

Dean, MIT Sloan School of Management

In FY2010, the MIT Sloan School of Management continued to fulfill its mission to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice. Through education, research, and outreach activities, MIT Sloan creates value with purpose, reinforcing the School's commitment to being in the world and for the world. The following report outlines highlights of activity in FY2010, including:

- marketing initiatives that enhance the ability to attract the best applicant pool, as well as expand the global visibility of MIT Sloan's portfolio of programs designed to meet the needs of leaders and managers at all stages of their careers
- the growth in leadership offerings through the Master of Business Administration (MBA) curriculum
- the successful launch of new degree programs and non-degree executive education partnerships
- the establishment of a new partnership with the Indian School of Business
- the creation of expanded resources to the School's alumni population, including a newly launched alumni web portal
- new research and education collaborations across the Institute

As AY2010 came to a close, so too did the decade-long campaign to create a new home for MIT Sloan. The completion of MIT Sloan's new building, E62, provides the opportunity and imperative to reinvent the School's portfolio of educational programs as well as further define its role globally as a mission-driven school of management within the world's greatest research institute.

Education

MIT Sloan MBA Program

As always, the MIT Sloan MBA Program teams worked intensively this year to assure the highest quality service and experience for students. This included collaborating across the Master of Finance (MFin) and Master of Science in Management Studies (MSMS) programs to service students, mentor staff, build efficiencies, and foster a new sense of the MIT Sloan community. The program is invested in the success of the MBA students, but also in the delivery of a stellar student experience across the entire School.

MBA Program—Office of the Executive Director

New Initiatives

Leadership-related programming. This past year has focused on enhanced and integrated leadership-related programming and skills building for MBA students, both inside and outside the classroom. A coaching pilot for 61 MBAs was initiated last fall term in collaboration with the MIT Leadership Center. Two MIT Sloan faculty provided a train-the-trainer opportunity for 10 staff, including the executive director and members of

MBA Students Affairs and MIT Sloan Education Services. This was not only an excellent professional development opportunity for staff, but it was also a win for students who received one-on-one coaching. Current discussion of FY2011 plans include expansion of this coaching model to reach almost a third of incoming MBA students (Leaders for Global Operations [LGO] students already receive this option) and creation of a new fall 2010 Core Sloan Innovation Period (SIP) experience, including an ethics module and principled leadership–related workshops. A toolkit or workbook to design a personalized leadership development plan (PLDP) for each student is also underway. The eventual goal is to have an interactive web-based tool that allows students to track their personal leadership journey and identify touch points for self-assessment and greater skills building.

A holistic approach is being taken to restructuring the MBA “principled leadership” programming. Orientation modules will introduce ethics/values/leadership themes and exercises, to be followed by the above core SIP and touch points throughout the core semester coursework. In conjunction with the coaching process and PLDP, the program hopes to provide a roadmap that enables students to better identify their personal leadership signature, better relay their own story, and build self-reflection as a natural process into their learning experience.

Feedback channels. In spring 2010, a new cohort representatives group was created, co-led by the deputy dean for academic programs and the MBA Program executive director. MBA student representatives are selected from each of the six cohorts from both first- and second-year classes, including a member of the student senate leadership team. These monthly lunches provide a mechanism for two-way feedback as well as continuity and opportunity for follow-up on issues. This has been a successful addition, giving students venues for providing feedback and, where appropriate, collaborating on communication and outcomes.

Strategic Priorities

Values@MIT Sloan committee. The Values@MIT Sloan committee has spent the last year changing its nomenclature to be more “aspirational.” Ongoing work includes:

- refinement of the orientation module framework for use across all MIT Sloan programs
- a new faculty task force to address faculty-driven classroom norms and potential supports to create a more “distraction-free” learning environment
- time spent in summer 2010 on refinement of review board processes and enhanced supporting documentation

Diversity. MBA Student Affairs partners with the MBA Program executive director in the design and delivery of initiatives to engage the MIT Sloan community on diversity-related topics.

- In its second year, CSW Associates, a consulting firm that addresses issues of diversity and inclusion in the workforce, presented two workshops in fall 2009 SIP, bringing its acting troupe to present scenarios that challenge the audience to engage with diversity-related leadership themes. The programming was

extremely popular with students, and was considered one of the most impactful ways of delivering this material. It will continue to be offered in fall 2010 SIP.

- In spring 2010 SIP, a new local theater troupe, True Story Theater, also delivered diversity programming. While its improvisational acting approach was well-received, this vendor still needs time to better understand a student audience and refine its offering.
- The diversity dialogues lunch series continues, and the series hopes to bring back the bystander training workshops in the next academic year.

Social impact. Growing student interest in social impact initiatives has been seen over the past few years, and the initiatives have added a tremendous diversity to both the classroom and extracurricular learning experiences.

- Student attendance at the annual Net Impact conference has exponentially increased.
- Applications have increased for summer funding from the newly renamed MIT Sloan Social Impact Fellowship (formerly the MIT Sloan Non-profit Internship Fund). The dean's office has generously been funding these initiatives, and this spring term the student leadership launched the new student fundraising campaign Give A Day to supplement their generous allocation. This allows MIT Sloan to remain competitive with its peer schools and maintain diversity of background and interest in its MBA profile.
- MBA applications for funding from the Legatum Center and the Public Service Center are also increasing, and students are taking advantage of the independent activity period (IAP) and spring break to engage in hands-on initiatives.

Financial aid. The MIT Federal Credit Union (MITFCU) loan implementation working group has successfully enhanced communications and working relationships among MIT Sloan program staff, MITFCU and Student Choice representatives, and Student Financial Services colleagues. While processes and learning are still being refined, the first year of this new program is considered to have been highly successful—and tremendously appreciated.

Loan entrance and exit programming continues to be refined. Representatives from both CitiAssist and MITFCU have joined the presentation. There is a strong focus on assuring that student borrowers fully understand the risk-sharing implications prior to graduation.

Training of teaching assistants. The MBA Program executive director partners with colleagues in MIT Sloan Education Services and MIT's Teaching and Learning Laboratory each fall and spring registration day to deliver a three-hour orientation workshop for new teaching assistants (TAs). Each TA is also provided with a flash-drive filled with supporting documentation, including the MIT Sloan TA handbook.

Surveys review. In AY2010, MBA Program staff began a review of major survey instruments issued to students. The process focused on updating questions and scales to assure that data was actionable. Longitudinal data was maintained where appropriate,

and the relevant timing of information collected was also assessed where some questions might be asked across more than one survey.

Goals

Career pathway initiative/alumni data collection. In the coming academic year, the MBA Program intends to focus on scoping and initiating an alumni survey that collects career trajectory data across a number of years, such as one-, five-, and ten-year classes. This data has a potentially broad impact across curriculum design and programming by the admissions, student affairs, career development, and alumni relations teams.

Biomedical Enterprise Program. MIT Sloan was informed that the Harvard–MIT Division of Health Sciences and Technology will not be offering the Biomedical Enterprise Program dual degree option after June 2012. Applicants in this last admissions round will be accommodated and go off-cycle to complete their coursework by 2012. The program is currently in discussion about how best to maintain access to healthcare offerings for future MBA students.

Core review. The deputy dean is currently planning to lead a faculty committee in the next academic year in a core review process. Among the many topics discussed during AY2010 by the MBA Program committee was the possibility of re-introducing a strategy elective into the core term. Inconclusive in its outcome, the discussion pointed to the need for a larger-scale discussion about the core curriculum.

MBA Student Affairs

FY2011 promises to be a year of continued growth and change for the MBA Program and, by extension, the activities of MBA Student Affairs. Strategic priorities are:

Maintaining accessible, high-touch service in a time of transition. As MBA Student Affairs moves into its new facilities and as its office moves into temporary space, it is critical that it continue to be visible and accessible to MBA students, to support its mission of helping them navigate the MBA student experience, and to enhance student satisfaction.

Driving and supporting new curricular initiatives. The MBA Student Affairs team looks forward to playing a role in numerous curricular and programmatic changes in the coming year. Most immediately, these include new initiatives related to ethics, sustainability, and leadership. It is anticipated that MBA Student Affairs will continue to play a role in such activities as design/delivery of programs and events falling under the umbrella of “principled, innovative leadership,” as well as help develop a tool by which students will track and reflect on their leadership during the course of the MBA program. It is also anticipated that student affairs will start to play a role this year in a core/MBA curriculum review and the development of a third management track.

Continuing action learning pilots with international study tours. An ongoing experiment with incorporating action learning into the spring international study tours has been very successful this year. Three of the four study tours that were supported (in four out of five total destinations) included an action learning component for SIP credit and focused on social impact themes. All of the study tours were academically serious

endeavors. In the coming year, efforts will therefore focus on making a more realistic alignment between level of effort required and amount of credit offered as well as making all processes and expectations more transparent earlier in the cycle.

Building community for MBAs and across programs. One key driver of MBA student satisfaction continues to be programs, events, and services that build a sense of community. This is particularly true for the “bookend” events of orientation and convocation/Commencement, but it is also the case for ongoing events such as morning coffees, consumption functions (C-Functions), and formal social events.

In addition, MBA Student Affairs worked closely this year with the program staffs for MIT Sloan Fellows, MFin, and MSMS to identify opportunities to involve students in those programs in the broader graduate community. As a result, senate seats were added as well as access to student clubs for the MFin and MSMS students. Morning coffees were expanded to include all graduate students and C-Functions were made available to all graduate students. These new initiatives aim to build bridges across the various programs outside the classroom and to support a broader sense of graduate student community.

In the year to come, it will be critical to extend efforts to build a sense of MBA student community as well as build a stronger graduate student community, particularly as some of these programs grow and MBA Student Affairs moves into new facilities. Toward this end, there are plans to launch the academic year with a “building community” event in E62 for all graduate students.

Supporting students with special services. Pre-term: Efforts were continued this year to target students who most need pre-term review sessions. This included making a stronger push to position these sessions appropriately and paying market rates to attract the best instructors. A fee for pre-term will continue to be charged this coming year, both to help cover costs and to support this goal of targeting students who are the best fit for the program.

Finance mentoring. This year, MBA Student Affairs partnered with the finance department in offering mentoring to supplement and complement the tutoring that has been offered for many years for the required core quantitative courses. This partnership will continue in the coming year.

English language coaching. English language coaching services will continue to be offered to international students with the strongest need. While the program is still under review, plans include continuing the model of passing charges along to sponsoring companies where possible and subsidizing program costs for those in need of these services who are not sponsored.

Classroom communication and culture program. The classroom communication and culture program has been operating at capacity for several years. If it becomes necessary to continue to expand the program (either because of greater MBA student need or the incorporation of students from other programs, e.g., MSMS), it will be critical to consider the program model as well as the budget.

Offering diversity programming: Plans are to continue offering the CSW workshop piloted in the last two years, specifically, to offer this during the fall SIP as part of the core SIP menu of leadership offerings. It will also be open on a space-available basis to second-year students and students from other groups.

Enhancing coaching to individuals and teams. As always, the MBA Student Affairs advising team is eager to identify and pursue additional coaching training to strengthen work with individuals and teams regarding academic and extracurricular pursuits. Another ongoing priority is to continue to improve on-boarding/leadership training for the senate, the dean's MBA student advisory committee, the MIT Sloan activities board, and student clubs. Last but not least, the 360 leadership coaching will continue to be offered to a subset of first-year students on an ongoing pilot basis.

Supporting alumni engagement. In the past year, the staff of MBA Student Affairs, External Relations, and other key programs have initiated a working group—Engagement Across Sloan Teams—to support collaboration toward the goal of strengthening alumni engagement. This partnership has been critical to improving success with a variety of initiatives, ranging from guiding international study tour organizers to helping students make the transition to being alumni. It is expected that this collaboration will continue to grow in the coming year.

MIT Sloan Fellows Program in Innovation and Global Leadership

The MIT Sloan Fellows Program in Innovation and Global Leadership (SF) directly supports the primary mission of MIT Sloan: to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice. Of critical importance is the program's ability to attract candidates who are highly motivated to develop and lead organizations, whether they are being groomed by their companies for substantial leadership roles, or are successful entrepreneurs who want to take the next great idea to market. Maintaining focus on attracting the highest quality participants, with diverse professional experience and cultural backgrounds, allows SF to create a rich learning community in which the fellows and the School benefit.

This full-time, 12-month, immersive program is designed for high performing mid-career professionals. The program typically enrolls 100 outstanding individuals with 10–20 years of professional experience from approximately two dozen nations, representing a wide variety of for-profit and non-profit industries, organizations, and functional areas. Many participants are sponsored by or have the strong support of their employers, but the program also admits independent participants with unique entrepreneurial experiences and perspectives. Detailed information about the program, including profiles of the current class and video presentations by alumni and sponsors, can be found at <http://mitsloan.mit.edu/fellows/>.

Class of 2010

The graduating class of 2010 included 102 MIT Sloan Fellows, representing 26 countries, with an average age of 38 and an average of 14 years of professional experience. The class year began in June 2009 and culminated in a late May 2010 international trip to South Africa and Brazil, where the fellows had the opportunity to integrate their year-

long classroom experience with visits to business and government leaders in these two dynamic economies. Highlights of the SF 2010 international trip included class meetings with the governor of the South Africa Reserve Bank, the minister of the South Africa National Planning Commission, and Brazilian executives from Embraer, AmBev, and Santander. A networking reception with SF alumni was held in São Paulo. As with all SF trips, alumni continued to play a key role in helping to identify and secure speakers that could deliver the highest learning value possible.

In addition to their normal course of study, the Class of 2010 designed a number of team projects focused on social impact, including several fund-raising efforts in support of the Boston Food Bank locally, as well as social change efforts in South Africa and Brazil.

Class of 2011

The current class of MIT Sloan Fellows, which began its program year in June 2010, comprises 108 fellows, whose average age is 38 and average work experience is 14 years (consistent with the Class of 2010). When combined with the six continuing two-year flex fellows who entered the program in June 2008 and will graduate in 2010, the current community of MIT Sloan Fellows is 114 strong and can be viewed at <http://mitsloan.mit.edu/fellows/profile.php>.

The Class of 2011 includes 20 women, a number that the program works to increase each year. Also, the 27 countries represented include an increased number from Latin America and Oceania, as well as from Europe, the Middle East, Asia, Africa, and North America. The diversity of countries and industries, including technology, financial services, telecommunications, manufacturing, government, and energy, is notable in classroom discussions and in the strength of the community the fellows are forming this year.

Program Initiatives

Strengthening the numbers and diversity of the applicant pool for SF continues to be foremost on the list of program goals over this next year. Therefore, marketing efforts on a global scale to long-term and new sponsors, potential participants, and alumni will continue. The traditionally high-touch nature of marketing this unique program will continue to feature information sessions in key US and international locations throughout the fall term, as well as visits by prospective applicants to MIT Sloan, where they are hosted by current MIT Sloan Fellows. Initiatives throughout the year include:

Major redesign of marketing materials: The primary marketing tool for SF continues to be its website, which this year is undergoing a major redesign to more accurately reflect changes in the program over the past few years. The redesigned website will be launched during the fall term, and will feature vibrant new video interviews with current faculty, fellows and spouses, as well as alumni. The website will work closely with redesigned print materials.

Increasing participation of members of underrepresented minorities and women: Through continued outreach via alumni, sponsoring organizations, and organizations whose mission is to improve the participation of members of underrepresented minorities and

women, the goal is to increase the number of women in the program to at least 35% over the next five years, and to consistently have underrepresented minority participation of 30% of the US pool of fellows.

Program redesign: The objective of the program redesign effort, launched during the summer term and continuing throughout this year and next, is to enhance and build more substantial linkages between the leadership, professional development, and core academic components of the program, in the spirit of practicing innovation as vigorously as the program teaches it. A leadership and values module has been added to June orientation to focus on the purpose of management and its integrative dimension. This week-long, multidisciplinary, team-based module explores the convergence of value perspectives involved in decision making and leadership in general.

Improving alumni recognition and engagement: The contributions made by MIT Sloan Fellows alumni to so many facets of the program, including targeting qualified applicants, mentoring current fellows, and participating in leadership sessions at MIT Sloan and around the world, is key to the prominence of the program. Through the efforts of the SF office, the Office of External Relations, and the alumni relations office, opportunities continue to be provided for every graduate of the program to possess a vibrant global network of MIT Sloan Fellows and MIT alumni. The program is pleased to be joined in this outreach effort by new leadership on its board of governors, which provides an active, informed voice of the alumni.

MIT Sloan Executive Education

MIT Sloan Executive Education (<http://mitsloan.mit.edu/execed/>) offers open enrollment and custom programs to high-potential managers and senior executives from throughout the world.

Open programs typically range from two days to one week. Longer programs generally take place once during the year, while shorter programs run up to four times a year. Executive certificates in three areas of concentration are offered—strategy and innovation; management and leadership; and technology, operations, and value chain management—and 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 the needs of the custom client. MIT Sloan Executive Education approaches each custom engagement as a long-term, mutually productive engagement.

Highlights of FY2010

In FY2010, MIT Sloan Executive Education delivered more than 100 open enrollment and custom programs (nearly 400 teaching days) to over 5,000 executives from 86 countries.

Return Engagements

There were return engagements with several custom clients, including Automotive Component Manufacturers Association of India (ACMA), BP, Commonwealth Bank of Australia (CBA), Greater Boston Chamber of Commerce (GBCC), General Electric (GE), International Business Machines (IBM), IDEAS Indonesia, A.P. Møller-Maersk, Novartis, and Vale.

In conjunction with MIT Professional Education, the executive education program continued to offer the Projects and Engineering Academy, as well as the Operations Academy, for BP. Both academies are multi-year executive education programs. To date, nearly 250 of BP's major project leaders have graduated from the Projects and Engineering Academy. Approximately one-third of this group has returned for a continuing education program, and about 100 BP executives have attended a related executive program. The Operations Academy has graduated about 135 senior operations leaders and has over 150 additional senior operations leaders at different stages of the program. In addition, over 100 BP senior executives, including BP's top executive team, have attended a related executive session.

The Transformational Leadership program for Vale, a Brazilian-based global mining company, is now in its sixth year. The twelfth 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, building upon its global acquisitions.

The award-winning MIT/CBA Executive Education program returned with an innovative program design specifically tailored to its strategic technology partners (STPs), namely IBM, Accenture, Telstra, Electronic Data Systems, Oracle, Microsoft, SAP, TCL, and HCL. The program audience attracted a balanced mix of top business executives from various divisions of the bank along with third-party leaders from the previously mentioned vendors. The objective of the program is to promote critical interaction between STPs and CBA executives across all business units and to achieve better alignment between business strategy and information technology (IT) investments. The MIT/CBA program was named the best career development program at the 2009 *Australian Banking and Finance Magazine* readers' choice awards.

The IT for New Business Value program for IBM has been conducted in various Latin American countries since 2006. The program is offered in conjunction with the MIT Center for Information Systems Research. In FY2010, the program was conducted in Colombia.

The ACMA Product Design and Development program was held in India for 36 senior executives from leading ACMA member companies. The weeklong program offered an intensive learning experience focused on product development processes, technology development and integration, supplier relations, and innovation processes and culture, with a particular emphasis on the challenges facing ACMA companies.

For GBCC, the two remaining sessions of the first Executive Leadership Institute were completed, and the first two of four sessions of the second Executive Leadership

Institute were held. The Institute convenes a select group of senior executives from a diverse set of industries for high-level discourse, learning, and engagement. Over 70 local Boston business leaders have participated in the program.

Novartis returned to MIT for a series of programs on themes including product innovation and technology roadmapping.

In collaboration with United in Diversity, the second session of IDEAS-Indonesia was run, a leadership program with the motto “Uniting Leadership in Diversity.” IDEAS, an acronym for Innovative Dynamics Education and Action for Sustainability, is a program that brings together leaders from the private, government, and community sectors (including non-government organizations, media producers, and educators) to learn to practice Theory U (Otto Scharmer) and the Fifth Discipline (Peter Senge).

New Custom Clients

MIT Sloan Executive Education ran several custom programs for new clients, including ADEN, Bank of America, PLUK (a Netherlands-based network of social entrepreneurs), Li and Fung, Nokia Siemens Network, Rusnano, and Veolia.

As part of the strategy to experiment with new methods of delivering management education programs, a pilot program with Bank of America was developed to deliver online courses in advanced financial economics for high potential quantitative analysts. These courses include a mix of online video lectures to facilitate problem solving and project-based action learning, and have both synchronous and asynchronous delivery components.

For Hong Kong-based global trading firm Li and Fung, the executive education program developed and delivered the Li and Fung Leadership Program for over 200 executives. This included teaching on both the MIT campus and the campus of Hong Kong University.

Extending a novel application of executive education that helps companies add value to their customers through shared learning about key management challenges and solutions, a short program on innovation for Nokia Siemens Networks and more than a dozen of its key international clients was developed and delivered.

A five-day program for the top 10 senior executives of the Russian Corporation of Nanotechnologies (Rusnano) was conducted. The program focused on strategic issues around the development of high-tech infrastructure and entrepreneurship in the field of nanotechnology.

An example of aligning the executive education offerings with strategic imperatives of the School and the Institute is the pilot program on sustainability that was conducted for Veolia, the rapidly growing international provider of energy, waste management, and transportation services. The pilot program is a foundation for ongoing discussions with Veolia about creating new programs on sustainability and other subjects of strategic importance to the School. A special session of the successful Leading Change program for PLUK was also created.

MIT Sloan Executive Education has also been experimenting with ways of increasing awareness of MIT Sloan in potentially important new markets. For example, in collaboration with Aden Business School, a short program on global strategy for chief executive officers from Latin America was conducted. The entire program was delivered by MIT faculty and staff in Spanish.

Supporting relationships with universities in Asia, the short program for executive MBAs from Tsinghua University and Fudan University was continued. Additionally, the executive education program welcomed the twelfth class of Nanyang fellows from Nanyang Technological University (NTU) in Singapore. For the first time, the NTU program focused on the topic of sustainability.

Open Enrollment Programs

In early FY2010, the marketing and administration of the two-day programs, previously managed by a third-party partner, were brought in-house. The program managed over 40 additional program sessions per year compared to FY2009, with minimal additional staffing.

Unfortunately, due to the economic crisis and the H1N1 virus travel precautions, many organizations cut back on executive education for their employees during FY2010. That, combined with the loss of third-party marketing resources, resulted in a decline in open enrollment participants of approximately 25%.

However, several new open enrollment programs were launched in FY2010: Implementing Improvement Strategies; Leadership Accountability and the Law; Strategic Cost Accounting for Program and Project Management; Transforming Your Leadership Strategy; and Understanding Global Markets. The new programs have been well received by participants and, in several cases, the new sessions were sold out.

The executive education program also took over the marketing and administration for the Institute for Work and Employment Research seminar on negotiating labor agreements.

In late FY2010, the program introduced the new advanced certificate for executives in management, innovation, and technology. The new certificate requires participants to complete 25 program days, including at least two programs from each of the three executive certificate tracks. To date, nearly 200 participants have enrolled in the advanced certificate program.

Goals and New Initiatives

MIT Sloan Executive Education will continue to launch new two-day open enrollment programs in FY2011, including Dynamics of Globalization and Intelligent Organizations, among others.

Many companies have expressed interest in developing a custom engagement and are in the process of finalizing several agreements for FY2011 programs.

There is excitement about the new executive education website (<http://executive.mit.edu/>), which will be launched in late summer or early fall 2010. The new site has many innovative features, including member accounts for participants (with tracking of certificate status), social networking and community options, videos, and program ratings and reviews. It is believed that the site will be the first among those of other university-based executive education providers to offer such features and that it will be very helpful to customers in choosing their executive programs.

Although the data is anecdotal at this point, an uptick in enrollments in the open program sessions has been reported, and it is hoped that this trend continues throughout FY2011.

MIT Sloan Undergraduate Programs

Bachelor of Science Degree Program in Management Science

Total enrollment in the bachelor of science (SB) degree program in management science (the management science major) was 178, with 82 majors receiving the SB degree during the academic year. Among the graduating seniors, the most popular of the program's four concentrations was finance (49), followed by marketing science (18), operations research (9), and information technologies (4). Two graduates fulfilled the requirements for two concentrations: one in both finance and marketing science, and another in marketing science and information technologies.

Forty-eight percent of graduates also completed a second SB degree or double major in the following departments: Electrical Engineering and Computer Science (EECS) (10), Economics (7), Mathematics (6), Mechanical Engineering (4), Biological Engineering (3), Biology (2), Physics (2), Music (2), and one each in Materials Science and Engineering, Chemical Engineering, and Aeronautics and Astronautics. Three students also received MEng degrees in EECS.

The MIT Sloan undergraduate program continued to rank second in the *US News & World Report's* ranking of US undergraduate business programs. The program was ranked first in three specialty areas: management information systems, production/operations management, and quantitative analysis/methods. In *Businessweek's* ranking of undergraduate business programs, MIT Sloan was ranked third.

Minor in Management, and Minor in Management Science

The minor in management, which began in 2005, was awarded to 35 SB graduates with majors in other departments. It was the third most popular minor among graduating seniors. The minor in management science, begun in 2008, was awarded to 14 SB graduates. It was the eighth most popular minor.

Number of Graduates from MIT Sloan Undergraduate Programs, 2000–2010

The numbers of MIT students receiving the SB degree with a major or a minor from the MIT Sloan School of Management are summarized in the following table.

Academic year	Major Management Science	Minor Management*	Minor Management Science†
2000–2001	89		
2001–2002	104		
2002–2003	109		
2003–2004	108		
2004–2005	112		
2005–2006	80	6	
2006–2007	95	33	
2007–2008	103	54	
2008–2009	68	52	8
2009–2010	82	35	14

*Program began in academic year 2005.

†Program began in academic year 2008.

Strategic Review

Over the past year and a half, a committee representing faculty, administrators, students, and alumni has conducted a strategic review of MIT Sloan’s undergraduate programming. The committee reviewed not only MIT Sloan’s academic and cocurricular programs and subject offerings, but also the management-related activities and needs in other departments to discover how the School might contribute to the educational experience of undergraduates more broadly. In January, the committee reported its findings and recommendations to the MIT Sloan deans. Recommendations for program improvements and for further exploration of issues have been referred to the MIT Sloan faculty committee on undergraduate programs

Undergraduate Advising and Committee Assignments

Faculty serving as undergraduate advisors included Paul Asquith, John Carroll, Kristin Forbes, Carola Frydman, Stephen Graves, Neal Hartman, Mozaffar Khan, John Little, Stuart Madnick, Thomas Malone, Stewart Myers, James Orlin, Jun Pan, Catherine Tucker, John Van Maanen, Eric von Hippel, Jiang Wang, 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 committee on undergraduate programs was chaired through January by John Little, and, from January on, by Stephen Graves. Other members of the committee were John Carroll, Jeffrey Meldman, James Orlin, and Ross Watts. Deputy dean JoAnne Yates, Mary

Camerlengo, and Stephanie Karkut served as ex-officio members. The strategic review committee was chaired by Stephen Graves and included Cynthia Barnhart (associate dean, School of Engineering), John Carroll, Dennis Freeman (EECS), John Little, Jeffrey Meldman, and Jun Pan. JoAnne Yates, Mary Camerlengo, and Stephanie Karkut served as ex-officio members. Alan Spoon served as an alumni member, and Jeffrey Xing as a student member.

MIT Sloan International Programs

Nearly 50 years ago, MIT Sloan worked with the Ford Foundation and the Indian government to establish the Indian Institute of Management in Calcutta. Today it is one of nine institutes of management across India that represent the best in Indian graduate studies and research in management. Since then, MIT Sloan's international initiatives have grown to include globally competitive programs and affiliations in China, Korea, Portugal, Russia, Taiwan, and Singapore. Other initiatives are under discussion.

An evolving model for many of these initiatives has been the MIT–China Management Education Project, which the School established in 1996 to prepare graduate management students in China for careers in the global arena. The project began with English language international MBA (IMBA) programs at Fudan University in Shanghai and Tsinghua University in Beijing. Lingnan (University) College, and Sun Yat-sen University in Guangzhou joined in 1999, and from 2002 to 2008, Yunnan University in Kunming participated with an internationally oriented MBA program.

From its beginning, the project regarded faculty development as its first priority. It achieved this goal through the International Faculty Fellows (IFFs) Program, established to meet the Chinese faculties' needs for training in course development and international style teaching. A mark of the success of the IFF program is that it now also attracts faculty from a number of universities outside of China. These include Sungkyunkwan University Graduate School of Business (SKK GSB) in Seoul, with which MIT Sloan signed a memorandum of understanding in 2003 to help SKK GSB develop a global, English language MBA program; Universidade Católica Portuguesa and Universidade Nova de Lisboa, two universities in Portugal that entered into a collaboration with MIT Sloan in 2008 to strengthen their joint Lisbon MBA program; and the Moscow School of Management (SKOLKOVO), established in 2009 to create a world-class center of management education in Moscow and in the same year established a relationship with MIT Sloan. IFFs spend up to a term at MIT Sloan learning global teaching methodologies and developing curricula, and sometimes identifying or continuing research projects as well. At the same time, MIT Sloan faculty visit the Chinese, SKK GSB, Portuguese, and SKOLKOVO campuses to give lectures and teach short courses. To date, 227 faculty from China, Korea, and Portugal have spent time at MIT Sloan as IFFs, and MIT Sloan faculty have made 195 visits to the several campuses.

For ten years, teams of MIT Sloan MBA students visited the Chinese campuses to teach IMBA students about aspects of the workplace not included in their curricula, such as interviewing, teamwork, leadership, and networking. Two years ago, these visits were replaced by the China Lab, which provides a deeper opportunity for collaborative student activity that includes classroom-based education, faculty mentoring, and real business experience. Each spring term, small teams of IMBA and MBA students partner

with Chinese entrepreneurial firms to consult on the firms' greatest challenges. Each team spends two weeks on-site at its firm's headquarters, and as the projects conclude the IMBAs come to MIT Sloan. To date, 71 MIT Sloan MBAs and 81 Chinese IMBAs have participated in the China Lab.

Some SKK GSB MBA students spend a semester of their second year at MIT Sloan; four came for the 2009 fall term. In June 2010, 29 Lisbon MBA students came to MIT Sloan for a three-week summer immersion program of courses and seminars. The relationship with SKOLKOVO includes the arrival of SKOLKOVO's first class of MBAs at MIT Sloan in August 2010. Thirty-nine students will complete two weeks of courses on innovation and entrepreneurship and then undertake an eight-week program of corporate projects with local companies.

A new, two-semester MSMS program at MIT Sloan offers talented MBA students (or students with equivalent degrees) from non-US schools the opportunity to enhance their expertise at MIT Sloan in a specific concentration within management studies. Participants enroll in MIT Sloan elective classes and write a thesis in their concentration. In its first year, the MSMS program enrolled some graduates from MIT Sloan's partner schools, including seven MBAs from SKK GSB and three IMBAs from Tsinghua. Like graduates of all other MIT degree programs, MSMS graduates become MIT alumni.

As AY2010 came to a close, MIT Sloan entered into a relationship with the Indian School of Business to help develop the BML Munjal Institute for Manufacturing Excellence (Hyderabad and Mohali campuses). MIT will assist with curriculum design, explore collaboration with action learning projects (e.g., the India Lab, modeled after the China Lab), and provide opportunities for faculty from each institute to teach and lecture at each other's campuses.

The MIT–China Management Education Project, initially established for five years, is currently in its 15th year and in discussions with Tsinghua, Fudan, and Lingnan universities regarding the next phase. In addition, MIT Sloan is in the final stage of discussing a collaborative agreement with Hunan University in Changsha, Hunan Province. These activities, and the other MIT Sloan international programs described in this report, encourage a rich cross-fertilization across many cultures and time zones.

MIT Sloan Master of Finance Program

Program Overview

Since its founding, MIT Sloan has played a major role in advancing the field of financial economics. The development of modern finance came in part from breakthroughs in research, much of which was pioneered by MIT faculty. In some cases, these pathbreaking ideas appeared in the MIT Sloan curriculum well in advance of their widespread adoption by industry professionals.

Following in this tradition of innovation and excellence in analytical finance, MIT Sloan introduced a new degree program—the Master of Finance (MFin). This one-year program is designed to meet the demand for professionals with deep and broad-based financial skills. MFin students prepare for career success through intensive training in

risk management, corporate financial planning, derivatives pricing, and other aspects of financial analysis.

The program is appropriate for recent graduates, those who have several years of work experience in the finance industry, or for engineers, mathematicians, physicists, computer programmers, or other high-tech professionals seeking a career change into the finance world.

Inaugural Class

The inaugural class of MFin students graduated in June 2010, and consisted of 26 students—18 men and eight women. Most had at least some exposure to finance via an internship prior to enrolling in the MFin program. Prior majors include engineering, finance, economics, mathematics, and other disciplines. Nearly half are US citizens/permanent residents. Other countries represented include China, India, Korea, Turkey, Pakistan, and New Zealand.

Curriculum

In addition to the traditional synergies among economics, finance, and accounting, the MFin program exploits intellectual ties between finance and other related disciplines, including mathematics, statistics, operations research, computer science, and engineering. The curriculum consists of three required fundamental subjects, one required advanced subject, four restricted electives, one proseminar, and a minimum of three general electives. Students have an option of writing a thesis, which may replace one or more of the program's general electives.

Program Initiatives

An intensive two-week orientation in July 2009 prepared the first class for full participation in the academic, co-curricular, and community life of MIT and MIT Sloan. Classroom/culture/communication workshops and Values@Sloan sessions focused on the skills and awareness essential to thrive as individuals and as team members in a diverse academic community.

Academic pre-term sessions laid the foundation for 15.415 Finance Theory, an intensive summer course. Introduction to Finance Basics, Trading Lab, and Basics of Financial Economics were particularly helpful to those with little finance-related experience or coursework, and served as a thorough review for students with more familiarity with the field.

Career education sessions included skills assessments, introduction to research resources, and industry presentations, as well as workshops focused on practical preparation for the recruiting process. Students took full advantage of recruiting opportunities, securing domestic and international roles across a wide range of sectors, including investment banking, sales and trading, corporate treasury, and asset management.

Opportunities for continued preparation, academic enrichment, and expanded involvement were made available to students throughout the year via a range of special seminars, treks, lunch meetings, tutorials, club and community activities, and social events.

Class of 2011

By design, enrollment in the MFin program will more than double in the second year to a class size of 60 students.

In order to manage the desired increase in the number of highly qualified applicants needed to meet the year two enrollment goal, in late fall 2009 the MIT Sloan admissions office took on responsibility for all aspects of the MFin admissions process, including marketing, recruitment, selection, and enrollment. Ultimately, 947 prospective students applied to the MFin Class of 2011. The efforts of the admissions office staff no doubt contributed to this tremendous interest in the MFin program.

Many of the initiatives introduced in FY2010 proved to be valuable and will be offered in the coming academic year. New co-curricular initiatives under consideration include offering MFin sessions on business rules/regulations/compliance, ethics, business communications, and financial industry tools.

MIT Sloan Finance Group

The Finance Group currently has 18 full-time tenure-track faculty; seven visiting faculty; and eight professors of practice, adjunct faculty, and senior lecturers. This research program spans all of the sub-disciplines that financial economics has produced over the last four decades. Teaching activities include finance courses in the MBA program, the undergraduate program, the newly launched MFin program, the MIT Sloan Fellows program for senior executives, other executive education programs, and collaborations with Tsing-Hua University, Sungkyunkwan University, NTU, and Tecnológico y de Estudios Superiores de Monterrey.

MBA Finance Track

In FY2010, the Finance Group celebrated the first graduating class to complete the MBA finance track. Certificates in finance were awarded to 72 members of the graduating class at a reception in May 2010. The Class of 2011 currently has 67 students enrolled in the finance track.

Along with course requirements, finance track students have also had the opportunity to participate in other activities throughout the year, including networking dinners with practitioners and adjunct faculty, and special seminars given by prominent professionals in the finance industry, such as Greg Zuckerman (editor at the *Wall Street Journal*) and Henry Hu (director of the Securities and Exchange Commission's division of risk, strategy, and financial innovation). Students were also included in a finance track resume book that was distributed to the Finance Group advisory board.

The Practice of Finance

The Finance Group has continued to build on the success of the practice of finance series by offering two new courses in FY2010, taught by leading practitioners in the finance industry:

- Practice of Finance: Product Development, taught by John DeTore, chief information officer at Denver Alternatives
- Practice of Finance: Fundamentals of Investment Research, taught by Philippe Laffont, founder and chief information officer of Coatue Management LLC (one-time offering).

Finance Group Advisory Board

In May 2009, the Finance Group advisory board held its first annual meeting on the MIT campus, followed by the second annual meeting in May 2010. Both meetings were a great success. Given the enthusiasm from board members, a subcommittee was created, chaired by Saman Majd, to address MFin and MBA finance track curriculum issues. The subcommittee convened in January 2010, and recommended action items that included adding an ethics component to both programs and a global perspective in finance courses, developing a SIP module on legal issues and compliance, and creating a seminar on advanced topics in finance to cover possible gaps in the current curriculum.

Other Finance Group Accomplishments

In addition to the aforementioned initiatives, other activities and accomplishments of the Finance Group in FY2010 are:

- The Finance Group filled a half-time senior lecturer position with John Minahan, who will act as head of the finance track. Minahan earned his PhD from MIT Sloan in applied economics and was, most recently, a senior investment strategist at NEPC, LLC. He will be responsible for assessing the track in its current state, suggesting areas for improvement, and promoting collaboration among the finance track, finance-related student clubs, and the career development office.
- The MFin program accepted its first class in AY2010. The Finance Group head and other faculty members continue to be instrumental in working with the MFin program manager and MIT Sloan admissions to plan the curriculum, select the incoming student body, and market the MFin.
- The Finance Group partnered with MBA Student Affairs to create the finance mentors program. Finance mentors are selected based on excellent performance in the core semester of Finance Theory I, and are invited to join the peer mentoring network. MBA students enrolled in the spring semester of Finance Theory I will have access to these mentors if they require extra help beyond that of the instructor and teaching assistant office hours.

At the request of the dean's office, professor Andrew Lo developed a half-semester course on financial crises, with an enrollment of 70 MIT Sloan students across programs. As an additional component of this course, made possible by a \$25K donation from the

Wallace Foundation, an IAP project-based course was launched to focus on broader systemic aspects of market failures, regulatory breakdowns, and corporate excess. Twenty-four participating students were divided into seven teams that visited various organizations, including BlackRock, Credit Suisse, and the New York Federal Reserve Board, among others. The result of each visit was a publishable written report in which the student teams cataloged the major lessons learned by the corporate sponsors; the findings were presented to their peers and finance faculty during a special seminar in April 2010.

MIT Sloan PhD Program

New Measures

In October 2009, the MIT Sloan PhD program was the subject of an external review for the first time. Committee members from six peer schools visited the campus for two days, assessing the program's strengths and weaknesses and suggesting steps for improvement. Members evaluated and interviewed students, faculty, and administration to gain a comprehensive overview. Among the recommendations were: institutionally supported doctoral courses, easing other demands on faculty time, increasing cohort size within programs, strengthening faculty involvement in governance of the program, reinforcing the importance of PhD education to the mission of MIT Sloan, and conducting regular internal and external reviews of the PhD program. Of these recommendations, increasing cohort size has already begun with the most recent admissions (see below), and several workshops addressing other recommendations have been held with multiple MIT Sloan faculty in attendance.

Currently under consideration is the offering of an MIT Sloan master's degree to all PhD students. Based on acceptability of a second-year paper, this degree would be granted to students in the PhD program and would serve both as a progress point and allow faculty to identify students unlikely to complete a doctoral thesis.

Admissions

The PhD program received 685 applications (versus 606 in 2009), a 9% increase, with 28% coming from the US. The Finance Group again led the numbers with 36% of all applications, followed by technological innovation, entrepreneurship, and strategic management with 12%. Advancing the deadline to December enabled earlier review and decisions by faculty and contributed to a stronger incoming class, including one underrepresented minority candidate. The online review process is in its second year and has been met with favor by the majority of users. Improved funding to the program continues to pay off for admissions and enables MIT Sloan to offer financial aid packages competitive with peer schools. Further enhancements with funding are also under review.

Active participation in recruiting and outreach efforts are ongoing, including minority-specific conferences and quarterly recruiting events around the country, resulting in 16 minority applicants for the entering class of 2010. In addition, individual meetings are encouraged with interested students at the minority-specific conferences for more in-depth information sessions.

Student Enrichment

In addition to the job market workshops, thesis workshops have commenced, addressing student needs in the thesis stage of the program, as well as plans for other related workshops, including ones addressing stress and sleep issues, during the coming semesters. The monthly Coffee Fridays, begun in fall 2009, have proven very successful, achieving the goal of enticing students from their offices for a respite with cake and conversation. Another semi-permanent fixture is the re-orientation for second-year students (but open to all years), which has provided another mechanism for meeting and updating current PhDs. The job market workshops continue to reflect well in 2010 graduate placements, which include Dartmouth College, the University of Pennsylvania, the Wharton School, and the University of Southern California.

Research Achievement

PhD student Ashley Brown co-authored “The other edge of the sword: Parallel and divergent effects on objective and subjective value in negotiation,” which received an Outstanding Theoretical Paper award from the International Association for Conflict Management in June 2010. The paper will appear in the forthcoming publication *Handbook of Positive Organizational Scholarship* (Oxford University Press).

Research Centers and Groups

MIT Entrepreneurship Center

The MIT Entrepreneurship Center’s (E-Center’s) mission is to develop the next generation of MIT alumni who will found, grow, finance, and lead innovation-based, high impact ventures around the world. In pursuit of this mission, the center supports courses in entrepreneurship and innovation across MIT that provide both theoretical and practical foundations. E-Center nurtures student skills development beyond the classroom with a portfolio of complementary extracurricular and cocurricular programs. One of its most visible efforts is to provide a home for seven student-led organizations that provide opportunities to gain experience in the practical application of the skills relevant to creating and leading any firm. Through alumni, donors, executive education graduates, and professional colleagues, students are introduced to a global network of significant individuals and organizations in diverse and vibrant entrepreneurial ecosystems, locally and globally. The students’ efforts are celebrated as they pursue careers that will positively impact in the world. Finally, E-Center supports research that improves its capacity to efficiently and effectively achieve its entrepreneurship mission—while making this knowledge available to the world at large. These five program mandates—to educate, nurture, network, celebrate, and research—provide the framework in which the center can achieve its mission.

Educate

Statistics on entrepreneurship education at MIT have consistently improved every year. This year, there were over 50 classes in innovation and entrepreneurship, with more than 12 research faculty and over 20 practitioners involved in teaching. As in previous years, over 1,700 graduate students, from all five MIT schools, enrolled in and benefited from these classes. In the past decade, an average of 27% of enrollment in the three

key MIT Sloan entrepreneurship courses has come from students outside MIT Sloan or the System Design and Management program. For 2010, an all-time high of 45% was reached.

This year the entrepreneurship curriculum was redesigned under the leadership of professor and associate center director Fiona Murray. The redesign increases the rigor of entrepreneurial prerequisites for MIT Sloan degree candidates, makes the entire curriculum more accessible to students across campus, and minimizes overlap of courses. The theory of entrepreneurship is now introduced in a sequence of three half-semester courses led by academic faculty. Concurrently, the practice of entrepreneurship is introduced in two project-based courses, led jointly by a teaching team of academic and practitioner faculty who are experienced and active in their respective entrepreneurial, angel, and venture capital endeavors.

In the classroom, a process was put in place to evaluate the performance and value of the entire practitioner faculty (senior lecturers and lecturers). Consistent with the institution's focus on justifying head count, E-Center reduced the number of lecturers and senior lectures by approximately one-third (a reduction of nine) and clarified expectations and consistency.

Nurture

Student clubs maintained their energetic pace of activities this year. The Venture Capital Conference, Private Equity Symposium, MIT Sloan Sales Conference, BioInnovations Conference, and Energy Conference, led by their respective student clubs, attracted over 1,500 professionals to campus, along with a stellar array of thought-leading speakers. Beginning in the fall semester, an improvement of the physical facilities in the E-Center was undertaken. These improvements resulted in a doubling of available space for students to work productively and collaboratively while not increasing the physical footprint of the E-Center. Plans have begun for future improvements that may include increased number of tables, seating and easily moveable furniture, moveable conference walls, and technical media to accommodate more spontaneous collaboration. In addition, in March 2010, in collaboration with MIT Sloan and MIT at-large communications groups, a new student-led online magazine, *MIT Entrepreneurship Review*, a first of its kind in the US, was launched to fill a hole in the MIT entrepreneurial ecosystem. The magazine was received with great accolades, and it continues to improve and provide important chronicling and to celebrate (through student voices) the dizzying pace of entrepreneurship and innovation at MIT.

In the past year, a special effort was made to increase the participation of women in entrepreneurship. In this vein, E-Center worked with Sloan Women in Management and MIT Alumnae to help organize a special speaker series on female entrepreneurship (attended by over 90 students), which included not just a discussion of the issues but also some clear role models. The center worked to ensure diversity, not just in the entrepreneur-in-residence (EIR) program, but also in speakers in all programs.

In fall 2009, E-Center introduced the new EIR program, launched in collaboration with the MIT Venture Mentoring Service and the Deshpande Center for Technological Innovation's catalyst program. EIRs provide an early stage low-barriers-to-entry service

to advise student entrepreneurs on their aspirations and ideas through office hours at the E-Center. EIRs are individuals from diverse backgrounds who have started companies and can advise the students on the challenges and potential solutions for the very first issues they need to resolve to get their new ventures off the ground.

Network

This year's entrepreneurship celebration receptions in October and April provided valuable networking opportunities to over 600 attendees from across the entrepreneurial ecosystem, including entrepreneurs, investors, service partners, and 150 students in the Entrepreneurship Lab course. Similarly, the Silicon Valley alumni reception in early January was a vibrant intermingling among 500 alumni and the 93 students participating in the entrepreneurship and innovation MBA track study tour, a record year for both the reception and participation in this study tour. Along with the student organizations, E-Center has increased its use of social media to stay in touch with its stakeholders.

Celebrate

In 2010, E-Center oversaw the most awards given ever to a diverse group of students and alumni supporting entrepreneurship. A new award in honor of longtime entrepreneurship faculty member Howard Anderson was created to recognize students making significant contributions to the MIT Sloan entrepreneurial community. Three inaugural Anderson Fellows were awarded a cash grant and were recognized at a private dinner with Carol and Howard Anderson, William Porter (distinguished senior lecturer of entrepreneurship), as well as other entrepreneurship faculty. In addition, several generous donors continued their support for student fellowships or awards to recognize and promote entrepreneurship across MIT, including the Brad Feld Fellows, the Patrick J. McGovern, Jr. '59 Entrepreneurship Award, the Ronald I. Heller Entrepreneurship Grant, and the Monosson Prize for Entrepreneurship Mentoring.

As E-Center begins to implement its new communications strategy, it is developing a digital shingle project to recognize the many ventures started by MIT alumni, faculty, and staff. This project will chronicle their challenges and successes, while also providing opportunities for reflection and learning for students. The center has identified over 40 of this year's 341 graduating MIT Sloan MBA students who are pursuing a startup opportunity upon graduation, many full-time and others concurrent with their regular employment. It is gratifying that such a significant number of graduates have developed their entrepreneurial skills, spirit, and network to feel confident to undertake an entrepreneurial element in their career so immediately, despite cautions expressed by the entrepreneurship faculty.

Research

Two new thought leaders joined the technological innovation, entrepreneurship, and strategic management faculty — professors Scott Stern and Matt Marx — and their work and insights have already proved beneficial. E-Center and members of this faculty are laying the foundation for a consortium of geographical regions that are planning to accelerate their entrepreneurial development. This consortium will incorporate action and community learning, and will spur associated research in this globally important field. Plans are to launch this effort formally during the coming academic year.

In summary, during this past year there was a welcomed increase in cross-campus collaboration, in the diversity of student population, and in the celebration of the vibrant entrepreneurial spirit at MIT. The entrepreneurship curriculum was redesigned, making it more intuitive and providing an easier to understand framework for the entrepreneurship courses. New research is laying the foundation for thought leadership in future entrepreneurial ecosystem development. The achievements are a direct result of the clarity of E-Center's mission to educate, nurture, network, celebrate, and research.

MIT Center for Digital Business

Founded in 1999, the MIT Center for Digital Business is the largest research center in the history of MIT Sloan, and is supported entirely by corporate sponsors with whom it works closely in directed research projects. The center has funded more than 45 faculty and performed more than 60 research projects. Its mission is to join together leading companies, visionary educators, and some of the best students in the world in inventing and understanding the business value made possible by digital technologies. Its interactions are a dynamic interchange of ideas, analysis, and reflection intended to solve real problems.

Examples of current focused research projects are:

- The Cloud as a Platform
- Deriving Competitive Advantage from IT
- The Business Implications of Enterprise 2.0
- Productivity and Internal Knowledge Markets
- Website Morphing to Individual Cognitive Style
- Measuring the Productivity of Information Workers
- Improving Hospital Operational Efficiency and Risk Management with Systems Dynamics
- Using Systems Modeling to Predict, Manage, and Improve Software Application Development and Maintenance.

The Center for Digital Business is focused on understanding the impact of technology on business value, and developing tools and frameworks for its sponsors to use for competitive advantage. Its goal, in part, is to reduce that timeline through basic and applied research, engagement with industry sponsors, and the sharing of best practices. MIT's credo of combining rigor with relevance is well served. In addition to widely published articles and best paper awards, during the past year two best-selling books were published: professor Erik Brynjolfsson's and graduate student Adam Saunders's *Wired for Innovation*, and research scientist Andrew McAfee's *Enterprise 2.0*.

MIT Center for Information Systems Research

Throughout MIT's Center for Information Systems Research's (CISR's) 35-year history, its research has focused on how firms generate business value from IT. Its ties to industry, via relationships with sponsors, patrons, and other contacts, assure that its work is relevant, while application of scholarly research methodology ensures the rigor

of its research. The center disseminates its findings as broadly as possible via electronic research briefings, working papers, journal publications, research workshops, and executive education programs. Its 2009–2010 research portfolio includes:

- Building the Information-based Organization
- Agile IT Decision Making with Accountability
- Adopting Business Applications in the Cloud
- IT's New Look
- Digital Intelligence: Capturing the Value of Unstructured Data
- Collaboration Platforms: Managing the Opportunities of Web-based Business Practices
- Innovating the Future of the Enterprise
- Increasing Reuse to Improve Enterprise Performance
- The MIT CISR Value Framework—How Firms Achieve Superior Business Value from IT
- Transparency: A Critical IT Management Competency
- What We Measure Matters: Key Measures for Digitization

Recent Accomplishments

Student support. During AY2010, CISR employed five MIT Sloan students as research assistants. They participated in research interviews, ran statistical analyses, analyzed qualitative data, and co-authored CISR publications. In addition, CISR again provided support for MIT Sloan PhD students in the IT group to attend the discipline's premier academic conference, the International Conference for Information Systems (ICIS), which was held December 16–18, 2009, in Phoenix, AZ.

Faculty support. CISR supported a portion of professor Wanda Orlikowski's academic year salary, and in return Professor Orlikowski led the CISR research project on collaboration platforms. She also participated in CISR research meetings and as a presenter at CISR sponsor events.

Teaching. CISR director Jeanne Ross taught course 15.571 Generating Business Value from IT for 25 MIT Sloan students in spring 2010. As part of the class requirements, student teams completed projects for six CISR sponsored organizations.

Publications. CISR produced a total of 15 internal publications (working papers and research briefings) and distributed these to almost 2,800 members of patron and sponsor organizations. In addition, CISR chair Peter Weill, with student co-authors Siew Kien Sia and Christina Soh, published a paper on global IT management in the March 2010 edition the Association of Computing Machinery's magazine *Communications of the ACM*. Research scientist George Westerman published a paper on IT risk in *MIS* [Management of Information Systems] *Quarterly Executive* in September 2009, and a paper on IT risk with co-author Brian Barnier in the *Information Systems Audit and*

Control Association's *ISACA Journal* in January 2010. Westerman presented a paper at the Academy of Management in August 2009, and research scientists Anne Quaadgras and Peter Reynolds presented papers at ICIS 2009.

Events. A total of 336 business executives attended CISR sponsor events during 2009–2010. These included four on-campus events: a chief information officer symposium, fall and spring research forums, and the annual conference (CISR summer session), as well as the CISR global executive workshop (held in September in Sao Paulo). The opportunity for debate on the research topics and peer-to-peer interaction continues to build a strong and growing CISR community.

MIT Sloan executive education. CISR researchers presented during several MIT Sloan executive education programs, including IT for the Non-IT Executive (recently re-named Transforming Your Business Through IT [TYBIT]), the GE experienced information management program, the Portugal program, and Corporate Strategy. George Westerman is faculty director of the TYBIT program. CISR chairman Peter Weill was the faculty director for the Commonwealth Bank of Australia's custom program. CISR involvement was key in attracting \$900,000 of MIT Sloan executive education revenue.

CISR website relaunch. To better serve the CISR patron and sponsor community, as well as the general public, the center launched a new website in January 2010. From January through June 2010, there were 30,000 downloads of CISR documents from the site.

2009–2010 Patrons and Sponsors

CISR is grateful for the support of 77 sponsoring organizations, an increase of nine organizations from a year ago. The sponsors represent a broad range of industries and geographical locations. Approximately one-third of sponsors are based outside the US, with 12 in Asia Pacific, five in Brazil, six in Europe, two in Canada, and one in India. CISR is pleased with its international growth, and will work to continue to increase the number of both US and non-US sponsors.

CISR Patrons

The Boston Consulting Group (BCG)
 Diamond Management and Technology Consultants
 EMC Corporation
 Gartner, Inc.
 International Business Machines (IBM)
 Microsoft
 SAP Americas
 Tata Consultancy Services (India)

CISR Sponsors

AECOM
 Aetna Inc.
 Allstate Insurance Company

ANZ Banking Group (Australia)
Australian DIAC
Australian Taxation Office
Banco Bradesco S.A. (Brazil)
Bank of America
BBVA (Spain)
Biogen Idec
BHP Billiton (Singapore)
Blue Cross Blue Shield of Massachusetts
BP (United Kingdom)
Campbell Soup Company
Canadian Imperial Bank of Commerce (Canada)
CareFirst BlueCross BlueShield
Celanese Corporation
Central Intelligence Agency
Chevron Corporation
CHRISTUS Health
Chubb and Son, Inc.
Commonwealth Bank of Australia
Credit Suisse (Switzerland)
CVS Pharmacy, Inc.
Det Norske Veritas (Norway)
Direct Energy
Embraer (Brazil)
EnCana
ExxonMobil Global Services
Fidelity Investments
FOXTEL (Australia)
Grupo Santander Brasil
The Guardian Life Insurance Co. of America
Hartford Life, Inc.
HBOS Australia
Holcim Brasil S.A.
Intel Corporation
Itaú Unibanco S.A. (Brazil)
International Finance Corporation
JM Family Enterprises, Inc.
Johnson & Johnson
Level 3 Communications, Inc.
Liberty Mutual Group
Marathon Oil Corporation
Metropolitan Life Insurance Company
National Aeronautics and Space Administration
Nomura Research Institute, Ltd. (Japan)
Origin Energy (Australia)
Parsons Brinckerhoff
PepsiCo International

Pfizer Inc.
PNC Global Investment Servicing
Procter and Gamble
Raytheon Company
Schneider Electric Industries SAS (France)
Sears Holdings Management Corporation
Standard and Poor's
State Street Corporation
Sunoco, Inc.
TD Bank
Telstra Corporation (Australia)
Tetra Pak (Sweden)
Time Warner Cable, Inc.
Trinity Health
VF Corporation
Walt Disney Company
WellPoint, Inc.
Westpac Banking Corporation (Australia)
Woolworths Limited (Australia)
World Bank

CISR Staff

CISR staff in AY2010 included director and principal research scientist Jeanne Ross; chairman and senior research scientist Peter Weill; research scientists Anne Quaadgras, George Westerman, and Stephanie Woerner; associate director Christine Foglia; and administrative assistants Erika Larson and Cheryl Miller-Daniels.

MIT Laboratory for Financial Engineering

Founded in 2001, the MIT Laboratory for Financial Engineering (LFE) (<http://mitsloan.mit.edu/lfe/>) is a partnership between academia and industry, designed to support and promote quantitative research in financial engineering and computational finance. The primary goal of LFE is not only to spur advances in financial engineering but also to develop better ways to teach students and executives how to apply financial technology in corporate settings. The lab is directed by Professor Lo and brings together leading companies, first-rate finance faculty, and students through seminars, campus visits, and specific project-related collaborations.

LFE is supported entirely by donor contributions and corporate sponsors, with whom it works on directed research projects. Currently, the lab is working with three major sponsors: Bank of America, Bunge Limited, and J. P. Morgan.

Bank of America Collaboration

In August 2008, it was announced that Bank of America would begin working with LFE on a wide range of opportunities regarding computational finance, quantitative analytics, and risk-reward trade-offs (see <http://mitsloan.mit.edu/newsroom/2008-lfeboa.php>). The collaboration will help to bridge theory and practice in the banking industry in several significant ways. In particular, two projects are currently under way:

- Identification of macroeconomic signals: Bank of America has agreed to share its proprietary database, which contains the transactional data of its customers. By studying the spending/saving behaviors of customers, LFE is working to identify macroeconomic signals, such as fear and panic in the consumer sector.
- Consumer risk model: Using the same database, the goal of this project is to develop a risk model that can describe the creditworthiness of consumers more accurately than the traditional FICO score, which is widely used in the industry.

Bunge Limited Collaboration

Bunge Limited is an agribusiness and food company operating in the farm-to-consumer food chain. From Bunge's existing prediction market data, LFE is working to identify consumers' (farmers') sentiments and correlate them with their actual behaviors toward the company's quoted commodity prices.

J. P. Morgan Collaboration

J. P. Morgan is supporting LFE faculty involved in analyzing the liquidity and excess volatility of corporate bonds, and the pricing and hedging of credit risk.

Industry sponsorship provides both the resources with which to tackle complex problems, and invaluable sources of advice and expertise on the more practical aspects of such problems. Sponsors benefit from the unique and timely access to state-of-the-art research in financial engineering, as well as broad exposure to academic research.

Other LFE research projects are grouped into three program areas:

- Capital markets. This program focuses on the mainstream of financial engineering: the pricing and hedging of financial securities, the determinants of capital market equilibrium, and the empirical and econometric analysis of financial market data.
- Risk management. This program focuses on the entire spectrum of issues surrounding the process of rational decision making where risk is involved.
- Financial technology. This program focuses on computational and methodological aspects of financial engineering, including mathematical, statistical, numerical, and visualization algorithms.

LFE gratefully acknowledges all of its sponsors, including Bank of America, Bunge Limited, State Street Global Advisors, Credit Suisse First Boston, and Gifford Fong Associates, and its donors, including Dell, Harris and Harris Group Inc., Investment Technology Group, Kamakura, Merrill Lynch and Co., Morgan Stanley, Reuters Holdings PLC, Sun Microsystems, and Teknekron Software Systems.

MIT Center for Collective Intelligence

While people have talked about collective intelligence for decades, new communications technologies—especially the internet—now allow huge numbers of people all over the planet to work together in new ways. The recent successes of online systems like

Google's search engine and Wikipedia's free encyclopedia suggest that the time is now ripe for many more such systems, and the goal of the MIT Center for Collective Intelligence (CCI) is to understand how to take advantage of these possibilities.

The basic research question of the 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 organized to include faculty from many parts of MIT: MIT Sloan, the Computer Science and Artificial Intelligence Laboratory, the Media Laboratory, the Department of Brain and Cognitive Sciences, the McGovern Institute for Brain Research, and the Leadership Center.

Accomplishments in the previous year included continuing work on five major research initiatives:

- *Climate collaboratorium*, which seeks to harness the collective intelligence of thousands of people to help solve the problems of global climate change. In fall 2009, CCI launched the collaboratorium website and has implemented several rounds of upgrades since then. The site has attracted more than 4,000 visitors to date. CCI also recruited an expert advisory board and expert council comprising more than 20 leaders in fields relevant to climate change. Plans for the first of a series of annual contests to develop plans to address climate change were begun, and will be launched in late 2010. In addition, a live version of the site is part of an exhibit at the MIT Museum, *Sampling MIT*, which displays seven research projects currently under way at the Institute. (<http://cci.mit.edu/research/climate.html>)
- *Collective prediction*, which is developing *prediction economies*—networks of people and computer agents working together to make predictions about future events. The initial round of experiments for the study was completed and results are now being analyzed. In addition, discussions about extending this work were held with several prospective funders, and a proposal will be submitted to the intelligence advanced research projects activity later this year. (<http://cci.mit.edu/research/prediction.html>)
- *Sensible organizations*, which deploys body-worn sensor networks to track who talks to whom in organizational groups, and even how they talk to each other. Work on this project included a field study in the software development organization of a large European technology firm. The data from that study is now being analyzed. (<http://cci.mit.edu/research/sensible.html>)
- *The Handbook of Collective Intelligence*, which surveys the field of collective intelligence and includes a repository of 200+ case examples of collective intelligence systems. Initial findings from this work were published in the spring 2010 issue of *MIT Sloan Management Review*. (<http://cci.mit.edu/research/handbook.html>)

- *Measuring collective intelligence*, which seeks to assess the feasibility of an instrument that could predict the performance of groups across a range of relevant tasks, and, if such an instrument is determined to be feasible, to develop and test it. Several rounds of experiments have been completed, and a paper summarizing initial findings is under review. (<http://cci.mit.edu/research/measuring.html>)

Accomplishments in the previous year also included:

- Continued support from CCI's two founding corporate sponsors (Cisco Systems and British Telecom) and research sponsor (Fuji Xerox). During FY2010, the center also received awards from the National Science Foundation for two projects (measuring collective intelligence, and climate collaboratorium).
- Ongoing promotional activities, which resulted in mentions of CCI's work in more than a dozen major news venues around the world, including the *Wall Street Journal*, the *New York Times*, the *Financial Times*, *The Economist*, *NatureNews*, the *Boston Globe*, *Seed*, the Australian Broadcasting Network's *FutureTense*, and *Computerworld*, as well as *MIT Spectrum* and the MIT Energy Initiative's newsletter. In addition, CCI director Thomas Malone and steering committee member Josh Tenenbaum participated in the IdeasLab with MIT program at the 2010 World Economic Forum in Davos.
- Continuation of CCI's seminar series, which has hosted more than 30 researchers and practitioners since it began. During the prior year, speakers in the series were Ben Schneiderman of the University of Maryland, Jack Hughes of TopCoder, David Mindell of MIT, John Hagel of Deloitte Consulting, and David Pennock of Yahoo! Research.

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

Administration and Services

Career Development

In FY2010, the Career Development Office (CDO) focused on expanding services to include five student populations: MBA, LGO, MFin, SF, MSMS, as well as MIT Sloan alumni (as of March 1, 2010). Prior to this time, CDO provided services to MBA and LGO students and, on a limited basis, to MIT Sloan Fellows.

For most of FY2010, CDO focused on integrating these new populations into its existing services and finding ways to identify, create, and deliver service efficiencies while maintaining a high-touch and appropriately customized service model for each population. Services developed for the MBAs over the past 10 years were adapted for each new population based on its career development needs, and appropriate levels of corporate recruiting services were defined and delivered (as determined with the individual program offices and, for alumni, with the Office of External Relations). For example, providing limited recruitment services for the MIT Sloan Fellows was a new service added in March 2010, after discussion with the SF policy committee.

To support the delivery of outstanding career development services, CDO partners with organizational processes, communications, management sciences, and finance faculty, and E-Center and Leadership Center, to develop and deliver topical career development sessions, as well as develop and deliver stand-alone career education workshops. Additionally, CDO manages all aspects of a corporate recruiting process for each population served, including company presentations, campus recruiting programs, resume databases, job boards, annual career fairs, and the strategic and logistical support of student club treks for employment purposes.

Career Development Services Provided, by Population, FY2010

Population	Number served	Career development services	Recruitment services
MBA	792	Career core, topical workshops, small group workshops, individual advising	Inclusion in full-time resume database by class and by specialization (finance, sustainability, entrepreneurship and innovation), campus recruiting, company presentations and interviews, job board, annual career fair; NY Finance Day, London Banking Days, Hong Kong Finance Days
LGO	48	Career core, topical workshops, individual advising (especially in second year)	Services provided in second year: full-time resume database, campus recruiting, company presentations (available during first year as well), interviews, job board, annual career fair
MFin	27	Career orientation, topical and small group workshops with MBAs, individual advising	Inclusion in full-time resume database, campus recruiting, company presentations and interviews, job board, annual career fair; Hong Kong Finance Days
MSMS	15	Career orientation, topical and small group workshops with second-year MBAs, individual advising	Inclusion in full-time resume database, campus recruiting, company presentations and interviews, job board, annual career fair; Hong Kong Finance Days
MIT Sloan Fellows	110	Topical and small group workshops, individual advising	Inclusion in experienced hire/alumni resume database, experienced hire/alumni job board; annual career fair
MIT Sloan alumni	200 (approx)	Individual advising, topical session at reunion, invitations to alumni career seminars hosted by peer schools	Inclusion in experienced hire/alumni resume database, experienced hire/alumni job board; recent alumni networking events (Classes of 2008–2010) in Bay Area, NYC, Chicago

While CDO started FY2010 in an uncertain position regarding the availability of job opportunities for this diverse set of students, end-of-year reporting shows an important uptick in the number of opportunities available, approaching 2007 levels:

- Full-time campus recruiting opportunities increased 40%. This is comparable to fall 2007 and just 8% below fall 2006.

- First-year MBA campus recruiting opportunities increased 25%. This is slightly higher than spring 2008 (an increase of 4%) and comparable to spring 2007 levels.
- Job postings for students also rebounded this year, by 34%. This is comparable to the AY2007 number of opportunities.

As of July 7, 2010, 87.90% of the 2010 MBA and MFin graduates seeking new employment reported having a job offer. This job offer rate is slightly ahead of last year's 87.10% offer rate as of September 6, 2009, for the MBA Class of 2009.

MBA Class of 2009 Peer Comparative Employment

Employment rates, 2009	MIT Sloan	Chicago	Columbia	Harvard	Kellogg	Stanford	Wharton
Employed, at graduation	69.5%	73.2%	61.1%	76.8%	68.1%	69.1%	65.8%
Employed, 3 months post-graduation	83.4%	81.7%	77.3%	87.3%	79.5%	85.4%	74.6%

Source: *US News & World Report*, April 2010

Admissions

The MIT Sloan MBA Program Admissions Office strategically recruits, evaluates, and enrolls applicants who will best fit the MIT Sloan mission, excel in the MIT Sloan environment, and contribute to its diverse community. The admissions office reaches out to underrepresented groups, especially women and minorities, and cross-markets other MIT Sloan programs, such as LGO, SF, the Biomedical Enterprise Program, MFin, MSMS, and System Design and Management, as well as the MBA Program entrepreneurship and innovation, and finance tracks. Admissions hosts over 1,000 prospective applicants in the on-campus ambassadors program and information sessions and holds nearly 100 recruiting events around the world every year. More information about MBA admissions is available at <http://mitsloan.mit.edu/mba/admissions/index.php/>.

The 2009–2010 recruiting season was a record breaker for both the MBA and MFin programs, with just under 5,000 MBA applications for 396 seats and close to 1,000 MFin applications for 60 seats. This represents a continued increase in applications for the third consecutive year, while maintaining the quality of applicants. The Class of 2012 is 36% women, 12% underrepresented minorities, and 39% international students.

Update on Initiatives

This past year the MBA admissions office has provided innovative solutions to attract and enroll quality students, while demonstrating an ongoing commitment to strong collaboration, work/life balance, a personalized approach to recruitment, and professional development for staff. Its accomplishments are:

- maintained diversity of applicant pool and strong application numbers
- conducted channel marketing, targeting audiences through companies and alumni using high-touch strategy in more intensive recruiting efforts, especially in South America and Europe

- created new communications plans tied to academic areas of interest identified by prospects
- created a dashboard for internal measurement of current marketing efforts and processes
- helped market and train colleagues in MSMS and MFin programs by sharing admissions best practices.

Strategic Priorities

For AY2011, the MBA admissions office has established the following goals:

- continue to grow the application pools for MBA, MFin, and MSMS programs
- create a strategic plan to coordinate admissions processes for MBA, MFin, and MSMS programs
- ensure that the recruiting processes retain the unique identities of MBA, MFin, and MSMS classes within the MIT Sloan culture
- increase diversity of student population within the programs
- continue to work to better align admissions objectives more closely with those of related offices by learning about new initiatives, communicating assumptions, and coordinating goals.

Staffing Update

In AY2010, the MBA admissions office implemented a staff reorganization to absorb marketing, recruiting, and enrollment activities for the MFin program, and team members are currently transitioning to their new roles. The office also updated job descriptions of all admissions staff members, and expanded its leadership team by promoting two assistant directors to associate directors.

Master of Finance Admissions

In October 2009, MBA admissions assumed responsibility for marketing, recruiting, and enrolling the 60 new members of the MFin class. It hosted prospective MFin students at on-campus info sessions, held online chats, and engaged an outside firm to create a test website and implement an advertising strategy to test the market for the MFin degree. It also co-hosted Japanese financial services companies with CDO and hosted a successful AdMIT Day, and processed 900 plus applications and interviewed candidates by phone.

For next year's MFin recruiting cycle, admissions anticipates enhanced activity in the areas of website content development, brochures production, recruiting events, readers and interviewer training, on-campus visitor program/info sessions, and AdMIT Day. In addition, admissions plans to complete an advertising study to provide results for the full recruiting cycle, continue work on a communications plan, continue its cross-marketing efforts, and create video vignettes focused on careers, companies, and interviews with current students.

Office of Communications

MIT Sloan's Office of Communications underwent significant change and expansion in FY2010. With the arrival of executive director Ann Comer-Woods, several previously decentralized communications functions were unified into a single, broad communications department. In addition to School-wide branding and messaging, content development, website management, and market research, the communications office now oversees alumni communications, media relations, student publications, the MIT Sloan teaching innovation resources (MSTIR) project, and *MIT Sloan Management Review*, as well as communications for E-Center. This alignment of communications functions has ensured consistent messaging, increased quality control, and allowed for more efficient sharing and repurposing of content across a variety of communications vehicles to the School's numerous audiences.

Web/Online Communications and Content Development

In partnership with the dean's office and Sloan Technology Services (STS), the web/online communications and content development (WebComm) group began FY2010 with the debut of a new home page for <http://mitsloan.mit.edu/>. The streamlined look of the new page emphasizes the breadth and depth of MIT Sloan's portfolio of customized programs, the knowledge creation of its prestigious faculty, and the School's tremendous global impact. A large and visually appealing feature area highlights stories that illustrate and advance MIT Sloan's distinct advantages. The most clicked-on home page links are Academic Programs and Prospective Students.

In fall 2009, the communications office debuted the first in a series of produced videos that explored the international study tours. These videos followed students from their initial classwork out into the field in Southeast Asia, where they met with industry leaders and saw the complex management of international business firsthand. It also produced over a half-dozen podcasts that illustrated the valuable work students are doing across the globe through MIT Sloan's Global Entrepreneurship Lab. Additional podcasts covered the inaugural India Lab and China Lab projects, as well as local and international Sustainability Lab projects. The office also continued work on a series of podcasts with MIT Sloan faculty and research center leaders, as well as those that chronicle the journey of students in the various degree programs. These videos and podcasts have been very well received and have an impressive number of viewings and downloads.

With the guidance of the new associate director of web and digital media, David Tashjian, key sections of the existing website (MIT Sloan Fellows) were updated and new sites for other areas (executive MBA) were created. Working in partnership with STS, a new digital signage system in E62 was launched. As the office continues to develop templates and compelling content, these screens will serve as critical messaging vehicles for many in-person audiences.

This year the communications web team debuted the first in a series of video teaching notes on MSTIR management flight simulations. These simulations give students the opportunity to see how their management decisions impact particular segments of

business. The teaching notes assist faculty from other educational institutions as they adopt the simulations into their coursework.

In the area of social media, communications expanded its efforts with Facebook, Twitter, and other outlets. It also continued to encourage and maintain an impressive series of MBA student blogs.

Under the guidance of Ann Comer-Woods, and in partnership with the Office of Media Relations, communications debuted Highlights from MIT Sloan, a new e-newsletter that promotes MIT Sloan's major achievements. Sent to the deans of peer schools, reporters, corporate partners, and friends of the School, this publication underscores MIT Sloan's impact and achievements in management education.

Marketing Research

In 2009, the communications office conducted a marketing research study to assess alumni needs and preferences for engagement with the School. The research consisted of several phases, including gathering input from staff and faculty, holding a series of online qualitative sessions (live groups and a bulletin board) with alumni from around the world, and an online survey sent to all alumni of Cambridge-based degree-granting programs. The study revealed that there is great interest among alumni for increased interaction with the School, both in person and online. Specific attributes of desired opportunities were outlined, including structure, content, and logistics. The alumni population was segmented into groups based on their characteristics and preferences, which will be of great help going forward as engagement opportunities and customized communications are targeted to alumni based on their needs and interests. In addition, key individuals were identified among alumni and faculty/staff who are influential among alumni and with whom communications plans to work personally to increase awareness of and participation in engagement opportunities with the School.

In response to feedback from alumni, the Innovative Thinking section of the alumni portal was created. Innovative Thinking brings together in one place MIT Sloan's most important and relevant content on management best practices, faculty research, faculty books, and other topics about which alumni have expressed serious interest.

MIT Sloan Management Review

MIT Sloan Management Review (SMR) embarked on significant innovation through continued development of its first innovation hub, on sustainability and innovation, launched with knowledge partner BCG and corporate sponsors SAS and Shell. This was followed by the introduction of *SMR's* second innovation hub, the new intelligent enterprise, launched with knowledge partner IBM's institute for business value. These content initiatives address the most important areas of challenge for managers today, both serving readers' interests and attracting major thought leader partners and sponsors. Not only did these initiatives lead to dozens of interviews with thought leaders around the world, and the launching of two new major global surveys, but *SMR* is also becoming recognized as a thought leader in the areas of sustainability and business analytics, building global networks with important thinkers on these subjects in both the corporate sphere and in academia.

SMR engineered major restructuring and improvement of content delivery, including significant moves into digital content, delivered via an attractively redesigned *SMR* website with fresh content appearing weekly, enabling *SMR* to move well beyond limitations of a quarterly print publication. *SMR* brought MIT Sloan content and branding to hundreds of thousands of new readers, through notable partnerships with the *Wall Street Journal*, International Data Group, and Forbes, as well as steadily growing its own site traffic.

SMR made notable gains in efficiency in FY2010, restructuring its staff and renegotiating pricing agreements with major vendor partners, effectively cutting costs leading to favorable profit and loss improvements. *SMR* generated net operating profit while transitioning its business model to better position *SMR* for the future, enduring the major recession that hit the media industry particularly hard.

Alumni Communications and Online Services

The Alumni Communications and Online Services (ACOS) group of the Office of External Relations is responsible for print and electronic communications to the School's alumni. The group also assists other groups in the external relations office, and departments and programs at the School, in communicating with alumni.

The primary communications vehicles for alumni are: *MIT Sloan Alumni Magazine*, the e-newsletter, social networking sites, gift acknowledgement letters, and the alumni portal.

The alumni portal is the latest addition to the group's suite of communications materials. ACOS led a School-wide collaborative working group that brought together Alumni Relations, STS, the Office of Web and Communications, and SF in a year-long creation of the alumni portal. The portal was built in conjunction with the upgrade of the MIT Sloan alumni directory and the introduction of the new MIT Sloan account for all alumni to access private and exclusive content.

The alumni portal is a combination of public and password-protected webpages that provide alumni access to the alumni directory, class notes, *MIT Sloan Alumni Magazine*, an archive of monthly e-newsletters, reunion and convocation information, events, career resources, School news, alumni profiles, and faculty research and best practices. The portal was introduced in February 2010. Among the milestones of the alumni portal are:

- 10% of alumni have logged in using their new MIT Sloan accounts
- 515 alumni logged in and set up a new "email forwarding for life" address, signifying re-engagement with these alumni.

As part of the MIT Sloan alumni directory upgrade portion of this project, the group also welcomed graduates of the international MBA programs at the School's partner institutions in China and South Korea—Tsinghua University; Lingnan (University) College; Fudan University; and SKK Graduate School of Business, Sungkyunkwan University. Working closely with the MIT alumni association, as well as colleagues at

each of these other universities, these alumni were granted the status of affiliates of the MIT alumni association, which enables them to be included in, and have to access, the MIT Sloan alumni directory.

Members of ACOS also worked through the year in partnership with Alumni Relations and the WebComm group to complete the alumni engagement study. Working with external vendor Simpson Scarborough, all alumni of Cambridge-based graduate programs were invited to participate in a study designed to improve alumni engagement and learn how to better respond to alumni needs. The study included online, moderated focus groups; online bulletin boards; and an online survey. The School had a strong response rate of 15%.

As a result of learning from the alumni engagement study that alumni seek more access to faculty research and best practices, in cooperation with the Office of Web and Communications, the navigation of the alumni portal was changed to add a new section, Innovative Thinking, which provides direct access to academic research, best practices, and faculty-authored books.

ACOS published two editions of *MIT Sloan Alumni Magazine*. The fall magazine focused on how to successfully start a company in an economic downturn, including profiles of five up-and-coming MIT Sloan companies, and also featured profiles of alumni, staff, students, and donors, and class notes. The magazine was distributed predominantly online, with a limited number of copies printed. The spring magazine focused on the School's global impact by highlighting the School's work around the world, and also featured profiles of alumni, staff, and students. This issue was combined with the annual report on philanthropy, including the lists of donors along with the class notes. Because of the combination with the annual report, hard copies of this issue were mailed to all alumni.

ACOS also spearheaded an effort to engage alumni and friends through the use of online social networking. The group started an MIT Sloan alumni Facebook page and MIT Sloan alumni Twitter account. The alumni Facebook page has about 1,500 fans in almost 1,200 countries. On Twitter, the alumni tweets have more than 500 followers. The group also works with the alumni-run MIT Sloan LinkedIn group to engage with its alumni and share information.

ACOS also worked closely with the alumni relations reunion team to produce electronic and print materials for reunion 2009, continuing efforts to distribute an increasing amount of the information online. Ten alumni e-newsletters were sent to all alumni on a monthly basis during the academic year, highlighting events and news on campus, as well as alumni-focused events around the world. The group also oversees the gift acknowledgement letter process, and continued to streamline that process, including increasing the acknowledgements sent electronically to donors.

Finally, as the fiscal year came to a close, ACOS was included in a larger reorganization of the School's communications offices. The director and communications coordinator joined the newly formed central office of communications, and the group's support staff

member remained with the Office of External Relations and was added to another group in that office. All alumni communications efforts, with the exception of oversight of the gift acknowledgement letters, are now part of the central office of communications.

Goals for 2010

ACOS will focus its efforts on successfully integrating its staff and its work into the central communications office. In addition, the group will:

- publish two editions of *MIT Sloan Alumni Magazine*, including one that will include the annual report on philanthropy
- publish the monthly e-newsletter during the academic year, and redesign and improve the e-newsletter in conjunction with the Office of Communications' web and digital media group
- begin the process for phase two of the alumni portal project.

Office of Media Relations

The MIT Sloan Office of Media Relations is responsible for developing relationships with reporters and producers at top-tier publications; identifying and developing news angles; crafting and disseminating press material to local, national, and international media outlets; disseminating news through social media channels; implementing media outreach campaigns; preparing MIT Sloan spokespeople for press interviews; and securing and archiving print, broadcast, and online coverage of faculty research and areas of expertise, student activities, institutional initiatives, special events, and other newsworthy developments. Media Relations supports institutional branding and marketing initiatives.

The Big Idea Campaign

Media Relations and CDO once again teamed up to shape the annual Big Idea campaign, a branding effort to bolster MIT Sloan's image as a global business school. The theme this year was Teachable Moments: Relaunching the Global Economy. MIT Sloan professor Simon Johnson's commentary on restoring health and balance to our economic system through financial regulation was described in his many opinion pieces throughout the recession. Professor Lo's newly launched book, *13 Bankers*, in which he cites his testimony before Congress advocating for a capital markets safety board to measure and monitor systemic risk in the financial markets, was highlighted by the media as well. MIT Sloan's MBAs, meanwhile, travelled to all corners of the globe—including India, as part of the launch of MIT Sloan's new India Lab—to work on business challenges being faced by startups. The kick-off of the new MFin program, an MIT Sloan certificate in sustainable business, and a new Russian MBA partnership also spoke of institutional relaunch efforts.

These campaign efforts resulted in more than 20 stories, which appeared in such publications as the *Financial Times*, the *Wall Street Journal*, the *New York Times*, *Bloomberg Businessweek*, *Reuters*, *Forbes*, *Public Radio International*, the *Economic Times*, the *Hindu*, and the *Boston Globe*, among others. Packets of these clips were mailed to recruiters

and deans of other business schools around the country to get the word out about these programs and how they are integrated into MIT Sloan's mission of developing principled, innovative leaders who improve the world.

Online Expertise Guide

Media Relations launched a new online expertise guide to provide international media organizations with easy access to faculty members' biographical sketches and areas of expertise, organized by geographical area, industry, and topic. Media Relations has created a robust and user-friendly, search engine-driven website that allows reporters to easily identify faculty expert sources on diverse topics. The home page is updated on a regular basis to reflect new faculty developments that offer strong media potential. Reporters may also download faculty members' v-cards and access their research and other background topics.

Faculty Media Training

Media Relations partnered with Jordan Weinstein, anchor of National Public Radio's *Morning Edition*, to provide professional media training services to a total of 13 MIT Sloan faculty members in 2009 and early 2010. Weinstein, who has provided media training to academics, corporate executives, broadcasters, authors, and issue advocates for more than a decade, discussed interview guidelines and key message development, and conducted mock, on-camera interviews. The result has been a continued increase in the diversity of academic disciplines in media stories.

News Briefs

Media Relations produced two new issues of News Briefs, an e-newsletter that highlights new faculty research. News Briefs is sent to more than 2,000 reporters worldwide, offering timely leads to help and inspire news stories being developed now or in the future.

Media Audit

Media Relations worked with Cision, a leading global provider of media monitoring and media research, to measure MIT Sloan's citations in top-tier business publications against those of peer schools. Business publications selected for the audit were *Businessweek*, *The Economist*, the *Financial Times*, *Forbes*, *Fortune*, the *New York Times*, *US News & World Report*, *USA Today*, the *Wall Street Journal*, and *Dow Jones News Wire*. Peer schools, which were measured against the same criteria, were Harvard Business School, Wharton School, Columbia Business School, Chicago Booth School of Business, Kellogg Graduate School of Management, and Stanford Business School.

In 2008, MIT Sloan ranked third among its peers in the following order: Harvard Business School, Wharton, MIT Sloan, Columbia, Chicago, Kellogg, and Stanford. While it still ranks third in the most recent audit, it is now much closer to Wharton and much farther ahead of Columbia than in years past, with citations measuring as follows: Harvard Business School, 521; Wharton, 360; MIT Sloan, 291; and Columbia, 190. This is due in part to the expertise of its faculty throughout the economic crisis and recovery,

but also to its continued proactive efforts promoting faculty research, student initiatives, and institutional announcements.

Goals for the Upcoming Academic Year

Media Relations' goals for the upcoming academic year include the implementation and fine-tuning of a social media plan that increases access to and the tracking and monitoring of members of the media, with the goal of securing media placements in both mainstream and social media outlets. The first step will be the launch of a new media relations blog designed to engage reporters and provide them with potent story angles. Reporters will be able to access the new blog through the online expertise guide home page, allowing another avenue to further promote faculty expertise. Media Relations has chosen the theme for next year's Big Idea campaign—reinventing innovation—and is currently in the process of launching this new media outreach campaign, which will conclude in June 2011. The office will continue to encourage faculty members to take part in professional media training, and continue to increase the School's media visibility throughout the world.

Office of External Relations

FY2010 was a period of significant and substantial strategic investment for MIT Sloan. Within the School's overall strategic plan, the Office of External Relations (OER) plays an important role in developing and delivering key endeavors. Supporting MIT Sloan's mission "to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice," and building on dean David Schmittlein's focus on two core strengths, creating knowledge and innovating programs, OER is initiating efforts to help significantly expand the School's global visibility. To optimize the impact of the School's financial investment, OER relies on the unified School-wide branding and positioning to enhance existing programs, leverage investment in visibility and outreach, and maximize the impact of initiatives during this pivotal year and beyond. It is working with other School departments to unify outreach to a broad group of target audiences, including alumni, friends, corporations, foundations, and, in collaboration with Media Relations, the media. Highlights and progress are outlined below by OER unit.

Major Gifts

Major Gifts leads the development of the School's relationships with high-capacity alumni and friends. Recognizing the financial crisis, Major Gifts in FY2010 focused principally upon communicating the School's concern for its alumni and cultivating prospective donors with patience and understanding for the timing of their philanthropic support. During FY2010, Major Gifts:

- exceeded the target of 425 visits with prospects
- reassessed and developed individual strategies for building the School's partnerships with the top 250 list of prospects
- orchestrated 10 high-level cultivation events featuring the dean and/or faculty member

- qualified 50 new major gift prospects, commencing relationships with newly emerged prospects essential to a robust, long-term source of support and volunteer leadership for the School, and continued to advance its pipeline approach to prospect management.

Corporate and Foundation Relations

The Corporate and Foundation Relations team engages corporations, foundations, and other organizations with MIT Sloan on a global basis, to inspire their investments of time, expertise, and financial support for those activities most central to MIT Sloan's mission and its distinct advantages. In FY2010, the team:

- continued its priority focus upon major institutions throughout the world, with travel emphasis on Boston, New York, San Francisco, London, Seattle, Brazil, Hong Kong, and Tokyo.
- engaged over 56 organizations in pursuit of philanthropic and strategic partnerships with the School, with almost half of these efforts staffing Dean Schmittlein.
- continued its work of orchestrating and delivering outstanding guest speakers to the MIT/MIT Sloan community. Of particular note was the Deans Innovative Leadership Series, which brought the following leaders to campus: Lawrence Fish (Citizens Financial Group); S. D. Shibulal (Infosystems Technologies); Jeffrey Hollender (Seventh Generation); Paul Sagan (Akamai); Edmund (Ted) Kelly PhD '70 (Liberty Mutual); Anatoly Chubais (Rusnano); Ray Offenheiser (Oxfam America); William Porter SF '67 (E*Trade); John Henry (Boston Red Sox and John W. Henry and Company).

Donor Relations and Global Engagement

Donor Relations and Global Engagement envisions, develops, and executes a broad range of activities that support the goals of the School and the mission of OER to engage alumni, friends and organizations with MIT Sloan and with each other to inspire investment of time, expertise, and financial support. In addition to its regular activities, Donor Relations and Global Engagement designed and implemented stewardship packages and Dean's Circle events for high-end annual fund donors, assisted with major gift cultivation events, and coordinated the MIT Sloan executive board sessions (working closely with OER colleagues and the dean's office).

The School moved into year two of the regional executive board structure. The four regional executive boards, chaired by key alumni leaders in each region, are:

- Asian Executive Board: Martin Tang SM '72, chair
- European/Middle Eastern/African/South Asian Executive Board: David Znaty SM '79, chair
- Latin American Executive Board: Juan Carlos Torres SM '79, chair
- North American Executive Board: Judy Lewent SM '72, chair

Each executive board met in its respective region, and the boards met together on MIT's campus. Regional meetings help MIT Sloan broaden its outreach, bringing the School to all corners of the globe, rather than narrowing interaction by restricting meetings to the campus. A selection process and term structure is in place, and annual recruitment continues. With the new fiscal year, there are 141 executive board members: Asian (29), European/Middle Eastern/African/South Asian (37), Latin American (21), and North American (54).

Annual Fund

The Annual Fund team focuses on raising unrestricted operating support for MIT Sloan. With unrestricted support a major fundraising priority for the School, the team continues to explore collaborations and novel approaches to meet this priority. Annual Fund accomplishments and innovations during FY2010 included:

- raising \$2.23M in unrestricted annual fund contributions
- designing metrics reports to advance strategic planning
- commencing a class agent thank-you call/email to donors and piloting an e-appeal to three of MIT Sloan's newest classes of alumni
- holding the first-ever student thank-a-thon for Dean's Circle donors.

Administration and Operations Team

The Administration and Operations Team focuses on supporting OER's activities and MIT Sloan's mission by furnishing a continuous process to streamline operations and office systems, supply financial expertise, and join OER's executive director in a coordinated effort to build an excellent, efficient, and effective staff team. The team seeks to offer a solid administrative base upon which OER can operate by centralizing many of the activities which affect all of the teams in OER, such as financial operations and travel planning; by cross training staff; and by coordinating professional development opportunities. Highlights of the team's accomplishments during FY2010 include:

- Creation of centralized budgets for materials and services that apply to OER as a whole (i.e., telecom, equipment and IT, data backups, postage, office supplies, and temporary workers) rather than each group separately providing an intuitive accounting framework that supports OER's daily financial transactions, thereby promoting simplified management and substantial cost savings in some cases.
- Recognizing that shared service teams are only as effective as their staff's reliable performance, strengthening OER by participating in the selection, training, and promotion of excellent staff members; incorporating best practices into the written hiring process; and offering input and a degree of coaching to hiring managers, thereby assisting all of OER in acquiring and retaining excellent, qualified personnel.
- Inception of including the travel specialist in every meeting from the beginning of the travel planning process, thereby promoting buy in, opportunity for cross-collaboration throughout OER, and a simplified mode of communication, led by the travel specialist.

Alumni Relations

Alumni Relations is responsible for the overall development and execution of initiatives that strengthen relationships among alumni, and between alumni and the School.

Among the recent accomplishments of Alumni Relations are:

- Commencing the alumni engagement study. Based on findings from the study, Alumni Relations will develop a strong global alumni community through cross-program collaboration; implement more online and in-person events for learning and networking with others who share professional interests; increase engagement with faculty; and leverage technology to support its activities and mission to engage alumni with each other and the School.
- Cross-program outreach and engagement that included formalizing the Engagement Across Sloan Teams working group, comprising colleagues from OER, SF, and the MBA student affairs office. The mission is to identify and create opportunities for teams within MIT Sloan to collaboratively develop a strong culture of cross-program engagement among students and between students and alumni.
- Alumni portal/alumni directory/data issues. With ACOS and STS, collaborated on developing/launching these important resources; phase 2 is in development.
- Student engagement that included involving student leaders in programmatic efforts to “grow” engaged future alumni and collaborating with the dean’s student advisory council subcommittee on alumni relations to develop a guide to life after MIT Sloan.
- Successfully incorporating alumni-initiated workshops into reunion activities.

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