178 faculty from China and Korea spent time at MIT Sloan as IFFs

109 MIT Sloan faculty advised IFFs

148 MIT Sloan MBAs participated in Project Team visits to the Chinese schools

24 MIT Sloan MBAs and 32 Chinese IMBAs participated in China Lab project work and visits to MIT Sloan and the Chinese schools

141 MIT Sloan faculty visits to China and Korea to date

Universities in Mexico and Africa have participated

In 2004 and 2005, MIT Sloan worked with Sistema Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) in Mexico to enhance the performance of ITESM faculty and launch a premier Mexican MBA program with a focus on innovation. During this time, a total of 11 ITESM IFFs spent terms at MIT Sloan. Also in 2004 and 2005, the International Finance Corporation (IFC) sent three IFFs to MIT Sloan from the Graduate School of Business, Ghana Institute of Management and Public Administration (GIMPA).
The IFF program at MIT Sloan originated with the MIT-China Management Education Project, established in 1996 to strengthen graduate management education programs at selected Chinese universities. From the beginning, English has been the official language for all teaching, homework, and examinations.

The project initially supported International MBA (IMBA) programs at Tsinghua University in Beijing and Fudan University in Shanghai. Lingnan (University) College, Sun Yat-sen University in Guangzhou, joined in 1999. Since 2002, MIT Sloan has also helped support an internationally oriented MBA (IOMBA) program at Yunnan University in Kunming.

The 1996 MIT-China Management Education Project worked so well that in 2001 its time frame of five years was extended to ten. In 2006 the time frame was extended for five years more. Fudan and Tsinghua graduated their first IMBAs in 1999, Lingnan in 2002. Yunnan graduated its first IOMBA class in January 2007.

In 2003, MIT Sloan and the Sungkyunkwan University Graduate School of Business (SKK GSB) in Seoul signed a Memorandum of Understanding to work together for eight years to develop a new, world-class MBA program at SKK GSB. English is the program’s official and everyday language. SKK GSB graduated its first MBA class in 2006.

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International Faculty Fellows at the MIT Sloan School of Management are faculty from universities in China and Korea who are working with MIT Sloan to strengthen graduate management education at their schools.
The International Faculty Fellows (IFF) program at MIT Sloan, now in its twelfth year, has brought more than 175 faculty from universities in China and Korea to Cambridge for training in teaching and course development. Many IFFs also spend some of their time at MIT Sloan identifying or continuing research projects. Thirteen IFFs are enrolled for the Spring 2008 term.

The vision is to prepare graduate management students at the participating universities for careers in the global arena by lifting the MBA programs at their universities to world-class levels. Four universities in China participate—Tsinghua University in Beijing; Fudan University in Shanghai; Lingnan (University) College, Sun Yat-sen University in Guangzhou; and Yunnan University in Kunming. In Korea, Sungkyunkwan University in Seoul participates through its graduate school of business (SKK GSB).

Most IFFs come to MIT Sloan to learn what the School’s faculty teach, how they teach it, and how students learn. They join MBA classes and consult with their faculty advisers on ways to adapt MIT Sloan course materials to their own environments. They also attend teaching workshops where they learn how to conduct Western-style participant-centered classes, a stark contrast with their traditional style of teaching by lecture. Zhang Yanling, IFF Fudan Fall ‘03 and Fall ’06, described her time at MIT Sloan as “a milestone” for her teaching style. “I got to know why you need to involve the audience and how you do it. It’s a revolution in how we teach.” “Korean students are uncomfortable speaking up in class,” said Shad Morris, IFF SKK GSB Fall ’05, Summer ’06, and Fall ’07. “They find value in learning that there is not always a right or wrong answer. It improves their critical thinking.”

The IFF experience can be transformative. “I had no idea of the cultural differences between America and China,” said Song Yanheng, IFF Tsinghua Fall ’07. “This was an excellent opportunity to bridge the differences.” “International conferences are condensed,” said Wei Qiang, IFF Tsinghua Fall ’07. “A semester offers you time to think about your whole career, to change your way of thinking.”

Many IFFs take advantage of their time at MIT Sloan to learn Western research methodologies and identify research topics they will continue at their own universities, often in collaboration with MIT Sloan faculty. Wang Xi, IFF Lingnan Fall ’07 and Spring ’08, is benefiting enormously from this opportunity. “Yasheng Huang is my host professor,” he said. “We looked for a common project where we could each exhibit our strongest points. We might have found one in transitional economics. He is an expert and I am familiar with Chinese cases.”

The IFF program extends beyond curriculum to include other faculty, students, and staff in the participating schools. For example:

- MIT Sloan faculty visit the Chinese campuses and SKK GSB to give lectures and teach short courses. These experiences go far toward helping them better understand the Chinese and Korean environments. “My international MBA (IMBA) teaching gets better every year because I get better,” says John Akula, an MIT Sloan lecturer on matters of law. “China has few lawyers. Obviously there are other ways of doing things. I reflect on this.” MIT Sloan Lecturer Leigh Hafrey teaches Managerial Ethics, trying to help IMBA students mesh their personal values and the values of the organizations where they work.

- Every spring break from 1998 to 2007, MIT Sloan MBA students on Project Team (PTeam) visited the Chinese campuses to teach IMBA students about aspects of the workplace not usually included in their curricula (including interviewing, teamwork, leadership, and networking). For Spring 2008, PTeam has been replaced by China Lab, a new stage in the ongoing MIT Sloan-Chinese collaboration. During March 2008, 32 Chinese students and 24 MIT Sloan students will form international project teams to work with 12 Chinese entrepreneurial firms. Focusing on internationalization, product development, and other critical issues of entrepreneurship, the student teams will collaborate in three-month internships that will include week-long visits to MIT Sloan and the Chinese universities.

Also during spring break, other MIT Sloan MBAs have travelled to China to meet with executives of Chinese firms and tour their operations. They met with IMBA students as well and included them in these professional visits. In 2007, MIT Sloan Professor Yasheng Huang took a team of MBAs to Yunnan, where they visited the entrepreneurial environment and offered their consulting services to Chinese entrepreneurs exploring opportunities in China and the United States.

Most second-year SKK GSB MBA students spend their last term at U.S. graduate business schools, many at MIT Sloan.

- In May 2005, administrative staff from the several IMBA programs came to Cambridge for workshops with MIT Sloan deans and administrators on important functions, such as marketing and communications, admissions, career development, alumni relations, resource development, finances, and technology services. “We learned so much,” says Wu Shuyuan, director of personnel at the School of Economics and Management at Tsinghua. “Now MIT Sloan is our benchmark.”
### MIT-CINA MANAGEMENT EDUCATION PROJECT

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“I have seen many changes since the IMBA program began in China 12 years ago. The level of everything—students, teaching, faculty, speaking English—is higher. The students are equal to our students.”
MIT Sloan Professor Robert S. Pindyck

“My work at MIT Sloan will have a lot of impact on my work and research. The IFF program has impact on every aspect of management education in China.”
Zhang Yanmei, IFF Lingnan Spring ’07

“I learned the concept of system dynamics in China, but it’s different learning it here from the father of the discipline [Professor Emeritus Jay Forrester]. [Professor] John Sterman is the strongest person in the field. It’s my great chance to get a firsthand learning experience.”
Zhang Cheng, IFF Fudan Fall ’07

“In China, the legal framework for innovation and entrepreneurship—intellectual property, venture capital, financing—is very different. I got many good ideas from my faculty adviser Fiona Murray and other MIT Sloan faculty.”
Wang Anyu, IFF Fudan Spring ’07