

## Dean, MIT Sloan School of Management

In academic year 2007–2008, Sloan continued to make great progress with existing initiatives and moved forward in some key new areas.

Global initiatives were high on the list in FY2008, including the launch of the China Leaders for Manufacturing Program (CLFM). Responding to the real need for manufacturing leadership in China, this program, modeled after MIT's Leaders for Manufacturing Program (LFM) and created with MIT's authorization and educational support, is the country's first-ever dual-degree graduate program focused on educating China's next generation of manufacturing and operations leaders. The first CLFM class matriculated in September 2007, with the second cohort matriculating in September 2008. Representing MIT at the opening ceremony for the first class were Institute Professor Tom Magnanti (representing the School of Engineering), deputy dean of MIT Sloan School of Management Steve Eppinger, LFM codirectors Tom Allen and Warren Seering, and director of the LFM Fellows Program Don Rosenfield.

The School also launched a reorganization of alumni leadership with a view toward strengthening our global presence, aided by the arrival of a new director of alumni relations in April 2008. To support twin strengths of the School, knowledge creation and program innovation, significant incremental Office of External Relations activity is in development for FY2009, with initial activity already begun in FY2008. Plans for expanding outreach included disbanding the Dean's Advisory Council following the May 2008 session, and replacing it with four regional executive boards, chaired by key alumni leaders in each region:

- Asia and Oceania Executive Board (AOEB): Martin Tang, SM '72, Chair
- North America Executive Board (NAEB): Judy Lewent, SM '72, Chair
- Latin America Executive Board: Juan Carlos Torres, SM '79, Chair
- Europe/Middle East/Africa/South Asia Executive Board: Rafael del Pino, SM '86, Chair

The executive boards each will meet twice per year, once in their respective regions and once, together, on MIT's Cambridge campus. One key focus of these regional executive boards will be to support global summits, held annually in each of the four regions. As of August 2008, response to AOEB and NAEB invitations has been enthusiastic. We have 20 and 40 members respectively, and look forward to hearing from the remaining invitees. Invitations for the two remaining regions will go out later in the first half of FY2009. In FY2008 we also began the transition from a single priority, the new building, to a multiple-pronged priority model in support of knowledge creation and program innovation.

Sustainability was another major theme in FY2008, with many initiatives engaging multiple audiences. The December 2007 Industrial Liaison Program (ILP), which focused on strategies for sustainable business, drew business leaders from a wide range of companies, including ones new to MIT/Sloan and ILP events. Sustainability was also the theme for the 2008 Convocation of Sloan Fellows, which was planned largely in FY2008.

Reflecting the interests of the MIT/Sloan community, sustainability was the topic of a standing-room-only community event in October and was incorporated into orientation for incoming MBA students and in multiple activities throughout the year designed to lower the School's carbon footprint. In addition, a new sustainability website drew visitors from around the world.

One benchmark of the School's strength and visibility is applications to the flagship MBA program. I am happy to report that both applications and yield for the MBA program for AY2008 surpassed expectations. Applications jumped by 28 percent from 3,030 in AY2007 to 3,884 in AY2008. The percentage increase in applications is one of the highest among the peer schools.

## **Education**

### **MIT Sloan MBA Program**

The MBA program portfolio includes the Admissions, Student Affairs, and Career Development Offices, spanning the students' experience before and during their time at the MIT Sloan School of Management. There remains a tremendous energy toward renewed and increased integration among these teams and throughout the School. High-touch relationship building permeates all facets of planning, advising, and service delivery throughout the MBA program. The sense of community and School pride among the student body continues to grow, as does the focus of encouraging lifelong commitment and involvement. MBA program teams, in collaboration with the Alumni Office and Corporate Relations, have endeavored to markedly enhance alumni, recruiter, and corporate relationship management and satisfaction.

In recent years, the MBA program has worked to reinforce themes of professional behavior and ethical conduct in the MBA community via renewed efforts within the Professional Standards Committee. This has included creation of an orientation module, a well-developed communications plan for students and faculty, standardized syllabi language, and a focus on providing tools for giving constructive feedback, including within our course evaluation process. In addition, initiatives such as the Entrepreneurship and Innovation option and Sloan Innovation Period (SIP), or the proliferation of student trips and treks, keep our staff extensively engaged in all aspects of student life, academic and extracurricular.

### **MBA Admissions**

Academic year 2007–2008 surpassed our expectations. Highlights of the year include the following:

- We had a higher class yield, resulting in 17 more MBA students than planned. This was accomplished without going to our waiting list in the round 2 period.
- Applications jumped by 28 percent, from 3,030 in AY2007 to 3,884 in AY2008. The percentage increase in applications is one of the highest among the peer schools.
- We continued to collaborate successfully with the MIT Sloan Fellows Program to crossmarket both the MBA and Fellows Programs. We held two joint women's

panel discussions and receptions for prospective female candidates for the MBA and Fellows Programs. Additionally, the MBA and Sloan Fellows Programs recruited jointly at Forté Foundation MBA fairs targeting prospective women applicants.

- We collaborated with the Biomedical Enterprise Program (BEP) to increase the awareness of the program and align their marketing and branding with the MBA Program. Moreover, we conceived and designed a BEP brochure that is disseminated to prospective applicants. As a result, BEP admitted the largest number of candidates (11) in its class from the MIT side.
- We produced, in-house, a new *MIT Sloan on the Road* video as well as a new video featuring the highlights of AdMIT Weekend 1 for those admitted candidates who could not travel to Cambridge.
- An online community and information site for newly admitted candidates was successfully transitioned from SloanSpace to SloanPoint and launched in January 2008.
- We expanded our efforts to reach out to undergraduate populations by visiting more undergraduate institutions, including historically black colleges and universities. We also continued to collaborate with Forté Foundation, Starting Bloc, and the Ten School Diversity Alliance.
- Successfully hosted two AdMIT Weekends in Cambridge, with 295 newly admitted candidates plus their significant others. This is by far the largest group of newly admitted candidates who attended our two-day preview of MIT Sloan.

### ***Goals and New Initiatives***

For 2009, the MBA Admissions Office has established the following goals:

- Reach out to underrepresented groups, especially women and minorities. We plan to hold two panel discussions and receptions for prospective female candidates interested in the MBA, Sloan Fellows, LFM, BEP, System Design and Management (SDM), and Master's of Engineering in Logistics (MLog) programs. We also plan to hold a panel discussion and reception for prospective underrepresented candidates interested in these programs. Additionally we will be hosting on campus fellows from Management Leadership for Tomorrow and StartingBloc. We will also be visiting historically black colleges and universities and Hispanic-American colleges and universities individually as institutions rather than as part of the Ten School Diversity Alliance.
- Market the MIT Sloan MBA Program aggressively to two-year analysts in the financial service industry.
- Continue to market the Entrepreneurship and Innovation Option through the MBA Admissions website by linking to the Entrepreneurship Center and highlighting the program in *MIT Sloan on the Road* presentations.

## **MBA Student Affairs**

This year, the MBA Student Affairs (SAO) team continued to successfully deliver programs and services to the MBA population. At the same time, we continued to face significant staffing challenges combined with an ever-increasing volume and complexity of student initiatives.

### ***Highlights of the Year***

Many of this year's successes built on those of previous years.

#### ***Orientation Themes and Peer Mentoring***

In summer 2007 we incorporated sustainability themes into orientation as an extension of previous years' focus on ethics and practicing management, all under the umbrella theme of the MIT Sloan mission. We offered part of our Day One orientation programming in the Marriott Ballroom, which allowed us for the first time in many years to seat all incoming students in one room. (This is not currently possible on campus.) While this added significantly to our budget, we believe it helped us get off on the right foot, particularly in a year of construction and disruption. In addition, we made many enhancements to our offsite team-building program and Pilot (peer mentor) training. Once again, orientation was successful by several measures. Almost 90 percent of first-year students have consistently given positive ratings to the orientation program in the past three years.

#### ***Advising on Student Initiatives***

Our students continued to organize an ever-proliferating number of activities. These include major events, Sloan Activities Board community events, Senate events, and myriad other club initiatives. These events, in turn, generate hundreds, if not thousands, of financial transactions. All of these transactions present us with the opportunity for (and need to) interact extensively with students, both to inform them of processes and policies and to guide them through the design and execution of these initiatives. This is a crucial part of our emphasis on "high touch" and "high impact." It is also extremely labor-intensive. We will continue to identify ways to streamline and improve our processes in the coming year.

#### ***Sloan Innovation Period***

We coordinated with faculty and guests to deliver 36 research workshops. In addition, we worked with students, faculty, and guests to design and deliver seven sustainability workshops (four of these were research and three were leadership). We also designed and delivered three sessions of workshops for Pilots (peer mentors). We worked with the Leadership Center and helped deliver one student-driven SIP. As mentioned previously, the MBA Program Executive Director and other members of the Diversity Committee launched two bystander-training sessions during the spring Sloan Innovation Period. We are now also playing an active role in the evaluation of the direction SIP should take in future years.

#### ***Departmental Community Initiatives***

We continued our traditional lineup of major events, designed to support community building within the MBA population. These include our Welcome Back C-Function, morning coffees (daily in the fall, twice a week in the spring), monthly MBA town hall

meetings, Thanksgiving dinners for both MBA classes, cohort reunions, and two major Commencement events. We also continued to cosponsor many additional major events with the Student Activities Board and the Sloan Senate, including the on- and off-campus C-Functions, the Fall Ball and Spring Gala, the Talent Show, the Follies/Sloan Achievement Awards, six charity auctions, and the Sloan Olympics. We identified a number of sustainability-focused opportunities to reduce our footprint in catering these events, the most significant of which was to introduce compostable cups at our morning coffees and to promote their use at student events.

### *International Study Tours*

This year, we rebranded our international spring trips as study tours to more effectively convey their academic purpose. We also coordinated our marketing and selection timetable with the new China Lab course.

### **Goals and New Initiatives**

The following are some key planned enhancements to our programs and services in the coming year.

#### *Orientation*

Our August programming for new students includes a two-week Communication and Culture workshop for a subset of the international population; optional preterm review sessions in accounting, economics, and math/statistics; and four days of mandatory orientation programming. In the coming year, we will continue our thematic emphases on sustainability and practicing management, and we will incorporate a stronger emphasis on issues of diversity and respect. We are incorporating new diversity programming for the Communication and Culture workshop for international students, and we are planning to hire an outside vendor to deliver diversity training in September. In addition, we will place greater emphasis in “walking the sustainability talk” by delivering more electronic documents earlier in the summer and replacing the Orientation binders with flash drives and/or minimal paper handouts.

#### *Advisor Partnerships with Peer Mentors*

We have placed a strong emphasis in recent years on enhancing Pilot training, defining Pilot roles more clearly, and offering more recognition. One unintended consequence of building up the Pilot role has been to diminish the role of the SAO advisers in some students’ eyes. This year, we will involve our advisers directly in Pilot training and we will build stronger structural links between Pilots and advisers in our advising model.

#### *Curriculum Redesign and Cocurricular Programming*

We are eager to play a role in the School’s larger efforts to define our differential advantage and to support curricular enhancements that emphasize that advantage. Furthermore, we see many opportunities to develop cocurricular programming in partnership with our Career Development colleagues and our MBA Executive Director. This includes diversity/professional standards programming such as that mentioned earlier as well as academic and professional skill building. As part of this skill building, we are developing a new tutoring program to support a limited number of international students’ English language skill development.

### *Study Tours and Treks*

This year, we have continued our progress in capturing information about student-driven study tours and treks and in expanding insurance coverage for these international initiatives. We have also continued to more clearly define and communicate to students what constitutes an “independent” activity and what constitutes an “official” MIT Sloan activity, and is therefore subject to MIT travel and fiscal policies. We have become increasingly aware this year that these messages also need to be communicated more clearly to faculty, so that we are not working at cross purposes with one another and so that the School is not appearing to promote travel to high-risk destinations.

### **Career Development**

The Career Development Office (CDO) manages the career education and corporate recruiting services for MBA students and provides career enhancement services for the Sloan Fellows. As part of this effort, the CDO partners with Organizational Processes, Communications faculty, and the MIT Leadership Center to develop and deliver topical sessions related to the career development of our MBA students, as well as developing and delivering standalone career education workshops. In addition, the Office manages all aspects of the corporate recruiting process, including company presentations, the campus recruiting program, student job board, three annual career fairs, and the strategic and logistical support of student club treks for employment purposes. The CDO team was highly successful again this year in providing this support to MBA students, maintaining our usual strong employment results in a challenging market. This past year CDO added a new set of services for the Sloan Fellows, provided by an outside consultant.

CDO focused on the following initiatives to reach our 2007–2008 goals:

- Develop the CDO team to ensure that new and existing staff members remain competitive in their knowledge. In the coming year, we will continue focusing on teambuilding and training.
- Continue to educate students appropriately, focusing on lifelong career development themes and skill-building exercises, including evaluating and redesigning Career Core based on student and recruiter feedback. Continue to provide students with multiple structured opportunities to learn about MBA jobs, industries, and employer recruiting strategies and expectations.
- Identify and implement new technologies to support the career education offerings and to enhance Career Core classroom materials and presentations. Work with Science, Technology, and Society (STS) to successfully transition the career resources website to the new technical platform, SloanPoint.
- Identify and implement new services for recruiters: create an office-like enclave with two computer terminals and a printer for recruiter use while on campus.
- Continue to build on existing cross-Sloan partnerships to enhance services for students and recruiters (for example, cohort advising/coaching, Recruiter Roundtables, the Big Idea media project, and curricular innovations).

- Identify and implement a new survey and reporting instrument to support the annual Employment Survey and Reporting project.
- Pilot career enhancement services for the Sloan Fellows.

### ***Goals and New Initiatives***

CDO's goals for 2008–2009 build on previous years' goals and support our ongoing efforts to create the best possible services for students and recruiters:

- **Staffing:** Continue efforts to become fully staffed. In light of the addition of new staff, and to ensure existing staff remains competitive in their knowledge, in the coming year we will continue focusing on team building and training.
- **Student advising and job search resources support:** Identify and purchase key research resources for students to strengthen their ability to compete successfully for opportunities, and for us to remain competitive with our peer schools. In addition to building our resources, create a website in SloanPoint that is intuitive and easier to navigate than our current site.
- **Career Core and other programming:** Continue to identify and implement different ways to educate students on how to successfully identify career goals and teach the lifelong skills required for a successful job search. Revise Career Core based on student and recruiter feedback. Continue to enhance efforts to provide students with effective opportunities to learn about MBA jobs, industries, and employer recruiting strategies and expectations by increasing alumni and employer involvement in programming and building on existing relationships throughout MIT Sloan (faculty and staff).
- **Information systems and technology:** Continue efforts to work successfully with STS to move the Employment Report survey into SloanPoint and program back-end reporting structure of same. Replace Darden career management system with MBA Focus product to improve reliability of services for students and recruiters.
- **Recruiter development and satisfaction:** Continue efforts to build deeper and broader relationships with recruiting companies in partnership with Corporate Relations. Continue to support the Dean's World Tour initiative through hosting US regional and international recruiter roundtables in key recruiting markets.
- **Sloan Fellows advising and programming:** Continue collaboration with SF Program office to create appropriate professional/career development programming and advising services, building on the work started in spring 2008.
- **Master of Finance/MBAs pursuing finance careers:** Working with senior finance faculty and Master of Finance program staff (TBD), create appropriate career services for this highly specialized population. Ensure programming and recruiter communications and services are aligned with MBA student programming and recruiter services; determine areas of overlap and opportunities for service efficiencies to student and recruiter populations.

## **MIT Sloan Executive Education**

MIT Sloan Executive Education offers open enrollment and custom programs to high-potential managers and senior executives from throughout the world. We deliver more than 300 open enrollment and custom program days to over 5,000 executives from 75 countries each year.

Open programs range from two days to four weeks. Longer programs generally take place once during the year, while shorter programs run up to four times. We offer Executive Certificates in three areas of concentration: Strategy and Innovation; Management and Leadership; and Technology, Operations, and Value Chain Management. Executive Certificates are awarded to participants who complete four open enrollment programs within a four-year period. Custom programs typically include one to three residential sessions for multiple groups of participants (“cadres”) from the sponsoring organization. Programs can last from two days to an entire year, depending on needs of the custom client. MIT Sloan Executive Education approaches each custom engagement as a long-term, mutually productive engagement.

### ***Highlights of the Year***

Our relationships with existing custom clients continue to gain strength. We once again ran multiple program sessions for BP, News Corporation, and Vale, and we continued programs for Air Liquide, E.ON, General Electric, IBM, and Schlumberger.

We continued to offer the Projects Academy, a multiyear executive education program for BP administered jointly with the School of Engineering since 2002. This year, Projects Academy was renamed Projects & Engineering Academy to reflect a focus on engineering in major projects. To date, 185 BP major project leaders have graduated from this program, and 85 BP executives have attended a related short course. We also continued to offer the Operations Academy, a companion program, which was launched in 2007 and is also offered jointly with the School of Engineering. Designed to be a multiyear executive education program for BP’s operations leaders, the Operations Academy graduated its first cadre of 33 BP senior operations leaders in June 2008. In addition, 42 BP senior executives have attended a related executive session.

Our IT for New Business Value program for IBM began as one session for IBM Mexico, offered jointly with the Center for Information Systems Research. Expansion this year will include sessions for IBM Brazil and IBM Argentina.

The IT Leadership program for News Corporation graduated its second cadre of 30 global managers and welcomed its third cadre. IT executives representing all of the News Corporation companies (including 20th Century Fox, HarperCollins Publishers, and MySpace) come to MIT to “raise their game” and better align News Corporation’s myriad IT activities with its businesses. The program capitalizes on the research and expertise at MIT Sloan’s Center for Information Systems Research (CISR).

The transformational leadership program for Vale, a Brazilian-based global mining company, is now in its fourth year. The sixth cadre recently completed the program,

which prepares senior managers to realize the company's goal of becoming one of the leading firms in the mining industry worldwide.

We welcomed Commonwealth Bank of Australia (CBA) and A.P. Møller-Maersk as new clients. For CBA, we delivered programs both on campus and in Australia. The CBA program focuses on key management issues in information technology, with a special session for related business leaders. The Møller-Maersk program addresses the topics of innovation, intrapreneurship, and change management.

Supporting our relationships with universities in Asia, we continued our short programs for Executive MBAs (EMBA) from Tsinghua and Fudan Universities. Additionally, we welcomed the tenth class of Nanyang Fellows from NTU in Singapore.

On the open side, our programs yielded record numbers of enrollments, with over 3800 participants. Our Executive Certificates continue to generate tremendous interest. The number of Executive Certificate holders more than doubled, to approximately 500. We have expanded the benefits for Certificate holders to include discounts on ILP conferences and other events, and we launched an Executive Certificate Community on our website featuring profiles of Certificate holders.

We launched a quarterly Executive Education e-newsletter, which is sent to our database of over 25,000 past participants and others interested in executive education and features faculty research, awards, and program news. Over 25 percent of readers clicked on at least one article for additional information.

All these activities resulted in a 26 percent increase in our top-line revenues from FY2007.

### ***Goals and New Initiatives***

We expect to launch several new, two-day programs in FY2009. Topics we are exploring include leadership, accounting, options, energy, and business law. We have already begun working with faculty on program development and hope to announce some new offerings shortly.

We will begin offering Innovation, Strategy, and Leadership for Japanese Managers, a week-long open enrollment program, in January 2009. The new program evolved from an existing custom program that we have run for CICOM, a leading management training provider in Japan, for the past five years.

Due to the overwhelming popularity of our Driving Strategic Innovation program (offered jointly with the International Institute for Management Development [IMD]), we are considering offering a third annual session. Currently, the program is offered in the fall at MIT and in the spring at IMD. For the new session, we are evaluating possible locations in new geographic regions such as Asia.

Finally, we will continue our efforts to reduce our carbon footprint. We will begin using recycled materials in our marketing collateral. Additionally, we will test new food and beverage options for our program participants, including reusable water bottles and locally sourced meals.

## PhD Program

The deans committed significantly-improved funding this year, in time for admissions, which enabled us to offer financial aid packages close to those offered by our competitors. This year's admissions success was most noticeable in the Behavioral and Policy Sciences area where 8 out of 9 offers were accepted. Other areas were somewhat less successful and one reason advanced was timing of our decisions. As a partial remedy to this, the PhD deadline was advanced to December (rather than January), but we continue to explore other measures that might improve our offer-to-acceptance ratio.

Applications were up 5 percent from 2007 to 598, representing 53 countries, with a slight drop in US applicants to 20 percent. China and India remain the top international sources. Interest in Financial Economics research remains strong—36 percent of the total—followed by the Organization Studies Group at 11 percent. The new research area of Economic Sociology continues to attract good candidates, with 22 applications producing two accepting candidates.

Job market workshops, introduced in 2006, continue to reflect well in our graduates' placements, including Yale University, McGill (Canada), University of Texas-Austin, Harvard, the London Business School, and Johns Hopkins University. However, the rather large number of industry placements (5 out of 12 graduates) indicates the Program has work to do on this subject.

Recruiting and outreach efforts, including minority-specific conferences and quarterly recruiting events around the country, increase our visibility and promote the image of a PhD and academia as a viable career option. In October 2007 the MIT Sloan PhD program cohosted a faculty and student panel presentation and information midway with Harvard in which 31 doctoral programs participated. Wong Auditorium was filled to capacity (240) with several more attendees standing in the rear.

## Leaders for Manufacturing

An active partnership among MIT School of Engineering, the MIT Sloan School of Management, and more than 20 corporations, the MIT Leaders for Manufacturing (LFM) Program produces world-class leaders for manufacturing and operations. This innovative 24-month dual-degree graduate program, created in 1988, includes an integrated engineering and management curriculum and a six-and-a-half-month internship at a partner company that serves as a single integrative research project leading to a thesis. Students earn an MBA or Master of Science in Management, as well as a Master of Science in one of eight participating engineering programs. LFM focuses on theory and global practice from concept development through product delivery, including challenges faced on factory floors and in global supply chains. Corporate partners provide generous fellowships for all students.

LFM was launched with significant industry funding and is in its 20th year of operation. This year, as LFM celebrates this milestone, the program is examining its vision to ensure that LFM's focus continues to be relevant to industry, faculty, and students.

Administratively, LFM and SDM are managed by a common staff, enabling conservation of resources. Both LFM and SDM are cosponsored by MIT's School of Engineering and School of Management and reside within MIT's Engineering Systems Division.

### **Academic Program**

The 2008 LFM Fellows program had 47 graduates. Each graduate completed an internship at a partner company during summer and fall 2007. Internships are focused projects of concern to the partners, accomplished by interns with company support and MIT faculty guidance. Representative projects this past year included strategic sourcing, lean in product development, lean assessment and implementation in manufacturing, call center/customer service, and supply chain and inventory modeling. Many of the projects represent a significant benefit for the partner companies and advance areas of research. For the classes of 2009 and 2010, internship process improvements, including an improved matching process and better defined project milestones, are being implemented to further increase the benefit for all stakeholders.

Another 47 students (class of 2009) completed their first year of on-campus studies and started their six-month internships. The class of 2010 admitted 48 new students and began an intensive summer session in June 2008. This class has an average of five years' work experience. Applications to LFM remain consistent with the five-year average.

Don Rosenfield continues to serve as the director of the LFM Fellows Program. Codirectors for the LFM and SDM programs are Warren Seering from the School of Engineering and Tom Allen from the MIT Sloan School of Management. On July 1, 2007, Warren Seering replaced David Simchi-Levi, who has been on sabbatical and resumes his role as codirector from the School of Engineering for both LFM and SDM, effective July 1, 2008. Ron Slahetka departed as industry codirector in June 2008. A search for a new industry codirector is underway. Ted Equi joined LFM in January 2008 as its research, internship, and alumni manager. Patty Eames became LFM's program coordinator in May 2008 and Lois Slavin became LFM and SDM's full-time communications director in June 2008.

LFM's academic program consists of a mix of management and engineering courses. Major and required courses are:

ESD.32 Product Design and Development, taught by Steven Eppinger and Warren Seering

ESD.267J/15.762J Supply Chain Planning and ESD.268J/15.763J Manufacturing Systems and Supply Chain Design, both taught by Stephen Graves and David Simchi-Levi

ESD.750/15.066 System Optimization and Analysis for Manufacturing, taught by Jérémie Gallien

ESD.751/15.064 Engineering Probability and Statistics, taught by Arnie Barnett and Roy Welsch

15.761 Operations Management, taught by Sebastian Fixson

ESD.60 Lean/Six Sigma Processes, taught by Steven Spear and Eric Rebentisch

15.515 Financial Accounting, taught by Joseph Weber

15.280 Communication for Managers, taught by Leigh Hafrey, Neal Hartman, and other MIT Sloan communications faculty

15.311 Organizational Processes, taught by Katherine Kellogg, Roberto Fernandez, and Mark Mortensen

15.010 Economic Analysis for Business Decisions, taught by Eric Van den Steen, Richard Holden, and Michael Grubb

15.769 Operations Strategy, taught by Charles Fine

15.316 Building and Leading Effective Teams, taught by John Carroll

15.317 Organizational Leadership and Change, taught by Tom Kochan and Jan Klein

15.792J Proseminar in Manufacturing, taught by Don Rosenfield.

LFM students may enroll in eight engineering disciplines. These include:

Aeronautics and Astronautics

Biological Engineering

Chemical Engineering

Civil and Environmental Engineering

Electrical Engineering and Computer Science

Engineering Systems

Materials Science and Engineering

Mechanical Engineering

The LFM 2010 class by engineering discipline is as follows:

Aeronautics and Astronautics: 1

Chemical Engineering: 4

Electrical Engineering and Computer Science: 5

Engineering Systems: 24

Materials Science and Engineering: 1

Mechanical Engineering: 13

### **Marketing Efforts**

LFM has continued to strengthen its marketing in the past year. New initiatives include a cutting-edge search engine optimization strategy, an Alumni Challenge to attract more inquirers, and an engaging video featuring reflections by LFM students and faculty.

## China LFM

Major studies on competitiveness in China indicate a critical imperative—the need for manufacturing enterprises to recruit, develop, and retain mid- and top-level leaders over the short- and long-term. The China Leaders for Manufacturing Program (CLFM) was developed to address this issue.

CLFM is an educational and research partnership among global firms and Shanghai Jiao Tong University's (SJTU) Antai College of Economics and Management, School of Mechanical Engineering, School of Electronics and Electric Engineering, and School of Chemistry and Chemical Technology. Its mission is to educate the next generation of manufacturing and operations leaders in China.

Modeled after MIT's Leaders for Manufacturing Program and created with MIT's authorization and educational support, China LFM is the country's first-ever dual-degree graduate program focused on educating China's next generation of manufacturing and operations leaders. A partnership of SJTU and industry, CLFM offers a two-and-a-half year, dual masters degree program that combines the disciplines of engineering and management. Students will also work an additional six months at a partner company site during the required internship experience. Each graduate will receive an MS in engineering from SJTU's School of Mechanical Engineering or School of Electronic, Information, and Electrical Engineering and an MBA from SJTU's Antai College of Economics and Management. Chemical engineering is being added to the engineering offerings.

China LFM now has 16 companies signed up for CLFM, and reached its goal of 15 by May 2008. CLFM industry partners include Alcoa, Apple, Caterpillar, China Longgong, Corning, Schlumberger, The Timken Company, and Tyco International. Amazon, Cisco Systems, Dell, Flextronics, Honeywell, Intel, Novartis, and United Technologies Corporation are CLFM partners, and additionally are MIT LFM partners.

The first CLFM class matriculated in September 2007, with the second cohort matriculating in September 2008. Representing MIT at the opening ceremony for the first class were Institute Professor Tom Magnanti (representing the School of Engineering), deputy dean of MIT Sloan School of Management Steve Eppinger, LFM codirectors Tom Allen and Warren Seering, and director of the LFM Fellows Program Don Rosenfield. LFM's international plant trek went to China and Japan in March. Students from both programs visited companies together in Shanghai and held cohort-building and joint-learning events, fulfilling one of the primary goals of LFM's involvement with CLFM. To date, 17 SJTU faculty have been trained at MIT, using the MIT Sloan School's teach-the-teacher model. SJTU faculty come to MIT for a semester to take the course they subsequently teach at SJTU. Three more faculty members are scheduled for training in fall 2008.

## LFM Alumni

The LFM 2007 Alumni Conference took place in Seattle, Washington. Its theme was Managing Variability. Over 120 alumni gathered to see presentations by Travelocity, Washington Biodiesel, Amazon.com, Dell, Recreational Equipment Inc., BCA, Toyota,

Booz Allen Hamilton, and Industrial Revolutions, as well as presentations on commodity price variability and market evolution, managing and motivating a diverse workforce, and designing a network of women leading sustainability to confront uncertainty.

Aaron Raphel, LFM '05, became the official voice of the alumni at the Leaders for Manufacturing Operating Committee.

As part of LFM's and SDM's commitment to lifelong learning, an initiative begun in FY2002 to encourage LFM and SDM alumni to stay connected with MIT by sharing relevant information has been continued. LFM and SDM scheduled monthly webcasts presented by MIT faculty and various LFM and SDM alumni. The content of each webcast, also called a "webinar," provides valuable information on the latest trends, cutting-edge developments, and innovative strategies, all of which pertain to manufacturing and/or systems design. The presentations are given in real time via the Internet and telephone; this allows participants to follow along visually and audibly as well as to ask questions. Alumni continue to express a high degree of interest in these virtual knowledge-sharing events, and webinars have evolved into a key tool for alumni engagement.

The alumni have also been instrumental in setting up an infrastructure to support LFM. Through an organized fundraising effort, the alumni have established three different funds to support the program: the William C. Hanson and Don W. Davis Leadership Fund, the Alumni Annual Fund, and the Endowed Discretionary Fund. This year the funds distributed \$4,730 to support the students on the International Plant Trek and \$18,800 for first-year scholarships. The class of 2008 continued the tradition of raising money for the program. This year 72 percent of the class gave a total of \$67,500 for the support of the funds listed above as well as support of special projects.

### **Pro Seminar Speakers**

On campus, LFM students attend weekly seminars with faculty and industry experts to enrich their formal education with learning about current manufacturing leadership and business issues that are local, national, or international in scope. Speakers in fall 2007 and spring 2008 included Jeff Wilke (LFM '93), senior vice president, North America Retail, Amazon; from Honeywell International Incorporated, Joe DeSarla, vice president, ACS Integrated Supply Chain, Hans Laudon (LFM '96), vice president, Integrated Supply Chain, Aftermarket Services, Avionics and Electronics, Mitch Malone (LFM '00), director, SIOP Planning and Inventory, and Kim Murdoch (LFM '04), director, Planning and Asset Management; Tom Greenwood, director, Strategic Initiatives, SpiritAero; John Casey, president, Electric Boat, General Dynamics; Art Soucy, vice president, Global Supply Chain, Pratt & Whitney; Peter S. diCicco, executive director of the Coalition of Kaiser Permanente Unions, AFL-CIO; Deborah Wong, director, Operations Strategy, Amgen; Vah Erdekian, vice president, Manufacturing, Cisco; from Apple, Nick Forlenza, senior director of Enclosure Operations and Aaron Raphel (LFM '05), manager, iPhone Enclosure Operations; Annette Clayton, vice president, Americas Manufacturing Operations, Dell; Mike McNamara, CEO, Flextronics; Bob Larson, president, China Mills Product, Aluminum Company of America (Alcoa); Jeremy Wallach (LFM '04), consultant, CRA International; Bill Perkins, director, Systems Engineering, General Dynamics Ordnance and Tactical Systems; Rafael de Jesus (LFM '00), regional manager,

ABB; Jean-Francois Baril, senior vice president, Sourcing and Procurement, Nokia; from Motorola, Mike Rutz (LFM '95), senior director, Networks and Enterprise New Product and Tim Cawley, senior vice president, Mobile Devices Supply Chain; from Boeing Shared Services Group, Mark Jenks (LFM '91), director 7E7 Wing and Empennage Team and Tim Copes (LFM '92), president; Elizabeth Williamson, director of 300mm Manufacturing Operations/director of Alliance Contracts and Platform Business Office, IBM; Jan Klein, senior lecturer, MIT Sloan; and Donald Rosenfield, director, LFM Fellows Program and senior lecturer, MIT Sloan.

### **Plant Tours**

The LFM plant tours expand students' understanding of manufacturing complexity by introducing them to LFM partner companies' diverse operations, plant floor workers, executives, and LFM alumni. In the summer term and during the academic year, students see an average of 15 companies during local visits and a two-week national plant tour. This past year, local plant tours were held at Amgen, Genzyme, Novartis, Honeywell, and Intel. Students also participated in the annual two-week plant trek that included visits to Dell, Cisco Systems, and Flextronics International in Austin, TX; Harley-Davidson in Milwaukee, WI; American Axle & Manufacturing, GM, and the North American Auto Show in Detroit, MI; The Boeing Company in Seattle, WA; Amazon.com in Fernley, NV; and Honeywell in St. Charles, IL. The LFM International Plant Tour went to China and Japan and visited ProLogic, Ri-teng Computer Accessory, GM, Honeywell, Flextronics, and Toyota.

### **Career Development**

LFM students, sponsored and nonsponsored, continue to be highly sought once they have completed the program. Partner companies as well as other organizations take a special interest in LFM students, as proven by their commitment to speak to the class on various issues during the Pro Seminar session. To date, 64 percent of the class of 2008 have accepted positions within manufacturing and operations companies and 45 percent have accepted positions within partner companies.

### **Internships and Research**

The 2009 class has the largest number of off-cycle internships (eight) in LFM's history. Some partner companies use off-cycle internships to match with their business cycle and get more immediate impact from the research projects. The matching of students to partner internships and faculty advisers is a complex process that the program has managed from inception. The LFM internship matching process continues to be refined. The two-way matching process that explicitly captures company preferences was implemented. The method requires significantly less lead time and led to higher satisfaction from the different constituents. The LFM 2009 class was an improvement beyond LFM 2008. The learning during the LFM 2009 on-cycle internship has generated additional enhancements for the LFM 2010 class that were presented and approved at the June 2008 Operating Committee meeting. We are continuing to link internships for the LFM 2009 class to company-faculty-student research groups. These groups allow for cross-internship learning and the development of common themes. The groups are:

- Call Center/Customer Service
- Supply Chain and Inventory Modeling
- Lean in Product Development/Advanced Manufacturing
- Lean Assessment and Implementation

### **Student Awards**

Brian Feller received the LFM Best Thesis Award, given for the third year by the program. He was given a laptop computer generously donated by Intel. Ryan Lester received the Harrison Smith Award, a leadership award given annually to honor a first-year LFM who exemplifies LFM '98 Harrison Smith's most remembered qualities while at LFM: living life to the fullest, bringing the class together, and making happy and lasting memories of the LFM experience for the entire cohort. Smith died tragically in a car accident shortly after his graduation in 1999 while en route to a position at Dell.

### **Risk Management Conference**

LFM, along with MIT's Industrial Liaison Program, SDM, and the MIT Forum for Supply Chain Innovation, cosponsored the 2008 Risk Management Conference, Strategies for Balancing Risks and Opportunities in Global Product Delivery. This event was held at MIT on March 11–12, 2008 and included the president of Velcro USA, Joan Cullinane, and IBM's executive vice president of Innovation and Technology Nicholas Donofrio. The event drew over 140 participants.

### **Governance**

LFM is run by a governing board consisting of program codirectors, MIT deans, and the partner companies' senior officers. It is cochaired by Dick Johnston of Raytheon and Larry Loftis of Boeing. The Operating Committee, chaired by Ron Slahetka, handles ongoing management of the program and includes company representatives, faculty, and directors. The Committee's focus is a series of standing committees that include companies, faculty, and students.

### **New Partners**

An active student, staff, and company committee has been very successful at bringing new partners to LFM. New partner companies that have joined in the past several years include General Dynamics, American Axle and Manufacturing, Cisco Systems, Flextronics International, and LFM's newest partner, Zara (Inditex), the Spanish clothing manufacturer and retailer. Genzyme became a managing partner.

**Tom Allen, Codirector, Howard W. Johnson Professor of Management, and Professor of Engineering Systems**

**Warren Seering, Codirector and Professor of Mechanical Engineering and Engineering Systems**

**Ron Slahetka, Industry Codirector**

**Don Rosenfield, Director, LFM Fellows Program**

*More information about the Leaders for Manufacturing Program can be found online at <http://lfm.mit.edu/>.*

## **System Design and Management**

MIT's System Design and Management (SDM) Program was created in 1996 in response to industry's need to develop the next generation of leaders in product design and systems engineering. SDM combines cutting-edge courses from the MIT Sloan School of Management and MIT's School of Engineering, enriching the experience with innovative distance learning, flexible matriculation options, and an interdisciplinary perspective. SDM prepares graduates to think outside the box, lead across organizational boundaries, and inspire others to collaborate and innovate in both technical and nontechnical arenas.

The centerpiece of SDM's portfolio is its rigorous 13- to 24-month graduate program. Built on a foundation of core courses in system architecture, systems engineering, and system and project management—and integrated with classes in engineering and specially designed courses in management—this program leads to a Master of Science degree granted jointly by the School of Engineering and MIT Sloan School of Management.

Targeted to professional engineers with three or more years of experience, SDM has a 15-course curriculum in systems, engineering, and management, including a project-based thesis. It offers three curriculum options: a 13-month in-residence format; a 24-month distance education for company-sponsored students, requiring one academic semester in residence at MIT; and a 24-month commuter program for local students. SDM's mission is to educate future technical leaders in the architecture, engineering, and design of complex products and systems, preparing them for careers as the technically grounded senior managers of their enterprises.

### **Distance Education Delivery**

SDM continues to evaluate its distance education delivery with the goal of increasing the quality of the remote-learning experience while reducing costs, both for MIT and for sponsoring companies. An innovation in the past year includes streaming all classes on the web so that students who cannot attend a session can view the video of it almost immediately, without having to wait for a videotape to be mailed to them. This has increased student satisfaction, since many SDM students continue to work at their companies and occasionally travel and must miss a class.

Pat Hale continues as director for his third year. In January 2008 Pat assumed the role of president of the International Council on Systems Engineering (INCOSE) after serving as president-elect for two years. This role has provided the program a high level of visibility in an organization of industry and educational institutions highly aligned with the SDM academic mission.

Codirectors for the program are Warren Seering from the School of Engineering and Tom Allen from MIT Sloan School of Management. David Simchi-Levi from the School of Engineering has been on sabbatical and returns to his codirector role on July 1, 2008. John Grace is the industry codirector.

### **Student Statistics**

In January 2008, SDM admitted its 12th class, enrolling 63 students, seven of whom are dual degree students from the Navy's 2N Naval Engineer degree program. As was

**Engineering Systems Division/System Design and Management Student Statistics**

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Admitted	35	58	47	50	37	27	36	37	62	58	61	56*
On-campus	8	16	6	14	8	7	18	27	44	44	47	40
Self-supported	3	1	2	5	2	1	6	25	42	34	40	36
Research assistant	3	12	2	4	3	1	10	0	0	2	1	4
Distance education	27	42	41	36	29	18	17	10	18	14	14	16
Company-sponsored	29	45	43	41	32	25	20	12	20	24	21	20

\* In addition, 7 Naval officers from 2N were admitted for a second degree program.

done in FY2007, SDM put on information evenings in August, September, October, and June for local MIT alumni and others interested in SDM, as a way to recruit prospective students for SDM 2008. These successful events brought more than 100 prospective students to campus or suburban locations, where they heard presentations about the program from several faculty, students, and alumni.

This past year John Grace, SDM industry codirector, developed a new partnership structure for companies interested in engaging in a lifelong, systems-based approach to leadership and innovation. With this partnership structure, SDM also goes beyond traditional master's programs by addressing not just the needs of individuals but the entire system of which they are a part. There are many ways that companies can participate in SDM to develop a systems-thinking capability for the entire organization. For example, SDM's one-year, primarily-at-a-distance certificate program in systems engineering is designed for individuals who are interested in acquiring or deepening systems-thinking skills and for companies that want to extend this capability among their staff. And a week-long organizational leaders program, intended for those to whom students in SDM's degree and certificate programs report, helps managers to understand how to apply these new concepts, develop their SDM employees, and deploy systems thinking throughout their organizations.

**Sponsoring Theses of Self-Funded SDM Fellows**

In the past few years, companies have also engaged in the program by using self-funded fellows for research internships that then develop into SDM theses. Support typically involves identifying a thesis topic and naming a company mentor to work with a student and MIT faculty member on a topic of pressing concern. Thesis sponsorship allows a company to expand its presence within SDM at a modest cost, work with an SDM fellow and MIT expert on a relevant project, and favorably position the company for a broader relationship with SDM and MIT.

**MIT-Industry Partners System Engineering Program**

This past year was the seventh for the MIT-Industry Partners Systems Engineering Program. This year, program involvement included United Technologies Corporation (UTC), Boeing, John Deere, Wachovia, and Tata Interactive. To build a systems engineering core competency, this unique program targets three key populations: experts enrolled in the SDM program, experts enrolled in the Systems Engineering Certificate Program, and the organizational leaders of those experts. The program has

been very successful, with 136 students completing the Certificate Program and more than 100 organizational leaders completing the six days of content in the Organizational Leaders Workshop. With its active participation in all levels of the program, UTC now has more than 240 employees who have benefited from the SDM program. The next cohort of certificate students for FY2008 is expected to reach 40, with students from UTC, John Deere, Cummins, Draper Lab, Instrumentation Lab, and the US military.

### **Career Development for SDM Self-Sponsored Students**

Led by Helen Trimble, career development director, SDM has provided career services to its self-funded students for the past four years. These services include individual career consultation and coaching in presentation skills; resume writing; networking and negotiating; interviewing; company, career, and opportunity research; and government regulations for foreign nationals. SDM graduates have achieved 100 percent employment during this same period in industries and organizations as diverse as nonprofits, aerospace, financial services, and in technology consulting and leadership roles in product development, business strategy, and operations.

### **Risk Management Conference**

SDM, along with MIT's Industrial Liaison Program, LFM, and the MIT Forum for Supply Chain Innovation, cosponsored the 2008 Risk Management Conference, Strategies for Balancing Risks and Opportunities in Global Product Delivery. This event was held at MIT on March 11–12, 2008 and included the president of Velcro USA, Joan Cullinane, and IBM's executive vice president of Innovation and Technology Nicholas Donofrio. The event drew over 140 participants.

### **Personnel**

David Schultz joined SDM as SDM program coordinator and Lois Slavin became LFM and SDM's full-time communications director.

**Tom Allen, Codirector, Howard W. Johnson Professor of Management, and Professor of Engineering Systems**

**Warren Seering, Codirector, Professor of Mechanical Engineering and Engineering Systems**

**Jack Grace, Industry Codirector**

**Pat Hale, Director, SDM Fellows Program**

*More information about the System Design and Management Program can be found at <http://sdm.mit.edu/>.*

### **International Programs**

For nearly 50 years, ever since MIT Sloan helped establish the Indian Institute of Management in Calcutta, MIT Sloan has pioneered the extension of Western-style management education around the world. Since 1996, this has included programs in China, Korea, Mexico, and Ghana. In June 2008 the School established a five-year partnership with two business schools in Portugal that will help those universities build an internationally competitive MBA degree program.

MIT Sloan established its ongoing MIT-China Management Education Project in 1996 with Fudan University in Shanghai and Tsinghua University in Beijing to help those universities develop English-language international MBA (IMBA) programs. Lingnan (University) College, Sun Yat-sen University in Guangzhou joined the project in 1999. Yunnan University in Kunming has participated with internationally oriented (IOMBA) classes since 2002. To date, the IMBA and IOMBA programs have graduated 2,753 men and women. Most come from mainland China, but as interest in doing business in China grows around the world, so does international enrollment.

The MIT-China Management Education Project brings Chinese faculty to MIT Sloan for training in course development and Western-style teaching. Since 1996, 174 faculty have spent time at the School, including 19 in 2007–2008. The project has worked so well that its initial time frame of five years has been extended to 15.

2007 was the fourth year of a similar agreement with Sungkyunkwan University Graduate School of Business (SKKGSB) in Seoul to help SKKGSB develop a Western-style, English-language MBA program. To date, 11 SKKGSB faculty have spent time at MIT Sloan developing courses and research. In 2008, the two schools extended their agreement for another four years. During 2004 and 2005, 11 faculty from Instituto Tecnológico y de Estudios Superiores de Monterrey in Mexico and three from the Ghana Institute of Management and Public Administration spent terms at MIT Sloan working to enhance their MBA programs.

MIT Sloan faculty and students are participating in our international programs in increasing numbers. To date there have been 150 MIT Sloan faculty visits to the Chinese and Seoul campuses, and MIT Sloan faculty have had 220 opportunities to host Chinese and SKKGSB faculty in Cambridge. This spring, the four Chinese universities and MIT launched China Lab, an innovative collaboration that partnered MIT Sloan MBAs, IMBAs in China, and entrepreneurs in China in an action-oriented learning experience that anticipated the multinational business community that these students would soon join. This pilot project brought together 32 students enrolled at the Chinese universities and 24 enrolled at MIT Sloan to work in teams with 12 Chinese entrepreneurial firms. Their activities included classroom-based education and on-site internships with the Chinese firms. Students sustained their teams both virtually, using information-sharing technology between campuses, and in reality, with business meetings and social gatherings in China and Cambridge. Many students who completed China Lab also earned course credit.

Most second-year SKKGSB MBA students spend their final semester in business schools outside Korea; this year 14 spent their final term in Cambridge.

All of the activities described here—courses of study, opportunities to conduct research, and out-of-country visits—provide faculty, students, and staff in all of our graduate management education programs with meaningful international experiences. Our new partnership with schools in Portugal demonstrates the dynamics of this process of learning. In line with our objective of furthering our presence as a leading international school of management, we are exploring additional relationships. These include discussions with universities in India, Russia, and the Middle East.

## **Undergraduate Programs**

### **The SB Degree Program in Management Science**

The MIT Sloan undergraduate program ranked second this year in *U.S. News & World Report's* ranking of American undergraduate business programs (maintaining our position for seven years running). The program ranked first in Management Information Systems, Production/Operations Management, and Quantitative Analysis.

Over the past decade, Course 15 has become one of the largest undergraduate majors at MIT. After peaking at 350 students in 2002–2003, our enrollment began to decline. Total enrollment in the major has now leveled off at 265. The number of graduating seniors, however, increased from 80 in 2005–2006 to 95 in 2006–2007.

Of the 95 SB degrees in Management Science awarded this year, the most popular concentration was Finance (59), followed by Operations Research (16), Marketing Science (11), and Information Technologies (7). Two of our graduates completed the requirements for both the Finance and Marketing Science concentrations.

Thirty-eight percent of our graduates also received S.B. degrees from the following MIT departments: Electrical Engineering and Computer Science (12), Mechanical Engineering (6), Mathematics (5), Brain and Cognitive Sciences (3), Economics (3), Biology (2), Chemical Engineering (2), Aeronautics and Astronautics (1), Architecture (1), and Comparative Media Studies (1).

### **Minor in Management**

This was the second year of Sloan's new minor in Management, and the first year in which a cohort of juniors completed the minor over its intended two-year time frame. Of the 80 juniors who began the program in fall 2005, only 33 completed it and received the minor this year. A student survey conducted at the end of the program's first year indicated that scheduling conflicts with subjects in students' majors have presented serious obstacles for many students. In an effort to reduce some of these conflicts, the number of elective subjects available for the minor will be substantially increased beginning this coming fall.

To get the program started, the MIT Committee on the Undergraduate Program approved an experimental enrollment cap of 100 for the first four years of the minor, with enrollment to be determined by a random lottery whenever annual applications exceed the cap. We received precisely 100 applications for the first year of the minor, 60 applications for the second year, and 85 applications for the third year beginning this coming fall. Consequently, we have not yet had to resort to a lottery. From 2009 onward, Sloan will approve applications from all interested MIT undergraduates, in the same manner as other MIT departments with minors.

### **MIT Sloan Undergraduate Advising and Committee Assignments**

Faculty serving as undergraduate advisors included Thomas Allen, Paul Asquith, John Carroll, Kristin Forbes, Stephen Graves, Benjamin Groszof, Leigh Hafrey, Neal Hartman,

S. P. Kothari, John Little, Stuart Madnick, Thomas Malone, Stewart Myers, James Orlin, Paul Osterman, Jun Pan, Robert Pindyck, Nelson Repenning, John Van Maanen, Joseph Weber, and Roy Welsch, along with Jeffrey Meldman, director of Undergraduate Programs, Mary Camerlengo, assistant director of Undergraduate Programs, and Stephanie Karkut, assistant director of Undergraduate Programs.

The Undergraduate Programs Committee was cochaired by John Little and Eleanor Westney. The Subcommittee on the Major was chaired by John Little and included John Carroll, Stephen Graves, Leonid Kogan, Jeffrey Meldman, James Orlin, Roy Welsch, and Eleanor Westney. The Subcommittee on the Minor was chaired by Eleanor Westney and included Stephen Graves, John Little, Jeffrey Meldman, Eric von Hippel, and Jiang Wang. Dean Steven Eppinger, Mary Camerlengo, and Stephanie Karkut served as ex officio members on both subcommittees. Susan Cass served as an ex officio member on the Subcommittee on the Minor.

## **Research Centers and Groups**

### **MIT Center for Digital Business**

Founded in 1999, the Center for Digital Business is the largest research center in the history of the Sloan School. The Center is supported entirely by corporate sponsors with whom we work very closely in directed research projects. The Center has funded more than 50 faculty and performed more than 70 research projects. Our mission is to join leading companies, visionary educators, and some of the best students in the world together in inventing and understanding the business value made possible by digital technologies. Our interactions are a dynamic interchange of ideas, analysis, and reflection intended to solve real problems.

Examples of current focused research projects:

- R&D for services
- Measuring the productivity of individual information workers
- Dynamic social network analysis
- Benchmarking digital organizations
- Measuring consumer value
- Developing a RFID dashboard
- Improving health care through systems dynamics
- Measuring the ROI of ERP implementations
- Using trust and consumer advocacy online as a marketing strategy

The Center for Digital Business is focused on understanding the impact of technology on business value, and developing tools and frameworks for our sponsors to use for competitive advantage. Our goal, in part, is to reduce that timeline through basic and applied research, engagement with industry sponsors, the sharing of best practice, and the MIT credo of combining rigor with relevance.

We are colocated with MIT Sloan's Center for Information Systems Research and the Center for Collective Intelligence to facilitate collaboration. Our cross-campus collaborations include work with the Media Lab, W3C, Computer Science and AI Lab, and Communications Futures Program.

Research is organized into four areas of expertise, or special interest groups: digital productivity, digital marketing, digital services, and digital health.

The Center for Digital Business gratefully acknowledges the support and contributions of our current sponsors. Founding sponsors include BT, Cisco Systems, CSK Corporation, France Telecom, General Motors, SAP, Suruga Bank, and UPS. Research sponsors include Hitachi, Liberty Mutual, Oracle and the eBMS University of Salento. Member sponsors include Intel, Institute for Innovation and Information Productivity, and SAS.

### **MIT Center for Collective Intelligence**

While people have talked about collective intelligence for decades, new communication technologies—especially the Internet—now allow huge numbers of people all over the planet to work together in new ways. The recent successes of systems like Google and Wikipedia suggest that the time is now ripe for many more such systems, and the goal of the MIT Center for Collective Intelligence is to understand how to take advantage of these possibilities. The MIT Center for Collective Intelligence was created in July 2006 and had its official launch in October 2006.

The basic research question of the new center is: How can people and computers be connected so that—collectively—they act more intelligently than any individuals, groups, or computers have ever done before?

With its combination of expertise in computer science, brain sciences, and management, MIT is uniquely suited to address this question. To take advantage of these diverse capabilities, the center has been reorganized to include faculty from many parts of MIT: Sloan School of Management, Computer Science and Artificial Intelligence Laboratory (CSAIL), Media Laboratory, Brain and Cognitive Sciences Department, McGovern Institute for Brain Research, and Leadership Center.

Accomplishments in the first year of the center's existence have included:

- Recruited 27 faculty members to be members of the center.
- Formed steering committee representing the major parts of MIT involved in the center, including Randall Davis (CSAIL), Sandy Pentland (Media Lab), Tomaso Poggio (Brain and Cognitive Sciences), Thomas Malone (center director, Sloan).
- Formed advisory board including Jimmy Wales (founder of Wikipedia), Tim Berners-Lee (creator of the World Wide Web), and Alph Bingham (founder of Innocentive).
- Organized seminar series with presentations from 20 researchers.
- Defined six initial research projects (see <http://cci.mit.edu/research/projects.html>)

- Began fundraising process for overall center and individual projects. Funding already secured from one foundation (Argosy Foundation) and one company (Fuji Xerox). Numerous proposals to potential corporate and government sponsors are currently outstanding.
- Published articles about CCI work in over 20 publications around the world.

For additional information see <http://cci.mit.edu/>.

### **MIT Entrepreneurship Center**

The mission of the MIT Entrepreneurship Center is to educate and nurture leaders who will make high-tech ventures successful. These high-tech ventures may be startup companies or new ventures within well-established firms.

When the MIT Entrepreneurship Center was launched as an Institute-wide initiative in 1996, then-President Vest set a high standard, saying, "We must not only be the best. We must also serve as a model for others and ensure that, together, we all make a significant global impact in this vital field." We continue to live up to this challenge by promulgating cross-disciplinary, high impact, high-tech entrepreneurship with the strong support of President Susan Hockfield and our chairman, Professor Edward B. Roberts.

We achieve our mission through a growing number of programs and activities generally categorized within the following four areas:

- Supporting the entrepreneurship curriculum and research within MIT
- Advising, supporting, and mentoring the numerous student organizations enabling cross-campus entrepreneurial activities here at MIT and around the world
- Engaging the entrepreneurial ecosystem in the greater Kendall Square area, along Route 128, and worldwide
- Cultivating and strengthening relationships in various countries and enhancing their entrepreneurial infrastructure.

Supporting the curriculum, we offer educational programs to inspire, educate, and coach new generations of entrepreneurs and intrapreneurs from all parts of MIT and internationally. MIT's entrepreneurship professors, practitioners, and staff teach nearly 25 courses and conduct basic research to enhance our fundamental understanding of the dynamic process of high-tech venture development in the United States and around the world. In FY2007, we had 14 professors and 18 practitioners teaching entrepreneurship-related courses. Our ability to coach and mentor entrepreneurs and their teams was significantly enhanced as Bill Aulet joined us full time as entrepreneur in residence. Student enrollment has steadily increased to over 1600 students, or almost one-fourth of Park, San Francisco, Shanghai, Tokyo, and Nagoya. The events drew over 3,000 members of our network, including MIT graduates and friends engaged in entrepreneurial activity. Over 180 students participated in international internships through either the 15.389 Global Entrepreneurship Lab, 15.360 Introduction to Technical Entrepreneurship, 15.362 Entrepreneurship Study Tour of Silicon Valley, or individual opportunities facilitated through the center.

Our collaboration with the Cambridge-MIT Institute came to a successful close, and we continue to keep in contact with the entrepreneurial organizations in the United Kingdom that we helped to spawn.

We anticipate another growth year in fiscal year 2008 with strong stated interest by students, alumni, and potential donors. Particularly noteworthy is the extraordinary interest by the MBA class of 2009 (over 90 applicants, or nearly 25 percent of the incoming MBA class) in the second year of our newly launched Entrepreneurship and Innovation course of study.

Our courses offered in FY2007 included the following:

- 15.223 Global Markets, National Policies, and the Competitive Advantages of Firms
- 15.350 Managing Technological Innovation and Entrepreneurship
- 15.351 Managing Innovation and Entrepreneurship
- 15.356 How to Develop Breakthrough Products and Services
- 15.358 The Business of Software and Digital Platforms
- 15.360 Introduction to Technological Entrepreneurship
- 15.362 Entrepreneurship Study Tour of Silicon Valley
- 15.363J Strategic Decision Making in the Biomedical Business
- 15.369 Corporate Entrepreneurship: Strategies for Technology-Based New Business Development
- 15.371J Innovation Teams
- 15.380 Special Studies in Entrepreneurship
- 15.387 Technology Sales and Sales Management
- 15.389 Global Entrepreneurship Lab: Emerging Markets
- 15.390 New Enterprises
- 15.391 Early Stage Capital
- 15.392 Business Plans that Raise Money
- 15.393 Technology and Entrepreneurial Strategy
- 15.394 Designing and Leading the Entrepreneurial Organization
- 15.395 Entrepreneurship/Venture Capital without Borders
- 15.398 Corporations at the Crossroads: the CEO Perspective
- 15.399 Entrepreneurship Lab
- 15.431 Entrepreneurial Finance
- 15.615 Basic Business Law for the Entrepreneur and Manager
- 15.616 Basic Business Law, Tilted Towards Innovation and Strategy
- 15.841 Special Seminar in Marketing: Entrepreneurial Marketing

- 15.963 Social Entrepreneurship
- 15.966 Managing in Adversity: The CEO Perspective
- 15.970/MAS 665 Digital Innovations
- 15.971 Developmental Entrepreneurship
- 15.974 Special Seminar in Management: Preliminary Venture Analysis and Personal Entrepreneurial Strategy
- 15.975 Seminar in Management: The Nuts and Bolts of Business Plans
- 15.976 Starting and Building a Successful High-Tech Venture
- Entrepreneurial Development Program (EDP 2007)

**Kenneth P. Morse**  
Managing Director, MIT Entrepreneurship Center

### **MIT Sloan Center for Information Systems Research (CISR)**

MIT Sloan CISR continues to maintain its strong track record of practice-based research on the management of information technology, which began in 1974. MIT CISR's mission is to perform practical empirical research on how firms generate business value from information technology and to disseminate the work as broadly as possible via electronic research briefings, working papers, research workshops, and executive education.

MIT CISR is supported by 57 international organizations, representing a broad range of industries and including several not-for-profits—up from 14 corporate sponsors in 2001. By encouraging member participation at our research workshops (held at least two times per year) and our annual conference (the MIT CISR Summer Session), we have increased our impact—over 285 people from member organizations attended our events during this year. The opportunity for debate on the research topics and peer-to-peer interaction continues to build a strong and growing MIT CISR community.

### ***2002–2007 Research Portfolio***

- Topic 1: Enhancing IT Leadership
  - Building Effective Relationships Between IT and Business Leaders
  - What the CEO Wants from IT
- Topic 2: Developing IT Capabilities
  - Achieving Reusability for Business Agility
  - Emerging Technologies and Practices for Distributed Collaboration

- Topic 3: Defining and Communicating IT Value
  - Tracking the Value of IT Projects
  - Building an Environment for Innovation
  - Maturing Your IT Governance

In addition, researchers will continue to update the following active research projects:

- Effective IT governance
- Enterprise architecture as strategy
- IT portfolio investment benchmarks and links to firm performance
- Business models
- IT-related risk
- IT engagement models and business performance
- IT-enabled business change

### **Recent Accomplishments**

Based on MIT CISR research, research scientist George Westerman, with Richard Hunter of Gartner, has coauthored *IT Risk: Turning Business Threats into Competitive Advantage* (Harvard Business School Press, August 2007).

CISR's working paper series currently contains 371 papers, also distributed as Sloan working papers through the Social Science Research Network.

CISR has distributed 77 different electronic research briefings (short, sharp summaries of ongoing CISR research) to over 1,000 people (per volume of briefings) at patron and sponsor organizations since their inception in 2001, 14 in the past year.

CISR is supported by seven research patrons: The Boston Consulting Group; BT Group plc; Diamond Management & Technology Consultants; Gartner; IBM; Microsoft; and Tata Consultancy Services. CISR is also supported by 50 sponsors: Aetna; Allstate Insurance; American Express Corp.; AstraZeneca Pharmaceuticals LP; Banco ABN Amro Real S.A. (Brazil); Biogen Idec; Campbell Soup Co.; CareFirst BlueCross BlueShield; Care USA; Caterpillar, Inc.; Celanese; Chevron Corp.; Commonwealth Bank of Australia; Det Norske Veritas (Norway); Direct Energy; EFD; EMC Corp.; Family Dollar Stores; Guardian Life Insurance; Information Services International; ING Group (Netherlands); Intel; International Finance Corp.; Liberty Mutual Group; Merrill Lynch & Company; MetLife; Mohegan Sun; News Corp.; Nissan North America; Nomura Research Institute (Japan); Northrop Grumman; PepsiAmericas; PepsiCo International; Pfizer; PFPC; Procter & Gamble; Quest Diagnostics; Raytheon; Renault (France); Standard & Poor's; State Street Corp.; TD Banknorth, N.A.; Telenor ASA (Norway); Time Warner Cable; Trinity Health; TRW Automotive; Unibanco S.A. (Brazil); United Nations-DESA; and The Walt Disney Company.

MIT Sloan CISR researchers presented during several MIT Sloan executive programs including public programs IT for the Non-IT Executive, Corporate Strategy, and custom programs for GE, NewsCorp, and Novartis.

## **Administration and Services**

### **Office of External Relations (OER)**

FY2009 is a year of significant and substantial strategic investment for the MIT Sloan School of Management. Within the School's overall strategic plan, the Office of External Relations plays an important role in developing and delivering key endeavors. Supporting the MIT Sloan School of Management mission "to develop principled, innovative leaders who improve the world, and to generate ideas that advance management practice" and building on Dean Schmittlein's inspiring focus on two core strengths, creating knowledge and innovating programs, the OER is initiating efforts to help significantly expand the School's global visibility. To optimize the impact of the School's financial investment, the OER relies on the unified School-wide branding and positioning to enhance existing programs, leveraging investment in visibility and outreach, and maximizing the impact of initiatives during this pivotal year and beyond. We are working with marketing and communications and other departments to unify outreach to a broad group of target audiences including alumni, friends, corporations, foundations, and—in collaboration with Media Relations—the media.

In FY2009, we plan the following outreach to alumni and friends of the School.

### ***Alumni Relations***

With the arrival of the newly appointed director of Alumni Relations in April 2008, FY2009 represents a year of opportunity in the School's efforts to connect alumni with MIT Sloan and with each other. With a Sloan Fellows Convocation on campus in September 2008, reunions in early June 2009, and the inaugural Global Summit in Hong Kong later in June 2009, there are natural opportunities to launch effective, stronger relationships with alumni as they gather for exciting programs.

### ***Alumni Communications***

We will deliver the *MIT Sloan* alumni magazine, launched in 2006, twice each year. Paired with five e-newsletters (up from two in FY2008), this elevates communication outreach to the broad MIT Sloan community to acceptable levels versus peer institutions.

### ***Alumni Survey***

To develop more thorough, data-driven understanding of alumni perceptions, attitudes, and wishes, fueling development of the most effective plan to reach out to alumni, and strengthen their relationships with the School and with each other, we plan a survey to be fielded in first half FY2009. Results will inform and help to determine future alumni outreach and maximize return on these future investments.

### ***New Online Directory and Enhanced Online Services***

We will continue to improve virtual community capabilities through an improved directory and online services. We are very pleased that the School's decision to replace

SloanSpace with SloanPoint paves the way for an enhanced, cost-effective online directory system, permitting outreach by class; geographic proximity; business, function, or industry; or life choices. We are working closely with STS on this project.

#### ***Annual Fund and Reunion Giving***

Recognizing that the annual fund remains a key focus for Dean Schmittlein, we have set a goal of \$2.4 million (+\$100,000 or +4.3 percent versus year ago) and aim to increase participation by 4 percentage points, or 18 percent. Success in achieving the goal rests on continuing to roll out successful experiments from the prior year, such as the Dean's Circle, and identifying appropriate new experiments for the current fiscal year. In FY2009, we are testing regional special gifts at outreach and stewardship events. In addition, the Annual Fund/Reunion Giving team will test corporate initiatives in collaboration with colleagues in the OER Corporate and Foundation Relations group.

#### ***Leadership (Principal + Major) Giving***

In FY2008 we began the transition from a single priority, the new building, to a multiple-pronged priority model in support of knowledge creation and program innovation. In FY2009, we anticipate that new priorities will crystallize, and we will be in a position to present a compelling case for support to existing and new alumni and friends who are in a position to be very generous to the School. FY2009 also presents the opportunity to establish programs, begun in FY2008, to systematize development activity through proven metrics and analysis. We will work with central MIT's Resource Development and, possibly, Marts & Lundy (development consultants) to accomplish this.

#### ***Corporate and Foundation Relations***

MIT Sloan Corporate and Foundation Relations (C&FR) will continue ongoing cultivation and stewardship outreach to the School's top 50 corporate supporters/recruiters while initiating corporate involvement in conjunction with the School's global initiatives. In FY2009, this demands effective corporate sponsorship development to support the MIT Sloan Fellows Convocation in September 2008 and the Global Summit in Hong Kong in June 2009. In addition, the group is collaborating closely with other facets of the School. For example, C&FR works with the MBA Career Development Office to support recruitment. In the coming year, C&FR will work with the Annual Fund team to experiment with corporate-based initiatives to promote alumni giving within selected corporations.

#### ***Development Events***

The OER will host five-plus regional, targeted events for individual alumni and friends and corporate and foundation representatives, including the APS Management Society and cultivation networking events for rated prospects; and for donors through events for participants in the Dean's Circle and the annual appreciation dinner.

#### ***Stewardship and Recognition***

OER will continue to develop E62 donor recognition, anticipated to total \$350,000–\$400,000 through FY2011. This includes plaques and other donor recognition signage, which are fundamental to successfully stewarding building gifts.

### **Enhanced Web Presence**

To support ongoing content updates and to invest in new ways to draw target groups to the School's website, we are working closely with Marketing and Communications to assess all facets of the Alumni Relations and Resource Development web pages, and plan updates and enhancements to invigorate our web presence.

### **Expanding Outreach**

To support twin strengths of the School, knowledge creation and program innovation, significant incremental OER activity is in development for FY2009. Plans for expanding outreach included disbanding the Dean's Advisory Council following the May 2008 session, and replacing it with four regional executive boards, chaired by key alumni leaders in each region:

- Asia and Oceania Executive Board: Martin Tang, SM '72, Chair
- North America Executive Board: Judy Lewent, SM '72, Chair
- Latin America Executive Board: Juan Carlos Torres, SM '79, Chair
- Europe/Middle East/Africa/South Asia Executive Board: Rafael del Pino, SM '86, Chair

The executive boards each will meet twice per year, once in their respective regions and once, together, on MIT's Cambridge campus. Regional meetings help ensure that MIT Sloan broadens its outreach, bringing the School to all corners of the globe, rather than narrowing interaction by restricting meetings to the campus. One key focus of these regional executive boards will be to support global summits to be held annually in each of the four regions, beginning with an inaugural summit in Hong Kong in June 2009. Developed to appeal to all alumni and alumni affiliates, the Summit offers the marvelous opportunity to unite global outreach from all of MIT. At this time, we anticipate participation from Institute leadership in the HK Summit, and we are particularly delighted that current plans call for President Hockfield to be an honored guest at the Gala Dinner and to introduce keynote speaker Victor Fung ('66 SB).

As of August 2008, response to AOEB and NAEB invitations has been enthusiastic. We have 20 and 40 members respectively, and look forward to hearing from the remaining invitees. Invitations for the two remaining regions will go out later in first half FY2009.

The imperative to increase global visibility and impact with targeted new communications and events requires an 85 percent investment increase in the recurring OER operating budget. In addition, sustaining new activity of this significant scale requires increased staffing. Recognizing that constraints prevent MIT Sloan from excessive staff expansion, we have assessed ways to deliver this broad global strategy while minimizing staff additions. As of August 2008, plans call for increasing administrative staff by five (18 percent).

### **Showcasing MIT Sloan**

Over the next six years, there is an unprecedented series of milestone anniversaries and events that will serve as vehicles for marketing the School's strategic outreach across

target audiences. Under the umbrella of a unifying marketing theme, the OER plans a crescendo of activity. These will showcase the School's strategic differential advantages, engaging alumni and friends in energizing ways with students and faculty, and, through knowledge creation and program innovation presentations, enhancing their professional and personal growth. Linking the School explicitly to MIT, with Institute-wide faculty and administration participation, for an inclusive target audience of alumni from all MIT courses and friends from across industries and organizations, is a key to success during this six-year build-up. A timeline of these activities, with incremental possibilities highlighted for easy reference, is furnished below:

## FY2009

- September 2008: Sloan Fellows Conference—Sustainability
- October 2008: Appreciation Dinner
- October 2008: Inaugural North America Executive Board meeting
- November 2008: Inaugural Asia Executive Board meeting
- second half FY2009: select Leaders Network and Business Roundtable Events
- March 2009: Inaugural Latin America Executive Board meeting
- May 2009: Alumni in Finance: inaugural event
- June 2009: Inaugural MIT Sloan International Management Summit: Asia, in Hong Kong

## FY2010

- September 2010: Inaugural Europe/Middle East/Africa/South Asia Board meeting
- June 2010: MIT Sloan International Management Summit: Europe/Middle East/Africa/South Asia (tentative)

## FY2011

- Fall 2010: E62 Gala Opening
- January 2011: Inaugural MIT Sloan International Management Summit: Latin America (tentative)
- all year: 150th Anniversary of MIT

## FY2012

- Fall 2011: Sloan Fellows Convocation

## FY2013

- To be determined

## FY2014

- 100th Anniversary of Course 15
- MIT Sloan Fellows Convocation

## Office of Marketing and Communication

### Web Enhancements

MIT Sloan's website, the most important marketing communications vehicle for reaching most of our target audiences, was significantly improved in FY2008. Student blogs were launched in August 2007 and have become a major destination on the site. The OMC launched the MIT Sloan blog in June 2007, and Dean Schmittlein's blog debuted in November 2007.

Audio podcasts, introduced February 2007, have rapidly grown to be a major feature of the MIT Sloan website. In FY2008 we launched 15 audio podcast episodes, augmenting student stories with interviews with key faculty and staff members. Adding the Flickr photo gallery significantly expanded the range of visual images for site visitors and provides a major benefit to alumni, who can download print-ready photos from reunions.

Conveying the range and excitement of campus activities is a challenge when events change daily, creation/ownership of events is largely diffuse/grassroots, and there is no central reporting mechanism. Recent adoption of Google calendars by MBA student clubs has enabled us to add a Google calendar to the MBA site, with oversight by Student Affairs.

In FY2008 we launched 11 RSS feeds. Externally, these feeds allow us to offer updated content regularly to subscribers. Internally, they enable us to reuse content across the site automatically, providing fresh content and eliminating time-consuming manual revisions. OMC completed transition of the website code to the latest web standards, implemented Google Search to improve site searching, transitioned away from Flash except for use in video delivery where it represents the standard, and set up MIT Sloan video collection on MIT TechTV.

Site organization for the MBA website was overhauled/streamlined with some new sections added (for example, Diversity). Content was completely rewritten to shorten text and sharpen focus. Impact was improved with the addition of a third column (creating a larger page) and contextual links, photos, and teasers. A new, larger MIT Sloan homepage redesigned in-house was introduced to showcase a greater and more dynamic array of content, and Flash technology was eliminated to speed loading. High-priority changes to the Women@MIT Sloan site were made, such as an improved Profiles section, following an OMC-organized brainstorming session with a wide range of stakeholders in August. We continue to add new content to the site as available.

### Sustainability

The OMC played a major role in the School's new focus on sustainability. The Sustainability website (<http://mitsloan.mit.edu/sustainability/>) as drawn viewers and praise from around MIT Sloan and around the world. In addition to showcasing School initiatives, the OMC has organized and made accessible materials available through MIT World and OpenCourseware. Active promotion through the site of the MIT Sloan ILP on Strategies for Sustainable Business Practice in December 2007, in coordination with

efforts by Corporate Relations, Executive Education, ILP, and MIT Sloan faculty, helped drive a surge of registrations and attracted a wide range of companies new to ILP and to MIT. In postconference promotion, MIT Sloan is providing public access to a significant amount of ILP materials, more than for any prior ILP.

The OMC was instrumental in organizing and promoting the first MIT Sloan event to inform the community about the full range of activities at the School and to begin a conversation about these and future efforts. The standing-room-only event attracted 150 students, staff, and faculty and turned away dozens more. At least eight faculty members attended and spoke. The event has also fostered pride and interest throughout MIT. Organizers have been asked to hold the next community event at Kresge so that more throughout MIT can hear about the School's sustainability initiatives.

### **Marketing Research**

The arrival of our half-time assistant director of marketing and marketing research early in FY2008 gave us, for the first time, the ability to address market research issues and needs with professional in-house help. Highlights in FY2008 include:

- Inventorying existing research and databases held by a wide range of internal clients, thus identifying gaps in information and identifying/prioritizing research needs.
- Fielding an initial survey of admitted MBA students to provide guidance on attitudes and perceptions.
- Developing a research plan for positioning for the School and identifying appropriate strategic partners for consideration.
- Undertaking analysis of existing historical data trends (for the first time) in MBA applications and acceptances across gender, geography, undergraduate major, and industry to better understand who we are currently reaching persuasively (or not).

The assistant director's arrival has also enabled the OMC to offer strategic research consulting to a range of internal clients on important projects, including:

- Counseling MBA Admissions, Media Relations, and Executive Education on prospective surveys. Helping them clearly define the potential scope and focus of research to answer the questions they were asking and yield actionable results. Outlining clear processes, timetables and responsibilities.
- Consulting with EMBA committee members on a plan for potential research.
- Working with OER/Alumni Communications to develop a plan for extensive, much-needed alumni research, including identifying and qualifying prospective research firms for consideration.
- Supporting internal clients on needed surveys with expertise in survey design and analysis in a pilot program (with expansion in FY2009), because it is important that surveys represent us as expert and professional, in addition to providing actionable data.

### **Ongoing Marketing and Communications Initiatives**

In FY2008 the OMC continued to support internal clients and the School overall with services in writing/editing, production, project management, photography, and vendor consultation and management. We also continued to oversee implementation of the branding system and to uphold logo policing.

In addition, in FY2008 we greatly increased the amount of content produced out of this office, not only creating better, more informed material, but also decreasing our dependence on freelancers. This has allowed us to focus freelance resources on other priorities, such as faculty research profiles.

### **Publications Development**

Representative projects include:

#### MBA

- Admissions: Extensive interviewing, writing, production, and project management of new viewbook. In addition, interviews for the viewbook became the basis for podcasts for the website, allowing us to integrate print and web while leveraging new content across multiple media.
- CDO: New Recruiters' Guide and Employment Report: Production

#### OER

- Alumni Magazine: In-house writing and editing of major content allowed us to reduce costs on this important publication.
- Alumni E-newsletter: Developing/identifying content; technical coordination and execution.
- Stewardship and Donor Relations: Design and production consulting on Annual Report.
- Resource Development: Consultation on a range of materials; production of annual giving Flash.
- Corporate Relations: Layout of the Dean's Innovative Leader Series posters/ programs

#### PhD

- Consultation on new viewbook

#### International Faculty Fellows Program

- Editing and project management of International Faculty Fellows Facebook

#### Media Relations

- Editing and proofing of Expertise Guide

### **Identity Development**

A logo was developed with Executive Education that meets the special communication needs of this program and revenue center. A logo and name was also developed with OER for the dean's tour. Ideas were developed and an outside firm was hired to develop a new website showcasing and branding the dean's extensive outreach to important external audiences. A new website will be developed in-house in FY2008.

### **Additional Initiatives**

In addition to supporting a range of media rankings surveys, our office was instrumental in completing work on the database and training users. This database is designed to streamline the survey process and minimize the burden on those who supply us with information.

In FY2008, we launched a series of lively outsized banners, bringing messages about the building, key donors, and environmental aspects of E62. Now that there is greater certainty about design features and new visuals are available, we are beginning work on a website for the new building, which we will add to significantly in FY2009 (discussed separately in the FY2009 E62 Marketing business plan).

The director was one of three staff members in an extensive faculty/staff exploration of a possible EMBA program at MIT Sloan.

**David C. Schmittlein**

**John C. Head III Dean**

*More information about the MIT Sloan School of Management and its programs can be found at <http://mitsloan.mit.edu/>.*