

## **Dean, MIT Sloan School of Management**

### **Introduction**

A strong commitment to collaboration continues to be a key component in the success and growth of so many critical areas for the School. Collaboration between the Dean's Office and the leadership of our faculty, academic programs, and Office of External Relations has allowed us to develop and enhance programs and initiatives that support the School's mission and strengthen our position as a global leader in innovative, rigorous, and relevant management education.

This spirit of collaboration and rigorous and relevant work is a part of our legacy from MIT. As the School evolves to meet—and even anticipate—the needs of our increasingly complex world, we maintain and build on our foundation and connection to the Institute. Enhancing our cross-Institute collaboration is an ongoing priority, and continues to result in some of our most promising new endeavors, such as the Regional Entrepreneurship Acceleration Program (REAP, now in its second phase) and the MIT Innovation Initiative.

The 2013-2014 academic year marked the achievement of goals and milestones that we have been working towards for many years. Our newest degree programs—the Master of Finance, Executive MBA, and MSMS—reached steady state after only a short time in operation and have developed into some of our most renowned and in-demand academic offerings. The Office of External Relations (OER) set records in the key areas of giving and alumni engagement. Working closely with our academic programs, the OER was able to provide the critical financial and alumni support that make it possible for these programs to continue to evolve and add value for every student. As a result of the efforts of our task force on diversity, our MBA program has the highest percentage of women (40%) in its history.

As we look forward to the implementation phase of our new, School-wide branding initiative, we continue to be excited about the opportunity to extend and enhance our global reach and impact through a coordinated branding and marketing effort. We have conducted extensive research over the past 18 months to identify and validate our beliefs about MIT Sloan's key attributes and distinct strengths, and have widely shared our findings throughout our community of students, alumni, faculty, and staff. We feel well positioned to improve upon MIT Sloan's current position as a global thought leader and a producer of transformative work of global importance.

We hope to build on this growth and momentum throughout FY '15 and beyond.

### **Academic Programs**

In the academic year 2013-2014, our degree programs continued to experience the positive results of our ongoing efforts to increase gender diversity.

The School launched a task force on gender diversity that included senior faculty leaders, students, staff, and alumni. The task force is aimed at understanding how to make MIT Sloan more attractive to female degree candidates. To date, efforts in this area have resulted in the development of fellowships, financial support, and increased resources that are being used to attract the highest quality female students.

Across our academic programs, we continue to focus on these core efforts:

1. Making each program the best possible
2. Identifying and building on the synergies between programs
3. Strengthening collaboration across MIT to capitalize on Institute's distinctive intellectual excellence and focus on impact
4. Communicating our unique value proposition to stakeholders

### **The MBA Program**

With more than a dozen MIT Sloan faculty currently doing research in the sector and the critical importance of healthcare in the economy and society, MIT Sloan has introduced a Healthcare Certificate that has been met by strong student interest among MBA students.

The Sustainability Certificate also continues to be very popular with the MBA student population. The sixth Sustainability Summit, held in May, focused on issues of coastal cities. We launched a monthly lunch series that features distinctive speakers addressing important issues in sustainability. Professor John Sterman developed a new management simulation called Clean Energy Startup.

### **Master of Finance**

The MIT Sloan Master of Finance program is the largest of its kind in the world. Based on the strength and number of applications (with 14 applicants for every seat) the Master of Finance is the most competitive program at the School

With the strength of its faculty leadership team and rankings that place it as the top Master of Finance program in the U.S., we expect the program to become even more competitive in years to come.

Program leadership has built extremely strong relationships with central banks, sovereign wealth funds, and traditional finance recruiters. Starting salaries for our Master of Finance graduates are higher than the graduates of our peers by a factor of two.

### **Executive MBA Program (EMBA)**

The EMBA program now has 240 students. Most are senior executives from leading organizations in the U.S. and around the world, with 24 percent from the health care and life science sectors.

### **Sloan Fellows Program in Innovation and Global Leadership Program**

The Sloan Fellows program completed a successful rebranding that has resonated well with its students. The program sharpened its focus on its three pillars: Innovation (headed by Fiona Murray, Associate Dean for Innovation), Leadership (headed by Deborah Ancona, faculty chair of the Leadership Center), and Global (headed by Simon Johnson, professor of global economics and management and former chief economist at the IMF).

### **Master of Science in Management Studies Program (MSMS)**

The MSMS program has reached 35 students. The program was strengthened by entering into partnerships with INSEAD and The Israel Institute of Technology (The Technion).

### **Action Learning at MIT Sloan**

Action Learning remains a clear area of focus for all degree programs. This year we introduced new labs to support faculty research, such as HealthLab, which is looking at global projects in the Philippines, Europe, and Africa, and Analytics Lab, taught by Erik Brynjolfsson and Andrew McAfee.

### **Faculty and Research**

The MIT Sloan faculty is in a state of great health and continues to be highly productive, conducting high-quality research, writing books, and organizing conferences across the globe.

Our recruiting continues to reflect the School's desire to attract talent with interdisciplinary interests and individuals who have demonstrated the ability and desire to address important problems without sacrificing the rigor of their research. For FY '14, we recruited four candidates who were top choices.

### **Research and conferences**

The MIT Sloan faculty continue to expand their international impact through a new set of high-profile academic conferences that are being held in key economic regions of the world.

### **Research Centers and Initiatives**

MIT Sloan's Research Initiatives and Centers are actively pursuing the production and dissemination of research in areas of vital importance to the economy and society.

The Initiative on the Digital Economy, lead by Eric Brynjolfsson, Andrew McAfee, Sinan Aral, and Alex "Sandy" Pentland is exploring the intersection of technology and society and examining the impact of technological innovation on the economy, looking at the critical question of how today's workforce will need to evolve for future prosperity.

The Center for Finance and Policy, led by Deborah Lucas, Robert Merton, Andrew Lo, and Antoinette Schoar, is working to help policymakers better understand the

cost of government credit and more accurately evaluate risk. The Center aims to close the gap between the public and private sectors in their access to financial education and research.

The MIT Leadership Center has enhanced its potential to serve the community with the hiring of Hal Gregersen as its executive director. Gregersen, who will also serve as a senior lecturer, is well known for his work at the forefront of the fields of leadership and innovation. With increased staff resources, the Leadership Center was able to focus on building a robust curriculum and engaged directly with various degree programs on specific leadership offerings. The Center developed and implemented a new leadership curriculum for the Sloan Fellows program and worked with the Master of Finance program for the first time, partnering on a leadership development class for 12 students. The demand for the class was so high (45 students applied for the limited seats) that it is going to become a regular offering in the Master of Finance program.

MIT Sloan faculty also continue to play important roles at centers whose work spans the Institute, including CISR, the Martin Trust Center for MIT Entrepreneurship, the Center for Collective Intelligence, CSAIL, and the Legatum Center.

## **Outreach and Visibility**

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

Engagement remains the top priority for the Office of External Relations. In FY '14, the office continued to create opportunities for increased alumni engagement and satisfaction, which led to record-setting levels of giving, donor participation, and volunteerism.

#### **Alumni Engagement**

The efforts of the Alumni Board and the creation of the Alumni Networking Committee and a Course XV mentoring program helped continue the trend of increased alumni participation in MIT Sloan-related events. These efforts were also supported by the utilization of the MIT Sloan alumni website and a better-defined social media strategy aimed at increasing engagement.

In the past three years, the Sloan 5 program for young alumni has grown from seven cities to 21, and from 15 volunteers to 40. More than two hundred volunteers are now involved in some capacity with the school.

#### **Giving and Philanthropy**

Fiscal year 2014 was a record year for the class gift program. All degree programs now have a class gift effort, and all set records in terms of both amount raised and participation levels. The MBA program achieved 93 percent participation; the EMBA program reached 100 percent.

The Annual Fund has enjoyed steady growth, reaching a record \$4.2 million this year. This was also a year of building capacity and strength in the Major Gifts program, resulting in a 9 percent increase.

While focusing on continuing priorities, the OER is also preparing for launch of MIT's \$5 billion capital campaign.

## Office of International Programs (OIP)

This year the Office of International Programs took important steps toward ensuring the continued success of existing initiatives while simultaneously clarifying and enhancing the programs and relationships that we hope will define our future.

The office was very active in China this year. We worked closely with our Chinese university partners to organize three forums in China that featured prominent MIT professors. These forums enabled MIT Sloan professors to raise awareness of their research and expertise with local government, corporations, and the general public. These events also engaged prominent alumni in the area.

### Action Learning

As a world leader in action learning, we operate our action learning programs at a very large scale. In an effort to sustain this scale for the coming decades, we are engaged in critical fundraising efforts. In FY '14, we raised almost \$1 million from entrepreneurs in Thailand and additional money in China and Latin America. Our goal is to reach the multi-million dollar mark within the next two years.

The presence of the MIT Sloan Latin America Office (MSLAO) “on the ground” in Latin America enhanced the School’s ability to cultivate relationships with regional businesses for potential action learning partnerships. Some Action Learning project highlights in Latin America included an MBA Study Tour to Chile to learn about public education and the Mining, Oil, and Gas Study Tour to Chile.

### Future Goals

In its initial two years of operation, the MSLAO has accomplished a great deal in the areas of knowledge creation, brand awareness, and action learning in the region. It has enhanced the connection between MIT Sloan and its area alumni, as well as potential students. As the office looks to the future, we will be taking steps to ensure that it is sustainable for years to come.

As we approach the 20<sup>th</sup> anniversary of the MIT-China programs, we are working to determine how to celebrate the past and change and enhance future relationships with our partner schools.

## Executive Education

In FY '14, we made important progress in providing a global experience in executive education for those with limited English language skills. Our new Global Executive Academy is a unique, two-week program delivered at MIT that is also offered in Mandarin, Portuguese, Spanish, and Russian using United Nations-style translation for all participants. The program has run twice to date and will become a featured program in FY '15.

Executive Education created several new programs this year for a variety of partners. For Astra Zeneca, we crafted a leadership program aimed at their top 1,000 people. We worked on an innovation-focused program for the China Entrepreneurship Club, specifically aimed at Chinese entrepreneurs that have founded global businesses. More than 20 people attended the inaugural program, including the second-wealthiest woman in China.

We created the Executive Program in General Management (EPGM), which is tailored to executives from India. This five-week program—conducted at MIT, in India, and online—was an experiment in FY '14 that we expect will continue.

We also worked with the Reserve Bank of Australia, running an IT program for them based on the work of CISR and faculty member Peter Weil.

Along with the development of new programs, we continue to explore ways to utilize digital technology to create connection to our partners and students.

## **Media Relations**

FY 2014 was a record year for Media Relations in terms of media citations among our peers, MIT Sloan Expert Blog viewership, and the number of blog posts placed in outside publications. Since Dean Schmittlein established metrics in 2007 for the department to use to measure press coverage against our seven peer schools, MIT Sloan has consistently ranked between third and first among our peer set.

The MIT Sloan Experts blog experienced an increase from FY '13 in the key metrics of page visits, unique users, and web sessions driven by social media (up 102 percent from last year).

A total of 106 articles were posted on the MIT Sloan Experts blog in FY 2014, up from 79 in FY 2013, a 25 percent increase. Out of the 106 blogs posted in 2014, 72 were placed in external publications as Op Eds, a 20 percent increase from 2013.

The MIT Sloan Experts blog won a public relations industry award for the best use of digital and social media for higher education marketing, placing silver for using social media to connect professors with major media opportunities.

Through meetings this past year with editors at *Fortune*, *Fortune China*, *The Chicago Tribune*, the *Boston Business Journal*, *Smart Manager* (India), Bloomberg BusinessWeek and WBUR Cognoscenti, agreements were reached to supply MIT Sloan content to these publications on a regular basis. Through further discussions, Professors Tom Kochan and Stu Madnick have become regular contributors to *Fortune* and *Computerworld* (or other IDG publications).

By supporting the faculty book tours of Bill Aulet, Erik Brynjolfsson, Andrew McAfee, Zeynep Ton, and Ofer Sharone, we were able to augment book publisher public relations efforts by placing stories and opinion pieces in nearly all major US publications. Blog posts and stories based on these books appeared in or were broadcast by the *Wall Street Journal*, *The New York Times*, *The Financial Times*, *Fortune*, *Forbes*, WBUR, CBS, 60 Minutes, CNBC, CNN, Reuters and *The Boston Globe*.

## **MIT Sloan Management Review (SMR)**

*MIT Sloan Management Review* consistently published high-quality MIT Sloan faculty-authored content and expanded its editorial capacity to enable the publication of an

increasing flow of content. The magazine continued its exploration of new partner relationships and new product innovations. As a result, the impact, reach, and visibility of *MIT SMR* continued to grow.

*MIT SMR* realized a substantial increase in its total audience count, surpassing its goal of 40 percent growth with 54 percent growth in audience year over year. The publication also expanded its reach with new products, with iTunes podcasts and offerings in the Google Play app store and the Amazon Kindle store. *MIT SMR* also developed and launched a feed of article briefings and arranged syndication of the briefings for the web.

*MIT SMR* began developing case studies for the first time this year, publishing three case studies in digital formats. The publication also identified a partner to sponsor a case study.

In addition, *MIT SMR* began publishing *MIT SMR China* in October 2013 and generated significant uptick in licensing revenue over prior year. The magazine also initiated and began developing a guest blogging program to build additional audience and published several guest blogs.

## **Entrepreneurship and Innovation**

### **Regional Entrepreneurship Acceleration Program (REAP)**

MIT REAP has moved out of startup mode and is managing its rapid growth while sustaining program quality and increasing global awareness of MIT's expertise in innovation and entrepreneurship. The program launched a second cohort of eight regions in February 2014.

#### **Engagement**

MIT REAP took important steps this year toward maintaining long-term relationships with its program alumni. Chief among those efforts were the creation of an alumni engagement program for participants in the first cohort and a newsletter designed to stay in touch with them and track their progress.

The program hosted a very successful global innovation dinner at MIT that served to engage MIT faculty and students as well as entrepreneurship professionals who were not yet involved with the REAP program. The program plans to make the dinner at MIT an annual event and to hold additional dinners at participating REAP regions. The program organizers hope to use local dinners to engage alumni from all REAP-related institutions and to increase global awareness of MIT as a powerful force in innovation and entrepreneurship.

Future goals for REAP include the expansion of its content to other programs across MIT. The program will also be exploring other models for REAP (e.g., REAP Africa, REAP USA) and expanding research efforts.

**MIT Innovation Initiative**

In the year since the Institute's announcement of the creation of the MIT Innovation Initiative, the program's leaders have been of collecting feedback, suggestions, and comments about MIT's innovation infrastructure.

The Institute-wide initiative is being lead by Fiona Murray, the William Porter (1967) Distinguished Professor of Entrepreneurship, and the School of Engineering's Vladimir Bulović, the Fariborz Maseeh (1990) Professor of Emerging Technology. Murray's work on innovation ecosystems has had significant impact on the Innovation Initiative, both in terms of the perspective that it will take and the processes it will utilize to achieve its goals—both for MIT and out in the world.

**David C. Schmittlein**  
Dean, Sloan School of Management