institute. For additional information on MIT Sloan please visit: <https://mitsloan.mit.edu/>.

## MIT Sloan Leadership

**David Schmittlein** joined the MIT Sloan School of Management as John C. Head III Dean in October 2007. Since arriving on campus, he has focused on broadening MIT Sloan's global visibility, working with the faculty to create new high-quality management education programs, developing enhanced educational opportunities for current students, and developing and disseminating high-impact business knowledge.

Prior to his appointment at MIT Sloan, Dean Schmittlein was a member of the faculty at The Wharton School of the University of Pennsylvania from 1980 until 2007. While at Wharton, he was the Ira A. Lipman Professor and Professor of Marketing. He also served as Interim Dean during July 2007 and as Deputy Dean from 2000-2007. In addition, he was chair of the editorial board for Wharton School Publishing. His research focuses on assessing marketing processes and developing methods for improving marketing decisions. He is widely regarded for his work estimating the impact of a firm's marketing actions, designing market and survey research, and creating effective communication strategies. His work has been published in leading journals in marketing, management, economics, and statistics. In addition, he has been an area editor for Marketing Science and a member of the editorial board for the *Journal of Interactive Marketing*, the *Journal of Marketing Research*, *Marketing Letters*, and *Marketing Science*.

Dean Schmittlein received a PhD and MPhil in Business from Columbia University and BA in Mathematics (magna cum laude) from Brown University.

**Fiona Murray** is the Associate Dean for Innovation and Inclusion at the MIT Sloan School of Management, the William Porter (1967) Professor of Entrepreneurship, and an associate of the National Bureau of Economic Research. She is also the co-director of MIT's Innovation Initiative. She serves on the British Prime Minister's Council on Science and Technology and has been awarded a Commander of the Order of the British Empire for her services to innovation and entrepreneurship in the UK. Through her leadership role in the MIT Regional Entrepreneurship Acceleration Program, Murray engages many global regions in designing and evaluating the policies and programs that shape vibrant innovation ecosystems: prizes competitions, accelerators, and proof of concept funding programs. In her recent scholarship and writing, Murray has emphasized the ways in which women and under-represented minorities are engaged in an innovation ecosystem, and the ways in which different approaches to evaluating early-stage ideas can overcome the unconscious bias that she has documented in entrepreneurial funding. Her work is widely published in a range of journals, including *Science*, *Nature*, *New England Journal of Medicine*, *Nature Biotechnology*, *American Journal of Sociology*, *Research Policy*, *Organization Science*, and the *Journal of Economic Behavior & Organization*.

Murray received her BA '89 and MA '90 from the University of Oxford in Chemistry. She subsequently moved to the United States and earned an AM '92 and PhD '96 from Harvard University in applied sciences.

**Ray Reagans** is the Alfred P. Sloan Professor of Management, a Professor of Organization Studies, and the Associate Dean for Diversity, Equity, and Inclusion at the MIT Sloan School of Management. Reagans studies the origin and influence of social capital on knowledge transfer, learning rates, and overall team

performance. More specifically, he examines how demographic characteristics such as race, age, and gender affect the development of network relations. He also considers how particular network structures affect performance outcomes, including the transfer of knowledge among individuals and the productivity of research and development teams.

Reagans holds a BA in sociology and economics from Brown University and a PhD in sociology from the University of Chicago.

### **MIT Sloan School of Management, Diversity & Inclusion Task Force**

In the fall of 2019, Dean Schmittlein commissioned a diversity and inclusion task force for the school in response to a request by MIT Sloan MBA students and supported by alumni. This task force, comprised of faculty, staff, current students, and alumni, worked over the course of four months meeting with various stakeholders to develop recommendations to make MIT Sloan a more diverse, equitable, and inclusive school and community in the short and long-term. Furthermore, the task force's goal was to advance the school into being a leader in diversity, equity, and inclusion. Based on these efforts, the most important recommendation was to appoint a Director of Diversity, Equity, and Inclusion, who is dedicated to improving the diversity, inclusion, equity, and the well-being of the community. The full task force report can be viewed [here](#).

### **THE ROLE OF THE DIRECTOR OF DIVERSITY, EQUITY, AND INCLUSION**

Reporting to Fiona Murray and Ray Reagans, the Director will act as a trusted advisor and collaborate closely with members of the school's Senior Leadership team, particularly on issues regarding the school's climate. This individual will be an advocate for staff, student, and faculty DEI concerns through attentive listening, compassionate but decisive responsiveness, and transparent stakeholder engagement, and will partner with units across MIT Sloan to enhance the climate. The Director will proactively enhance and reinforce trusting, collaborative relationships among students, staff, faculty, and alumni. This individual must be able to work effectively with people at all different levels, including central administration, and the alumni community.

The successful candidate will be a creative and innovative leader with relevant experience in academic administration, scholarship, or a related field. The Director must have relevant experience and knowledge of existing research and best practices to advance diversity, equity, and inclusion in higher education. This role also requires the demonstrated ability to apply and contribute to national best practices, and a demonstrated appreciation for the values associated with diversity, equity, and inclusion in higher education. The candidate must demonstrate excellent interpersonal and communication skills to be an effective representative of MIT Sloan and a key liaison to the school's leadership team, faculty, staff, students, and alumni.

### **OPPORTUNITIES AND CHALLENGES**

In this inaugural position, the Director of Diversity, Equity, and Inclusion's primary responsibility is to develop and execute a vision for a more inclusive and diverse community. In carrying out extensive responsibilities, the Director will face the following key challenges and opportunities:

#### ***Develop and advance a cohesive vision and strategic plan for diversity, equity, and inclusion***

Building upon the strategic plan that has been developed by MIT Sloan, the Director will develop and lead the implementation of the long-term vision and goals for diversity, equity, and inclusion (DEI). The Director will help shape strategy and coordinate efforts around diversity, equity, and inclusion and

collaborate with senior leadership to create, implement, and monitor programs designed to ensure fair and equitable treatment of students, faculty, and staff. This will encompass building new DEI programs and trainings for students, faculty, and staff to be held accountable for the results of those programs.

This individual will help craft a vision for diversity, equity, and inclusion unique to the MIT Sloan community, influenced by its history and context. In partnership with the associate deans for DEI and Senior Leadership, the Director will serve as an advisor and consultant to the heads of all degree programs and provide consulting and advising to faculty members to create more inclusive classroom environments. These include but are not limited to MBA, Executive MBA, Master of Business Analytics, PhD, Master of Finance, Leaders for Global Operations, MIT Sloan Fellows, and Undergraduate programs. In addition, the Director will work with the Institute Community & Equity Office to push forward the Institute-wide DEI strategic plan.

***Assess the MIT Sloan climate and implement diversity, equity, and inclusion excellence strategies***

The Director will partner with MIT Sloan Human Resources to administer climate surveys and evaluate the results to achieve a more inclusive and diverse environment for students, staff, and faculty. The Director will collaborate with senior leaders to establish systems of accountability and promote the evaluation and continuous improvement of school level diversity and inclusion goals using data-driven metrics to measure success and disseminate information. The Director will be expected to create an assessment system, track the results of new programs and based on the assessment results, recommend changes to programs' content, policies, and strategic goals accordingly.

***Support the recruitment, development, and retention of a diverse faculty, staff, and student body***

In collaboration with other senior leaders of MIT Sloan, the Director will support and enhance an inclusive campus climate and facilitate the recruitment, retention, and success of an increasingly diverse staff, and student body. The Director will coordinate efforts to recruit, retain, and develop diverse faculty, staff, and students, and identify policies and practices that support the recruitment and retention of diverse faculty, administrators, staff, and students, ensuring that recruitment procedures reduce implicit bias and barriers to the hiring of diverse candidates.

***Serve as a key ambassador for MIT Sloan nationally and globally***

The Director will be responsible for outreach to increase diversity at MIT Sloan, more specifically, the individual will be responsible for representing MIT Sloan nationally and internationally at diversity officer events. This individual will partner with the MIT ICEO Officer, MIT Diversity and Inclusion Officer, and DEI officers from other professional schools to further the DEI vision for MIT Sloan and will oversee the strategy for MIT Sloan representation. The Director will play an important role in advancing the institution's relationship with affiliated organizations and relevant partnerships.

**THE SUCCESSFUL CANDIDATE**

While no single candidate will likely have all the ideal qualifications, the search committee seeks candidates with a strong combination of the following experiences and abilities:

- An advanced degree in a related area and/or equivalent experience/training preferred.
- 7+ years of academic or professional background in diversity, equity, and inclusion.

- Expert oral and written communication skills, specifically as it relates to communicating to a variety of internal and external stakeholders about diversity, equity, and inclusion. Comfort with presenting to large, diverse audiences as needed.
- Demonstrated leadership experience in academic, corporate, and/or nonprofit organizations effectively working with historically underrepresented groups (African American, Chicano/Latino, and Native American/Alaska Native).
- Expert ability to work with a dynamic and diverse group of faculty, staff, and students.
- Expert influencing skills. Proven ability to support and empower leaders who are less experienced in leading conversations about diversity and inclusion to build the school's capacity in equity leadership.
- Managerial experience, both with direct reports and with cross-functional teams that do not have a direct, formal reporting structure.
- Track record of program implementation, strategic planning, and managing across multiple important priorities.
- Ability to travel if necessary to represent MIT Sloan externally.

### TO APPLY

All inquiries, nominations/referrals, and resumes with cover letters should be sent electronically and in confidence to:

Keight Tucker Kennedy, Partner  
Alycia Johnson, Senior Associate  
Isaacson, Miller

To apply please visit: [www.imsearch.com/7636](http://www.imsearch.com/7636)

### ***Electronic submission is strongly encouraged***

*MIT is an [equal employment opportunity employer](#). All qualified applicants will receive consideration for employment and will not be discriminated against on the basis of race, color, sex, sexual orientation, gender identity, religion, disability, age, genetic information, veteran status, ancestry, or national or ethnic origin. MIT values diversity and inclusion and seeks to build and maintain a community and culture that celebrates and values diverse backgrounds, identities and perspectives.*