

Dean, MIT Sloan School of Management

In FY2012, the MIT Sloan School of Management advanced its stature as a world-class business school with its thriving portfolio of programs, a new leadership team to support its strategic goals, and the graduation of its largest class ever in June.

Academic and Administrative Leadership

To maintain its growing portfolio of customized programs, MIT Sloan reorganized its undergraduate and master's program teams during FY2012. This new organizational structure is supported by a senior leadership team with a new associate dean for undergraduate and master's programs and an executive director for undergraduate and master's programs, who have operational oversight and synergies across nonexecutive degree programs and several shared-services offices.

The new structure comprises the undergraduate majors and minors, Master of Finance (MFin), and MBA program offices, in addition to the MBA/MFin Admissions Office, the Student Life Office, and the Career Development Office. Both the MBA Program Office and the Student Life Office were created from what was previously the MBA Student Affairs Office. This new model ensures that students are provided with the advantages of a larger school, yet retain the high-touch programmatic experience known to MIT Sloan.

Developing Programs

Two of MIT Sloan's newest programs, the MIT Executive Master of Business Administration (EMBA) program—launched in 2010—and the Master of Finance program, saw significant increases in enrollment. MFin enrollment increased from 26 students in the program's first year to a total of 73 in the Class of 2012. EMBA, which graduated its first class of 62 students, now has 112 in its Class of 2014.

In June 2012, MIT Sloan graduated its largest class ever—a total of 719 diplomas were awarded to students in eight graduate programs, in addition to 44 undergraduate degrees.

Annual Fund

The MIT Sloan Annual Fund exceeded its FY2012 goal of \$3.1 million and raised a total of \$3,523,580 in unrestricted giving. MIT Sloan students from the MBA, MFin, EMBA, and Master of Science in Management Studies (MSMS) programs who graduated in June raised a record \$330,000 in gifts and pledges to support the MIT Sloan Annual Fund. The Office of External Relations (OER) continues to help expand MIT Sloan's global presence while building an extensive and committed alumni network.

Finance Day

The School hosted the inaugural MIT Sloan Finance Day in New York City in April, an event attended by more than 250 alumni, current students, admitted students, and friends of the School. This special event, which highlighted finance at MIT Sloan with its top faculty and featured engaging discussions, is expected to occur again in the future.

Sustainability Initiatives

MIT Sloan's continued focus on sustainability, featuring education, research, and outreach efforts, has made the School an innovator among its peer schools. The fourth annual MIT Sloan Sustainability Summit was held in April and attracted hundreds of influential leaders and alumni. The continuing Sustainability Speaker Series is a forum for dynamic guest speakers and lively discussions about sustainability topics.

Renovation of Building E60

Following the opening of the brand new E62 flagship building, featuring the Joan and William A. Porter 1967 Center for Management Education, the School completely renovated Building E60, a three-story structure built in 1917. This National Historic Landmark (the Arthur D. Little Building) is now completely modernized with remnants of its historic architecture remaining intact. It now houses MIT Sloan's Office of the Dean, as well as the Office of External Relations, and is physically connected to E62.

Academics and Administration

Undergraduate and Master's Programs Team

The Undergraduate and Master's Programs Team (UMPT) was formed during AY2012 through a strategic reorganization of the administrative reporting lines for nonexecutive degree programs. UMPT's aim is to support the shared services and portfolio-level strategic leadership model. A senior leadership team was appointed, including an associate dean and an executive director who provide operational oversight. Along with the organizational changes noted above, the Undergraduate Program Office was added to the new reporting structure in April 2012.

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 138. Forty-eight majors received the SB degree during the academic year. Among these graduating seniors, the most popular of the program's four concentrations was finance (29), followed by operations research (10) and marketing science (9). No graduating students completed a concentration in information technologies.

Fifty percent of graduates also completed a second SB degree or double major in the following MIT departments: Mathematics (8), Electrical Engineering and Computer Science (5), Economics (4), Mechanical Engineering (2), Materials Science and Engineering (2), and Civil and Environmental Engineering, Physics, and Brain and Cognitive Sciences (1 each).

The MIT Sloan undergraduate program continued to rank second in *US News & World Report's* ranking of American 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 sixth.

Minor in Management and Minor in Management Science

The minor in management, which began in 2005, was awarded to 28 SB graduates with majors in other MIT departments. It was the third most popular minor among graduating MIT seniors. The minor in management science, introduced in 2008, was awarded to 18 SB graduates.

Numbers of Students Receiving the SB Degree with a Major in Management Science or a Minor in Management or Management Science, AY2003–AY2012

Academic Year	Major		Minor	
	Management Science	Management	Management	Management Science
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
2010–2011	67	23		34
2011–2012	48	28		18

Committee on Undergraduate Education

Stephen Graves chaired the Committee on Undergraduate Education. Also serving on the committee were Scott Alessandro, Lori Breslow, John Carroll, Hui Chen, John Little, Jeffrey Meldman, and James Orlin. Dean JoAnne Yates, Mary Camerlengo, and Stephanie Karkut served as ex-officio members. Jackie Wilbur joined the committee in spring 2012 and Terence Hsu served as a student member in spring 2012.

The following topics were addressed this year:

- Undergraduate enrollment issues in MIT Sloan subjects and program data
- Student participation in the Undergraduate Research Opportunities Program (UROP) offered by MIT Sloan faculty

- Examination of possible changes in the information technology (IT) concentration, for which enrollment has declined in recent years
- Update regarding plans for the MIT Sloan School centennial activities
- Meeting with officers from the Sloan Business Club
- Review of exit interviews with graduating seniors to obtain feedback regarding MIT Sloan offerings
- The *Businessweek* survey, especially how to encourage students to participate

Undergraduate Advising

Faculty serving as undergraduate advisors included Lori Breslow, Erik Brynjolfsson, John Carroll, Kristin Forbes, Stephen Graves, Neal Hartman, John Little, Andrew Lo, Deborah Lucas, Stuart Madnick, Jeffrey Meldman, Konstantin Milbradt, Stewart Myers, James Orlin, Jun Pan, Catherine Tucker, John Van Maanen, Eric von Hippel (fall term only), Jiang Wang, and Roy Welsch, along with Mary Camerlengo and Stephanie Karkut, assistant directors of undergraduate programs.

Master of Finance Program

Launched in 2009, the one-year Master of Finance program is designed to produce highly skilled finance professionals with the necessary theoretical and empirical training to make a difference in both the private and public sectors. The program is targeted to early-stage finance professionals with up to four years of experience and undergraduate studies in business and commerce, math and science, humanities and social sciences, engineering, and computer science.

Enrollment in the MFin program increased 28% in AY2012 from the previous year, to a total of 73 students, 36% of whom were female. While approximately half of the class joined MFin directly from undergraduate studies, nearly all students had some exposure to finance via an internship prior to enrolling in the program. The class comprised a strong non-US component and was globally diversified, with 23 countries represented. By region, 48% of the class was from Asia, 33% from North America (United States and Canada), 11% from Europe, 5% from Central America and South America, and 3% from Africa.

As a result of increased student enrollment and recognition of the need for additional business development and marketing, as well as an overall need to professionalize services, a director position was created and filled to oversee the MFin program. The program also added a dedicated program coordinator and an associate director in the Admissions Office.

Curriculum

Since the MFin program was launched, both the finance faculty and the curriculum have expanded, adding to the overall academic experience. Approximately 15 finance courses have been added, allowing for a more extensive offering of restricted electives to MFin students and across all MIT Sloan programs to students interested in finance. In spring 2012, an ethics module held during the Sloan Innovation Period (SIP) was added to the

degree requirements, leveraging the successful MBA program requirements. The ethics programming consists of case studies, the role of the finance professional, and issues involving the CFA Institute Code of Ethics and Standards of Professional Conduct. In addition, the finance research practicum, a key element of the MFin program, has grown in terms of the number of corporate-sponsored projects and was approved as an action learning degree requirement as of AY2013.

Program Initiatives, Events, and Activities

The MFin experience consists of orientation, three academic terms, career and professional development, and networking opportunities. MFin students participate in both MFin-specific and broader MIT Sloan social events designed to build unity among cohorts, the class, and the MIT Sloan community. Throughout the year, students participated in a variety of professional and club activities at both the School and Institute levels. Of note, MFin students played a significant role in the Quantitative Finance Club, which was founded by a group of MFin students in 2010. In 2012, the Quantitative Finance Club partnered with the Investment Management Club and organized a highly successful investment management conference.

The MFin class also participated in the MIT Sloan Finance Day, during which finance faculty shared research and students networked with the 250 alumni who also attended.

Master of Business Administration Program

In September 2011, the MBA Program Office was created as part of a larger reorganization within the undergraduate and master's programs administrative group. The office was created to support the more than 800 students in MIT Sloan's flagship program—the two-year residential MBA—from their candidacy through graduation. The office has four staff members and relies heavily on collaboration with an extended team that includes professionals in Admissions, Career Development, and Student Life. Working together, they deliver a consistently excellent and highly personalized experience for the MBA population.

The office achieves its goals in three ways: collaborating with faculty and staff, designing and delivering programming, and offering individualized academic advising, coaching, and other services.

Collaborating with Faculty and Staff

- *MBA core curriculum:* The MBA Core Revision Faculty Committee proposed a revision of the one-semester core curriculum focusing on rolling back and standardizing a limit of 20 sessions per core course, expanding the choice of electives from which a new student can choose (finance, marketing, operations, and strategy), and formally adopting three “Career Fridays” in the fall semester, days free of courses and recitations to allow students to pursue professional development activities. The faculty approved the new curriculum by a majority vote, and the Class of 2014 will be the first students to enroll in the curriculum.
- *Enterprise management track:* Under the guidance of the MBA Program Committee, a third track as a certificate option was created, the enterprise management track.

This joins the two existing tracks, finance and entrepreneurship and innovation. The track will utilize classroom, cohort building, and action learning components to understand the interrelationships of the management functions—operations, marketing, strategy, and finance—as they apply to management challenges and opportunities in large, global organizations.

- *Digital solution coursepack*: A partnership was established with study.net to deliver a comprehensive digital coursepack with the option for students to purchase a hard copy through CopyTech for a minimal reproduction fee. Although the relationship is set up for the Institute as a whole as well as for MIT Sloan, MIT Sloan continues to be the majority consumer of case and article reproduction services.

Designing and Delivering Programming

- *Cross-functional staff approach to event delivery*: One of the distinct advantages of the new administrative structure is the ability to work across functions to deliver mission-critical milestone events. This was pioneered for the first time with AdMIT weekend. This year, with the MBA Program Office collaborating with Admissions and students, the event was delivered with the input and support of more than 10 offices. This resulted in an event that showcased the best of MIT Sloan for admitted students in a way that was consistent with what they would experience once they arrived. This model was replicated for our other major events—convocation and orientation.
- *Convocation*: Now in its fourth year, our popular convocation event was moved to the historic Boston Opera House to accommodate more friends and family. Martin Trust was the recipient of the Alumni Leadership Award and was the featured speaker, and Charles Franz was the student speaker.

Offering Individualized Academic Advising, Coaching, and Other Services

- *Academic support services*: The MBA program formalized the various support services we offer to students, including one-to-one academic advising, tutoring in core quantitative subjects, and executive English coaching.

Master of Business Administration and Master of Finance Admissions

The MIT Sloan Admissions Office strategically recruits, evaluates, and enrolls applicants for the MBA and MFin programs who will best fit the Sloan mission, excel in the Sloan environment, and contribute to the department’s diverse community. Additionally, the Admissions Office reaches out to underrepresented groups, especially women and minorities, and cross-markets other Sloan degree programs, including Leaders for Global Operations (LGO), Sloan Fellows, EMBA, MSMS, and System Design and Management (SDM). The Admissions Office hosts more than 3,000 prospective applicants in the on-campus ambassadors program and information sessions and holds over 100 recruiting events worldwide every year. More information about the Admissions Office is available on the [MBA admissions website](#) and the [MFin admissions website](#).

The 2011–2012 recruiting season was successful for both the MBA and MFin programs. More than 4,100 MBA applications were received, resulting in the largest MBA class ever (413 students), and over 1,400 MFin applications were received, more than doubling the MFin class to 122 students. The MBA Class of 2014 is composed of 33% women, 12% underrepresented minorities, and 41% international students. The MFin Class of 2013 is composed of 36% women, 3% underrepresented minorities, and 82% international students.

Student Life Office

In fall 2011, the Student Life Office was created as part of a larger reorganization within the MIT Sloan School of Management. The Student Life Office was established to provide services formerly offered to MBAs through the MBA Student Affairs Office to all undergraduate and graduate degree students at MIT Sloan, in close partnership with their program offices. The office consists of five staff members who collaborate with members of other programs and shared services teams across the School as well as with counterpart groups elsewhere at MIT.

The Student Life Office fosters a Sloan student culture of collaboration, contribution, and caring via three major areas of activity:

- Designing and delivering community-building programs and events to strengthen authentic connections and inclusion across the student community
- Supporting student initiatives to provide a platform for collaboration, leadership, and learning outside the classroom
- Offering personal advising and crisis management services to support student success

Community-Building Programs and Events

Student Life offered a portfolio of programs and events in FY2012, both directly and in partnership with program offices and student groups.

MBA and MFin events: Student Life played a key role in the design and delivery of events for admitted students as well as commencement events and orientation for both the MBA and MFin programs this fiscal year. In addition to supporting these milestone events, the Student Life team staffed smaller key program events (MFin mixers) to achieve visibility and project accessibility to MFin and MBA students.

Cross-program events: Increased efforts were initiated in the past two years to engage students from the MBA, MFin, MSMS, Sloan Fellows, and (where possible) EMBA programs as well as undergraduate students in major community events (Consumption Functions and OneSloan mixers), seasonal events (OktoberFest, “Spooky Sloan,” Valentine’s Day activities, stress management events), and celebratory events (Teaching Awards).

MIT Sloan Values and Diversity/Inclusion Programs and Events

The Student Life Office assumed formal leadership of Values@MIT Sloan and diversity/inclusion initiatives this year by cochairing the Values and Diversity and Community Committees. The team also carried out a variety of related programs, events, and services to the student community at large and to targeted affinity groups. These activities included delivering orientation modules to incoming students in the MBA, MSMS, MFin, and Visiting Fellows programs; offering the Computer Science and Artificial Intelligence Laboratory (CSAIL) diversity workshop during Sloan Innovation Period; and piloting a SIP session using bystander training videos developed in the 2011 Independent Activities Period (IAP). In addition, the Student Life team partnered with admissions and program staff as well as with student affinity groups (Minority Business Club and LGBT [lesbian, gay, bisexual, transgender] clubs) in a variety of targeted programs and events. Finally, Student Life collaborated with the MIT Sloan Senate leadership to carry out peer-to-peer values and inclusion interventions.

Student Initiatives

The Student Life Office managed the MIT Sloan Student Senate as well as the MIT Sloan Activities Board and oversaw a wide range of student initiatives carried out by these groups and by individuals, teams, and clubs. In doing so, the Student Life team worked in close collaboration with the Office of External Relations and Career Development and with relevant program and faculty colleagues. Highlights of these initiatives include the following.

Conferences and competitions: Student Life oversaw and supported approximately 25 conferences and competitions, either those branded as MIT Sloan events or those branded as MIT events but with significant Sloan student engagement.

International study tours: Student Life managed the selection process for and oversaw the design and delivery of four themed student-led international study tours (focusing on water in Turkey and the United Arab Emirates, creativity and innovation in Japan and Korea, natural resources in China and Mongolia, and social impact in Kenya and Rwanda). These study tours consisted of five pre-trip class sessions followed by a 10-day to two-week travel period.

Treks: In addition, Student Life approved, oversaw, and supported 24 domestic and international noncredit student treks ranging in duration from one day to one week.

Personal Advising and Crisis Management

The Student Life three-member advising team continued to advise one cohort each of first- and second-year MBA students in FY2012 as they prepared to phase in a new advising model for FY2013.

In FY2012, the Student Life Office developed student crisis management protocols and revised international study tour emergency protocols and communicated them broadly to stakeholders at MIT Sloan and elsewhere at the Institute. Student Life also provided thought partnership and guidance to program colleagues and faculty on managing cases of academic dishonesty and personal misconduct as well as student crises, both on campus and during engagement in international projects.

Career Development

In FY2012, services provided by the Career Development Office (CDO) focused on centralizing career services for multiple student populations (MBA, LGO, Sloan Fellows, EMBA, MFin, MSMS), Sloan alumni, and the companies that seek to hire these populations. CDO particularly focused on services that are best delivered in an integrated manner versus those that are best delivered in a differentiated manner according to population. In addition, the Career Development Office found ways to identify, create, and deliver service efficiencies while still maintaining high-touch and appropriately customized services for each population. This progress was achieved in the context of major organizational changes, including the senior director's promotion to UMPT executive director, two new hires unexpectedly not remaining, two maternity leaves (with one person not returning), and the alumni advisor retiring.

The Career Development Office service portfolio expanded to include increases in the MFin program from 57 to 73 individuals served, the EMBA program from 62 to 70 served, and the MSMS program from 20 to 22 served.

CDO deepened its relationships with programmatic partners (program offices, Open Educational Resources, the Media Relations Group, academic program committees) to ensure that services are being delivered in a synchronous manner across MIT Sloan. In addition, the office deepened its relationships with existing recruiters and increased business development efforts to expand opportunities for all populations, taking advantage of increased class sizes and the diversity of the various programs. CDO also created a quarterly recruiters' newsletter in partnership with the Office of Communications.

To support the delivery of career education services, CDO continued to partner with faculty from organizational processes, communications, management sciences, finance, and entrepreneurship to deliver topical career sessions. Additionally, the office managed all aspects of a corporate recruiting process for each population served, including company presentations, campus recruiting programs, résumé databases, job boards, an annual career fair, and the strategic and logistical support of student club treks for employment purposes.

Career Development and Recruitment Services Provided by the MIT Sloan Career Development Office, by Population, AY2012

Population	Number served	Career development services	Recruitment services
MBA	753	Career core, topical workshops, small group workshops, individual advising	Inclusion in résumé database by class and by specialization (finance, sustainability, entrepreneurship and innovation), access to campus recruiting, company presentations and interviews, job board, annual career fair, Finance Day in New York City, London Banking Summit, Asia Finance Trek

LGO	49	Career core, topical workshops, individual advising (especially in the second year)	Second-year services: inclusion in full-time résumé database, access to campus recruiting, company presentations (also available during first year), interviews, job board, annual career fair
MFin	70	Career orientation, topical and small group workshops (customized and joint with other populations), career connect lunches, individual advising	Inclusion in full-time résumé database, access to campus recruiting, company presentations and interviews, job board, annual career fair, Asia Finance Trek, access to CDO recruiting
MSMS	22	Career orientation, topical and small group workshops with second-year MBAs, individual advising	Inclusion in full-time résumé database, access to campus recruiting, company presentations and interviews, job board, annual career fair
Sloan Fellows	102	Topical and small group workshops, individual advising	Inclusion in experienced hire/ alumni résumé database and job board, annual career fair, networking events and industry panels with alumni and executive search consultants, corporate presentations
EMBA	62 EMBA '12, 70 EMBA '13	Topical and small group workshops, individual advising	Inclusion in experienced hire/ alumni résumé database and job board, annual career fair, networking events and industry panels with alumni and executive search consultants, corporate presentations
MIT Sloan alumni	Approximately 200	Individual advising, invitations to attend alumni career seminars hosted by peer schools	Inclusion in experienced hire/ alumni résumé database and job board; recent alumni networking events (classes of 2007–2011) in the San Francisco Bay Area, New York City, and London; advising and workshop during June alumni reunion

MBA Class of 2011 Peer Comparative Employment Results

	MIT Sloan	Chicago	Columbia	Harvard	Kellogg	Stanford	Wharton
Offers at three months' post-graduation	95.9%	93%	97.5%	96.8%	94%	95%	96%

Leaders for Global Operations

The MIT Leaders for Global Operations (LGO) program, celebrating its 25th year in FY2012, is a dual-degree program offering an MBA (or a master of science in management) from MIT Sloan and a master of science from the MIT School of Engineering in one of seven engineering programs.

Focused on leadership and teamwork in manufacturing and operations, the two-year program features a cross-disciplinary curriculum, a global orientation, a six-month project internship with an LGO partner company leading to a master's thesis, in-depth site visits to manufacturing and distribution plants, and regular interactions with industry leaders.

The highlight of the year for LGO was co-hosting a two-day conference on "The Future of Manufacturing in the US" in May 2012. Speakers and panelists included US secretary of commerce John Bryson, several top-level US industry executives, and MIT Sloan/LGO faculty members Olivier de Weck, Charles Fine, David Hardt, Thomas Kochan, Donald Rosenfield, Martin Schmidt, and David Simchi-Levi.

During the past year, LGO graduated 47 students in its Class of 2012 and admitted a new class of 48 students. LGO received 286 applications for the Class of 2014; 86% of admitted candidates accepted a place in the program. LGO also continued its vibrant collaboration with the China Leaders for Global Operations program in Shanghai and welcomed new industry partners Beth Israel Deaconess Medical Center, Johnson & Johnson, Nike, and Verizon Wireless.

For complete details on the year's events and achievements, please refer to the LGO section of the Engineering Systems Division's report to the president.

Executive MBA Program

The [MIT Executive Master of Business Administration](#) (EMBA) program is a rigorous 20-month, executive-schedule MBA program that builds on MIT Sloan's history of distinguished MBA programs and midcareer education. The classroom-based program is designed to equip active business leaders, typically with a decade or more of work experience, with the skills, perspectives, and habits necessary to transform the world's important organizations and institutions. Over the course of the program, students come to campus for four one-week modules and 26 Friday-Saturday weekends, in addition to a one-week international action learning trip. Their curriculum parallels that of the MIT Sloan Fellows with respect to faculty, course material, credits, and contact hours, except that faculty can expect students to immediately apply the material to their workplaces.

The EMBA's are often sponsored by their employers, who are eager for their rising stars to gain cutting-edge techniques, elite business networks, and senior faculty and MIT connections that will strengthen the executive and the organization long into the future.

Student Profile

The EMBA's are the most senior degreed students at MIT Sloan, averaging 40 years of age and 16 years of work experience (at matriculation). Because the program was launched in 2010, it is not yet widely known worldwide. Nonetheless, admissions have been more selective (25%) than in any other peer school's program, and the yield has been a remarkable 96%. The 70 members of the Class of 2013 represent a broad range of sectors and industries, and the great majority (83%) had already achieved director level or above before entering the program. Forty percent already hold advanced degrees, 54% commute from outside the driving radius of Boston, and 49% are of international origin. Fifty-six percent receive some level of company financial sponsorship, and 27% are fully sponsored. Organizations from Massachusetts and beyond are represented, including Akamai Technologies, Apple, Cisco, Comcast NBC Universal, Eli Lilly, Google, Hasbro, John Hancock Financial Services, Mayo Clinic, Partners HealthCare, Pfizer, and Procter & Gamble, as well as the Broad Institute.

Program Achievements

FY2012 was a milestone for EMBA, with the program graduating its first class. Sixty-two alumni now represent the School and the Institute both nationally and internationally (including residents of Canada and Costa Rica) and are eager to contribute their time, expertise, and resources to their alma mater. Meanwhile, the program was able to achieve the following goals.

- *Completing the first end-to-end delivery of the curriculum:* Because 80% of EMBA courses are core classes and therefore required, the program is particularly well suited to a mutually reinforcing curriculum—classes that deliberately refer to and build on one another. Complete delivery has required heightened coordination and integration among the senior faculty, several of whom report that the EMBA's are the most rewarding students they have ever taught.
- *Delivering 10 courses for the first time:* Although the EMBA curriculum has been partially modeled on that of the Sloan Fellows, it also features several courses developed specifically to provide EMBA's with ongoing opportunities to apply their learning to their organizations. New courses in FY2012 included two action learning experiences (15.705 Organizations Lab and 15.708 Global Organizations Lab), two one-week executive modules (15.702 Leading in a Global Context and 15.703 Leading Complex Organizations), and six two-day electives. As these courses were piloted, two earlier modules (15.700 Leadership and Integrative Management and 15.701 Innovation-Driven Entrepreneurial Advantage) were delivered a second time, to the Class of 2013, and are now two of the highest-rated courses in the sequence.
- *Combining midcareer students and programs in the classroom:* The lockstep nature of the program prevents most EMBA students from taking courses alongside full-time students or even the adjacent EMBA class. To address this issue, the

program piloted two-day, for-credit electives during IAP, offered simultaneously to first-year and second-year EMBA students and the Sloan Fellows. Student and faculty feedback identified this combination as the most successful feature of the EMBA electives, which have now become a permanent addition to the program's curriculum.

- *Cultivating corporate relationships:* Executive MBA programs frequently serve to deepen connections with external organizations eager to develop their high-potential executives and deepen their academic partnerships. Every year, one or more students represent several organizations, such as General Electric, JP Morgan, and Philips Healthcare.
- *Broadening the student base:* Like many executive MBA programs, the MIT EMBA has had difficulty attracting a deep pool of female and underrepresented minority applicants. Nonetheless, the Class of 2013 is considerably more diverse than the Class of 2012: 27% women (versus 25% in 2012) and 9% underrepresented minorities (versus 0%).

MIT Sloan Fellows Program in Innovation and Global Leadership

The MIT Sloan Fellows Program in Innovation and Global Leadership is guided by the primary mission of MIT Sloan: to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice. This one-year (June to June), midcareer, full-time immersive program strategically brings together three key components: a keen focus on innovation, an emphasis on leadership development, and a learning environment that maximizes a global perspective.

Class of 2012

The 102 Sloan Fellows in the graduating Class of 2012 began their program year in June 2011 and concluded it in late May 2012 with an international business trip to South Africa and Turkey, where they had the opportunity to integrate their yearlong classroom experience with visits to business and government leaders in these two dynamic economies.

This class was characterized by prolific entrepreneurs who took advantage of elective courses in product development, venture capital, sales, and marketing and applied their learning in the MIT \$100K Entrepreneurship Competition. Sloan Fellow '12 startups ranged from data aggregation and analysis services to ingenious solutions for baby strollers. Members of the class also practiced social entrepreneurship through the Legatum Center for Development and Entrepreneurship and developed plans to create localized hubs for entrepreneurship across Africa, online gateways for people with disabilities in India, and mobile financial services for those in remote areas of the globe. In addition, they practiced social action on a more local level, making a significant commitment in time and creativity to design and run a math program at a local school, a volunteer activity brought to their attention by an MIT Sloan Fellow alumnus. Another group of Sloan Fellows endeavored to make a difference during their program year by applying organizational studies practices to planning and executing a successful, large-scale art auction to raise funds for several local charities.

Class of 2013

Demographic milestones for the program have been reached with this year's class. Totalling 120 fellows, the class is the largest since the program debuted in the 1930s. Thirty-four countries are represented—another record—and 22 members of the class are European nationals (last year, there were six). The class includes 98 men and 22 women with an average of 14 years of work experience and an average age of 38.4 years. Sloan Fellows represent organizations ranging from multinational corporations to startups, health care companies to energy conglomerates, and such industries as manufacturing, technology, telecommunications, banking, transportation, and government. The fellows play a wide range of leadership roles in their organizations, as exemplified in the brief bios of the class available on the [Sloan Fellows website](#).

PhD Program

Efforts to introduce a master's in management research as part of the PhD program are progressing, and we anticipate approval soon. This degree will be exclusive to students admitted to the PhD program and is based on completion of required coursework for each research concentration and the writing of an acceptable second-year paper. The degree, while offered to all students in the program, is expected to serve as a progress point that allows faculty to identify students unlikely to complete a doctoral thesis and, if necessary, ease their departure with minimal difficulty.

Admissions

The PhD program received 662 applications, up slightly from 2011, with 32% coming from the United States. The Finance Group again led the numbers with 35% of all applications, followed by technological innovation, entrepreneurship, and strategic management with 15%. Retaining the mid-December submission deadline enabled earlier review and decisions by faculty. The online review module has been used by faculty for four years and has been met with favor by the majority of users. Improved funding continues to pay off for admissions, enabling the program to offer financial aid packages competitive with peer schools. Introducing a fifth year of guaranteed funding, combining fellowship funds with research and teaching opportunities, has brought MIT Sloan slightly ahead of its competitors.

The program continued active participation in recruiting and outreach efforts, with staff attending minority-specific conferences and quarterly recruiting events throughout the country, which resulted in 26 minority applicants for the entering Class of 2012. In addition, the program encouraged individual meetings with interested students at these recruiting events for more in-depth information sessions. To enrich the overall academic pool, we will continue to explore means of improving our admission, training, and eventual hiring of underrepresented minority candidates.

Student Enrichment

In addition to job market workshops, the program continued to offer thesis workshops, addressing student needs in the thesis stage of the program, and experimented with other workshops, including stress and sleep and statistics refreshers. The bimonthly Fridays@4, which began in fall 2009, have become a regular feature and accomplish

the goal of enticing students from their offices for a respite of fruit, cookies, and conversation. The reorientation offered to second-year students (but open to all years) is now a permanent fixture and has provided another mechanism for meeting and updating current PhDs on MIT-wide counseling services, financial mechanisms, and other useful student support. The job market workshops are expected to reflect well in 2012 graduate placements, including Boston University, Cornell University, New York University, Rice University, and the University of Illinois at Urbana-Champaign.

A feature that emerged from the external review in 2009 is an annual review of all MIT Sloan doctoral students that focuses on students who might be having difficulty in the program. It is very likely that early and regular identification and intervention will go far in resolving academic and other situations in a timely manner and will benefit both students and faculty.

MIT Sloan Executive Education

[MIT Sloan Executive Education](#) offers open enrollment and custom programs to high-potential managers and senior executives worldwide.

In FY2012, Executive Education delivered more than 100 open enrollment and custom programs, totaling over 400 teaching days and 5,000 enrollments by executives from 86 countries. Of the more than 100 instructors who taught in the programs, roughly 15% held MIT appointments outside MIT Sloan.

Open enrollment programs typically range in duration from two days to one week. Longer programs generally take place once during the year, while shorter programs run up to three times a year. Each year, more than 3,500 participants attend these programs, with individuals attending on average 1.4 programs.

Executive certificates are offered in three areas of concentration—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. More than 2,100 executive certificates have been awarded, and 2,700 participants are actively pursuing one or more executive certificates.

An advanced certificate for executives in management, innovation, and technology is awarded to participants who have completed 25 days of Executive Education programs within four years. To date, 118 advanced certificates have been awarded, and approximately 200 individuals are actively pursuing one. An additional 3,800 individuals have enrolled in a certificate track but have not yet completed their first program.

Custom programs typically are composed of one to three residential sessions for multiple groups of participants (“cadres”) from the client organization. Wherever possible, they include company-specific action learning projects during the residential sessions and/or at the company. The action learning projects are a hallmark of MIT Sloan Executive Education custom engagements, actualizing the Institute’s philosophy of *mens et manus* in the context of nondegree executive education.

Programs typically last from five days to 18 months, depending on the needs of the custom client. Executive Education approaches each custom engagement as a long-term, mutually productive engagement for the School and for the Institute as a whole. Executive Education staff and faculty thus collaborate extensively with offices and programs across campus to generate, sustain, and grow these relationships.

FY2012 Highlights

Custom Programs: Return Engagements

In FY2012, returning custom clients included Boeing China, BP (United Kingdom), the Commonwealth Bank of Australia, the Greater Boston Chamber of Commerce (GBCC), IDEAS Indonesia, Li & Fung (Hong Kong), and Vale (Brazil).

In conjunction with MIT Professional Education, the Executive Education program continued to offer the Projects and Engineering Academy and the Operations Academy for BP. Both academies represent multiyear executive education programs.

This year marks the 10-year anniversary of the BP Projects and Engineering Academy, a multiyear Executive Education program for BP project leaders. Since its launch, nearly 300 senior BP project leaders have graduated from this program, and approximately one third of this group has returned to campus for a continuing education program. About 100 BP executives have attended a related executive program. The BP Operations Academy has graduated more than 300 senior operations leaders, and over 150 additional senior operations leaders are at different stages of the program. Also, more than 100 BP senior executives, including BP's top executive team, have attended a related executive session, and approximately one third of program graduates have returned to MIT for one-week "Term 4" programs. Both academies have included action learning projects.

This year presented an opportunity to further develop our relationship with the most senior leadership at BP through the BP Group Leader Development program. "Collaborating in Major Energy Projects," a special industry program delivered annually with the Skolkovo School of Management in Moscow and with support from BP, brings together executives from across the Russian oil and gas industry to study models and issues for collaboration and joint ventures in hydrocarbon exploration and production.

The Transformational Leadership program for Vale, a Brazilian-based global mining company, is now in its eighth year. The 16th and 17th cadres 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 on its global acquisitions. A new program, the Innovation and Sustainability program, was delivered twice for Vale's senior executives. This program was designed to leverage the company's strategic approach to transform sustainability into one of Vale's main competitive advantages.

In August, we continued our five years of work with the Commonwealth Bank of Australia, engaging with both IT and non-IT executives to create enterprise-wide IT

systems and strategies that will continue to bring the bank closer to its customers. Key themes were innovation, digitization, and change management. Ultimately, three programs were run in one week on the ground in Sydney, Australia.

Executive Education continued its successful relationship with the Greater Boston Chamber of Commerce, delivering three sessions of the GBCC Executive Leadership Institute program at MIT Sloan. Over 120 senior executives from major Boston-area companies and organizations have attended this program since its inception in FY2010, helping to strengthen links among MIT, GBCC, and business leaders in the region.

In collaboration with United in Diversity (UID)—a nongovernmental organization (NGO) in Indonesia, the third session of IDEAS-Indonesia was run in one week at MIT and several sessions were held in Indonesia. IDEAS (Innovative Dynamic Education and Action for Sustainability) is a program that brings together leaders from the private, government, and community sectors (including NGOs, media producers, and educators) to learn how to practice Theory U (MIT Sloan senior lecturer Otto Scharmer) and the Fifth Discipline (MIT Sloan senior lecturer Peter Senge). Action learning projects from this IDEAS program have included locally and personally transformational projects focused on improving life in Indonesia.

Based on the success of the IDEAS-Indonesia program, a new IDEAS-China program was launched in February 2012 in collaboration with UID China and with support from GITI Tire (China) Investment Company Ltd. The first group of Chinese leaders to participate in the program included representatives from government, business, and academia who embraced the practice of Theory U and the Fifth Discipline.

After three successful years of collaboration with MIT, Hong Kong–based global trading firm Li & Fung requested a redesign of the Li & Fung Leadership Program, with the intention of realigning changes in the company strategy with the program’s content and delivery. This continued the model of teaching on both the MIT and Hong Kong University campuses but added a greater emphasis on the use of technology (e.g., interactive website, iPads, story creator software) to create a new culture of learning.

Executive Education delivered its second program for Boeing China, bringing together Boeing executives and senior officials from state bureaus overseeing major industries and markets in China. Participants learned about Western models of innovation, investment, and the role of government and other institutions in supporting and regulating advanced industrial economies.

This year marked MIT Sloan’s third year running the Sustainability as Social Well-Being program with the Nanyang Technological University and the Nanyang Fellows. This three-week program is aimed at preparing attendees to reshape their organizations at home to employ more sustainable practices. The course leveraged much of the work done in MIT Sloan’s Sustainability Lab and featured speakers from Patagonia and the Sustainable Food Lab; it also included a visit to the Stonyfield wastewater facility in New Hampshire.

New Custom Clients and Programs

In FY2012, new relationships were established with Aker Solutions (Norway), the China Development Bank, China Mobile (in partnership with Tsinghua University Executive Education), Cisco, Mahidol University (Thailand), Prudential Retirement, Siemens AG (Germany), and W.L. Gore.

International oil services group Aker Solutions, based in Norway, engaged MIT Executive Education to create and deliver a development program for the company's top 50 project directors and senior project managers in charge of major/complex projects. Following a successful one-year pilot this year, MIT and Aker Solutions have agreed to continue their collaboration on the program.

A new program was launched for the China Development Bank, a leading policy bank whose mission is to provide loans for infrastructure development within China and throughout the bank's worldwide locations. The chief economist of the bank and her staff worked closely with Executive Education faculty and staff to design a program for the participants, who were the bank's most senior leaders. Faculty from MIT Sloan, as well as from other MIT schools, participated in teaching the program. Program topics included globalization, banking strategy, investment performance, developing clean energy cities, low carbon urban development, and innovation.

China Mobile is one of the largest telecommunications firms in the world. In collaboration with Tsinghua University Executive Education, MIT Sloan Executive Education developed a one-week program for 30 senior leaders of China Mobile focused on global strategy and innovation.

MIT Sloan Executive Education was selected to design and deliver a custom program for Cisco's Supply Chain Operations division. The program focused on leadership and supply chain innovation and was delivered to 110 of Cisco's senior-level executives here on campus. Faculty from MIT Sloan and the Engineering Systems Division took part.

Strategy and Innovation for Businesses in Asia is a special program run jointly by MIT Sloan Executive Education and Mahidol University in Thailand. A project-based program geared toward senior Thai executives from different industries, it advances strategic and innovative thinking for competing in the increasingly borderless ASEAN (Association of Southeast Asian Nations) market.

Prudential Retirement worked with Executive Education for the first time in 2012 to offer a workshop on innovation for the company's executives and top clients. The workshop presented industry-specific research from the MIT Age Lab (on demographic changes) and the MIT Media Lab, as well as Robert Merton's research on the future of retirement planning.

Executive Education created a program for Siemens AG in Munich, Germany, to work with its top executives to develop their capacity to engage effectively in business strategy, policy, and innovation, with the goal of embedding sustainability more deeply into Siemens' core business and further extending the company's sustainability leadership within and beyond its sector.

A new five-day manufacturing innovation program was launched for W.L. Gore, a privately held business.

Open Enrollment Programs

The new Advanced Certificate for Senior Executives, a month-long residential experience for midcareer executives from around the world, was introduced in FY2012. The curriculum includes a mix of open and custom programming and is limited to a select group of up to 25 seasoned business leaders.

The MIT Regional Entrepreneurship Program (REAP) also was launched in FY2012. REAP is a unique multiyear program for cross-functional teams designed to help regions promote economic development and job creation by implementing a more robust, innovation-based entrepreneurial ecosystem. The 2012–2013 pilot program currently under way includes cross-functional teams from Hangzhou (China), Finland, Veracruz (Mexico), New Zealand, Scotland, Andalucía (Spain), and Turkey. Each team includes representatives from five stakeholder groups: economic development/government groups, entrepreneurs, risk capital groups, large companies, and universities.

Big Data: Making Complex Things Simpler, a new two-day program, was delivered for the first time. The program introduces participants to "big data" concepts and practices. The first session ran at maximum enrollment.

Supporting Strategic Relationships

Supporting relationships with universities in Asia, the short program for executive MBAs from Tsinghua University in Beijing and Fudan University in Shanghai was continued. Programs also were delivered in support of the School's relationships in Portugal (the MIT summer immersion program for the Portugal MBA), Russia (the summer immersion program for the Skolkovo MBA), and Turkey (the new Sabanci program).

Use of New Technologies

Executive Education continued to develop its resources and capabilities for promoting and supporting the marketing and delivery of its programs using web, mobile, business social networking, and other online technologies. The new Executive Education website remains the only one among our peer schools to offer unedited reviews and ratings of programs by past participants as a decision tool to help in the selection of programs and courses. During FY2012, the Executive Education marketing team developed, proved, and rolled out a systematic approach to driving user traffic to the website by using a variety of online marketing and advertising methods.

Executive Education continued to pioneer the use of new learning technologies. In the five-day open enrollment course Driving Strategic Innovation, all learners used a tablet and stylus, along with a suite of note-taking, sharing, and organization apps, to increase learning capture, collaboration, and impact while reducing the use of paper. This experience will be built on in future delivery of the course, as well as in several custom programs, and is being shared with other MIT Sloan programs and the wider MIT learning community.

Another new learning technology that Executive Education began working with in FY2012 is the use of 3-D virtual worlds in which individuals are represented by avatars. Executive Education has partnered with Avaya Inc. to develop prototypes for delivering executive education programs using the AvayaLive.Engage virtual collaboration platform.

The Executive Education Innovation@Work webinar series was launched in FY2012. The first webinar featured Steven Spear speaking on “High Velocity Organizations: How the World’s Best Organizations Learn Their Way to Greatness.”

FY2013 Goals and Initiatives

In FY2013, Executive Education’s goal to extend and diversify its portfolio of custom programs is expected to come to fruition with the addition of several new client relationships. In the open enrollment portfolio, existing programs will be refreshed and improved, and new programs will be added to apply some of the latest ideas, tools, and insights from MIT Sloan faculty research in the world of business. Some program offerings likely will be reduced in number or retired.

Select Student Awards

Fulbright Scholarship: Cyrus Rich '12

Harrison Smith Award: Stephen Herington (LGO '13)

Head Prize: Yixin Chen (MFin '12)

Heller Grant: Timothy Fu (MBA '12), Andrea Ippolito (SDM '11), and Alexandra Zoe Schargin (MBA '12)

Henry Ford Award: Juan Heyl (MBA '12) and Nabil Laoudji (MBA '12)

Howard and Carol Anderson Fellowship in Entrepreneurship: Laura Esnaola, Shambhavi Kadam, and Kouroush Kaghazian (all MBA '12)

Kauffman Dissertation Fellowship: Mabel Botelho Abraham, PhD

Marketing Science Institute 2011 Alden G. Clayton Doctoral Dissertation Proposal Competition Award: Cristina Nistor (PhD '12)

Martin Trust Community Fellows: Clara Brenner, Maggie Dreifuerst, Marisa Gerla, Julia Lein, and Jeff Phillips (all MBA '12)

McKinsey Award: Denise Ang, Andy Choo, and Rashi Gupta (all MBA '13)

MFin Achievement Award: Marie-Anne Bazerghi, Johnny Jesson, Rodolfo Lazo, Rongke (Kevin) Lin, Nathan Morris, and Antoni Muhawi (all MFin '12)

Outstanding Teaching Award for Teaching Assistants (as part of the MIT Sloan Excellence in Teaching Awards): John Helferich (Engineering Systems Division) and Yifan (Amy) Zhou, PhD

Patrick J. McGovern '59 Entrepreneurship Award: William B. Evans '14, Birju Shah (MBA '12), and Parul Singh (MBA '12)

Petersen Award: Michelle Charnas (MBA '12) and Patrick Flynn (MBA '12)

Seley Scholar Award: Maryanna McConnell (MBA '12) and Joshua Rider (MBA '12)

Sherburne Scholarship: Cressida Pollock (MBA '12)

Siebel Scholarships: Paul Artiuch, Kathryn Bach, Daniel Coleman, Ed Hallen, and Ankit Jain (all MBA '12)

Action Learning at MIT Sloan

MIT Sloan continues to make a significant investment in action-based learning opportunities in order to meet its mission of developing principled and innovative leaders who improve the world and generate ideas that advance management practice. As a pedagogical approach to management education, MIT Sloan's action learning uses real-world business challenges, in the form of projects recruited from various companies or organizations, to support students in developing and advancing their leadership skills. Student teams work on projects, in conjunction with a credit-bearing course, to blend knowledge from their core coursework, their professional experience, and domain knowledge gained from the course and working on their project to solve complex problems and produce systemic change.

Through faculty-guided reflections before, during, and after their work, students are able to bring new insight into their coursework at MIT Sloan, enhancing their academic experience and preparing them for their professional life. The depth, breadth, and scale of the action learning program are unmatched by any other peer institution. It is a model that other business schools seek to replicate. Our commitment to and investment in this pedagogy have resulted in a portfolio of courses and programs that, collectively, distinguish MIT Sloan from other management education institutions.

The roots of this pedagogical approach can be traced back many years. However, the action learning model that has become dominant at MIT Sloan emerged around 1992 in the Entrepreneurship Lab (E-Lab), a course offered with the support of MIT's Entrepreneurship Center. This course was created to provide teams of management, science, and engineering students an active, on-site experience managing high-tech startups in and around Boston. E-Lab paved the way for the launch in 2000 of the Global Entrepreneurship Lab (G-Lab), a significant and innovative offering that has irrevocably changed the learning landscape at MIT Sloan. The School's flagship action learning lab, G-Lab enrolls approximately 140 students each year who work in teams of four to address the business challenges of one of 35 host companies located in more than 20 countries around the world.

Today, more than a dozen elective action-based learning opportunities can be found in MIT Sloan's degree programs, including (but not limited to) those listed below.

Fall Semester Plus IAP

Global Entrepreneurship Laboratory (G-Lab) matches student teams with entrepreneurs in emerging markets to help them address significant business decisions. Student teams spend the semester and three weeks on-site during January IAP working with companies in Latin America, Asia, Africa, and the Middle East. They partner with companies from a variety of industries, including mobile technology, social media, and manufacturing, that undertake projects in domains such as new marketing entry, human resources, and operations management.

The Leading Sustainable Businesses Lab (L-Lab) partners student teams with business leaders to drive innovation and systemic change within their organizations to generate greater social responsibility and business success. During the semester, student teams work on a variety of broadly defined sustainability issues within the company and then spend three weeks during IAP on-site to work with the hosts and complete meaningful deliverables.

Spring Semester Plus SIP and Spring Break

The China Lab connects teams of MIT Sloan students and students from leading Chinese business schools with Chinese entrepreneurs to address organizational challenges. Teams work on-site during Sloan Innovation Period week and spring break and then return to MIT to complete their deliverables in the second half of the term. Their Chinese business school teammates travel to MIT Sloan in early May to complete the project.

The Global Health Lab connects student teams with health organizations in Africa and India to help these organizations improve health delivery outcomes. The lab combines coursework with two weeks of on-site work at host companies during SIP and spring break, and students return to MIT to complete their deliverables in the second half of the term.

Student-initiated study tours challenge students to propose an area of study (e.g., the business of water in Asia), solicit a faculty member to lead a half-term course, develop a plan for travel and on-site evaluation of companies and organizations during SIP and spring break, and design deliverables for companies and courses.

Fall Semester and Spring Semester

The Sustainability Lab (S-Lab), offered during the spring semester, links student teams with a variety of domestic or international organizations to craft business approaches to environmental and social issues.

Innovation Teams and E-Lab, offered during the fall and spring semesters, provide local hands-on learning experiences. Innovation Teams assembles cross-disciplinary student teams from across MIT to help students learn the process of science and technology

commercialization. E-Lab pulls students from science, engineering, and management to work with top management in local high-tech startups in order to gain hands-on experience in finding, starting, and running a new venture.

FY2012 Accomplishments

The action learning program office has worked to centralize some of the administrative aspects of these experiential courses in order to preserve faculty resources and help enhance the student experience. For example, it coordinates all of the fall and spring student team poster sessions, as well as the course recitation informational sessions (including medical, travel, and library research), and facilitates or supports travel-related logistics, including visa letters and processing, travel advisory updates, and “on-call” support while students are on-site. In addition, because of the pedagogical expertise and experience, the office supports faculty in the expansion or revision of existing courses or in helping to create new project-based learning labs. This work includes defining or aligning learning objectives with the course content, making design recommendations, and helping to recruit appropriate faculty mentors. The office also serves as a one-stop hub for provision of project-based learning information to current and prospective students, current and prospective hosts, MIT Sloan and MIT faculty and staff, alumni, and other institutions.

Notable AY2012 achievements in the action learning program office included the following.

- *Creation of action learning marketing materials:* In collaboration with MIT Sloan’s Office of Communications, the action learning office developed a brochure that gives an overview of the action learning initiative. This publication is available for distribution to prospective students, host companies, alumni, and other interested stakeholders. To further our company recruiting efforts, a brochure was also developed for the China Lab for use by MIT Sloan as well as our Chinese university partners.
- *Revision and enhancement of the action learning website:* In parallel with the development of the overview brochure, the action learning website was retooled and refreshed to align its look and feel with the new brochure.
- *Hosting of an action learning conference:* Management education institutions and business leaders are seeking more effective ways to transform their managers into innovative leaders who can effectively solve the complex problems of the 21st century. To that end, the action learning office hosted a conference in August 2012 that convened a small, diverse group of management education scholars and practitioners to share best practices, learning challenges, and innovations from their organizations’ action learning programs. Representatives from peer institutions across the country and the globe, in addition to world-renowned action learning scholars, came together at MIT Sloan for this 1.5-day event.

Goals for the Upcoming Academic Year

Moving into the new academic year, we hope to build on the success of our program and address the following issues:

- Create a method to more systematically measure student outcomes across the portfolio of programs
- Continue working with faculty members to better understand program operational demands and better support them in these project-based learning courses
- Determine how to better capture, build, and capitalize on our network of action learning students, alumni, and host companies by more closely partnering with other departments and programs across Sloan and MIT
- Develop a comprehensive database that supports our action learning work

Faculty

MIT Sloan remains committed to growing and fostering a cutting-edge faculty research community that also excels in the development of principled, innovative leaders in the spirit of improving the world and advancing management practice. As new programs come to scale, MIT Sloan is moving quickly to add new faculty and to expand and deepen its research agenda.

Faculty Size, Growth, and Projections

Four new faculty were hired in AY2012: Haoxiang Zhu (finance), Tauhid Zaman (operations management), Juan Pablo Vielma (operations research and statistics), and Eric So (accounting). With these hires the School maintained its current faculty size of 112, and it is aggressively hiring for FY2014 in key areas of need, particularly finance and innovation. The goal is to reach the faculty cap of 120 as soon as possible. In this effort to expand, we have developed and continue to maintain a strong focus on attracting women and minority candidates.

In addition, MIT Sloan pursued an expansion of the professor of the practice and adjunct professor roles, hiring Andrei Kirilenko as a professor of the practice in the area of finance and Zeynep Ton as an adjunct professor in the area of operations management.

Faculty Research

The health of MIT Sloan faculty research continues to be extraordinarily good. The following are notable examples of the recognition that MIT Sloan faculty are attracting for their research:

- Andrew Lo was included in *Time* magazine's 2012 list of the "The 100 Most Influential People in the World" for his research on adaptive markets.
- Simon Johnson has been selected as a ["Top Wonk" on the economy](#). Top Wonks is a single-source directory for locating knowledgeable authorities on a broad range of public policy issues.

- Erik Brynjolfsson's *Race Against the Machine* (coauthored with Andrew McAfee) was named by *CIO Insight* as the Best IT Business Book of 2011.
- Michael Cusumano's book *Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World* was named one of the 2011 "Best Business Books" in the Strategy category by *strategy+business* magazine.
- Steven Eppinger's new book, *Design Structure Matrix Methods and Applications*, is garnering accolades for synthesizing more than two decades of research into a valuable resource for those who design and manage complex systems.

Public Policy Issues

In addition to the MIT Sloan faculty's high-impact, rigorous research, many on the faculty address public policy issues informed by their research from the field. Those of note in this category include Kristin Forbes (economy), Deborah Lucas (finance), Erik Brynjolfsson (technology), Simon Johnson (economy), Catherine Tucker (Internet privacy), Andrew Lo (finance), Christopher Knittel (energy), and Retsef Levi (health care), among others.

Junior Faculty Research

To encourage junior faculty to engage in high-quality, high-impact research, MIT Sloan supplements the standard junior faculty discretionary research funding with additional funds based on merit and need. In AY2012, MIT Sloan offered grants to eight recipients through its Junior Faculty Research Assistance program, each grant averaging \$25,000 (for a total of \$195,000). Funded projects included work on such topics as revenue management with emotional and boundedly rational consumers, the effect of repatriation tax costs on US multinational investment, effects of new digital intermediaries on current job seekers, and network externalities of public firms.

Outside Grants

MIT Sloan senior faculty had another successful year in attracting grants from outside funders, including the following notable examples:

- Dimitris Bertsimas, "Robust Least Energy Routing for Bevs" from the Ford Motor Company
- Christopher Knittel, "Customer Willingness to Pay for Fuel Economy" from the Ford Motor Company
- Thomas Malone, "EAGER: The Climate CoLab: A System for Very Large-Scale Model-Based Group Problem-Solving" from the National Science Foundation
- Catherine Tucker, "Trademarks and the Internet" from Thomson Reuters
- Erik Brynjolfsson, "Project Keystroke—Technology and Productivity" from Cisco Systems

Faculty Affairs

Itai Ashlagi (operations management), with Alvin Roth of Harvard Business School, won the National Kidney Registry Terasaki Medical Innovation Award. The award recognized their work on kidney exchange algorithms for patient pools with highly sensitized patients.

Lotte Bailyn (organization studies) was awarded a doctor of humane letters honorary degree by Swarthmore College, recognizing her significant contributions as a pioneering social scientist whose work has dealt with several workplace innovations.

Emilio Castilla (Institute for Work and Employment Research), along with coauthor Stephen Benard of Indiana University, won the 2011 Outstanding Publication in Organizational Behavior Award from the Academy of Management's Organizational Behavior Division.

Damon Centola (system dynamics) received the 2011 best article prize from the Mathematical Sociology Section of the American Sociological Association. In addition, he won the 2011 Leo A. Goodman Award, presented by the Methodology Section of the American Sociological Association in recognition of outstanding contributions to sociological methodology.

Anna Costello (accounting) won the 2012 Best Dissertation Award from the American Accounting Association's Financial Accounting and Reporting Section.

Jason Davis (technological innovation, entrepreneurship, and strategic management), along with coauthor Kathleen M. Eisenhardt (Stanford), took second place in the European Business School's Best-Paper-Award Innovation Management 2012.

Joseph Doyle (applied economics), along with coauthors Douglas Almond (Columbia), Amanda E. Kowalski (Yale), and Heidi Williams (MIT), won the 2011 Garfield Economic Impact Award from Research!America.

Vivek Farias (operations management) won first place in the INFORMS (Institute for Operations Research and the Management Sciences) 2011 JFIG (Junior Faculty Interest Group) paper competition.

Roberto Fernandez (organization studies) was elected as a Samuel A. Stouffer Fellow by the American Academy of Political and Social Science.

Jay Forrester (system dynamics) was inducted into the *IndustryWeek* Manufacturing Hall of Fame for his pioneering work in digital computer development and, in particular, his research that helped provide the foundation of modern supply chain management principles.

David Gamarnik (operations research/statistics), along with Dmitriy Katz, was the recipient of the 2011 Best Publication Award from the INFORMS Applied Probability Society.

Retsef Levi (operations management) received a 2011–2012 Jamieson Prize for Excellence in Teaching. In addition, Levi, along with coauthors Kelsey McCarty (Massachusetts General Hospital) and Jeremie Gallien (London Business School; formerly of MIT Sloan), won the 2012 European Case Clearing House New Case Writer competition.

Andrew Lo (finance) was named the MIT Sloan School Teacher of the Year (2011–2012).

Thomas Malone (information technology) was awarded an honorary doctorate by the University of Zurich in recognition of the importance and diversity of his scientific contributions to the interaction between information technology and economic sciences.

Georgia Perakis (operations management) received the Samuel E. Seegal '22 Faculty Prize for inspiring students to pursue and achieve excellence.

Stephen Ross (finance) was awarded the \$200,000 Onassis Prize for Finance, recognizing his significant lifetime contributions to the field.

Richard Schmalensee (applied economics) was named the Industrial Organization Society's 2012 Distinguished Fellow.

Andreas Schulz (operations research/statistics) received the Humboldt Research Award, granted by the Alexander von Humboldt Foundation, in recognition of the significant impact of his research achievements.

John Sterman (system dynamics) was awarded an honorary doctorate at the Università della Svizzera italiana in Lugano, Switzerland, recognizing the excellence of his scientific and professional work.

James Utterback (technological innovation, entrepreneurship, and strategic management) was chosen by KU Leuven to receive an honorary doctorate at the inaugural Leuven International Forum in recognition of his outstanding international leadership and contributions as one of the pioneers of research on innovation and spin-off businesses.

Juanjuan Zhang (marketing) won the INFORMS 2010 Frank M. Bass Dissertation Paper Award. Also, Zhang was a finalist for the INFORMS 2010 John D.C. Little Award.

MIT Sloan Finance Group

The MIT Sloan Finance Group currently has 19 full-time tenure-track faculty, four visiting faculty, and 13 adjunct faculty and senior lecturers. Its research program spans all of the subdisciplines that financial economics has produced over the past four decades. Its teaching activities include finance courses in the MBA program, the undergraduate program, the MFin program, the Sloan Fellows program, EMBA, and other Executive Education programs.

MBA Finance Track

In FY2012, the Finance Group celebrated the third graduating class to complete the MBA finance track. Certificates in finance were awarded to 47 members of the graduating class at a reception in May 2012. The Class of 2013 had 83 first-year students enrolled in the finance track at the end of AY2012.

Along with course requirements, finance track students had the opportunity to participate in many 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 Faris Saah (managing director, Blackstone Group), Andrei Kirilenko (chief economist, US Commodity Futures Trading Commission), and Adrien Verdelhan (assistant professor of finance, MIT Sloan). Students also attended a documentary screening of *Enron: The Smartest Guys in the Room*.

To help students prepare for recruiting and interviews, the finance track offered a two-day seminar on financial interview preparation through Wall Street Prep, a global full-service financial training firm. A total of 78 MBA students registered for the seminar, which received very positive reviews from attendees. In addition, the track partnered with the Bloomberg office in Boston to offer training on its technology to MBA students. Twenty-four students took advantage of this opportunity.

The finance track student advisory board has continued to be a key element in the success of the program. We invited three members of the Class of 2013 to join the board.

We have also implemented a LinkedIn group for finance track alumni.

Finance Courses

The Finance Group has continued to build on the success of the practice of finance series by offering one new subject in FY2012 and continuing to offer the suite of previously established classes. The new subject, 15.S25 Foreign Exchange Markets from a Quantitative Perspective, is taught by Mark Mueller of Grantham, Mayo, Van Otterloo & Co.; it is especially popular with master of finance students and quantitatively focused MBA students.

The Finance Group also offered two new special seminar classes in FY2012: 15.S12 Data Technologies in Quantitative Finance, taught by lecturer Paul Mende (formerly of Fort Hill Capital Management), and 15.S05 Applied Fixed Income Strategies (one-time offering), taught by Douglas Breeden (Fischer Black visiting professor of financial economics, MIT Sloan).

Finance Group Advisory Board

The Finance Group Advisory Board started its second three-year term in September 2011. The board welcomed seven new members in the second term. The annual board meeting took place in May 2012, and 26 of the 32 members attended. The board continues to be an important source for gathering feedback and insightful advice on our finance initiatives, programs, and courses.

Events and Other Accomplishments

Finance Made Difficult

In June 2012, with the support of the provost and dean David Schmittlein, the Finance Group reprised a mini-course for Institute faculty that was first offered 20 years ago. “Finance Made Difficult,” a weeklong course open to all MIT faculty and principal/senior research scientists, covered timely topics in finance and featured lectures by senior finance faculty, alumni, and invited industry leaders. There were 73 active participants across the five schools and Lincoln Laboratory.

Financial Markets in Transition: MIT Sloan Finance Day

The Finance Group held the inaugural MIT Sloan Finance Day in New York City on April 20. More than 200 alumni and supporters of MIT Sloan in the greater New York City area attended this special event that showcased finance at MIT Sloan, including the Master of Finance program, the MBA finance track, and faculty research.

Finance Group/Office of External Relations Committee

In FY2012, the Finance Group formed a committee to meet regularly with representatives from the Office of External Relations. The committee’s aim is to share fundraising priorities, streamline the process by which OER-related requests are made for finance faculty’s time, and work more closely and productively with the OER staff toward shared goals.

S. Donald Sussman Award

Dr. Robert Litterman was selected as the inaugural recipient of the S. Donald Sussman Award. This award is presented to individuals or groups who best exemplify Donald Sussman’s career as a successful investor in quantitative investment strategies and models.

Finance Group Brochure

The Finance Group produced a revised version of the *Finance at MIT Sloan* brochure (first printed in 2009) featuring Robert Merton, action learning opportunities in finance, the Master of Finance program, the MBA finance track, and faculty research.

Faculty Recruiting

The Finance Group hired Xavier Giroud and Andrey Malenko as new junior faculty starting July 1, 2011, and Haoxiang Zhu as new junior faculty starting July 1, 2012. The Finance Group also hired Douglas Breeden as the Fischer Black visiting professor of financial economics for AY2012.

Program Goals and Initiatives

Strengthening the size and diversity of the applicant pool: This remains foremost on the list of program goals for FY2013. To achieve this objective, an aggressive online marketing campaign launched last year continues, with the goal of increasing awareness of the program and consequently the size of the applicant pool. Last year’s efforts in this

direction resulted in a 20% increase in applications, which led to our largest class yet. The targeting of certain key markets, such as women and underrepresented minorities, remains integral to this effort.

Marketing efforts on a global scale: Targeted outreach 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.

Strategic program review: Following several years of implementing incremental changes and enhancements to the curriculum, the program is preparing to launch an extensive strategic program review that will assess the entire MIT Sloan Fellows program.

MIT Sloan Initiative for Sustainable Business and Society

MIT has a vibrant network of activities around sustainability, from the efforts of the MIT Energy Initiative and the MIT Energy Club to the emerging Global Environment Initiative and the annual student-led Sustainability Summit. In addition, the Institute is becoming a “living lab,” embodying a commitment to sustainability in life and in work. MIT Sloan’s newest building, the Joan and William A. Porter 1967 Center for Management Education (E62), is a perfect symbol of this commitment; the building uses 46% less energy than required to meet Cambridge building codes.

Just as MIT Sloan’s building is symbolic of the School’s larger commitment, the myriad sustainability activities within MIT Sloan reflect the growing focus on sustainability Institute-wide. The mission of the MIT Sloan Initiative for Sustainable Business and Society is to change management practice across sectors so that businesses can prosper in the face of 21st-century systemic challenges while helping to realize the values of social justice, care for future generations, and the flourishing of life. It does so by supporting world-class teaching, research, and engagement at MIT Sloan and beyond.

The Sustainability Initiative has been instrumental in building MIT Sloan’s credibility with respect to sustainability among students. While at MIT Sloan, students can pursue the distinctive sustainability certificate. MIT Sloan is the only business school that offers a top-notch management education while also providing a deep understanding of sustainability issues. About 20 students complete this program each year. In addition, the initiative’s action learning programs engage leading companies, such as Boeing and Mars, and provide the hands-on learning our students need to secure positions as sustainability innovators.

The Sustainability Initiative also engages MIT Sloan faculty in education, research, and outreach efforts.

- The initiative hosts vibrant research and teaching groups to support faculty collaboration across MIT in developing new course offerings and research projects in sustainability.
- It champions projects engaging two or more MIT faculty who are developing or disseminating critical advances in the field of sustainability.

- In partnership with student clubs, the initiative supports events such as Sustainability and Social Impact Perspectives, a series of talks featuring MIT Sloan faculty bringing a sustainability perspective to their core management disciplines (e.g., finance or operations).

Through a focus on developing mutually beneficial relationships with alumni and industry partners, the Sustainability Initiative has spearheaded a number of efforts that raise MIT's profile among innovators in the area of sustainability.

- The initiative partners with MIT students to host the annual Sustainability Summit, where influential leaders and MIT Sloan alumni change the conversation about sustainability. Last year, more than 300 people attended the event, and the keynotes were delivered by Jeremy Grantham, GMO's cofounder and chief investment strategist, and Jim Hanna, director of environmental impact for Starbucks.
- Each month, in the MIT Sloan Sustainability Speaker Series, expert practitioners and thought leaders visit MIT Sloan and spark lively discussion on pressing sustainability topics.
- The initiative is engaged in emerging partnerships with major global companies such as Itaú Unibanco, Nike, and OCP Group (the world's largest exporter of phosphates). These multifaceted relationships have included company hosting of student internships and projects, sponsored research funding, and participation in our conferences and events.

Office of External Relations

During FY2012, the MIT Sloan Office of External Relations continued to play a critical role in supporting MIT Sloan's mission of developing principled, innovative leaders who improve the world and generating ideas that advance management practice. This work was accomplished with a focus on three overarching goals:

- Engaging current and future donors and volunteers through proactive and targeted communication, events, and outreach
- Motivating donors to support MIT Sloan through steady and growing gifts to both the MIT Sloan Annual Fund and restricted gift funds
- Developing systems and processes to more efficiently and effectively track our donor, alumni, and student populations with particular attention paid to their MIT Sloan activities, areas of interest, and contact information

Through a thoughtful and systematic approach to these goals, OER is helping to expand MIT Sloan's global presence, build a more extensive and connected alumni network, and generate funding in support of the School's various philanthropic priorities. OER continues to work closely with other departments at the School to reach target audiences, including alumni, friends, corporations, foundations, and students. In FY2012, OER continued to make structural changes, allowing it to leverage in-house skills to more effectively achieve office-wide goals.

Fundraising

The Office of External Relations raised a total of \$20,289,312 in new gifts and pledges from individuals and corporations, including \$16,765,732 in restricted funds. The MIT Sloan Annual Fund raised \$3,523,580 in unrestricted giving, exceeding the FY2012 goal of \$3.1 million. The Annual Fund total represents a 31.9% increase in gifts from FY2011 to FY2012.

Increase in Activity

OER increased the number of international development trips from 7 to 14 and the number of countries visited from 10 to 16. We successfully executed 27 cultivation and stewardship events around the world, compared with five in FY2011. Also, OER participated in 97 alumni events in FY2012, 57 planned by our office (versus eight in FY2011). More than 1,800 participants attended these events (excluding June's reunion weekend, which included an additional 1,204 participants).

OER, in collaboration with several other departments at MIT Sloan, hosted the inaugural MIT Sloan Finance Day in New York City in April. This event was a tremendous success—through faculty presentations, it increased awareness of the Master of Finance program and, more generally, of finance at MIT Sloan. It also provided a unique engagement opportunity for more than 250 alumni, current and admitted students, and friends of the School.

OER played the lead role in planning and implementing the May 2012 MIT Sloan Health Care Symposium, which raised awareness of MIT Sloan's comprehensive research and work in health care and established relationships that will lead to significant future engagement in the emerging Health Care Initiative. This event registered more than 250 participants from MIT and the local health care community and included remarks by President Hockfield, Dean Schmittlein, a number of MIT Sloan faculty, and the chief executives of Partners HealthCare, Beth Israel Deaconess Medical Center, and Kaiser Permanente, among other health care leaders.

OER facilitated more than 90 meetings between deans and senior-level executives, both on campus and in visits to Asia, Europe, India, and across the United States. A number of these meetings were part of another successful season of the Dean's Innovative Leader Series, which combined presentations by the highest-quality speakers with stewardship of important corporate and individual philanthropic supporters of MIT Sloan and the Institute.

Dean's Circle

The MIT Sloan Annual Fund Dean's Circle recognizes individuals who make unrestricted gifts to MIT Sloan of \$1,000 or more in a given fiscal year.

In FY2012, 560 individual calls were made by the annual giving team, yielding 127 gifts, including 124 gifts of \$500 or more. We grew our Dean's Circle Leadership Giving Society to 749 members, resulting in a 39% increase from FY2011. Individual giving, corporate and international relations, and Executive Board staff partnered closely with the annual giving team to solicit key prospects for gifts at the \$5K–\$100K level.

OER co-branded the William Barton Rogers Society and MIT Sloan Dean's Circle events for the first time and hosted our first-ever international Dean's Circle events in London and Tokyo. In addition, we increased the number of cultivation events and provided stewardship reports for all Dean's Circle members at the \$10K-plus level and for MIT Sloan Executive Board members at the \$1K-plus level.

Collaboration

This past year, OER made a major commitment to increase collaboration across MIT Sloan and the Institute, as summarized briefly below.

Sloan Faculty and Staff

OER strengthened relationships with the Career Development Office, Admissions, and Student Life, as well as with the MBA, MFin, Sloan Fellows, EMBA, and Executive Education programs.

The office employed an liaison system to build a strong and consistent partnership with key faculty members around priority initiatives, including the Center for Finance and Policy, the Digital Economy project, and the Health Care Initiative. These relationships have already helped to commence a number of gift conversations with prospective donors.

OER increased collaboration with several of the Institute's major centers (Martin Trust Center for MIT Entrepreneurship, Center for Information Systems Research, Center for Digital Business, Center for Collective Intelligence, Leadership Center, Media Lab).

Students

OER was involved in 14 of 15 MIT Sloan student conferences, 16 of 24 student treks, and all four study tours.

OER partnered with the Dean's Student Advisory Council (DSAC) and the MIT Sloan Student Senate to solidify the "Sloan 5" program for recent graduates. Developed in 2011 by DSAC, Sloan 5 is a regionally based engagement program that provides networking and connection opportunities for MIT Sloan graduates.

The office interviewed more than 20 students for the FY2013 *MIT Sloan Report on Philanthropy*, a fully digital publication.

The MIT Sloan student class gift fund raised \$337,942 in cash and pledges, with an 84% participation rate from four programs (MBA, MFin, MSMS, and EMBA).

MIT Resource Development and Alumni Association

OER staff partnered with Office of Resource Development (RD) colleagues and staff from the MIT Industrial Liaison Program to coordinate travel, especially to key regions such as California and New York as well as overseas trips to Asia, Europe, India, and the Middle East.

The office built relationships with RD and Alumni Association programmers and staff to support, among other activities, coding and report sharing, as well as collaboration with RD and the Alumni Association on technological issues in order to build new and more effective reports, share information and event calendars, and learn about iModules (the new platform behind parts of the Infinite Connection) and the InsideRD prospect management tool.

OER collaborated with the MIT Office of Foundation Relations to expand foundation support for MIT Sloan priorities and initiatives, securing gifts/grants from organizations such as the McGowan Foundation, the Citi Foundation, the Kauffman Foundation, the Segal Foundation, the Siebel Foundation, and the Thomas Haas Foundation.

OER strengthened relationships with colleagues in the Office of Leadership Giving and in the Office of Philanthropic Partnerships to ensure a sound and effective strategy for our most significant donors and prospects.

Communications and Outreach

Through a partnership with Sloan Technology Services, the MIT Sloan Executive Board portal was rebuilt using the current MySloan platform, streamlining content from previous meetings and aggregating messages from across campus. The portal now offers a place for information and calendar sharing, feedback, and electronic RSVPs.

At the end of FY2012, OER launched the *Executive Board Newsletter*, which shares select highlights from around the School and drives board members to the Executive Board portal.

In December 2011, the inaugural digital *MIT Sloan Report on Philanthropy* was launched successfully with no complaints of errors from donors.

International Initiatives

In FY2012, MIT Sloan partnered with management education programs at schools in six countries—China, Russia, Portugal, Turkey, Brazil, and India—and concluded its eight-year collaboration (2004–2011) with the Graduate School of Business of Sungkyunkwan University (Seoul, Korea).

In FY2012, 31 faculty members from participating schools visited MIT Sloan as International Faculty Fellows (IFFs) for training in teaching and course development. While at MIT Sloan, they attended teaching workshops, sat in on MBA classes and doctoral seminars, and began developing collaborative research projects with MIT Sloan faculty, including Yasheng Huang, Stuart Madnick, and Edward Roberts.

The first IFFs visited MIT in 1996 as part of the MIT-China Management Education Project, an initiative that MIT Sloan established with Tsinghua University in Beijing and Fudan University in Shanghai to bring Chinese graduate management education programs to world-class levels. Lingnan College (part of Sun Yat-sen University, Guangzhou, China) joined the project in 1999. Since the project began, more than 4,100 international students have received MBA degrees from the three schools, and MIT Sloan faculty have made more than 170 visits to the Chinese campuses. The international MBA graduates are considered affiliate alumni of the MIT Alumni Association. In FY2012, four faculty from Xi'an Jiaotong University in Xi'an also visited MIT Sloan as IFFs. To date, 229 faculty from China have spent time at MIT Sloan as IFFs.

The Lisbon MBA is a five-and-a-half-year partnership (2008–2013) among MIT Sloan, the School of Economics and Business at the Universidade Católica Portuguesa, and the School of Economics and Management at the Universidade Nova de Lisboa. The partnership is designed to strengthen Portugal's management and business education programs. Every summer, MIT Sloan faculty offer 35 Lisbon MBA students a month-long summer immersion program at MIT focusing on strategy, ethics, leadership, and entrepreneurship. During the academic year, six MIT Sloan faculty members visit the schools in Portugal, and up to six Lisbon MBA faculty visit MIT Sloan as IFFs.

For three years, MIT Sloan has provided project-based learning and courses to MBA students at the Skolkovo School of Management in Moscow. Each year, MIT Sloan has hosted 60 Skolkovo MBAs and executive MBAs in Cambridge for workshops on innovation and entrepreneurship and for corporate projects with local companies. During the academic year, MIT Sloan faculty gave lectures at Skolkovo.

The Sabanci University Faculty of Management in Istanbul and MIT Sloan are engaged in a five-year collaboration (2011–2016) to bring Sabanci's business and management education to an international level. Every year, up to 45 Sabanci EMBA students spend two weeks at MIT Sloan learning about management, leadership, and innovation. Each semester, one Sabanci faculty member visits MIT Sloan as an IFF, and two MIT Sloan faculty give lectures at Sabanci.

In January 2011, the Instituto Tecnológico Vale (ITV) in Brazil and MIT Sloan began a five-year collaboration designed to strengthen ITV's faculty and educational quality, conduct research on innovation and entrepreneurship, and increase the sustainability of Brazilian enterprises. This coming fall, ITV will send its first faculty member to MIT Sloan as an IFF. MIT Sloan faculty members teach seminars at ITV, and the two schools collaborate on research workshops in Brazil.

In 2010, MIT Sloan accepted an invitation from the Indian School of Business in Mohali to bring Sloan's expertise in manufacturing research, faculty development, and education to the school's Munjal Global Manufacturing Institute. Professor Fine has been advising the school on its manufacturing curriculum for the new Mohali campus. MIT engineering professor Richard de Neufville is advising on the second phase of the campus, focusing on infrastructure management. The new Mohali campus opened on April 14, 2012.

In 2011, MIT Sloan joined the 10,000 Women project, a \$100 million, five-year program established by Goldman Sachs to provide 10,000 women in underserved parts of the world with management education and access to capital, networks, and mentors. MIT Sloan collaborates with the School of Business and Tourism Management of Yunnan University (Kunming, China). In FY2012, three Yunnan faculty members spent five months at MIT Sloan for training in the areas of entrepreneurship and action learning. MIT Sloan faculty and administrators helped design workshops and laboratory courses that the Yunnan faculty took home to apply in teaching 300 women entrepreneurs.

MIT Sloan continues its relationship with the Epoch Foundation, a consortium of organizations in Taiwan; the collaboration began more than 20 years ago with a \$10 million endowment to support research and education. In FY2012, three MIT Sloan professors visited the Epoch Foundation in Taipei.

The Master of Science in Management Studies program, in its third year, is a nine-month degree program offered to students who have received or are in the process of completing their MBA degrees from non-US business schools, often MIT Sloan collaborating schools. In fall 2011, the MSMS program enrolled 22 students from 16 countries, with 59% from collaborating schools.

The international opportunities described above primarily involve MIT Sloan faculty. Many MIT Sloan MBA students also gain international experience through participation in the China Lab and the Global Entrepreneurship Lab (both described in the action learning section of this report). All of these opportunities go far in strengthening management education around the world.

Office of Communications

The MIT Sloan Office of Communications comprises the Creative Strategy Group (CSG), the Digital Strategy Group (DSG; formerly known as the web and digital media group), and the Media Relations Group. The Office of External Relations' Alumni Communications and Online Service group now resides within OER, although close collaboration continues between the two groups.

Creative Strategy Group

The Creative Strategy Group continued to produce the weekly *News@MIT Sloan* e-newsletter, the monthly alumni e-newsletter, and the alumni magazine *MIT Sloan*. CSG also produced the annual Sloan Photobook and student biocards for academic programs at the School. The group partnered with the Trust Center to produce "Company of the Week" segments, alumni profiles, and Founders' Skills Accelerator/Beehive Cooperative content. In addition, CSG (along with the Digital Strategy Group) collaborated with the action learning group and an outside vendor to create marketing materials that included several print brochures and a refined action learning website.

Digital Strategy Group

The Digital Strategy Group encompasses web, digital, and social media teams. During the year, DSG focused on a variety of initiatives and website updates, including the following:

- Launch of the MIT Sloan EmailCloud. MIT Sloan users now rely on rich HTML communications through the use of the EmailCloud, and users can work with DSG to design and code custom email templates.
- Launch of the SloanM.IT branded URL shortening and tracking service. This allows the School to manage multiple social media accounts and monitor usage of the users' brand and content.
- Development of the comprehensive MIT Sloan Digital Signage service, integrated with the School's MySloan intranet site.
- Introduction of the recording studio, equipped with a green screen for in-house video production.
- Partnering with the Media Relations Group to develop and launch the 2012 [Big Idea](#) campaign in digital form.
- Partnering with the action learning group to update its [website](#).
- Introduction of the [executive programs gateway page](#) on the MIT Sloan website. This page provides site visitors who click on the "executive programs" link with a description of and information regarding the different programs MIT Sloan offers to executives.
- Partnering with the alumni relations group to launch the *Report on Philanthropy* [website](#). This exclusive/private digital publication for MIT Sloan's generous alumni and friends recognizes their gifts to the School.

Total visits to the MIT Sloan website this year rose to 2,192,797, an increase of 4% from 2011.

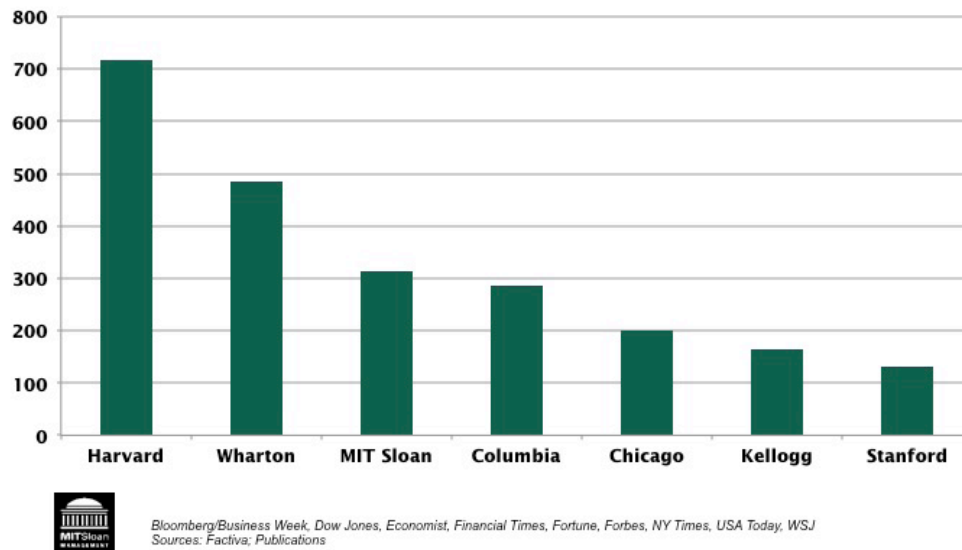
Media Relations

The Media Relations Group is responsible for developing and implementing media outreach campaigns across the globe built around timely news angles; developing relationships with reporters and producers; crafting and disseminating press material to local, national, and international media outlets; preparing MIT Sloan spokespeople for press interviews; and securing print, broadcast, online, and social media coverage of faculty research and areas of expertise, student activities, institutional initiatives, special events, and other newsworthy developments.

Media Audit

With input from Dean Schmittlein, the Media Relations Group established metrics in 2007 to measure the department's standing, in terms of media mentions, against six of its peer schools in eight top-tier business media outlets: *Bloomberg Businessweek*, *Dow Jones*, *The Economist*, the *Financial Times*, *Forbes*, the *New York Times*, *USA Today*, and the *Wall Street Journal*. The latest available data on media mentions are shown below.

MIT SLOAN VISIBILITY Media Mentions 2011-2012



MIT Sloan Experts Blog

In February 2011, Media Relations launched its MIT Sloan Experts Blog with the goal of providing reporters with story ideas and expert sources and serving as a source of information for MIT Sloan constituents, potential students, and the business community at large. The postings, which average two per week, spotlight experts from across the School who weigh in on a range of business and financial issues.

As of June 30, 2012, the total number of blog entries was 141. Page views climbed from just over 1,000 in the blog's first month to a high of nearly 6,000 in December 2011, with an average of more than 4,000 each month in 2012.

Seventh Annual Big Idea Campaign

In 2005, Media Relations and the MIT Sloan Career Development Office first teamed up to shape the Big Idea campaign with the goal of developing news around MIT Sloan's role as an innovative, global management school.

This year's campaign, with the theme "[Action Learning: Confronting Global Challenges](#)," was the first to debut online, with the goal of expanding beyond the original target audience of recruiters.

The resulting news and broadcast stories—which appeared in such media outlets as the *Financial Times*, NPR, *Bloomberg Businessweek*, and the *Times of India*—highlighted MIT Sloan's unique process in which students constantly refine their learning through an ongoing, iterative sequence of theory, practice, and reflection.

Media Relations partners with Jordan Weinstein, news anchor and producer of NPR's *All Things Considered* on WGBH Radio, to provide professional media training services. He worked with several faculty and staff members during the year.

MIT Sloan Teaching Innovation Resources

Launched in 2009 and modeled after OpenCourseWare (OCW), [MIT Sloan Teaching Innovation Resources](#) (MSTIR) is a collection of 40 teaching case studies and four management simulations developed by MIT Sloan faculty and students. All of the materials featured on MSTIR carry a creative commons license allowing them to be downloaded, copied, and distributed free of charge by anyone worldwide. (The MSTIR collection can also be found in the European Case Clearing House's "[free case](#)" category.)

During FY2012, five new case studies were added to MSTIR: [BP and the Deepwater Horizon Disaster of 2010](#); [Nintendo's "Revolution"](#); [Management Principles and the Washington, DC Public Schools: Former DC Mayor Adrian Fenty Reflects](#); [Corporate Personhood, Business Leadership, and the U.S. Presidential Election of 2012](#); and [Massachusetts General Hospital's Pre-Admission Testing Area \(PATA\)](#), which won the best new case writer award in the European Foundation for Management Development's 2011 case writing competition. In addition to case studies, two new management simulations were incorporated into the MSTIR collection: [Fishbanks: A Renewable Resource Management Simulation](#) and [Platform Wars: Simulating the Battle for Video Game Supremacy](#).

Without any elaborate marketing efforts, a number of metrics indicate that word of mouth about MSTIR is spreading. According to Google Analytics, MSTIR attracted 90,000 viewers in FY2012, compared to 52,000 in FY2011. In addition, the percentage of returning visitors increased from 16% to 23%.

MIT Sloan Management Review

The *MIT Sloan Management Review* (SMR), published quarterly in print since 1959 and available online since 2008, is a trusted and respected blended media publication focused on innovation within the context of business management. It delivers a steady stream of high-value content to ever-expanding global audiences of business leaders working within SMR's areas of focus.

Operating beneath an umbrella of editorial independence, SMR's specific mission is "to lead the discourse among academic researchers, business executives, and other influential thought leaders about advances in management practice that are

transforming how people lead and innovate. [SMR] disseminates new management research and innovative ideas so that thoughtful executives can capitalize on the opportunities generated by rapid organizational, technological, and societal change.”

Central to this aim is building strong bridges between executive and professional managers and the scholars, researchers, and thought leaders pioneering the most important new ideas, both today and looking well into the future. *SMR* examines emerging critical insights about the most innovative ways to create new products, services, and business models and explores new competitive strategies, work processes, organizational models, and leadership methods, all of which enable enterprises to create and manage innovation.

As a self-sustaining operation in FY2012, *SMR* generated central contribution income for MIT and produced a surplus of net operating income for MIT Sloan. *SMR* continued to focus on expanding its growing, and increasingly rich, knowledge networks and communities that connect top managers with the world’s leading thinkers.

In FY2012, *SMR* met all of its publishing milestones, publishing a total of 32 full-length feature articles, 19 shorter “intelligence” articles, 14 “web exclusive” articles, 3 special reports, 3 opinion pieces, and 2 book reviews. In addition, 122 blog posts were published, 40 of which featured work being done within MIT Sloan, MIT, and the Institute’s research centers.

With a focus on increasing the quality of published content, *SMR* authors represented the world’s leading business schools, including MIT Sloan, the Harvard Business School, the Wharton School, the Stanford Business School, the Kellogg School of Management, the London Business School, the University of Cambridge, the IMD Business School, INSEAD, and the China Europe International Business School.

SMR’s innovation hubs, introduced in 2009 as a new content sourcing model, continue to focus on what’s coming next—the major trends in the competitive landscape that management executives are eager to understand and that are the chief drivers of management practice innovation as enterprises respond to novel opportunities and threats. These dedicated, collaborative spaces within *SMR*’s website are intended to capture the best thinking, reporting, and journalistic research on the management implications central to an innovation hub’s topic. *SMR* continued to gain significant traction with its innovation hubs, both in terms of financial support for the development of editorial content and in terms of expanded relationships with companies from which MIT Sloan benefits through such collaboration.

SMR continues to establish its innovation hubs as a viable new business model, allowing the publication powerful brand leverage and providing it with the opportunity to do new things moving forward. *SMR*’s first innovation hub, Sustainability and Innovation, was contractually renewed with knowledge partner The Boston Consulting Group. This generated an opportunity for *SMR* to present its findings for a second consecutive year at an invitation-only New York Stock Exchange forum on corporate social responsibility. In addition, an invitation was received to participate in a General Services

Administration “Community of Practice” initiative at the White House that focused on sustainability within supply chains. *SMR*’s second innovation hub, The New Intelligent Enterprise, focuses on big data and the data deluge; and was contractually renewed with knowledge partner SAS (after two years of collaboration with IBM).

In FY2012, *SMR* launched a new innovation hub, Social Business, with knowledge partner Deloitte Services. Focused on social networks and media within the enterprise (“enterprise 2.0”), this hub is exploring how organizations are integrating collaborative social media tools and digital networking best practices into their internal operations and workflows with partners, suppliers, customers, investors, and others.

David C. Schmittlein
John C Head III Dean