

Dean, MIT Sloan School of Management

Introduction

The mission of the [MIT Sloan School of Management](#) is to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice.

In FY2016, MIT Sloan continued to pursue this mission in its academic programs and in its work with partner institutions and organizations around the world. Below are some highlights of our growth and progress.

Faculty and Research

MIT Sloan attracts and develops leaders who prefer to develop new paths of discovery rather than follow the trails that others have left behind. These qualities result in an approach to education and research that is collaborative, inventive, and focused on the future.

Since 2007, the overall size of the faculty increased by nearly 25 percent, from 96 to 116. Many new centers and initiatives grew and developed during this time, including the MIT Golub Center for Finance and Policy, the MIT Sloan Initiative for Health Systems Innovation, the MIT Initiative on the Digital Economy, and the MIT Sloan Sustainability Initiative.

MIT Sloan faculty also played important roles at research centers whose work reaches across the Institute, including the Center for Information Systems Research, the Martin Trust Center for MIT Entrepreneurship, the Center for Collective Intelligence, the MIT Legatum Center, the MIT Leadership Center, and the Initiative for Data, Systems, and Society. MIT Sloan associate dean and professor Fiona Murray serves as co-director of the new MIT Innovation Initiative.

Academic Programs

For the majority of its 100 years, MIT Sloan has been a small management school relative to its peers. This is intentional and underscores a strong commitment to developing a personal and collaborative environment. That preference remains today.

As we have expanded our academic offerings, our programs have scaled to their current size. The Executive MBA program grew from graduating one cohort over a 20-month period to running two cohorts simultaneously. This year, the Master of Finance program launched an 18-month format, which, unlike the original 12-month format, provides the opportunity for a summer internship. Overall, the enrolled student population has risen by nearly 20 percent since 2008, with a focus on diversity of all kinds. Notably, the percentage of women in the MBA Class of 2016 exceeded 40 percent.

Beginning in fall 2016, the undergraduate program in management, Course 15, introduced three tracks: management, business analytics, and finance. These

three options, available as majors or minors, offer more flexibility for students to choose a concentration within management. We hope to see increasing numbers of undergraduates exploring Course 15 and early data indicate that that will be the case.

In January 2016, the entire student-facing administration of MIT Sloan moved from various offices around Kendall Square to one central location in Building E52. Now situated in the center of the MIT Sloan campus, administrative staff are more accessible and better able to support the student population.

Executive Education

This fiscal year, MIT Sloan Executive Education delivered 76 open enrollment and 45 custom programs totaling 397 days of classroom instruction at MIT and around the world (excluding online programs), to a total of 5,669 participants. Eighty-three faculty and instructors from MIT Sloan and 63 colleagues from across MIT helped design and deliver these programs. We launched nine new open enrollment programs, notably “Leadership by Design: Innovation Process and Culture,” “Digital Marketing and Social Media Analytics,” “The Innovator’s DNA: Mastering Five Skills for Disruptive Innovation,” “Closing the Gap Between Strategy and Execution,” and “Innovation and Images: Exploring the Intersections of Leadership and Photography.”

We also developed additional online and digital programs, which, among other benefits, extends the reach and amplifies the impact of our programs. Of special note, MIT Sloan Executive Education joined with Tuck School of Business (Dartmouth College), Columbia University’s executive education programs, and a Singapore-based startup to create a suite of online courses and certificates aimed at the India and South Asia markets, where there is significant and growing need and demand for high-quality executive education, but uptake is limited by willingness and ability to pay top business school prices.

New and ongoing custom program relationships that have been particularly meaningful this year and include Takeda Pharmaceuticals, the Boeing Company, Accenture, AstraZeneca, and Moroccan-based mining company, the OCP Group.

Administratively, the Executive Education team implemented a fully flexible work environment whereby most team members are able to work remotely up to 80–90 percent of the week. This began as a pilot and, after positive feedback, was embraced by MIT Sloan leadership. This pilot paves the way for other offices to consider alternative work environments to help staff improve work-life balance, while maintaining high levels of collaboration and productivity. In 2017, the MIT Human Resources Office updated and expanded Institute-wide policies on flexible work based on the Executive Education team’s experience.

Office of External Relations

In FY2016, the Office of External Relations (OER) raised more than \$57 million in new gifts and pledges. The MIT Sloan annual fund reached a record 29 percent alumni participation rate. In preparation for the MIT Campaign for a Better World—MIT’s largest campaign to date—OER hosted campaign stakeholder dinners and alumni events

around the world, while partnering with MIT on campaign-related activities. As part of our ongoing work to engage alumni, the office hosted more than 30 alumni events worldwide and began experimenting with virtual programming. More than 1,000 MIT Sloan alumni participated in these events this year.

MIT Sloan Management Review

MIT Sloan Management Review leads the discourse among academic researchers, business executives, and other influential thought leaders about advances in management practice, particularly those shaped by technology, that are transforming how people lead and innovate.

MIT Sloan Management Review's primary objectives for fiscal year 2016 fell into four categories, all of which were focused around capturing market opportunities and addressing challenges faced in the broader media industry. First, we focused on improving design, including tools to increase interaction with content. Additionally, we looked at our financial performance. We exceeded FY2016 budgeted operating income, generating a contribution of \$360,000 to the Institute and \$159,000 to MIT Sloan. We are constantly testing and analyzing our subscription strategy vis a vis porous paywall (open access) vs. tighter paywall (paid access). Our digital strategy includes search engine optimization best practices, a strong social media presence, and an expanded email marketing program. Finally, we're focused on improving our mobile platform with the introduction of our mobile application, creating a responsive website, and improving our mobile commerce.

Publishing authoritative content from the world's leading business schools, including a regular stream of MIT Sloan faculty-authored content, enables *MIT Sloan Management Review* to influence global business leaders and realize its vision: to be the most inventive and trusted venue in the world for business executives seeking new and compelling management insights.

The MIT-China Management Project

MIT Sloan celebrated the 20th anniversary of the MIT-China Management Education Project in 2015. The project began in 1996 to provide opportunities for MIT faculty, staff, and students to learn about China and to support the development of graduate management education in China. The project has significantly grown over the years, but faculty development and curriculum design have remained priorities. MIT Sloan's partners in this project include Fudan University, Lingnan (University) College at Sun Yat-sen University, Tsinghua University, and Yunnan University.

An anniversary celebration held in October 2015 in Hong Kong featured a Dean's Panel Discussion on the Chinese economy and a reception hosted by the Hong Kong Foreign Correspondents' Club with the deans of the participating schools and key supporters of the project, including MIT alumnus Chi-Won Yoon, and MIT alumnus Philip Kwok, former CEO of the Wing On Group.

Conclusion

MIT Sloan is proud to be defined by its connection to the world's greatest STEM institute and by its dedication to its mission.

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