

Dean, MIT Sloan School of Management

In FY2009, the Sloan School of Management continued to fulfill its mission to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice, as highlighted by the following examples.

In the World, for the World

The continuation and growth of Sloan's international offerings and partnerships once again served as a cornerstone of our work in FY2009.

Entering its 10th year, the Global Entrepreneurship Lab (G-Lab) is stronger and more popular than ever—and stands as a hallmark of Sloan's commitment to concept-based action learning. From its initial launch in 2000 as a course offering to provide a classroom experience as well as an international internship in emerging markets, more than 1,400 G-Lab students have worked with 299 companies in 50 countries located in Asia, Africa, and South America. Building on the success of G-Lab, China Lab and India Lab have enjoyed a successful debut and are a popular choice with MBA students. In a fact, more than 80 percent of MIT Sloan students will have taken part in at least one international experience by the time they graduate.

In addition to our students' contribution to global management, Sloan continues to have a significant impact on management education across the world. In 2009, Sloan and the Moscow School of Management Skolkovo announced plans for joint programs aimed at strengthening Skolkovo's capacity in international management education. The collaboration includes classes and other training for Skolkovo MBA students at Sloan and lectures by Sloan faculty at Skolkovo. Each year a Skolkovo faculty member will come to Sloan for as long as a semester. The collaboration will continue for up to three years.

Customized Programs for Customized Needs

Sloan added two new degree programs to the academic portfolio. The Master of Finance (MFin) program builds on the School's long and illustrious history in advancing the field of financial economics. This one-year master's degree program, designed to meet the demand for professionals with deep and broad-based financial skills, includes intensive training in risk management, corporate financial planning, derivatives pricing, and other aspects of financial analysis. The new track was met with high interest in its FY2009 launch, with 101 first-year students enrolling.

The new Master of Science in Management Studies (MSMS) program offers the opportunity for talented students from around the world to enhance their expertise in a chosen concentration within management studies. This rigorous program accepts top MBA or equivalent-degree students from non-US business schools to study a specific field in depth while working alongside world-renowned MIT Sloan faculty. The end result is a master of science degree from MIT Sloan in just two semesters.

While new degree programs got off to a strong start, the School's established programs continued to thrive. The 2008–2009 MBA recruiting season was a record breaker, with

more than 4,000 applications. Of the 347 members of the incoming Class of 2011, 37% are women, 13% are members of underrepresented minority groups, and 39% are international students, making it the most diverse MBA class to date at MIT Sloan. In FY2009, Executive Education delivered more than 300 open enrollment and custom program days to more than 5,000 executives representing 88 countries.

In June 2009, the MIT Leaders for Manufacturing (LFM) program announced its new name: Leaders for Global Operations (LGO). Now in its 21st year, this dual-degree program continues to offer an MBA or a master of science degree from MIT Sloan and a master of science from the MIT School of Engineering.

Sloan Experts Weigh in on the Financial Crisis

During the 2008–2009 academic year, Media Relations helped position Sloan faculty members as expert sources on topics related to the financial crisis. The results were impressive, with 1,212 stories—796 of which were syndicated—appearing in print, broadcast, and online outlets. Leading the way was Simon Johnson, a Sloan professor and former chief economist of the International Monetary Fund. Johnson, who has regularly blogged for the *New York Times* and wrote a critically acclaimed article in *The Atlantic*, appeared in more than 700 original and syndicated stories related to the financial crisis.

Education

MIT Sloan MBA Program

The MBA program portfolio has included MBA Admissions, Student Affairs, and the Career Development Office (CDO), spanning the students' experience before and during their time at the MIT Sloan School of Management. This next academic year will see a transition in which the Career Development Office reports directly to the MIT Sloan Dean's Office, given the broadening of its service structure to MIT Sloan programs in addition to two-year MBAs. The programming and services for MBA students from these teams will remain highly integrated and structured. High-touch relationship building continues to permeate all facets of planning, advising, and service delivery throughout the MBA program.

Among the many goals of the MBA program is fostering a strong sense of community and School pride in our students and encouraging lifelong commitment and involvement. MBA program staff are currently engaged in a review process of all formal student surveys to assure that we have designed the best possible assessment tools to assist us in evaluating student feedback, that we have created actionable initiatives, and that we can review longitudinal trends.

In collaboration with the MIT Sloan graduate student Senate and first-ever Dean's MBA Student Advisory Council, the MBA program and its executive director, as cochair of the Professional Standards Committee, embarked upon a major rebranding effort for the MIT Sloan Professional Standards. The new nomenclature of "Values@MIT Sloan" went into effect in summer 2009 with newly scribed syllabi language, a new representational MIT dome visual, and a revised MIT Sloan intranet site (SloanPoint) to serve as a

community resource. Among the goals of this rebranding effort are rewriting language more aspirationally (values driven) and linking more strongly to MIT Sloan’s mission of “developing principled, innovative leaders.” A framework has been designed for each of the MIT Sloan professional degree programs to customize introducing Values@MIT Sloan in their orientation programming. The MBA program will, likewise, be introducing a new module in fall 2009. Work will continue into the next academic year to assign metrics for assessment and more broadly integrate Values@MIT Sloan themes throughout our programming.

MBA Admissions Office

The MBA Admissions Office strategically recruits, evaluates, and enrolls applicants who best fit the MIT Sloan mission, excel in the MIT Sloan environment, and contribute to the diverse community. The Admissions Office reaches out to underrepresented groups, especially women and minorities, and cross markets other MIT Sloan programs such as Leaders for Global Operations, Sloan Fellows, the Biomedical Enterprise Program, MFin and MSMS, System Design in Management, and the MBA Program Entrepreneurship and Innovation and Finance tracks. Admissions hosts over 1,000 prospective applicants in the on-campus Ambassadors Program and Information Sessions and holds nearly 100 events around the world. For more information about MBA Admissions, see <http://mitsloan.mit.edu/mba/admissions/index.php>.

The 2008–2009 MBA recruiting season was a record breaker. With over 4000 applications, Admissions had the tough job of deciding among many qualified applicants. The Class of 2011 is comprised of 37% women, 13% underrepresented minorities, and 39% international students.

The Class of 2011 is the most diverse MIT Sloan MBA class ever, building upon the successes of the Class of 2010; 9% of the members of that class were members of underrepresented minority groups and 36% were women (the latter up from 30% in 2009 and 26% five years ago). The collaboration with the Forte Foundation, the Ten School Diversity Alliance, Management Leaders for Tomorrow, and the Riordan Foundation to reach these underrepresented groups continues to be a successful recruitment strategy.

MBA Program Admissions Trends

	Application Year/Class									
	2009–2011		2008–2010		2007–2009		2006–2008		2005–2007	
	#	%	#	%	#	%	#	%	#	%
Admits	347		345		341		327		328	
Women	132	38%	125	36%	103	30%	102	31%	101	31%
Underrepresented minorities	45	13%	32	9%	19	6%	21	6%	15	5%

New Initiatives

This past year the MIT Sloan Admissions Office provided innovative solutions to attract and enroll quality students while demonstrating a commitment to strong collaboration, work/life balance, a personalized approach to recruitment, and professional development for staff. Highlights of the 2008–2009 year included:

- Creation of online and offline communication plans for all prospective applicants, current applicants, women, and members of underrepresented minority groups.
- Implementation of new web-based marketing tools featuring a customizable e-brochure and a personalized information page with login for each prospective student. These tools specifically addressed the need for mass customization and personalization, which succeeded in reaching target audiences, particularly women and members of underrepresented minority groups.
- Integration of separate databases of information—e-brochure, applicant, event, and prospect data—into one system (EMT Connect) that tracks applicants from their point of entry (request for information) through prospective applicant (class visits, attending presentations), application, and ultimately enrollment. The Connect database, through the use of personal, customized pages, gives the Admissions Office team the opportunity to present specific communications to prospective students as needed.
- Design and implementation of a new format and a larger scale recruiting event, the Friday Breakfast Information Session, to accommodate the increase in demand. The first session was a tremendous success and reached over 65 prospective applicants. These sessions will continue to run monthly. They also have taken some pressure off of the Monday–Thursday sessions, which are in high demand but are limited due to a severe shortage of available seats in the classes.

Strategic Priorities

The MBA Admissions Office established the following goals for 2010:

- Maintain this year’s diversity and application numbers
- Conduct channel marketing targeting audiences through companies and alumni, using a high touch strategy and more intensive recruiting efforts, especially in South America and Europe
- Implement new communication plans tied to the academic areas of interest of candidates
- Create a dashboard for internal measurement of current marketing efforts and processes
- Help market and train colleagues in MIT Sloan’s MSMS and MFin programs by sharing admissions-related and marketing best practices

Staffing Update

Reorganization

The MBA Admissions Office reorganized its staff in an effort to be more strategic in its work, provide a succession plan, create opportunities for job growth, and more clearly define roles. The result focuses the work of staff into the areas of marketing, recruitment and enrollment, and admissions services and operations.

Recognition

The MBA admissions team received the 2009 Sloan Appreciation Award in recognition of their continued, sustained excellence and implementation of best practices for the School. Staff accomplishments include a team member who received a Martin Luther King Jr. Leadership Award for 2009 in recognition of service, another who presented at Hobson's annual conference, and a third who wrote a paper, "Marketing the MBA to Women," that was selected and ultimately presented at the Association to Advance Collegiate Schools of Business and American Management Association national conferences.

MBA Student Affairs

This year, the MBA Student Affairs Office (SAO) team, whose tagline is "helping you navigate the MBA experience," continued to improve on its track record of delivering programs and services that do just that. This was significant given our unprecedented staffing changes in FY2009: we had turnover in four positions in late FY2008 and in the first half of FY2009, and our staff increased by one support full-time equivalent (FTE), bringing our total staff size to 8.5 FTEs.

Highlights of the Year

SAO built on many of its previous years' successes and also offered a number of pilot programs, all in the spirit of continuous improvement.

Pilot Programs

MBA Convocation: SAO designed and delivered the first MBA Convocation in recent memory, in strong collaboration with the Dean's Office, the Alumni Relations Office, and a student advisory committee. This event provided the opportunity to recognize the many achievements of the MBA Class of 2009 in the presence of their family members, as well as to showcase and thank a prominent alumna.

Diversity management: SAO piloted a diversity management program in the fall of 2008, intended to complement the team and leadership training offered in MBA orientation and elsewhere in the fall core. We will offer this pilot for a second time in the fall of 2009, this time for credit during Sloan Innovation Period (SIP).

English-language coaching: We offered a highly successful pilot program in English-language coaching to a small group of international students with strong need to better equip them for success in the classroom.

Other Programs and Services

Orientation: Our August programming for new students includes a two-week communication and culture workshop for a subset of the international population; optional preterm review sessions in accounting, economics, and math/statistics; and four days of mandatory orientation programming.

This year, we continued our themes of sustainability and practicing management, and we incorporated a stronger emphasis on issues of diversity/respect. In addition, we placed greater emphasis on “walking the sustainability talk” by delivering more electronic documents earlier in the summer and replacing the orientation binders with flash drives and/or minimal paper handouts. We also designed our peer mentor (“Pilot”) training to strengthen the partnership between Pilots and MBA Student Affairs (staff cohort advisors).

Community-building initiatives: We continued our traditional lineup of major events, designed to support community building within the MBA population. These include our Welcome Back C-Function, morning coffees (daily in the fall, twice a week in the spring), monthly MBA town hall meetings, Thanksgiving dinners for both MBA classes, cohort reunions, Follies, awards recognition, and three major Commencement events. We also continued to cosponsor many additional major events with the Student Activities Board and the Sloan Senate, including the on- and off-campus C-Functions, the Fall Ball and Spring Gala, the Talent Show, the Follies/Sloan Achievement Awards, six charity auctions, and the Sloan Olympics. In the coming year, we will open participation in some of these events (particularly those cosponsored with the Sloan Senate and the Student Activities Board) to new populations such as students in the MSMS and MFin programs.

Student leadership development: AY2009 saw the inaugural Dean’s MBA Student Advisory Council (DSAC), a team of 12 students selected to identify and pursue strategic initiatives, guided by the MIT Sloan dean and senior staff. The DSAC team, led by the director of MBA student affairs, focused on three key goals this past year and instituted a selection process to welcome their successors.

With new staff and new energy in the community life subgroup of our team, we started to significantly improve our student organization leadership training programs and services. We also began to align them more closely with our leadership training initiatives (e.g., peer mentor training) spearheaded by our academic life subgroup, as well as with the MIT Sloan Leadership Center.

Management tracks: SAO worked closely with the Dean’s Office and with faculty this year to generate standard policies, processes, and metrics related to new track curricular options. We also collaborated closely with Finance faculty and staff members in the design and delivery of the Finance track.

International study tours and treks: This year, we experimented with offering SIP credit for action learning components of two international study tours. Our marketing and timetable collaboration for China Lab was extended to the new India Lab.

Goals and New Initiatives

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

Ongoing pilots: We will offer MBA Convocation, diversity management training, and English-language coaching services for a second time this year, with the goal of determining whether and how to incorporate these into our ongoing programs and services.

Shaping the culture: We have the opportunity this year to support the MIT Sloan ethics initiative “Principles in Practice,” as well as contribute to the newly rebranded Values@MIT Sloan (formerly Professional Standards). Several MBA orientation sessions focus on ethics, and we are continuing to incorporate ethical themes in various speaker talking points throughout the week’s program. We will roll out Values@MIT Sloan during August programs for incoming students as well as with returning second-year students. As indicated above, we will offer two diversity management sessions in SIP.

Student leadership: In the coming year, we plan to continue to strengthen our student leadership training programs and services, in strong collaboration with key stakeholders, including the Leadership Center. We will also continue to improve our processes for managing various student initiatives, including community events, study tours, treks, and conferences.

Communication: We are in the process of developing version 2 of our SloanPoint presence and using this as a key way to communicate more effectively to our student constituency how we serve them. We also have the opportunity going forward to better use some of SloanPoint’s collaboration and social networking capabilities.

Extending services to new populations (MSIM, MFin): As indicated above, the launch of these two new programs will likely necessitate our extension of community life services (i.e., support of club activities, inclusion in community events such as C-Functions) to their students.

Meeting financial goals: This year, we are focusing on reducing catering costs in order to meet our budget reduction goals. In addition, we are experimenting with assessing fees for preterm and our English-language coaching services. We will assess this experiment to determine whether and how to continue this strategy in coming years.

International Programs

For nearly 50 years, MIT Sloan has been enabling universities around the world to develop their own Western-style programs in graduate management education. This ongoing program of global collaborations began in 1961, when MIT Sloan assumed responsibility for developing the Indian Institute of Management (IIM) in Calcutta. (IIM continues today with its own faculty and master’s students.) Since then the School’s internationally focused initiatives have included programs in China, Korea, Mexico, Portugal, and, most recently, Russia. Collaborations also take place in such varied locations as Taiwan and Singapore, as well as emerging markets on several continents.

In recent years, a model for these programs has been the MIT–China Management Education Project, which the School established in 1996 with Fudan University in Shanghai and Tsinghua University in Beijing to help those universities develop English-language international MBA (IMBA) programs. Lingnan (University) College/Sun Yat-sen University in Guangzhou joined the project in 1999. For several years, Yunnan University in Kunming also participated with an internationally oriented MBA (IOMBA) program.

The MIT-China Management Education Project brings Chinese faculty to MIT Sloan for training in course development and Western-style teaching and sends MIT Sloan faculty members to overseas campuses to give lectures and teach short courses. For 10 years, Sloan MBA students had visited the Chinese campuses to teach IMBA students about aspects of the workplace not usually included in their curricula. In spring 2008, these visits were replaced with China Lab, a new stage in student exchange and collaboration. Working in small MBA-IMBA teams, the students undertook three-month internships that embraced classroom-based education, social activities, and company visits. They all spent time together in both countries. A second China Lab took place in spring 2009.

In June 2009, Lingnan celebrated its 10th year in the project with gala festivities attended by Dean Schmittlein and other MIT Sloan faculty and staff closely affiliated with the program. Altogether the IMBA and IOMBA programs have graduated more than 3,200 men and women. The project has worked so well that its initial time frame of five years has been extended to 15.

2008 was the fifth year of a similar agreement with the Sungkyunkwan University Graduate School of Business (SKKGSB) in Seoul to help SKKGSB develop a Western-style, English-language MBA program. SKKGSB faculty spend semesters at MIT Sloan working on research projects, and many second-year SKKGSB MBA students spend a semester at MIT Sloan. In 2008, the two schools extended their agreement for another four years. In spring 2009, the School of Business and Finance at the University of the Western Cape in South Africa sent a faculty member to MIT Sloan as a special visitor; another will arrive in the fall.

Last year MIT Sloan partnered with two premier business schools in Portugal to help those schools merge their MBA programs into an internationally competitive MBA program known as the Lisbon MBA. In 2008–2009, several Portuguese faculty spent semesters at MIT Sloan to develop MBA courses and conduct research. In June 2009, Lisbon MBA students came to MIT Sloan to complete a three-week customized program of courses, participate in campus life, and visit local companies.

In 2009, MIT Sloan and the Moscow School of Management Skolkovo announced plans for joint programs aimed at strengthening Skolkovo's capacity in international management education. The collaboration includes classes and other training for Skolkovo MBA students at MIT Sloan and lectures by MIT Sloan faculty at Skolkovo. Each year a Skolkovo faculty member will come to MIT Sloan for as long as a semester. The collaboration will continue for up to three years.

The activities described here provide faculty, students, and staff in all of our programs with meaningful international experiences. The School is exploring additional relationships, including with other universities in India and the Middle East.

MIT Sloan Fellows Program in Innovation and Global Leadership

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

The MIT Sloan Fellows Program is a degree-granting program designed for high-performing midcareer professionals. The program typically enrolls 100 outstanding individuals with 10–20 years of professional experience from approximately two dozen nations, representing a wide variety of for-profit and nonprofit industries, organizations, and functional areas. Most participants are sponsored by or have the strong support of their employers, but the program also admits independent participants with unique entrepreneurial experiences and perspectives. In addition to the traditional 12-month, full-time program, eligible fellows may attend on the flex option, which permits them to complete the program in two years after attending the summer term full time, thus allowing them to maintain a presence in their locally based organizations. Detailed information about the program, including profiles of the current class and video presentations by alumni and sponsors, can be found at <http://mitsloan.mit.edu/fellows>.

2009

The graduating Class of 2009 included 97 Sloan Fellows representing 28 countries, with an average age of 38 and an average of 14 years of professional experience. The class year began in June 2008 and culminated in a late May 2009 trip to India and Turkey, where the fellows had the opportunity to integrate their yearlong classroom experience with visits to business and government leaders in these two dynamic economies. Highlights of the trip included a class meeting with President Abdullah Gül in Ankara, a networking reception with Sloan Fellow alumni in New Delhi that included incoming MIT Sloan MBA and Sloan Fellow students, and an MIT alumni reception in Istanbul.

In September 2008, the class of 2009 hosted the triennial Convocation gathering of alumni from the Sloan Fellows Program, the Management of Technology Program (MOT), and the Program for Senior Executives. The theme for this content-rich Convocation, "Sustainability: The Next Management Frontier," focused on the profound impact issues of sustainability have on business, entrepreneurship, and nongovernmental organizations (NGOs). The event featured MIT Sloan faculty and global thought leaders Rebecca Henderson, John Sterman, and Richard Locke. More information about Convocation 2008 can be found at <http://mitsloan.mit.edu/alumni/convocation2008/>.

In addition to their normal course of study, the Class of 2009 designed a number of team projects focused on social impact. A group of 22 Sloan Fellows, inspired by a project started in 2008 by the preceding class, developed an Independent Activities Period (IAP) 2009 project that took place in New Orleans at the International School of Louisiana (ISL), a tuition-free school open to any student in the state 5–12 years of age. This international group of fellows helped ISL with the demolition of a building severely damaged during Hurricane Katrina while meeting and sharing experiences with the students in the school. Another initiative launched by the Class of 2009 assisted the Boston Aids Africa and Worldvision fundraising efforts to provide caregiver kits for AIDS patients in Rwanda.

Class of 2010

The current class of Sloan Fellows, who began their program year in June 2009, includes 102 members with an average age of 38 years and average work experience of 14 years. When combined with the seven continuing flex fellows who entered in June 2008, the current community of MIT Sloan Fellows is 109 strong (for a profile of the current class, see <http://mitsloan.mit.edu/fellows/profile.php>).

The class includes 34 women, the highest percentage ever in this midcareer program, and this increased representation will help us attract more women in future recruiting efforts. Also, there is growing representation from Africa and Europe, and the diversity of industries, including technology, financial services, telecommunications, manufacturing, government, health care/medicine, energy, and transportation, is notable in classroom discussions and the strength of the community the fellows are forming.

In the midst of an intense schedule of summer core courses this first term at Sloan, the class has enthusiastically launched a number of public service and cultural exchange activities that they will expand upon over their program year.

Program Initiatives

Strengthening the numbers and diversity of the applicant pool continues to be foremost on the list of program goals over the next year. Therefore, marketing efforts on a global scale targeting long-term and new sponsors, potential participants, and alumni will continue. Initiatives throughout the year include the following.

Increasing participation of members of underrepresented minority groups and women: Through outreach via alumni, sponsoring organizations, and organizations whose mission is to improve the participation of women and members of underrepresented minority groups, we are seeking to increase the percentage of women in the program to at least 35% over the next five years and to consistently have a participation rate among underrepresented minorities of 30% of the US pool of fellows.

Improving alumni recognition and engagement: We are working to strengthen our recognition and engagement of alumni, recognizing the contribution they make to so many facets of the program, including targeting qualified applicants, mentoring current fellows, and participating in leadership sessions at MIT Sloan and around the world. Through the efforts of the MIT Sloan Fellows Program Office, the Office of

External Relations, and the Alumni Office, we are seeking to provide opportunities for every graduate of the program to possess a vibrant global network of Sloan Fellow and MOT alumni. Alumni are networked across regions/countries by industry, personal interests, and social contribution. Independent of our initial jump-start efforts, they are developing initiatives and meeting on a regular basis, and we wish to support this as much as possible.

Building on the career enhancement activities launched during 2008–2009: Using data from last year's pilot career enhancement activities with the 2009 class of Sloan Fellows, we are assessing how to best meet and exceed the needs of the current and evolving profile of fellows. The program year provides a unique opportunity to reflect on past accomplishments and look toward the future, and the career enhancement activities are designed to support this period of deep exploration and self-learning. This effort, which features a collaboration with the Sloan Career Development Office, includes self-awareness and career assessments, advising, skill development workshops, and access to effective resources and information for career management.

MIT Sloan Master of Finance Program

Program Overview

Since its founding, the MIT Sloan School of Management has played a major role in advancing the field of financial economics. In 2009, the MIT Sloan School introduced the Master of Finance program to build on this long and illustrious history. This one-year master's degree program is designed to meet the demand for professionals with deep and broad-based financial skills. MFin students prepare for career success through intensive training in risk management, corporate financial planning, derivatives pricing, and other aspects of financial analysis. The MFin is appropriate for recent graduates and those who have several years of work experience in the finance industry, as well as engineers, mathematicians, physicists, computer programmers, and other high-tech professionals seeking a career change into the finance world.

Curriculum

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

Initiatives

Efforts throughout FY2009 were devoted to developing program operations and implementing critical administrative procedures in preparation for the matriculation of the first class. The following are some of the major accomplishments in 2009:

- Established a presence on the MIT Sloan website
- Promoted the MFin program to MIT undergraduates via email communications to all departments, advertisements in *The Tech*, and two MFin information sessions
- Developed the admission review process and procedures
- Launched the online application system under extremely tight deadlines
- Received and evaluated 179 applications and extended offers to 38 applicants
- Collaborated with Institute-level and School-level representatives to ensure a smooth transition for MFin candidates from admitted status to matriculated student
- Customized SloanPoint “Admit” and “Class of 2010” websites for MFin applicants
- Established MFin Program Office headquarters space, operations, and procedures
- Collaborated with a new CDO hire to address MFin students’ career-related concerns
- Designed, delivered, and managed a two-week orientation in July 2009

Admissions/Enrollment

Due to a lack of classroom space, the first MFin class was limited to 25 students. We expected these students to be drawn mainly from MIT; however, despite various efforts to market the program on campus, ultimately only a small number of MIT students applied to the program. Surprisingly, 164 external candidates applied even though they were informed that 2009 enrollment numbers would be very limited and that MIT applicants would receive high priority. The non-MIT applicant pool was generally of a very high caliber.

Offers of admission were extended to 21% of the applicants; the yield rate was 71%. The first class of 27 students (19 men and 8 women) matriculated in July 2009. Nearly all have had some finance workplace exposure, whether through an internship or full-time employment. Prior majors included finance, economics, computer science, math, engineering, physics, and other disciplines.

One MFin student was awarded the prestigious Ida M. Green Institute Fellowship in recognition of her outstanding academic accomplishments and future promise. In addition, two Hispanic MFin students each received a partial Diversity Tuition Fellowship to support their graduate study.

Career Development

MFin students enjoy access to the robust resources of the MIT Sloan Career Development Office. CDO offers a high level of personalized attention along with an integrated approach to successful job-search skill development. A CDO associate

director with primary responsibility to the MFin cohort, along with other CDO staff, assists students with all aspects of career development from skill assessments and exploring possible career paths to participating in the recruiting process and evaluating job offers.

Future Goals

With the completion of the new building (E62) expected in 2010, we plan to increase MFin enrollment to 60 students per year, beginning with the class matriculating in summer 2010. With this planned increase in class size, recruiting efforts will expand to include prospective applicants from outside of MIT, as well as from within the Institute's undergraduate population. New initiatives toward that end include:

- Marketing the program to external audiences via electronic avenues and print
- Collaborating with the MBA program to include the MFin program in existing efforts such as web listings, campus events, and social media strategies
- Supporting CDO corporate marketing efforts to develop an applicant pipeline

It will be critical to evaluate the MFin program on a regular basis, particularly once we have achieved steady-state enrollment of 60 students annually. To that end, the recently established Finance Group Advisory Board will be asked to provide recommendations and contribute suggestions for improvement. This group of approximately 25 key individuals from business and industry, along with MIT Sloan finance faculty, will convene at MIT annually each spring for a meeting devoted to reviewing MIT Sloan finance initiatives. The May 2010 meeting will be an especially important forum for evaluating the performance of the MFin program from both an internal and an external perspective.

MIT Sloan Executive Education

MIT Sloan Executive Education offers open enrollment and custom programs to high-potential managers and senior executives from throughout the world.

Open programs range from two days to four weeks. Longer programs generally take place once during the year, while shorter programs run up to four times. We offer Executive Certificates in three areas of concentration: Strategy and Innovation; Management and Leadership; and Technology, Operations, and Value Chain Management. Executive Certificates are awarded to participants who complete four open enrollment programs within a four-year period.

Custom programs typically include one to three residential sessions for multiple groups of participants ("cadres") from the sponsoring organization. Programs can last from two days to an entire year, depending on the needs of the custom client. MIT Sloan Executive Education approaches each custom engagement as a long-term, mutually productive engagement.

Highlights

In FY2009, we delivered more than 300 open enrollment and custom program days to over 5,000 executives from 88 countries.

We enjoyed repeat engagements with several custom clients including BP, the Commonwealth Bank of Australia, E.ON, General Electric, IBM, Møller-Maersk, the News Corporation, Schlumberger, and Vale.

In conjunction with MIT Professional Education (School of Engineering), we continued to offer the Projects and Engineering Academy, as well as the Operations Academy, for BP. Both academies are multiyear executive education programs. To date, nearly 250 of BP's major project leaders have graduated from the Projects and Engineering Academy. Approximately one third of this group has returned for a continuing education program, and about 100 BP executives have attended a related short course. The Operations Academy has graduated 64 senior operations leaders and has close to 200 participants at different stages of the program. In addition, 93 BP senior executives, including BP's top executive team headed by CEO Tony Hayward, have attended a related executive session.

The transformational leadership program for Vale, a Brazil-based global mining company, is now in its fifth year. The 11th cadre recently completed the program, which prepares senior managers to realize the company's goal to become one of the leading firms in the mining industry worldwide, building upon its global acquisitions.

We welcomed the third cadre from the Commonwealth Bank of Australia to the Leadership Development Workshop, which focuses on key management issues in information technology and is delivered both on campus and in Australia.

In addition to the IT for New Business Value program, which we have run (in conjunction with the MIT Center for Information Systems Research) for IBM in various Latin American countries since 2006, we launched a new custom executive program for IBM in the United States—the IBM Advanced Technology Strategy Program—that was attended by IBM Advanced Technology Strategy's global practice business leaders.

We also ran several custom programs for new clients including the Automotive Component Manufacturers Association of India (ACMA), the Greater Boston Chamber of Commerce (GBCC), the Novartis Pharmaceuticals Corporation, United in Diversity, the US Department of Defense (DoD), and the US Department of Energy (DoE).

We developed a custom program for ACMA that brought senior executives from 25 of the association's member companies to MIT to help them develop world-class product development capability. The weeklong program offered an intensive learning experience focused on product development processes, technology development and integration, supplier relations, and innovation processes and culture, with a particular emphasis on the challenges facing ACMA companies.

For GBCC, we held the first two of four sessions that we are running as part of GBCC's Executive Leadership Institute, which convenes a select group of senior executive business leaders from a diverse set of industries for high-level discourse, learning, and engagement.

We created a two-day program on innovation for Novartis that was attended by senior managers from the company's US operation, including the CEO for North America. A follow-on program is being planned for fall 2009.

In collaboration with United in Diversity, we launched IDEAS-Indonesia, a leadership program whose motto is "Uniting Leadership in Diversity." IDEAS (Innovative Dynamics Education and Action for Sustainability) brings together leaders from the private, government, and community (media, education, and NGOs) sectors to learn to practice Theory U (Otto Scharmer) and the 5th Discipline (Peter Senge).

For DoD and DoE, we ran special custom sessions of two of our open enrollment programs. In the case of DoE, the participants will return to attend further special sessions and open enrollment programs in 2009–2010 in order to earn their MIT Sloan Executive Certificates.

Supporting our relationships with universities in Asia, we continued our short program for Executive MBAs from Tsinghua University. Additionally, we welcomed the 11th class of Nanyang Fellows from Nanyang Technological University in Singapore.

On the open side, our programs yielded record numbers of enrollments, with over 4,000 participants. Our Executive Certificates continue to generate tremendous interest; the number of Executive Certificate holders increased to approximately 700, with thousands more "in process."

We introduced a new open enrollment offering—Innovation, Strategy, and Leadership for Japanese Managers—a one-week program held at MIT to provide midcareer Japanese managers and entrepreneurs with the strategies and tools to become successful business leaders. This new open program evolved from a custom program that we ran for CICOM, a leading management training provider in Japan, for the previous five years.

Goals and New Initiatives

Due to the economic crisis and H1N1 travel precautions, many organizations are cutting back on executive education for their employees. As of early FY2010, we have already seen a significant decline in enrollments in our open programs. We have also had several custom clients cancel or postpone programs. Accordingly, we are undertaking new marketing and program development initiatives to offset the expected decline in participants.

We are launching three new, two-day open enrollment programs in FY2010: Leadership Accountability and the Law, Strategic Cost Accounting for Program and Project

Management, and Transforming Your Leadership Strategy. Each program will be offered three times per year.

The marketing and administration of our two-day programs, previously managed by a third-party partner, will be brought in-house for FY2010. Our office will now be managing over 40 additional program sessions per year with minimal, if any, additional staffing.

While we are hopeful that our enrollments will rebound, we do not expect a material improvement during FY10.

For more information on MIT Sloan Executive Education, see <http://mitsloan.mit.edu/execed>.

PhD Program

Admissions 2009 introduced faculty access to the online system, which accelerated and eased faculty review and allowed decisions to be sent to applicants much sooner than in previous years. Final refinements included all related documents being uploaded. This was accomplished with no increase in permanent staffing and without increasing operating costs.

Applications were up 1.6% from 2008 to 606, representing 68 countries, with an increase in US applicants to 28%. China sent the greatest number of applicants (21%), followed closely by South Korea (10%) and India (4%). Finance continues to receive the largest percentage of applications (42%), followed by Organization Studies (12%) and Technological Innovation, Entrepreneurship, and Strategic Management (10%); Management Science applications seem to be dropping off somewhat and we are examining possible causes. The deans' significantly improved funding commitment continues our success in admissions, making our financial aid offers competitive with peer schools.

Recruiting and outreach efforts, including minority-specific conferences and quarterly recruiting events around the country, have increased our visibility and promoted the image of a PhD and academia as a viable career option. Results are beginning to show, with three 2009 entrants having attended PhD recruiting events in 2008. However, the very small number of underrepresented minority applicants, 10 this year, indicates that we must redouble our efforts to promote the MIT doctoral program and continue outreach.

Student enrichment: Due in part to student initiatives and to the loss of a current student, we plan to introduce regular Coffee Fridays as a mechanism for students to get out of their offices briefly to talk before going back to work. Additional measures are being explored with active student participation. Reorientation for current students in years two and up is being offered for a third year; based on student feedback, we expect this to be a permanent fixture.

Research achievements: At least two current doctoral students' research received public notice: Lynn Wu (Information Technologies) at the International Conference on Information Systems for her coauthorship of "Mining Face-to-Face Interaction Networks Using Socio-metric Badges: Predicting Productivity in an IT Configuration Task" (Best Paper Award) and Manuel Adelino (Finance) for "Why Don't Lenders Renegotiate More Home Mortgages? Redefaults, Self-Cures and Securitization" (with Kris Gerardi and Paul Willen), published in the *Boston Globe* in July 2009.

Placements for 2009 were very good for our 15 graduates, with 80% taking academic posts at such institutions as Stanford, Yale, Northwestern, and West Point. We feel the job market workshops contributed significantly to this success and have arrangements in place to make this a standard component of the program.

An external review of the Sloan PhD program is scheduled for October 2009 to assess our current efforts and help us identify opportunities to further the mission of the program: to train scholars we want to hire at Sloan and be the equal of any other business school in the world.

Undergraduate Programs

SB Degree Program in Management Science

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

Over the past decade, Course 15 became one of the largest undergraduate majors at MIT. After peaking at 355 students in spring 2003, our enrollment has declined to 1997 levels. Total enrollment in the major is now 210.

Of the 68 SB degrees in Management Science awarded this year, the most popular concentration was Finance (45), followed by Operations Research (11), Marketing Science (9), and Information Technologies (1). Two of our graduates completed the requirements for both the Finance and Marketing Science concentrations.

Fifty-six percent of our graduates also received S.B. degrees from the following MIT departments: Electrical Engineering and Computer Science (13), Economics (9), Mathematics (6), Materials Science and Engineering (4), Civil and Environmental Engineering (3), and one each in Chemical Engineering, Mechanical Engineering, and Physics.

Minor in Management

This was the fourth year of Sloan's minor in Management, and the third year in which a cohort of juniors completed the minor over its intended two-year time frame. The number of students receiving the minor increased from 33 in 2006–2007 to 54 in 2007–2008, and now seems to be leveling off. Fifty-two students received the minor in 2008–2009. The minor in Management is currently the second largest minor at MIT.

Minor in Management Science

This was the first year of Sloan's minor in Management Science. This new program, whose focus is similar to that of Sloan's SB degree program, introduces undergraduates in other MIT majors to the techniques of quantitative business analysis and their application to practical problems. Eight students received the minor in 2008–2009.

Strategic Review

At the beginning of the spring term, the Sloan deans convened a committee to conduct a strategic review of Sloan's undergraduate programming. The committee is reviewing not only Sloan's academic and cocurricular programs and subject offerings but also the management-related activities and needs in other MIT departments to discover how the Sloan School might better contribute to the educational experience of MIT undergraduates more broadly. The committee hopes to report back to the deans by the end of fall 2009.

MIT Sloan Undergraduate Advising and Committee Assignments

Faculty serving as undergraduate advisors included Paul Asquith, John Carroll, Kristin Forbes, Carola Frydman, Stephen Graves, Neal Hartman, Mozaffar Khan, John Little, Stuart Madnick, Thomas Malone, Stewart Myers, James Orlin, Jun Pan, Robert Pindyck, Nelson Repenning, Catherine Tucker, John Van Maanen, Eric von Hippel, Jiang Wang, Joseph Weber, Roy Welsch, and Peter Wysocki, along with Jeffrey Meldman, director of undergraduate programs; Mary Camerlengo, assistant director of undergraduate programs; and Stephanie Karkut, assistant director of undergraduate programs.

The Undergraduate Programs Committee was chaired by John Little and included John Carroll, Stephen Graves, Thomas Kochan, Jeffrey Meldman, James Orlin, and Ross Watts. Dean JoAnne Yates, Mary Camerlengo, and Stephanie Karkut served as ex-officio members.

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

System Design and Management

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

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

Targeted to professional engineers with three or more years of experience, SDM has a 15-course curriculum in systems, engineering, and management, including a project-based thesis. It offers three curriculum options: a 13-month in-residence format; a 24-month distance education program for company-sponsored students, requiring one academic semester in residence at MIT; and a 16- to 24-month commuter program for local students. SDM's mission is to educate future technical leaders in the architecture, engineering, and design of complex products and systems, preparing them for careers as the technically grounded senior managers of their enterprises.

Distance Education Delivery

SDM continues to evaluate its distance education delivery with the goal of increasing the quality of the remote learning experience while reducing costs, both for MIT and for sponsoring companies. This includes streaming all classes on the web so that students who cannot attend a session can view the video of it almost immediately, without having to wait for a videotape to be mailed to them.

Pat Hale continues as director for his fifth year. In January 2008, Pat assumed the role of president of the International Council on Systems Engineering (INCOSE) after serving as president-elect for two years. This role has provided the program a high level of visibility in an organization of industry and educational institutions highly aligned with the SDM academic mission. Pat's tenure as INCOSE president ends in January 2010.

Codirectors for the program are David Simchi-Levi from the School of Engineering and Tom Allen from the MIT Sloan School of Management. John M. Grace is SDM's industry codirector.

Student Statistics

In January 2009, SDM admitted its 13th class, enrolling 68 students, two of whom are dual-degree students from the Navy's 2N Naval Engineer degree program. As was done in FY2008, SDM held information evenings in August, September, October, and June for local MIT alumni and others interested in SDM, as a way to recruit prospective students for SDM 2008. In addition, SDM hosted a special information evening in March for members of the local chapter of the Society for Women Engineers (SWE). These successful events brought more than 100 prospective students to campus or suburban locations, where they heard presentations about the program from several faculty, students, and alumni. Also, SWE presented SDM with a certificate of appreciation at its annual awards banquet in June.

System Design and Management Student Statistics

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Admitted	58	47	50	37	27	36	37	62	58	61	56*	64
On-campus	16	6	14	8	7	18	27	44	44	47	40	34
Self-supported	1	2	5	2	1	6	25	42	34	40	36	27
Research assistant	12	2	4	3	1	10	0	0	2	1	4	0
Distance education	42	41	36	29	18	17	10	18	14	14	16	19
Company-sponsored	45	43	41	32	25	20	12	20	24	21	20	37

* In addition, seven naval officers from 2N were admitted for a second degree program

Sponsoring Theses of Self-Funded System Design and Management Fellows

In the past few years, companies have also engaged in the program by using self-funded fellows for research internships that then develop into SDM theses. Support typically involves identifying a thesis topic and naming a company mentor to work with a student and MIT faculty member on a topic of pressing concern. Thesis sponsorship

allows a company to expand its presence within SDM at a modest cost, work with an SDM fellow and MIT expert on a relevant project, and favorably position the company for a broader relationship with SDM and MIT.

SDM Best Thesis Award

The winner of the 2008 SDM Best Thesis Award was David Kim. The title of his thesis was "Generation Gaps in Engineering."

SDM Industry Partners

SDM has continued its cultivation of and interaction with various industrial firms. The activities undertaken are focused on developing mutually beneficial relations between industry and SDM. Industrial firms support the education of students and bring real-world problems to the program. In return, they employ the graduates of the program and receive the results of the research they support.

A firm can become a partner with the SDM program when it supports students in one of SDM's activities and expresses an interest in working with the program in a number of dimensions. Partners typically participate in a yearly formal meeting to consider and provide collective feedback on curricula, student theses, and faculty research. During these meetings, partners also visit with current SDM students to gain an understanding of their views and expectations.

One area that has been a focal point for industry program efforts in recent years is the creation of additional options for industrial firm competency development. Options range from partial support of students to support of thesis work and participation in the certificate program. This latter activity consists of a one-year distance program involving one principal SDM course per semester and a capstone project. The courses in the certificate program, taken simultaneously with the SDM student courses, are systems architecture, systems engineering, and product design and development. There

is also an optional adjunct to the certificate program, organizational leaders workshop, especially tailored to the supervisors of the certificate students.

The certificate program, formed with the strong and continued support of the United Technologies Corporation (UTC), has been operational for eight years. It has nearly 200 graduates scattered throughout various firms. It has been growing in strength with additional participation from Deere Inc., Instrumentation Laboratory, Cummins Inc., and a diverse set of financial and software firms. This program not only increases the flow of trained systems thinkers into a firm's engineering ranks but is also becoming an excellent feeder to the full SDM master's program.

MIT Industry Partners Systems Engineering (Certificate) Program

This past year was the eighth for the MIT Industry Partners Systems Engineering Program. Partners included UTC, John Deere, Cummins, Draper Laboratory, and Instrumentation Laboratory. To build a systems engineering core competency, this unique program targets three key populations: experts enrolled in the SDM program, experts enrolled in the Systems Engineering Certificate Program, and the organizational leaders of those experts. The program has been very successful, with 171 students completing the certificate program and more than 100 organizational leaders completing the six days of content in the organizational leaders workshop. With its active participation in all levels of the program, UTC now has more than 250 employees who have benefited from the SDM program.

Career Development for SDM Self-Sponsored Students

Led by career development director Helen Trimble, SDM has provided career services to its self-funded students for the past five years. These services include individual career consultation and coaching in presentation skills; resume writing; networking and negotiating; interviewing; company, career, and opportunity research; and government regulations for foreign nationals. Preliminary data indicate that this year's graduates will achieve the same success as in previous years—100% employment in industries and organizations as diverse as nonprofits, aerospace, and financial services and in technology consulting and leadership roles in product development, business strategy, and operations. Recent students are tending toward start-ups and venture capital firms.

MIT Conference on Systems Thinking

In the past, SDM has held an annual conference for SDM alumni only that was both planned and executed by our alumni. In 2008, the decision was made to open the conference up to all in order to give SDM and the field of engineering systems wider visibility. On October 23–24, 2008, SDM sponsored the MIT Conference on Systems Thinking for Contemporary Challenges, which was attended by approximately 230 participants including faculty and students from MIT and other universities, SDM alumni, and industry executives. This event was developed by SDM alumni and staff. A second conference is planned for October 22–23, 2009.

Staff Awards

Christine Bates, SDM program administrator, and Eve Odiorne Sullivan, senior editorial assistant in the Laboratory for Nuclear Science, were honored with an MIT Excellence Award for cofounding Parents Forum, a grass-roots parenting program concerned with improving communication within families.

Engineering Systems Division (ESD)/SDM-LGO financial assistant II Davicia Neves received MIT's Infinite Mile Award for Excellence.

The codirectors of the SDM program are Tom Allen, Howard W. Johnson professor of management, emeritus, and professor of engineering systems, emeritus, and David Simchi-Levi, professor of civil and environmental engineering and engineering systems. Jack Grace is the industry codirector and Pat Hale is the director of the SDM Fellows Program. More information about the System Design and Management Program can be found at <http://sdm.mit.edu/>.

Leaders for Global Operations

On June 1, 2009, the MIT Leaders for Manufacturing program announced its new name: Leaders for Global Operations. Now in its 21st year, this dual-degree program continues to offer an MBA or a master of science from the MIT Sloan School of Management and a master of science from the MIT School of Engineering. The two-year LGO experience features a cross-disciplinary curriculum, a global orientation, significant internship opportunities, and an emphasis on leadership and teamwork. Our partner companies play a critical role in all facets of the program, as they have from the onset of the program.

The new LGO identity reflects the expansion from LFM's historically broad understanding of manufacturing to encompass all aspects of operations. The program will continue to build on its strengths in production and logistics, as well as on the consistent number 1 rankings given to the MIT School of Engineering and MIT Sloan's Operations Management Group in *U.S. News & World Report's* annual evaluation of graduate programs. The program will also continue to be operated jointly by the MIT Sloan School of Management, the MIT School of Engineering, and industry.

The LGO governing board approved the change in name and mission after an extensive research process involving all the program's constituencies. The board also directed LGO to address operations challenges beyond such traditional manufacturing sectors as automotive, aerospace, and high-tech manufacturing, to include supply chain retailers such as Amazon.com and Inditex SA (Zara).

The LGO program will continue to reside within the MIT Engineering Systems Division, an interdisciplinary academic unit spanning most departments within the School of Engineering and all five MIT schools. Building on the work of LFM, LGO will continue to generate cutting-edge research at the intersection of engineering and management, educating leaders who can help operations-oriented companies thrive in global markets.

LGO partners include ABB Ltd., Amazon.com, Amgen Inc., The Boeing Company, Cisco Systems Inc., Dell Inc., Flextronics International, Ford Motor Company, General Dynamics, General Motors Corporation, Genzyme Corporation, Harley-Davidson Inc., Honeywell International Inc., Inditex SA (Zara), Intel Corporation, Kimberly-Clark Corporation, Motorola Inc., Northrop Grumman Corporation, Novartis AG, Raytheon Company, Spirit AeroSystems, and United Technologies Corporation.

At the administrative level, LGO and MIT's System Design and Management program are managed by a common staff, enabling conservation of resources. Like LGO, SDM is cosponsored by the MIT School of Engineering and the MIT Sloan School of Management and resides within ESD.

Academic Program

The LGO Fellows Program Class of 2009 had 46 graduates in June 2009 and one projected for September 2009. Each graduate completed a six-month internship at a partner company during 2008, either February through August (eight fellows) or June through December (39 fellows). Internships are focused projects of concern to the partners, accomplished by interns with company support and MIT faculty guidance. Representative projects this past year included strategic sourcing, lean in product development, lean assessment and implementation in manufacturing, and supply chain and inventory modeling. Many of the projects represent a significant benefit for the partner companies and advance areas of research. Recommendations and results from the projects have been integrated into companies' operations as well as course curricula. For the classes of 2010 and 2011, internship process improvements are being implemented to further increase the benefits for all stakeholders, which include an improved matching process and program-deliverable dashboard integrated into the LGO virtual community database.

Another 48 students (Class of 2010) completed their first year of on-campus studies and started their six-month internships. Forty-seven new students (Class of 2011) were admitted and began an intensive summer session in June 2009. The Class of 2011 has an average of five years of work experience. The Class of 2011 has the highest percentage of women in the program's history.

Faculty codirectors for the LGO and SDM programs are professor David Simchi-Levi from the School of Engineering and professor Tom Allen from the MIT Sloan School of Management. Don Rosenfield serves as the program director of LGO. Vahram Erdekian became industry codirector in September 2008. He brings over 30 years of manufacturing and operations experience to LGO, including executive leadership positions at several leading technology companies, and serves as distinguished executive in an advisory role to the global supply chain management organization at Cisco, where he has been a operations executive since joining the company in 2000. Vicki Mach also joined as the program's admissions and career development coordinator.

LGO's academic program consists of a mix of management and engineering courses. Major and required courses are ESD.32J/15.783J Product Design and Development, taught by Steven Eppinger; ESD.267J/15.762J Supply Chain Planning and

ESD.268J/15.763J Manufacturing System and Supply Chain Design, both taught by Stephen Graves and David Simchi-Levi; ESD.750J/15.066J System Optimization and Analysis for Manufacturing, taught by Jeremie Gallien; ESD.751J/15.064J Engineering Probability and Statistics, taught by Arnie Barnett and Roy Welsch; 15.761 Operations Management, taught by Brad Morrison; ESD.60 and ESD.930 Lean/Six Sigma Processes, taught by Steven Spear and Eric Reberntsch; 15.515 Financial Accounting, taught by Joseph Weber, Sugata Roychodhury, and Mozzafar Khan; 15.280 Communication for Managers, taught by Leigh Hafrey, Neal Hartman, Roberta Pittore, Virginia Healy-Tangney, Terence Heagney, and Chris Kelly; 15.311 Organizational Processes, taught by Denise Loyd, Roberto Fernandez, and Mark Mortensen; 15.010 Economic Analysis for Business Decisions, taught by Ernst Berndt, Joseph Doyle, and Michael Grubb; 15.769 Operations Strategy, taught by Don Rosenfield; 15.316 Building and Leading Effective Teams, taught by John Carroll; 15.317 Organizational Leadership and Change, taught by Jan Klein; and 15.792J Proseminar in Manufacturing, taught by Don Rosenfield.

LGO students can enroll in one of eight engineering disciplines. The entering LGO 2011 class by engineering discipline is as follows:

- aeronautics and astronautics: 2
- biological engineering: 1
- chemical engineering: 4
- civil and environmental engineering: 2
- electrical engineering and computer science: 5
- engineering systems: 26
- materials science and engineering: 2
- mechanical engineering: 5

Marketing Efforts

LGO applications increased 21% (from 197 to 239) within the past year, indicating a strong return on the recent marketing investment.

China Leaders for Manufacturing

Established in 2006 to help US companies compete more effectively in the global arena, China Leaders for Manufacturing (CLFM) is modeled after MIT's highly successful LGO (formerly LFM) program. Like its US counterpart, CLFM is a partnership of industry and academia.

CLFM focuses primarily on helping US companies sustain profitability and success by developing a special type of leader for US companies in China and Asia—leaders who can apply both managerial and engineering expertise to global manufacturing and operations and help US companies compete more effectively in the global arena.

CLFM is an educational and research partnership among global firms and Shanghai Jiao Tong University's (SJTU) Antai College of Economics and Management, School of

Mechanical Engineering, School of Electronics and Electrical Engineering, and School of Chemistry and Chemical Technology. CLFM offers a two-and-a-half-year dual master's degree program combining the disciplines of engineering and management. Students also work for six months at a partner company site during the required internship experience. Each graduate will receive an SM in engineering from SJTU's School of Mechanical Engineering, School of Electronics and Electrical Engineering, or School of Chemistry and Chemical Technology and an MBA from SJTU's Antai College of Economics and Management. Currently 13 companies are signed up for CLFM. CLFM industry partners include Apple, Caterpillar, China Longgong, Corning, The Timken Company, and Tyco International. Seven companies—Amazon, Cisco Systems, Dell, Honeywell, Intel, Novartis, and United Technologies Corporation—partner with both CLFM and LGO.

The first CLFM class matriculated in September 2007, with the second cohort matriculating in September 2008. This past January professor Tom Allen, LGO codirector from the MIT Sloan School of Management, led CLFM's first review committee. The committee, which is modeled after MIT's Visiting Committee structure, made recommendations in three broad areas: program leadership, engineering/management balance, and CLFM vision and mission. The group traveled to Shanghai and met with SJTU deans, faculty, students, and staff over a two-day period. A report was then sent to the SJTU deans responsible for CLFM, and professor David Simchi-Levi and LGO program director Don Rosenfield made a follow-up visit in June to monitor progress.

The review committee members included:

- Tom Allen (committee chair), Margaret MacVicar faculty fellow; Howard W. Johnson professor of management, emeritus; professor of engineering systems, emeritus; and LGO codirector
- Yasheng Huang, China Program associate professor of international management, MIT Sloan School of Management
- Dick Yue, professor, Department of Mechanical Engineering; director, International Programs; Philip J. Solondz professor of engineering; and codirector, Singapore-MIT Alliance
- Sara Beckman, codirector of the Management of Technology Program, Haas School of Business, University of California, Berkeley
- Ken Bryan (MIT '88), director of supply chain and customer service, Dow Chemical, Asia Pacific
- Lian Li, director, global university relations, Tyco International (CLFM managing partner)

The review committee plans to return to Shanghai in early 2010 for its next regularly scheduled visit.

Students from LGO visited Shanghai in November to meet with their CLFM counterparts on the LGO/CLFM Synergy Committee as a follow-up to the initial joint plant tour to Shanghai in March 2008. In March 2009, LGO and CLFM students

jointly worked on a “Dragon Team” project in Shanghai for a multinational electronics company. There continues to be good synergy between the two groups, and more events are planned in the 2009–2010 academic year, including a joint plant tour in Shanghai in spring 2010. These cohort-building and joint-learning events fulfill one of the primary goals of LGO’s involvement with CLFM.

Twenty-two SJTU faculty members have been trained at MIT using the Sloan School’s teach-the-teacher model, the primary activity of CLFM. Visiting CLFM faculty closely observe how LGO classes are taught, which curricula and technologies are used, and how LGO students and faculty interact. They also reflect more broadly on how LGO trains leaders to address the world’s most challenging operations problems, based on a keen management perspective and substantive technical knowledge. At the end of their stay, they present plans for incorporating what they have observed in the courses they teach in Shanghai. An additional faculty member is on campus for the summer 2009 LGO program.

LGO Alumni

The LGO 2008 Alumni Conference took place this past year at MIT. The conference theme, “Manufacturing and Operations 20/20: Celebration of the Past and Vision of the Future,” was scheduled in conjunction with LGO’s 20th-anniversary celebrations. More than 150 alumni gathered to see presentations by MIT faculty Tom Magnanti (founding codirector of LGO/LFM), Rebecca Henderson, and Mehmet Fatih Yanik. Also, LGO alumni including Matthew Bromberg (vice president and general manager, global materials solutions, Pratt & Whitney), Rob Nicol (director, sequencing operations, Broad Institute), Jon Strimling (president and founder, American Biomass Corporation), and Mark MacLean (vice president of operations, American Biomass) spoke about current issues at their companies. Industry presenters included Shane Tedjarati (president and CEO, Honeywell China and India) and Dick Johnston (vice president, corporate operations, Raytheon). Plant tours were held at Boston Scientific, Legal Sea Foods, Haemonetics, EMC, Broad Institute, and Raytheon. Raytheon provided generous support for the alumni conference.

The highlight of the conference was a panel discussion, “Reflections and Projections from Twenty Years of LGO Leadership,” that was open to the entire MIT community. Approximately 250 attendees heard several LFM/LGO founders discuss LFM’s original vision, the lessons that can be drawn to create LGO’s future, and the need for LGO alumni who are now industry leaders to participate in LGO’s evolution. Moderated by Don Rosenfield, director of the LGO Fellows Program, the panel included Tim Copes (LGO ’92), president of the Boeing Shared Services Group; Donald W. Davis, retired chairman and CEO of The Stanley Works and a member of LGO’s leadership faculty; Bill Hanson, former vice president of manufacturing of the Digital Equipment Corporation, founding LGO governing board member, LGO’s first industry codirector, and a member of LGO’s leadership faculty; Bob Hermann, former senior vice president of science and technology at United Technologies Corporation, founding LGO governing board member, and senior partner at Global Technology Partners LLC; Tom Magnanti, Institute Professor, former dean of the MIT School of Engineering, and founding LGO codirector (management); David Marsing, senior associate at Dialogos, former vice president of

Intel's Technology and Manufacturing Group, former chief operating officer of Intel's Network Communications Group, and first LGO operating committee member from Intel; Eugene Meieran, Intel senior fellow and founding codirector of LGO Research; and Gerald Wilson, Vannevar Bush professor of electrical engineering and computer science and mechanical engineering, former dean of the MIT School of Engineering, and founding dean of the LGO program.

Following the panel, attendees convened to the Marriott Hotel for a celebration marking LFM's 20th anniversary. Professor Tom Allen, LGO codirector, and Don Rosenfield welcomed more than 300 members of the LGO community. Travis Gracewski (LGO '10) showed portions of a welcome video produced by LGO '94 students to welcome the LGO '95s.

Aaron Raphel (LGO '05) continued as the official voice of the alumni on the LGO operating committee. His two-year appointment concludes at the end of June 2009. A new alumni representative will be selected by a vote of the full alumni body.

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

The alumni have also been instrumental in setting up an infrastructure to support LGO. Through an organized fundraising effort, the alumni have established three different funds to support the program: the William C. Hanson and Don W. Davis Leadership Fund, the Alumni Annual Fund, and the Endowed Discretionary Fund. This year portions of the Alumni Annual Fund were used for immediate needs, with funds broken down as follows:

- Scholarships to LGO 2009 class: \$27,000
- Domestic and international plant tours: \$8,000
- Total funds raised: \$36,546

Over the years, LGO alumni have attained positions of great impact within their organizations. A sample list of alumni who have gone on to occupy roles of high-level responsibility includes:

- Jamie Bonini, general manager, supplier commodity engineering, Toyota, and formerly manager of a major engine venture in South America for Chrysler
- Tim Copes, president of shared services at Boeing

- Pat Shanahan, vice president and general manager of airplane programs for Boeing Commercial Airplanes
- Craig Belnap, president, Alcoa Architectural Products
- Doug Field, vice president of product design at Apple
- Jeff Wilke, senior vice president and general manager at Amazon
- Liz Altman and James Burke, vice presidents at Motorola
- Matthew Bromberg, vice president at Pratt and Whitney
- Hans Laudon, vice president at Honeywell
- Prentis Wilson, vice president at Cisco
- Rod Copes, vice president and general manager, power train operations, Harley-Davidson
- Mark Parrish, CEO, Deceunnick North America
- Camilla Denison, president, Champion Laboratories

Proseminar Speakers

On campus, LGO students attend weekly seminars with faculty and industry experts to enrich their formal education by learning about current manufacturing leadership and business issues that are local, national, or international in scope. Speakers in fall 2008 and spring 2009 included Rob York (LGO '95), director, Mac enclosure operations, and Aaron Raphel (LGO '05), manager, iPhone enclosure operations, Apple Inc.; Amanda Taplett (LGO '07), 787 preflight and delivery supervisor, and Mike Carnette (LGO '96), 777 manufacturing superintendent, The Boeing Company; Tom Taylor (LGO '91), vice president, fulfillment, Amazon.com; Len Baxter, global chief engineer of manufacturing, Global Luxury RWD Team, and Grace Overlander (LGO '08), work group manager, General Motors Corporation; Tom Greenwood (LGO '02), director, strategic initiatives, Spirit AeroSystems; Joe DeSarla, vice president of integrated supply chain for automated control solutions, Honeywell International Inc.; Tom Culligan, executive vice president, Raytheon Company; Alan MacCormack, associate visiting professor, MIT Sloan School of Management; Vah Erdekian, vice president, manufacturing operations, Cisco Systems Inc., and LGO industry codirector; Kimball Hall, Rhode Island site vice president, Amgen Inc.; Jamie Bonini, general manager, supplier commodity engineering, Toyota Motor Engineering and Manufacturing North America, Toyota Motor Corporation; Steve Spear, senior lecturer, MIT, and senior fellow, Institute for Healthcare Improvement; Brad Morrison, senior lecturer, MIT; Bill Krueger, senior vice president for manufacturing, supply chain management, purchasing, and total customer satisfaction, Nissan Motor Company; and Jeremie Gallien, associate professor of operations management, MIT Sloan School of Management.

Plant Tours

LGO plant tours expand students' understanding of manufacturing complexity by introducing them to LGO partner companies' diverse operations, plant floor workers, executives, and LGO alumni. In the summer term and during the academic year,

students see an average of 15 companies during local visits and a two-week national plant tour. This past year, local plant tours were held at Axcelis, Genzyme, Novartis, and Raytheon. Students also participated in the annual two-week plant trek that included visits to Boeing in Seattle, WA; Intel in Portland, OR; Amazon.com in Reno, NV; Harley-Davidson and Ford Motor Company in Kansas City, MO; and Cisco Systems and Flextronics International in Austin, TX. The LGO International Plant Tour went to Poland, the Czech Republic, and Germany and visited Sikorsky (UTC), ABB, Škoda (Volkswagen), and Adidas.

Career Development

LGO students, sponsored and nonsponsored, continue to be highly sought after upon graduation from the program. Partner companies, as well as other organizations, take a special interest in LGO students, as indicated by their active participation in the proseminar session and recruiting week. To date, 72% of the members of the Class of 2009 have accepted positions within manufacturing and operations companies and 55% have accepted positions within partner companies.

Internships and Research

There were a record number of international internships for the LGO '10 class that include the United Kingdom, Switzerland, Italy, Germany, Peru, and Taipei. In addition, the LGO '10 class has the largest number of off-cycle internships (12) in the history of LGO. Some partner companies use off-cycle internships to match with their business cycle and get more immediate impact from the research projects. The program has capped the off-cycle internships at 25% of the class to maintain cohort integrity. The matching of students to partner internships and faculty advisers is a complex process that the program has managed from inception. The LGO internship matching process continues to use a two-way matching process that explicitly captures company preferences. The method requires significantly less lead time and leads to higher satisfaction from the different constituents. Both companies and students had more than 80% matches within their top five choices. The LGO '10 class was a challenge due to the limited number of internships and last-minute funding for some internships causing the internship interviews to be extended beyond the normal matching period. Fortunately, we were able to obtain a match with all funded internships. We are continuing to link internships for the LGO 2010 class to company-faculty-student research groups. These groups allow for cross-internship learning and the development of common themes. In particular, the Class of 2010 developed a new engineering track on energy and sustainability that includes cross-internship linkage.

Student Awards

Julie Mitchell received the LGO Best Thesis Award, given for the fourth year by the program. The title of her thesis was "Developing the Business Case for Quality by Design in the Biopharmaceutical Industry." Her research was conducted at Amgen. Jeremy Stewart received the Harrison Smith Award, a leadership award given annually to honor a first-year LGO student who exemplifies LGO '98 Harrison Smith's most remembered qualities while at LGO: living life to the fullest, bringing the class together, and making happy and lasting memories of the LGO experience for the entire cohort.

Smith died tragically in a car accident shortly after his graduation in 1999 while en route to a position at Dell. The team of Daniel George and Ghassan Awwad, both LGO '09, won the first-place award in the 5th Annual Operations Simulation Competition cosponsored by MIT Sloan and GM. A team consisting of LGO '10 Chad Sailer, David Follette, Paul Witinski, and Chris Lin, along with Michael Irwin MBA '10, won first place in Carnegie Mellon University's annual International Operations Case Competition. In addition, a team consisting of LGO '10 Jeremy Stewart, Jonathan Dreher, and Mike Norelli was one of two finalists in the X PRIZE Foundation's "What's Your Crazy Green Idea?" video competition on YouTube.

Governance

LGO is run by a governing board consisting of the managing partner companies' senior officers, program codirectors, and MIT deans. It is cochaired by Dick Johnston of Raytheon and Larry Loftis of Boeing. The operating committee handles ongoing management of the program and includes company representatives, faculty, and directors. The focus of the operating committee, chaired by Vah Erdekian, LGO's new industry codirector, is a series of standing committees that include companies, faculty, and students. Several companies moved from limited partner to managing partner status by contributing \$1 million to the program via internship fees, partnership fees, and any other contributions to the program. New managing partners, who thus have a seat on the governing board, include Amgen, Cisco Systems, Novartis, and Spirit AeroSystems.

New Partners

An active student, staff, and company committee has been very successful at bringing new partners to LGO. New partner companies that have joined in the past several years include General Dynamics, Cisco Systems, Amgen, Novartis, and Zara (Inditex), the Spanish clothing manufacturer and retailer.

Honors

Alumni

LGO alumnus Gavin DeNyse '01 and teammates from Hewlett-Packard received the 2009 Franz Edelman Award for Achievement in Operations Research and the Management Sciences (see http://lgo.mit.edu/?fileName=news_articles/denyse/denyse.html). DeNyse served as the team's master strategist.

LGO alumnus Mark Graban '99 received the Shingo Prize for his book *Lean Hospitals: Improving Quality, Patient Safety and Employee Satisfaction* (see http://lgo.mit.edu/?fileName=news_articles/graban_shingo/graban_shingo.html).

Dr. Sara Metcalf, LGO '01, published an article titled "Modeling Boundaries of Concern Among Conflicting Stakeholders" in the October 2008 issue of *Leadership and Management in Engineering* (see http://lgo.mit.edu/?fileName=news_articles/lfm_metcalf/lfm_metcalf.html).

Students

This year's recipient of the Charles "Harrison" Smith III Award was LGO student Jeremy Stewart, who was honored for his contributions to LGO's academic program as well as its social environment (see http://lgo.mit.edu/?fileName=news_articles/harrison_smith_2009/harrison_smith_2009.html). Among other contributions, Stewart was cited for spearheading the effort to develop a sustainable energy track within ESD.

Julie Mitchell received the LGO Best Thesis Award, given for the fourth year by the program. The title of her thesis was "Developing the Business Case for Quality by Design in the Biopharmaceutical Industry." Her research was conducted at Amgen.

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Faculty

David Simchi-Levi, ESD/Civil and Environmental Engineering professor and LGO-SDM codirector, coauthored an article published in the *Wall Street Journal* titled "Crude Calculations: Why High Oil Prices Are Upending the Way Companies Should Manage Their Supply Chains" (see http://online.wsj.com/article_email/SB122160061166044841-1MyQjAxMDI4MjIxMjYyMDIwWj.html).

ESD/LGO faculty member Steven J. Spear authored a book, *Chasing the Rabbit: How Market Leaders Outdistance the Competition and How Great Companies Can Catch Up and Win*, that was published by McGraw-Hill.

Staff

Davicia Neves, ESD/LGO-SDM financial assistant II, received an MIT Infinite Mile Award for Excellence (see http://lgo.mit.edu/?fileName=news_articles/davicia_neves/davicia_neves.html).

The codirectors of the LGO program are Tom Allen, Howard W. Johnson professor of management, emeritus, and professor of engineering systems, emeritus, and David Simchi-Levi, professor of civil and environmental engineering and engineering systems. Vah Erdekian is the industry codirector and Don Rosenfield is the director of the LGO program. More information about the Leaders for Global Operations Program can be found at <http://lgo.mit.edu/>

Research Centers and Groups

MIT Leadership Center

Based at the MIT Sloan School of Management, the MIT Leadership Center is committed to innovative research, education, and dialogue across and beyond the MIT community. Our focus is on distributed leadership—the idea that leadership today, even more than in the past, must come from every level of an organization or every part of an organizational network.

The center’s research is focused on real-world problems and potential solutions. Our curriculum development and educational programs turn that research into powerful learning experiences for undergraduates, MBA students, and executives at every stage of their career. Our partnerships with a wide range of enterprises enable us not only to conduct our research and educational programs but to participate directly in driving innovation and change.

The Leadership Center includes a core group of senior faculty from MIT Sloan, numerous faculty from other institutions, and a network of exceptional business, government, and nonprofit leaders. Individually, each of these associates brings a unique perspective to the center as a thinker, teacher, role model, and mentor. Together, the cross fertilization of their ideas enriches all of the center’s activities.

Highlights from fiscal/academic year 2008–2009 are as follows.

Research

- Launched a five-year research project on distributed leadership with extensive funding from one of our advisory council members and outside funders
- Created and developed a network of international scholars who attend a monthly research workshop on distributed leadership
- Conducted ongoing, in-depth field studies at several organizations to examine variations in leadership in four contexts: nimble networks; organizations in which distributed leadership is part of their DNA; large, traditional hierarchies seeking to innovate; and cross-organizational collaborations

Education and Curriculum

- Inaugurated several new courses, including a leadership lab (Peter Senge and Wanda Orlikowski) and a coaching elective (Chris Kelly), and introduced “X-teams” into the Global Entrepreneurship Lab (G-Lab) (Deborah Ancona)
- Generated more than 50 leadership sessions—a record number—for the popular Sloan Innovation Period
- Delivered three sessions (spanning three days each) of the center’s signature workshop on the four capabilities leadership model to more than 100 students during the most recent IAP

- Continued to tailor and export the center's leadership models, tools, and cases for undergraduates, MBAs, Sloan Fellows, and LGO participants as well as through custom executive education programs
- Piloted a program (through Executive Education) incorporating the center's four capabilities leadership framework along with individual coaching with the Department of Energy in March

Outreach and Visibility

- Increased the center's visibility at both academic conferences and in the general media (e.g., *Washington Post*, *Financial Times*, and *Boston Globe*)
- Developed stronger relationships across the Institute, including the Gordon Engineering Leadership Program, the MIT International Science and Technology Initiatives (MISTI), International House, ROTC, and the Leader-to-Leader Program
- Cohosted seven global leaders this year as part of the dean's Innovative Leaders Series
- Widened the circle of "executives in residence" at the center by inviting three leaders (Jeff Shames, retired chairman and CEO of MFS Investment Management; Darcy Winslow, an executive from Nike who led the company's sustainability efforts; and Irving Wladawsky-Berger, chairman emeritus, IBM Academy of Technology) to serve in this role

New Initiatives Under Way

- A distributed leadership forum on November 12 and 13 involving companies such as Gore, Google, IBM, InnoCentive, and Cisco and academics from MIT, Harvard, Stanford, Duke, and the University of Pennsylvania, among others
- A new coaching module for the MBA's built on our own 360-degree survey
- An increased presence in Orientation and clearer pathways through our leadership curriculum—including SIP, leadership electives and other development opportunities—to enable MBAs to assess their leadership needs and tailor a program that works best for where they are in their careers
- The creation of a Corporate Partnership with interested companies
- A new open-enrollment executive education course

MIT Sloan Finance Group

The Finance Group rolled out many new initiatives in FY2009, including the MBA track in Finance, the Practice of Finance Seminar Series, the Finance Group Advisory Board, and several new marketing tools. Below is a summary of the accomplishments of the Finance Group during the past year.

MBA Track in Finance

The second track in the MBA program, the Finance track, was successfully launched in FY2009 and was met with high interest, with 101 first-year students enrolling. Along with course requirements, Finance track students have also had the opportunity to participate in other activities throughout the year, including networking dinners with practitioners and adjunct faculty, special seminars given by prominent professionals in the finance industry, and a Finance track resume book.

Practice of Finance

In an effort to highlight the fact that the MIT Sloan Finance Group offers practically oriented courses, the group has prefaced all such course titles with “Practice of Finance.” These courses, taught by leading practitioners, provide our students with unique business perspectives on a broad range of topics. In addition to the practitioner-taught courses offered in past years (i.e., 15.424 Practice of Finance: Endowment Management; 15.419 Practice of Finance: Alternative Investments—Private Equity and Hedge Funds; and 15.977 Practice of Finance: Investment Management), the Finance Group introduced three new courses in FY2009:

- 15.993 Practice of Finance: Foundations of Institutional Portfolio Management, taught by John DeTore, chief information officer at GRT United Alpha
- 15.973 Practice of Finance: Foreign Exchange and Fixed Income Markets from a Quantitative Perspective, taught by Mark Mueller, partner at GMO
- 15.994 Practice of Finance: Islamic Finance, taught by Ibrahim Warde, adjunct professor at Tufts Fletcher School of Law and Diplomacy

Finance Group Marketing

In an effort to increase the visibility of the Finance Group within and beyond MIT, we have developed a new website and professional brochure highlighting the historical and current accomplishments of the group along with information about existing programs, labs, and centers. We anticipate that the broad content of the brochure will make its use applicable to Admissions, Corporate Relations, Alumni Relations, and development.

With the help of the MIT Sloan Communications Department, we developed a Finance Group website (<http://mitsloan.mit.edu/finance/>), as part of the main MIT Sloan site, that highlights the group’s many activities. Along with a department directory and detailed overview of the programs (MBA Finance track, MFin, PhD program, and undergraduate program), the site also contains links to recent working papers by MIT Sloan finance faculty, information on the weekly finance seminar, and an overview of the Sloan Trading Lab.

Finance Group Advisory Board

In September 2008, the Finance Group formed an advisory board consisting of leaders in the financial industry and academia who have agreed to meet regularly with the group to provide advice and guidance with respect to several initiatives, including the MBA Finance track, the MFin program, the undergraduate program, executive education, and our ambitious research agenda. The first meeting of the advisory board took place at MIT on May 28, 2009.

Finance Faculty Recruiting

The Finance Group had a long and successful faculty-recruiting year. We were given a total of five hiring slots by the Dean's Office. In the junior market, more than 100 applications were received. As a result of the FY2009 search, the Finance Group has hired three new junior faculty members (Rajkamal Iyer, University of Amsterdam; Konstantin Milbradt, Princeton University; and Adrien Verdelhan, Boston University) and one new senior faculty member (Deborah Lucas, Northwestern University). Deborah Lucas will be on leave for the 2009–2010 academic year to take an appointment as a senior member in the Congressional Budget Office.

MIT Entrepreneurship Center

The MIT Entrepreneurship Center is focused on helping educate the next generation of MIT men and women on how to create successful innovation-based ventures worldwide. These ventures may be start-up companies or new ventures within well-established firms.

Since its founding in 1990, the MIT Entrepreneurship Center has operated by the values embodied in MIT's motto, *mens et manus*. To help our students develop an entrepreneurial mindset and master the relevant skills, our educational activities comprise a combination of lectures and practical hands-on activities with a foundation grounded in first-rate research and theoretical work.

The past year brought many challenges to the world at large, and the entrepreneurial community was not excluded. However, in spite of the recession, our MIT students and alumni continue to prosper, and global interest in MIT's entrepreneurship educational activities has continued to increase. Highlights from AY2009 include the following:

- Over 1,500 MIT students actively participated in over 30 entrepreneurship subjects.
- Nearly 260 teams, comprising more than 760 students, entered the student-led MIT \$100K Business Plan competition. Over 80 students from across MIT were active organizers of the competition.
- In only its second year, approximately 500 students on 115 teams from 40 colleges or universities participated in the student-led, national MIT Clean Energy Prize competition.
- Over 1,800 professionals and students participated in conferences held by student-led organizations supported by the MIT Entrepreneurship Center, including the MIT Venture Capital and Private Equity Club, the MIT Sloan Sales Club, the BioMedical Business Club, the MIT Energy Club, and the MIT Sloan Energy and Environmental Club.
- Thirty-three MBA graduates received the Entrepreneurship and Innovation Certificate as part of their MBA degree in June 2009.
- Three 2009 graduates have already cofounded new ventures and two have received Series A funding.

- In summer 2009, five MBA students were able to work in a start-up company while having their income supplemented through a gift from a generous MIT Sloan alum.
- We received over 50 delegations from around the world seeking to learn about our programs.
- 136 entrepreneurs, investors, government officials, and faculty from 28 countries participated in our January 2009 Entrepreneurship Development Executive Education program.

Goals

In AY2010, William K. Aulet, our new acting managing director, and Fiona Murray, associate director and MIT Sloan professor, will join professor Edward Roberts, our continuing chairman, in providing leadership that will strengthen the MIT Entrepreneurship Center's role across the Institute. Our activities will be undertaken in a spirit of active collaboration within the MIT Entrepreneurial Ecosystem (including the MIT Deshpande Center, the MIT Legatum Center, the Venture Mentoring Service, and the broader community that encompasses the School of Science and the School of Engineering in particular) as well as other entrepreneurial clusters outside of MIT (e.g., Stanford, Silicon Valley).

We anticipate a highly successful year as we endeavor to accelerate the efforts of our students, alumni, staff, and faculty who are developing the next generation of companies that will change the world.

Final Note

This past year saw the release of a report, "Entrepreneurial Impact: The Role of MIT," quantifying the significant impact of MIT alumni entrepreneurship on the global economy. This report has been widely circulated and already utilized by many institutions, both university and governmental. It will continue to help raise awareness of the importance of entrepreneurship, as well as MIT's significant leadership position in this area, and will thereby significantly support our mission.

Courses we offered in AY2009 included the following:

15.350 Managing Technological Innovation and Entrepreneurship

15.351 Managing Innovation and Entrepreneurship

15.356 How to Develop "Breakthrough" Products and Services

15.358 The Software Business

15.360 Introduction to Technological Entrepreneurship

15.362 Entrepreneurship Study Tour of Silicon Valley

15.363 Strategic Decision Making in the Biomedical Business

15.369 Corporate Entrepreneurship: Strategies for Technology-Based New Business Development

15.371 Innovation Teams: Commercializing Emerging Technologies
15.380 Special Studies in Entrepreneurship
15.387 Technology Sales and Sales Management
15.389 Global Entrepreneurship Lab: Emerging Markets
15.390 New Enterprises
15.391 Early Stage Capital
15.394 Designing and Leading the Entrepreneurial Organization
15.398 Corporations at the Crossroads: The CEO Perspective
15.399 Entrepreneurship Lab
15.431 Entrepreneurial Finance
15.615 Law for the Entrepreneur and Manager
15.616 Basic Business Law, Tilted Towards Innovation and Strategy
15.841 Special Seminar in Marketing: Entrepreneurial Marketing
15.963 Social Entrepreneurship
15.966 Managing in Adversity: The CEO Perspective
15.970/MAS 665 Digital Innovations
15.971 Developmental Entrepreneurship
15.975 Seminar in Management: The Nuts and Bolts of Business Plans
15.976 Starting and Building a Successful High-Tech Venture
Entrepreneurial Development Program (EDP 2009)

Laboratory for Financial Engineering

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

LFE is supported entirely by donor contributions and corporate sponsors with whom we work on directed research projects. Currently, the lab is working with Bank of America, Bunge Ltd., and J.P. Morgan.

Bank of America: In August 2008, it was announced that Bank of America would begin working with LFE on a wide range of opportunities regarding computational finance, quantitative analytics, and risk-reward tradeoffs. The collaboration will help to bridge theory and practice in new and significant ways. For more information, see <http://mitsloan.mit.edu/newsroom/2008-lfeboa.php>.

Two projects are currently under way:

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

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

J.P. Morgan: MIT Sloan faculty members affiliated with LFE have received financial support through the outreach of J.P. Morgan, which has supported their research on the liquidity of corporate bonds, the excess volatility of such bonds, and other topics.

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

Other research projects are grouped into three program areas:

- Capital markets research focuses on the mainstream of financial engineering—the pricing and hedging of financial securities, the determinants of capital market equilibrium, and empirical and econometric analyses of financial market data.
- Risk management research focuses on the entire spectrum of issues surrounding the process of rational decision making where risk is involved.
- Financial technology research focuses on the various methodological aspects of financial engineering—mathematical, statistical, computational, and visual.

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

For more information on the Laboratory for Financial Engineering, see <http://lfe.mit.edu/index.html>.

MIT Center for Collective Intelligence

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

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

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

The following are some of the accomplishments since the center's launch in 2006:

- Recruited 27 faculty members to be members of the center
- Formed a steering committee whose members, including Randall Davis (CSAIL), Sandy Pentland (Media Lab), Joshua Tenenbaum (Brain and Cognitive Sciences), and Thomas Malone (center director, Sloan), represented the major MIT groups involved in the center
- Formed an advisory board including Jimmy Wales (founder of Wikipedia), Tim Berners-Lee (creator of the World Wide Web), and Alph Bingham (founder of InnoCentive)
- Held seminar series with presentations from 31 researchers and practitioners (7 from MIT; 10 from other academic institutions, including Harvard, Stanford, the University of Pennsylvania, Carnegie Mellon, Syracuse, and George Mason; and 14 from nonacademic institutions, including collective intelligence pioneers Doug Engelbart, Bob Metcalfe, and Craig Newmark, as well as representatives of Google, Internet Archive, IBM, the Central Intelligence Agency, and Boston Scientific)
- Defined and commenced work on five major research initiatives:
 - Climate Collaboratorium (<http://cci.mit.edu/research/climate.html>), which seeks to harness the collective intelligence of thousands of people to help solve the problems of global climate change
 - Collective Prediction (<http://cci.mit.edu/research/prediction.html>), which is developing prediction economies—networks of people and computer agents working together to make predictions about future events

- Sensible Organizations (<http://cci.mit.edu/research/sensible.html>), which deploys body-worn sensor networks to track who talks to whom in organizational groups, and even how they talk to each other
- Handbook of Collective Intelligence (<http://cci.mit.edu/research/handbook.html>), which surveys the field of collective intelligence and includes a repository of 100-plus case examples of collective intelligence systems.
- Measuring Collective Intelligence (<http://cci.mit.edu/research/measuring.html>), which seeks to assess the feasibility of an instrument intended to predict the performance of groups across a range of relevant tasks and, if such an instrument is determined to be feasible, to develop and test it
- Raised funds for the center and for individual projects and secured support from two founding sponsors (Cisco Systems and British Telecom), one research sponsor (Fuji Xerox), several government agencies (including the National Science Foundation and the Army Research Office), one private foundation (Argosy), and a partner university (Korea Advanced Institute of Science and Technology)
- Undertook promotional activities that resulted in mentions of the center's work in more than 30 venues around the world, including the *Wall Street Journal*, *New York Times*, *Financial Times*, *Fortune*, *Business Week*, *All Things Considered*, *Wired*, *Guardian*, *Technology Review*, and *Sloan Management Review*

For additional information on the MIT Center for Collective Intelligence, see <http://cci.mit.edu>.

Center for Energy and Environmental Policy Research

The Center for Energy and Environmental Policy Research (CEEPR), which funds policy-related research in energy and environmental economics, is jointly sponsored by the MIT Energy Initiative, the Department of Economics, and the Sloan School of Management. The center receives financial support from corporate sponsors and government agencies such as the US Environmental Protection Agency and the National Oceanic and Atmospheric Administration.

CEEPR research is focused on evaluating the functioning and performance of markets created for environmental services and for electricity and associated network services. Past environmental research has been concerned with emissions trading with particular attention to the US SO₂ Allowance Trading Program and the Northeastern NO_x Budget Program. Recent work includes an analysis of the market for carbon created under the European Emissions Trading System. The electricity research is concerned with restructuring decisions with respect to asset ownership, transmission access, and customer choice. CEEPR is also involved in evaluating the future of nuclear and coal energy and in developing markets for oil and natural gas and renewables. Research includes analyses of the financing of large-scale investments as well as the price dynamics and risk in these markets.

MIT Sloan Center for Information Systems Research

The mission of the MIT Sloan Center for Information Systems Research (CISR) is to perform practical empirical research on how firms generate business value from IT and to disseminate the findings as broadly as possible via electronic research briefings, working papers, research workshops, and executive education.

MIT CISR is currently supported by 68 international organizations representing a broad range of industries and geographical locations. Interest on the part of both current and potential sponsors remains strong, and we expect our number of sponsors to increase as the economy recovers.

Member involvement is encouraged through participation at our spring and fall research forums and our annual conference (the MIT CISR Summer Session), as well as one-day workshops for small numbers of senior executives on specific research topics/projects. Nearly 300 people attended our events during 2008–2009. The opportunities for debate on research topics and peer-to-peer interaction continue to build a strong and growing MIT CISR community.

2008–2009 Research Portfolio

The View from the Top: IT and Business Value

- Achieving Superior Business Value from IT—A Single Framework of What Matters
- Communicating Effectively about IT Value
- Maturing and Globalizing IT Governance

Building and Leveraging IT's Assets

- Managing Business Experiments: Web-based Innovations in Collaboration
- Learning from IT Projects: Effective Post-Implementation Reviews
- Benchmarks for IT Decision Making

Managing Digitized Organizations

- Leading the Transition to the Digitized Platform
- Designing and Managing Shared Services
- Managing the Information Explosion
- Making Sense of “the Cloud”

Recent Accomplishments

During the 2008–2009 academic year, MIT CISR employed eight MIT Sloan MBA students as research assistants. These students participated in research interviews, ran statistical analyses, analyzed data, and coauthored research briefings and working papers.

CISR chairman Peter Weill and director Jeanne W. Ross coauthored *IT Savvy: What Top Executives Must Know to Go from Pain to Gain* (Harvard Business School Press, June 2009). CISR's working paper series currently contains 377 papers, also distributed as Sloan working papers through the Social Science Research Network (SSRN).

At least once a month, CISR distributed research briefings (short, sharp summaries of ongoing CISR research) to over 1,700 members of patron and sponsor organizations. In total, CISR has distributed 97 different electronic research briefings since the inaugural publication in 2001, of which 14 were published in the past year.

CISR researchers presented at several MIT Sloan executive programs, including two public programs: "IT for the Non-IT Executive" and "Corporate Strategy." Research scientist George Westerman is the faculty director of IT for the Non-IT Executive program. CISR chairman Peter Weill is faculty director of two custom programs: the Commonwealth Bank of Australia program and IBM's Advanced Technology Services program. CISR director Jeanne Ross taught in the Commonwealth Bank and IBM programs, as well as a custom program for GE.

CISR director Jeanne Ross taught the MBA course 15.571: Generating Business Value from IT in spring 2009.

Patrons and Sponsors

CISR was supported by seven research patrons during 2008–2009:

- Boston Consulting Group
- BT Group
- Diamond Management & Technology Consultants
- Gartner
- IBM
- Microsoft
- Tata Consultancy Services

CISR was also supported by the following sponsors during 2008–2009:

- Aetna Inc.
- Allstate Insurance Co.
- ANZ Banking Group (Australia)
- AstraZeneca Pharmaceuticals
- Banco Bradesco SA (Brazil)
- Banco Itaú SA (Brazil)
- Bank of America
- Biogen Idec

BP
Campbell Soup Co.
Canadian Imperial Bank of Commerce
CareFirst BlueCross BlueShield
Caterpillar Inc.
Celanese
Chevron Corp.
CHRISTUS Health
Chubb & Son
Commonwealth Bank of Australia
Credit Suisse (Switzerland)
CVS Pharmacy Inc.
Det Norske Veritas (Norway)
DHL Global Management GmbH (Germany)
Direct Energy
Embraer–Empresa Brasileira de Aeronautica SA (Brazil)
EMC Corp.
ExxonMobil Global Services Co.
Family Dollar Stores Inc.
Fidelity Investments
Grupo Santander Brasil
Guardian Life Insurance Co. of America
Hartford Life Inc.
HBOS Australia
ING Group
Intel Corporation
International Finance Corp.
Johnson & Johnson
Liberty Mutual Group
Marathon Oil Corp.
Mars Inc.
MetLife
Mohegan Sun
NASA
News Corp.

Nissan North America Inc.
Nomura Research Institute Ltd. (Japan)
Parsons Brinckerhoff
PepsiAmericas Inc.
PepsiCo International
Pfizer Inc.
PNC Global Investment Servicing
Procter & Gamble Co.
Quest Diagnostics Inc.
Raytheon Company
Renault (France)
Standard & Poor's
State Street Corp.
Sunoco Inc.
TD Bank
Time Warner Cable
Trinity Health
TRW
Unibanco SA (Brazil)
VF Corporation
Wal-Mart Inc.
World Bank

Center for Digital Business

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

Examples of current focused research projects:

- Networks as Platforms
- Deriving Competitive Advantage from IT
- The Business Implications of Enterprise 2.0

- Productivity and Internal Knowledge Markets
- Web Site Morphing to Individual Cognitive Style
- Measuring the Productivity of Information Workers
- Improving Hospital Operational Efficiency and Risk Management with Systems Dynamics
- Using Systems Modeling to Predict, Manage, and Improve Software Application Development and Maintenance

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

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

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

The Center for Digital Business gratefully acknowledges the support of our current sponsors. Founding sponsors include Cisco Systems, CSK Corporation, General Motors, McKinsey, SAP, and Suruga Bank. Research sponsors include BT, FT Orange Labs, and Liberty Mutual. Member sponsors include Google, HP, Oracle, SAS, and Solution Services.

David Verrill is the executive director of the Center for Digital Business, Glen L. Urban is the chairman, Erik Brynjolfsson is the director, Carlene Doucette is the executive assistant, and Joanne Batziotegos is the financial assistant. More information about the Center for Digital Business can be found at <http://digital.mit.edu/>.

Administration and Services

Office of Media Relations

The Office of Media Relations is responsible for developing and implementing media outreach campaigns; identifying 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, and online coverage of faculty research and areas of expertise, student activities, institutional initiatives, special events, and other newsworthy developments. Media Relations supports institutional branding and marketing initiatives.

During the 2008–2009 academic year, Media Relations helped position Sloan faculty members as expert sources on topics related to the financial crisis. The results were impressive, with 1,212 stories—796 of which were syndicated—appearing in print, broadcast, and online outlets. Leading the way was Simon Johnson, a Sloan professor and former chief economist of the International Monetary Fund. Johnson, who has regularly blogged for the *New York Times* and wrote a critically acclaimed article in *The Atlantic*, appeared in more than 700 original and syndicated stories related to the financial crisis.

Big Idea Campaign

Media Relations and the Career Development Office once again teamed up to shape the annual “Big Idea” campaign, a branding effort to bolster MIT Sloan’s image as a global business school. The theme this year was “Collaboration: Across MIT, Across the World.” Media Relations made a concerted effort to place stories in major media outlets about Sloan’s cross-campus collaborations and those with educational, nonprofit, and for-profit institutions around the globe. These included, among others, stories on the MIT Center for Collective Intelligence, G-Lab’s Global Health Delivery projects across Africa, Innovation Teams (i-Teams), China Lab, the MIT Clean Energy and \$100K Entrepreneurship competitions, and our partnerships with top business programs around the world—notably those in Asia and, most recently, in Russia. Twenty stories highlighting these collaborative efforts appeared in such publications as the *Financial Times*, the *Wall Street Journal*, the *New York Times*, *U.S. News & World Report*, *Reuters*, the *Korea Times*, the *Bangkok Post*, the *Boston Globe*, and *Xconomy*. Packets of these clips were mailed to recruiters and deans of other business schools around the country to get the word out about these programs and how they are integrated into our mission of developing principled, innovative leaders who improve the world.

Faculty Media Training

Media Relations partnered with Jordan Weinstein, anchor of NPR’s *Morning Edition*, to provide professional media training services to 27 Sloan deans and faculty members between March 2008 and July 2009. Weinstein, who has provided media training to academics, corporate executives, broadcasters, authors, and issue advocates for more than a decade, discussed interview guidelines and key message development and conducted mock, on-camera interviews. The result has been an increase in faculty interviews as well as in the diversity of academic disciplines covered in media stories.

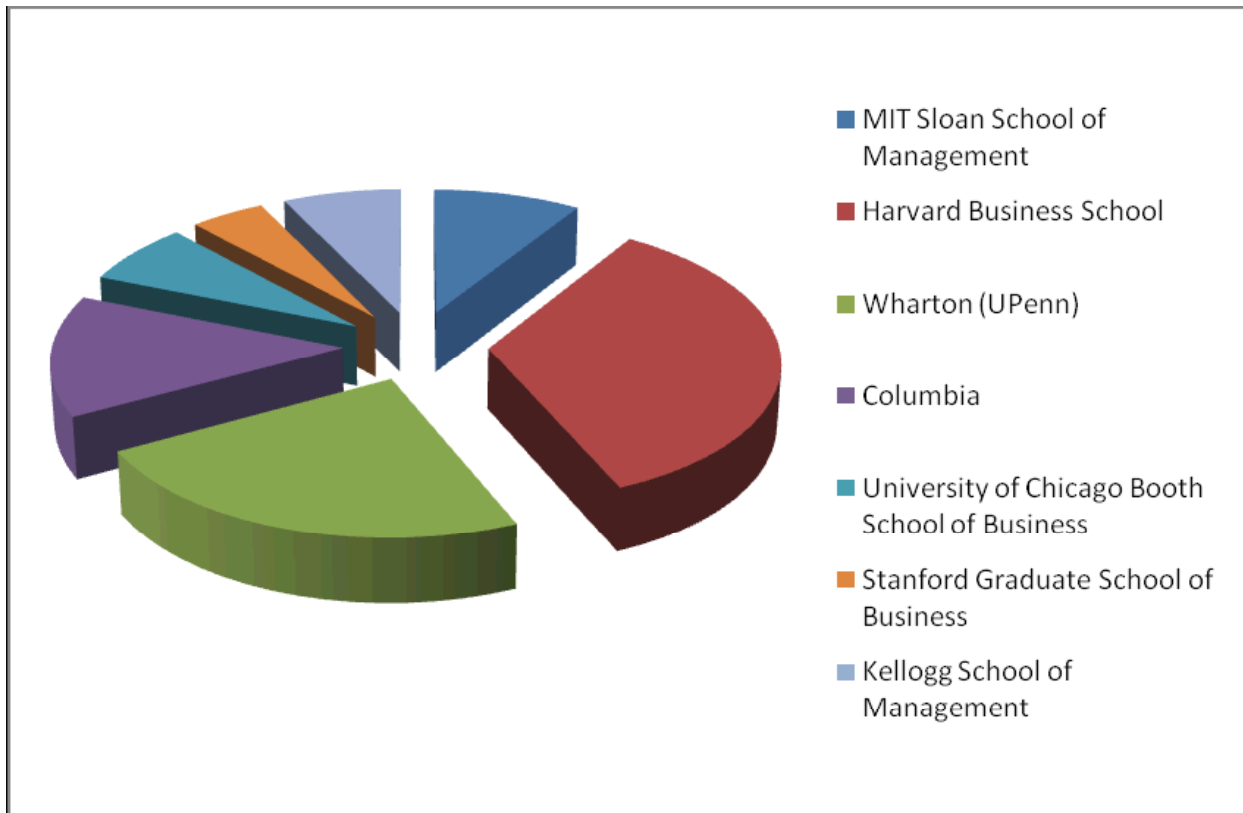
Online Expertise Guide

Media Relations is converting its annual MIT Sloan Expertise Guide to an online version, which is slated to launch sometime this fall. The Expertise Guide provides international media organizations with faculty members’ biography sketches and areas of expertise organized by geographical area, industry, and topic. Media Relations has focused on creating a robust and user-friendly search engine-driven website to allow reporters to easily identify faculty expert sources on a wide variety of topics. Reporters will also be able to download faculty members’ v-cards and access their research and other background topics.

Asian Media Audit

A media audit was conducted on MIT Sloan coverage in the Asian market. Public relations firm Weber Shandwick surveyed Sloan and five peer schools in top-tier business and news publications in Japan, Korea, Hong Kong, and China from October 1, 2008, to May 1, 2009. According to the survey findings:

- MIT Sloan ranked fourth among its competitors in terms of media mentions, with a 9% media share. The Harvard Business School (HBS) was the most commonly covered school (34.5%), followed by Wharton (23.5%) and Columbia (14%).



- MIT Sloan received most mentions in Japan, where MIT's reputation and tradition of technological excellence, in particular, carries a great deal of cache.
- MIT Sloan professors Simon Johnson and Yasheng Huang are our most quoted faculty members.
- HBS coverage in Korea (34%) and Hong Kong (44%) media was considerably higher than that of other surveyed schools. The high coverage rate of HBS in Hong Kong is associated with its relative strength among Western and international news outlets with bureaus in the area.
- HBS appeared nearly twice as frequently as any other surveyed school in Chinese-language outlets. The strong alumni presence in China and Hong Kong, coupled with the fact that the *Harvard Business Review* is readily accessible at local newsstands and bookstores, raised the visibility of HBS among regional reporters.

Overall, the audit showed that Sloan's press coverage was very positive. However, it indicated a need to develop Asian talking points, particularly in Hong Kong and Korean markets.

Goals for the Upcoming Academic Year

Goals for the upcoming academic year include the following: launching a Media Relations Facebook page and Twitter account to help us create new avenues of distribution for news coverage updates and press releases and connect online with reporters and MIT Sloan constituents, developing a new "Big Idea" campaign, driving members of the media to our online expertise guide, developing Asian talking points, conducting international outreach for such initiatives as our new Russian MBA partnership, continuing professional media training services for faculty members, and increasing placement of opinion pieces by faculty members.

Career Development

The Career Development Office (CDO) manages the career education and corporate recruiting services for MBA students and provides career enhancement services for the Sloan Fellows. As part of this effort, CDO partners with Organizational Processes, Communications, Management Sciences faculty, and the MIT Leadership Center to develop and deliver topical sessions related to the career development of our students, as well as developing and delivering stand-alone career education workshops. In addition, the office manages all aspects of the corporate recruiting process for MBAs, including company presentations, the campus recruiting program, the job board, annual career fairs, and the strategic and logistical support of student club treks for employment purposes. The CDO team was highly successful again this year in providing this support to MBA students, maintaining our usual strong employment results during the worst job market since the early 1980s.

FY2009 Goals Review

CDO made great progress in meeting our AY2009 goals despite a rapidly deteriorating economy and some staffing challenges. We maintained high satisfaction ratings from recruiters and students; our employment statistics remain competitive with peer schools; and we continued to make progress on realigning CDO with the changing strategy of the School, especially in the areas of expanding services to additional student populations beyond MBAs.

- *Staffing:* In the past year we hired four new FTEs (one replacement position and three new) and converted the Sloan Fellows consultant role into an 80% FTE, added a new staff member to support the MFin program, and replaced a long-term temporary supporting the Career Resource Center with a voucher employee.
- *Student advising and job search resources support:* We identified and purchased several key research resources (most especially Capital IQ) for students to strengthen their ability to compete successfully for opportunities and for us to remain competitive with our peer schools. In addition, we created

comprehensive and distinct websites for MBAs, Sloan Fellows, and MFin students in SloanPoint.

- *MBA Career Core and other programming:* We continued to improve our programming by introducing the concept of storytelling with the 15.280 Communication for Managers faculty during orientation, providing a special four-hour career session for students with less than two years of work experience, standardizing our resume writing materials, and providing more targeted programs focusing on resources and tactics in various industries. In addition, we increased the number of alumni and employers in programming by expanding our “Breaking into Industry” series and “Industry Advisor” program and increasing our cosponsorship of educational events with clubs such as Sales, Energy, and VCPE (Venture Capital/Private Equity). MIT Sloan faculty and staff actively participated in orientation, Career Core, and programs such as “Getting a Great Job in a Tough Economy.”
- *Information systems and technology:* In addition to the aforementioned SloanPoint development work, we successfully moved the annual Employment Report survey into SloanPoint and programmed its back-end reporting structure. We are in the first phase of replacing the Darden career management system with the MBA Focus GTS software product to improve the reliability of services for students and recruiters.
- *Recruiter development and satisfaction:* We continued our activities to build deeper and broader relationships with recruiting companies in partnership with Corporate Relations, including meetings with Goldman Sachs, Merrill Lynch, McKinsey, Intuit, UBS, American Express, Bain, Veolia, Booz & Co., Reliant Energy, Citi, BCG, Google, PIMCO, and Yahoo!. Several trips were planned with External Relations and Media Relations to support the dean’s World Tour initiative (New York, Silicon Valley, and London), including hosting US regional and international recruiter roundtables in key recruiting markets.
- *Sloan Fellows advising and programming:* Building on the work begun in spring 2008, we deepened our collaboration with the Sloan Fellows Program Office to create and deliver professional development/career enhancement programming and advising services, as well as a robust website in SloanPoint. To date, we have held 25 workshops and three networking events, and more than 45 students have had at least one advising session.
- *MFin students/MBAs pursuing finance careers:* To support the introduction of the Finance track in September 2008, we worked closely with professors Andrew Lo and Mark Kritzman to design and deliver the track programming and the track resume database. In addition, we offered a one-day intensive interview prep session led by Training the Street (an outside vendor). With the arrival of the MFin advisor, we began the serious work of collaborating with senior Finance faculty and staff to create appropriate career services for MFin students.
- *Eco-friendly services:* We continued our efforts to provide services to students and recruiters, as well as maintain our working environment, in the most eco-friendly ways possible. We redesigned the Recruiter’s Guide and Employment Report to be more environmentally friendly, and all publications are now green certified.

Recruiter gifts this past year were also eco-friendly, and the team has committed to reducing waste in procurement choices as well as increasing recycling efforts across the office.

FY2010 Goals and New Initiatives

Our goals and initiatives for FY2010 reflect the significant changes CDO is undergoing coupled with the inherent challenges of a recessionary job market. The office has expanded services to multiple student populations (MBA, LGO, MFin, Sloan Fellows, and MSMS) and therefore needs to identify, create, and employ service efficiencies while maintaining a high-touch and appropriately customized service model. Additionally, we are engaged in a cross-office project to create and deliver a transition plan for Alumni Career Services to move to CDO from the Office of External Relations.

CDO Office-wide Goals

- Review and redefine operations, services, programs, technologies and workshops to meet needs of multiple student populations (MBA, MFin, SF, and MSMS) while retaining a high-touch customer service model and identify areas of service synergy and areas of service differentiation for each population
- Create a student communication plan and identify appropriate communication vehicles (HTML, SloanPoint, email) for each population that meets their needs while still retaining a consistency of look, feel, and tone unique to CDO
- Assess the balance of programming group activities versus meeting the increased desire for individual advising by students, as well as the need to focus on increasing business development efforts during this recessionary time, and adjust activity levels across all areas accordingly
- Analyze organizational structures, internal processes, and team norms to reflect recent organizational changes and ensure an integrated approach to providing services, which can be realized by adopting a “one-team” approach
- Continue efforts begun this past year to provide services to students and recruiters, as well as maintain our working environment, in the most eco-friendly and efficient manner possible

MBA Career Education Goals

- Rework the Career Core, including what topics we cover, how we deliver content, the timing of programs, and marketing strategy, with a focus on four key areas: (1) introducing the “contributor” model, (2) continuing to focus on improving students’ ability to tell their “story,” (3) increasing awareness and usage of career resources to empower students in proactive job searches, and (4) teaching students how to make connections between what is happening in the marketplace and its implications for their job search

Master of Finance Service Goals

- Create effective MFin career services by identifying, developing, and securing targeted resources to enable MFin students to reach their career goals by fully showcasing the value of their finance, quantitative, and professional skills to prospective employers
- Work closely with Corporate Relations and other MIT and Sloan departments to nurture successful relationships with recruiting companies

Sloan Fellows Career Enhancement Goals

- Continue to provide and enhance professional development offerings to Sloan Fellows, including workshops, one-on-one advising, networking events, and web-based information, and create greater awareness of the myriad of resources both within and outside MIT and Sloan to help students conduct self-directed job searches
- Enhance opportunities for Sloan Fellows to engage in peer coaching and create career networks

Recruiting Services Goals

- Successfully launch GTS, the new version of our career management system for students and recruiters, and continue development work to expand the platform's capabilities and improve functionality
- Review operational flows in order to meet increased demand and capacity of services for students (higher volume of MBAs and MFin and MSMS students) and, accordingly, create and implement appropriate recruiting logistics for students, recruiters, and staff

Facilities

The location and configuration of CDO with the opening of E62 is still to be determined. In the meantime, as we have expanded student services we have taken study and interviewing room space away to accommodate new staff, creating a less than ideal situation that puts pressure on students and recruiters.

The current space shortage has forced us to move recruiters to the Faculty Club and off campus for company presentations and interviews. Having companies hold events outside of the campus increases costs for the company and School while reducing our ability to provide high-touch services to recruiters. It places additional time pressures on our students as well, who are already overscheduled.

David C. Schmittlein
John C. Head III Dean