

In February 2007 a new Manager of Diversity Recruitment position was created in SA+P.

This report outlines the student and faculty diversity recruitment and retention work currently underway in the School of Architecture and Planning @ MIT.

Our diversity strategy includes address each of these core areas:

- Faculty Recruitment
- Graduate Student Recruitment
- Pool development of under-represented minority talent
- Marketing and Diversity Brand Development
- Diversity Education and Leadership Development

Our activities and programs include:

1. Attendance at recruitment conferences
2. Diversity and Inclusion Web Pages on SA+P Home Site
3. URM Pool Development
4. Relationship development with national honors programs for under-represented students and with honors programs at colleges and universities
5. Manager of Diversity providing active assistance to faculty search committees
6. Diversity information and training for all faculty (Academic Leadership series)
7. Diversity Recruitment Management software development
8. Relationship development with alumni to serve as referrers and recruitment ambassadors
9. In-house monthly dialogue lunches to discuss diversity issues and learn about diversity/ally skills
10. Coordination of diversity recruitment efforts with other schools and departments at MIT

1. DIVERSITY AT SA+P

At SA+P, diversity is defined as promoting parity both in terms of both race and gender. Diversity is also more than just numbers. We would like to think that the discussion includes a range of factors that lead to a diverse working, teaching, and learning environment. For sake of clarity, at MIT the term URM refers to Native American, African-American Asian/Pacific Islander, Puerto Rican, and Mexican-American. It does not include women. The definition of diversity at MIT is not clear since the term 'diversity' and 'gender-equity' are related but, obviously different, in emphasis. In order to better focus on specific issues, there has been a tendency at MIT to divide these two efforts. We at SA+P will use the term URM, but will also – under the rubric of diversity – add women.

2. CONFERENCES

Meaningful diversity recruitment efforts require among other things attendance at conferences geared to minority professional development. Our presence at these events is critical for establishing the relationships with URM talent and schools. During 2007, recruitment fairs and off-campus events were attended by me, SA+P alumni, or SA+P faculty. Alumni and faculty involvement occurred solely within DUSP. In architecture, conferences like these are less important for diversity recruitment, but identifying alternative venues is a topic for further discussion.

Attendance: During 2007, contact was made with over 200 prospective applicants representing more than 30 colleges and universities. Recruitment events included:

<u>Event Title</u>	<u>SA+P Representative</u>
*Idealist Philadelphia	DUSP alum
Idealist Boston	KS & RNC
GEM Regional Graduate School Fair	RNC
**Ford Fellows Conference	RNC
SACNAS (N. Amer/Chicano)	DUSP alum
Idealist Greensboro	DUSP alum
College Fair 2007	RNC
HACU (Hispanic)	RNC
MAES (Hispanic/Chicano/Mex. Amer)	R. Chapman
Idealist Chicago	DUSP Alum
AISES (Native American)	RNC
Idealist San Francisco	DUSP alum
Idealist Los Angeles	DUSP alum

There are several other program meetings and annual conferences for faculty recruitment and URM pool development. These events will provide direct access to URM scholars who have completed or are near completing their PhDs. These include:

- Compact for Faculty Diversity conference
- McNair Scholars conference
- SREB (Southern Regional Education board) Minority Faculty Fellows
- Future Faculty Fellows Program

3. SA+P HOME

In this last year SA+P has committed time and resources to advertising, web designing and brochures production.

Branding and Marketing for URM Recruitment: Developing our brand as a school that values and welcomes all talent, including URM talent, is critical to recruitment success. How we market our programs and present ourselves to prospective candidates will affect their decisions about what school to attend. Through development of a diversity brand, web pages, and brochure and flyers, we are able to project nationwide our sincerity about valuing URM scholars. Scott Campbell has been a great mentor for me during these branding and marketing activities.

Diversity Web Pages: The diversity pages (<http://sap.mit.edu/about/diversity/>) on the SA+P web site highlight our commitment to diversity recruitment. The pages were instituted in 2007 and web site traffic has generated 37 prospective graduate students and 6 faculty inquiries. Page content is currently being updated and streamlined. h

Diversity Brochure and Flyers: Various print materials have been developed for recruitment purposes. A goal has been to ensure all recruitment materials are culturally sensitive and relevant. These materials are used during all recruitment events. Additionally, materials are provided to URM undergraduate departments for dissemination to their students. Recruitment publications produced by the Diversity Manager include the following: 1st and 2nd editions of SA+P Diversity Recruitment brochure. SA+P Recruitment flyer, distributed to targeted colleges and universities. All of SA+P recruitment literature and flyers carry the diversity brand developed by the Diversity Manager. The Manager has also assisted with the Media Lab producing a new URM recruitment brochure and with DUSP updating their brochure to include a diversity component.

SA+P-wide Diversity Education and Leadership: Various activities have been instituted to facilitate learning and leadership opportunities that promote our URM recruitment efforts.

The SA+P Roundtable: A Design for Dialogue is a monthly brown-bag lunch where members of SA+P community can talk about diversity-related issues. Roundtables include hands-on practice and facilitated discussion. Topics have included understanding privilege, being a good ally, micro-inequities, cross-cultural communication, and minimizing unconscious bias. These lunches have been attended by faculty, students, and staff.

The *Diversity Snapshots* slideshow consists of images and voices from the SA+P community. Snapshots are intended to promote reflection on and challenge what we assume to be true a person based on what we see. Diversity Snapshots run continuously, as part of the PLAZmA Digital Gallery.

The *Diversity Liaison program* is intended to more effectively convey diversity information and resources between the Dean's office and the various SA+P units. Each unit of SA+P

will have a liaison team that consists of a faculty and graduate student. The faculty liaison should be a senior faculty member with some influence with the faculty ranks. The student member should be someone who is known to the student body. The program also provides a mechanism for advocacy for new diversity-related programs and practices, and for relaying diversity-related concerns and issues within the department. The liaison role provides faculty and students with diversity learning and leadership opportunities.

4. URM POOL DEVELOPMENT

General Issues

Prospect Tracking Activities: During and following recruitment visits, contacts expressing interest in our graduate programs or faculty positions were recorded for tracking and follow-up activities. Ongoing connections have been established with prospective applicants through a series of phone calls, letters, and emails. Prospects were encouraged to visit SA+P, meet with faculty and students, talk with the appropriate graduate administrator, sit in on our classes, and tour MIT. Prospects were categorized by their projected SA+P program and application year.

Pipelining: We are tracking URM undergraduate sophomores and juniors for our fall 2008 or later admissions seasons. A goal of pipelining is to cultivate relationships with these candidates, groom their undergraduate careers to make them more viable applicants, and connect them to SA+P faculty and students early on. For 2008, we would like to establish more formal connections with these students' home institutions, as well.

We also leverage current MIT-sponsored outreach programs that bring in URM students for summer and fall experiences. These programs are MSRP, Converge, MITES, and AGEP. MSRP (MIT Summer Research Program) brings in talented sophomores and juniors from around the country to spend a summer at MIT doing project work with faculty. Converge is a graduate preview weekend program sponsored by the Graduate Students Office during the fall. The MITES (Minority Introduction to Engineering and Science) summer enrichment program brings in URM high school juniors interested in MIT academic programs. AGEP (Alliance for Graduate Education and the Professoriate) is a network of universities that work cooperatively to increase the number of URM Ph.D. graduates. This alliance represents a potential source for URM faculty. While MIT is not an AGEP school, GSO has developed relationships with these institutions.

Direct Mail Activities: There were snail mail and email campaigns directed toward selected URM undergraduate groups, colleges, and universities. Similar outreach was also made to outstanding juniors and seniors in various national URM scholars programs, for example McNair Scholars. These students were encouraged to consider attending SA+P for their graduate studies.

URM Graduate Student Recruitment

Our goal is to increase the number of URM graduate student applications to our various programs. Strategies for achieving this goal include aggressive outreach, developing an applicant pipeline, building relationships with undergraduate colleges and universities that produce URM candidates, coordination of efforts within SA+P units, and coordination of our faculty and students to contribute to outreach efforts. Direct actions include attendance at conferences, establishing connections with schools and programs that produce URM undergraduates, and increasing our visibility and credibility to the URM student community, nationwide.

In-office Activities: In addition to previously mentioned activities, graduate student recruitment in-office activities included phone calls with prospective applicants, meetings with MIT students and faculty regarding diversity issues, tracking of and assistance to students involved in the application process, processing e-mail inquiries, and connecting prospective applicants to students and faculty of interest.

URM Faculty Recruitment

Our goal is to increase the number of URM applications in our faculty searches. Strategies for achieving this goal include developing an applicant pool and building relationships with programs that support and produce URM doctoral scholars. Direct actions include attendance at conferences, diversifying our advertising resources, establishing connections with national programs that support and produce URM scholars, and leadership roles in organizations that help us become plugged into URM scholar networks.

Internal SA+P Diversity Support: During an active search, search committees and committee chairs are supported in putting together search announcements, preparing for candidate visits, and performing more effective candidate evaluations.

External SA+P Diversity Support: NEHERC (New England Higher Education Recruitment Consortia, <http://neherc.com/site/660/about.cfm>) is a national organization that supports member institutions recruiting outstanding faculty through the sharing of information and resources. The Manager for Diversity Recruitment has been elected to the NEHERC Steering committee. She is working to ensure that diversity recruitment is a top priority and NEHERC resources are directed toward those goals. He work has also built a strong network of diversity officers at universities and colleges across New England.

5. COORDINATION EFFORTS

SA+P Student Groups: I work with the various SA+P student groups to identify their vision for contributing to our URM recruitment efforts.

MIT-wide Student Groups: Presentations of our diversity commitment and desire to work with URM student groups at MIT are made on a regular basis. These groups attend many of the annual conferences listed earlier in this document and we continue to work with these groups in support of our URM recruitment goals, especially during those recruitment events.