

News @MIT Sloan

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Schoolwide News

Still Peddling

By Amy MacMillan

Steve Eppinger started riding his bicycle to MIT 26 years ago. As an undergrad, he lived at the Zeta Beta Tau fraternity house in Brookline, and he needed transportation to the Department of Mechanical Engineering, from which he earned an S.B. in 1983.

Today, the GM LFM Professor of Management Science, Professor of Engineering Systems and Deputy Dean of the Sloan School of Management, still rides his bicycle to work nearly every day, a 24-mile round trip from Lexington. "I commute by bike partly because it's ecologically efficient...for me to drive a 3,000-pound hunk of steel into Cambridge every day is laughable...I'd rather do it with pedal power. Also, it keeps me fit."

It's this philosophy of practicality that inspired Eppinger to create an interdisciplinary product development course in which graduate students from MIT Sloan, the MIT School of Engineering, the Leaders for Manufacturing and System Design and Management Programs (LFM-SDM) and the Rhode Island School of Design collaborate to create better products.

The class, Product Design and Development (15.783J), was created 17 years ago. Students work on interdisciplinary teams to design and build innovative products, some of which have been patented and brought to market.

Eppinger's duties in the dean's office don't permit him time to teach the course now, but he does assist Thomas Roemer, assistant professor at MIT Sloan, who has taken over the class. Although Eppinger says he misses teaching, he's excited about his new responsibilities as deputy dean. "It's interesting work, and I get to help run, and hopefully improve the school. There's just so much energy, and it's fun to be involved."



Twenty-six years later, Steve Eppinger is still riding his bike to MIT.

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Did You Know?

We welcome story ideas, photos, suggestions, and comments from students, faculty, and staff.

Please send items to:
Sarah Foote, Editor,
news@mit.sloan.edu

Deadline: 12 p.m. Thursday
for publication the following
week.



Full Circle

Eppinger, 44, grew up in Stamford, CT, where he graduated as a top science and math student from Rippowam High School. MIT was a natural choice and he received a scholarship to study chemistry. He jumped into an advanced chemistry course as a freshman, and quickly decided it wasn't for him. Since he had always been interested in engineering, he followed that pursuit. He appreciated that he didn't have to specify a major immediately. "One of the nice things about MIT is that you can take that time in the beginning to explore," he says. In addition to his S.B., he received his S.M. and ScD. Degrees from the Department of Mechanical Engineering before he joined the MIT Sloan faculty in 1988.

He assisted with the founding of the LFM and SDM programs, and served as faculty co-director of the two programs from 2001-2003. He still supervises a couple of LFM and SDM students each year. His role in both programs is one of his proudest accomplishments. "They are both terrific programs," he says.



GM LFM Professor of Management Science, Professor of Engineering Systems and Deputy Dean of the Sloan School of Management in his office in E52.

Eppinger is also the co-author, along with Karl Ulrich, of a widely used textbook, *Product Design and Development*, published by McGraw-Hill, now in its third edition. "It's available around the world, and it's just wonderful to see all of these universities using our curriculum," he says.

Eppinger maintains a world view that aligns with his ongoing research in organizing large and complex development processes. He's passionate about the need for

alternative energy solutions and is a strong supporter of hydrogen and electric-based vehicles. "I'm excited about the auto industry's accomplishments. Hydrogen- and electricity-powered vehicles are the way to go, and they are important steps in the right direction." He's optimistic that the auto industry will continue to advocate for alternative fuel solutions, and points to the accomplishments made in automobile safety. There are similar challenges within the aerospace industry, he adds, because in 50 years, we won't have enough fuel. "It's so critical that we continue doing energy research at MIT," he says.

His dedication to numerous causes doesn't surprise anyone who knows him. "We could all learn a lot from him. He is very grounded," says Alice Downing, administrator to the MIT Sloan deans.

"When I first met Steve, shortly after he joined the faculty, it was obvious to me that not only was he a very talented academic, but that he also had leadership qualities that would soon benefit the school," says Don Rosenfield, director of the LFM Fellows Program. "His accomplishments in design and operations management and his contributions to LFM-SDM and the school have all been substantial."

Pedaling for a Cure

This is the second year that Eppinger has completed the Pan-Massachusetts Challenge, a 189-mile fundraising state-wide bike-a-thon to raise money for cancer research and treatment at Dana-Farber Cancer Institute through the Jimmy Fund. "I had a great ride," he says of the route that took him from Sturbridge to Wellesley this summer. Although Eppinger rides his bike nearly year-round, the two-day ride is still a challenge, even for a seasoned cyclist. "It's two long days of riding, and I still have to do a lot of training for it." Inspired by his mother-in-law who died of lung cancer, and his own father who's currently battling kidney cancer, Eppinger is confident that the disease can be eradicated some day. "I believe that more aggressive cancer research is the only way we will have a future in which our grandchildren won't die of cancer...but we need to work hard."

He has also completed a triathlon, and swims, and runs in his free time, although he acknowledges that running is his "weaker sport." He can be found swimming laps at the Z Center all winter long. In the summer, he takes time to tend to his vegetable garden, which provides healthy veggies for his family's table. He's also an accomplished cook and is brilliant at baking pies, and during this interview, his wife Julie was anxiously awaiting him to bake a peach pie. He makes his own pizza crust, stir fry, and salads, and just learned to grill a pizza outdoors. "You roll out the crust, cook it on the grill for a few minutes, flip it over, put the toppings on, put it back on the grill and it comes out great!" Naturally, he uses his own homegrown zucchini, onions, and plum tomatoes.

The Eppingers have two children – Lauren, 19, who attends Bennington College in

Vermont, and Andrew, 16, a sophomore in high school. Lauren studies ceramics and psychology, and Andrew is interested in architecture.

Eppinger is still in touch with some of his old fraternity friends, and is proud to still be at MIT. "MIT has always been a very entrepreneurial environment where people can get involved in projects. I've been at MIT my entire adult life, and I really enjoy being here."

MIT Sloan Undergraduate Minor Holds First Leadership Seminar

The MIT Sloan School of Management now offers undergraduates at MIT the opportunity to minor in management. Over 95 undergraduate students have signed up for the minor which according to MIT Sloan Dean Richard Schmalensee has been "ten



C. Michael Armstrong, retired Chairman of AT&T, ComCast

Armstrong, who has over 40 years of experience working for and leading such organizations as IBM, AT&T, and Hughes spoke to students – telling them stories about his career and offering leadership advice as well. He told the crowd that one of the first things that they might be confronted with when they enter the working world is the globalization of markets. He also added that a minor in management would help integrate their skills, and make them much more competitive in the workforce.

Before ending the meeting with a short question and answer session, Armstrong advised students to do what they enjoy

because they would not regret it in the long run. He also told them to "assume nothing" once they entered the working world.

Students enrolled in minor will be required to take four required courses principles of microeconomics, corporate financial accounting, people and organizations, and marketing management and two elective courses from a range of offerings. Management minor students will also be encouraged to participate in summer internships so they can share their experiences in a course called Leadership and Organizational Change.

Leadership Visionary and Business Executive Ricardo Semler Speaking at MIT Sloan

The MIT Sloan Community welcomes Ricardo Semler, President of Semco SA, as the first speaker this fall in the *Deans Innovative Leader Series*. Semler, a leading global executive and management author, is internationally renowned as the creator of the world's most unusual workplace. His management philosophy of empowering employees and looking at corporate structures in new ways is a serious challenge to the ingrained model of the corporate pyramid. He was named one of the Global Leaders of Tomorrow by the *World Economic Forum* in Switzerland and Latin American Businessman of the Year by the *America Economica* (*The Wall Street Journals* Spanish language magazine). He was also named Brazil's Business Leader of the Year in both 1990 and 1992. Semler authored the book, *Maverick: The Success Story Behind the Worlds Most Unusual Workplace*, which has sold over one million copies in 23 different languages.

More recently, he has written *The Seven-Day Weekend*, which is already a bestseller as well.

His dynamic leadership style spurred his company to a 900% growth in ten years and increased Semcos industry ranking from 56 to 4 in machinery and #1 positions in all of the service industries in which Semco is active. During that time,

Semco has grown from 100 employees to 3,000 with a 1% turnover rate. Semler is truly

The Activities Board (formerly the GMS)

To view social events planned for the fall 2005 semester visit <http://web.mit.edu/sab/www/>.



Ricardo Semler

a visionary leader, and one who practices what he preaches!

Semler's newest non-profit project is a cutting edge school experiment based on three years of intensive study and visits by sociologists and educators to over 200 schools around the globe. The school and its institute both named *Lumiar* (to shed light) have an ambitious goal: to help redesign education for the new century. Semler is currently a Visiting Lecturer at MIT Sloan and a Visiting Scholar at Harvard University.

This talk will be held Thursday, September 22 at 12:00 p.m. in Wong Auditorium, and light refreshments will be available in Ting Foyer, beginning at 11:30 a.m. There will also be an opportunity for a small group of students to have lunch with Semler following the presentation. To be considered for this opportunity, please send e-mail as soon as possible to Nancy Vitagliano at vitaglin@mit.edu, as requests will be reviewed on a first-come, first-served basis.

The *Dean's Innovative Leader Series* is co-sponsored by the MIT Leadership Center

and the MIT Sloan Office of Resource Development. It brings to campus some of the most influential and innovative leaders from both the public and private sectors who will share lessons learned from their experiences in leading some of the world's most significant and innovative organizations.

Other upcoming speakers in this series include:

Wednesday, October 19, 2005
Lawrence Fish, Chairman, President and CEO,
Citizen's Financial Group, Inc.

Friday, October 21, 2005
Steven Ballmer, Chief Executive Officer,
Microsoft Corporation

Thursday, November 3, 2005
Michael Kaiser SM '77, President, Kennedy
Center for the Performing Arts

Tuesday, May 2, 2006
Lord John Browne, Group Chief Executive,
BP

Boston Celtics Executive and MIT Sloan Graduate To Teach New Sports Management Course

*Courtesy of MIT Sloan Media Relations
Office*

The X's and O's of professional sports have merged with customer lifetime value and other basics of MBA studies as a top official of one of the nation's most storied sports franchises returned to the MIT Sloan School of Management next week to launch a new course. The Analytical Sports Management course 15.993 "is for anyone who wants to see how the tools and techniques of analytical management that MIT Sloan advocates, both financial and operational, are being applied to the business of professional sports today," says Daryl Morey, a 2000 MIT Sloan graduate who is Senior Vice president of Operations and Information for the Boston Celtics.

Morey's Celtics responsibilities include arena operations, risk management, basketball analytics, and the strategy, pricing, and



technology infrastructure of the ticket sales process.

Morey plans to bring to his Cambridge classroom a first-string team of guest lecturers who are on the leading edge of the new generation of franchise managers who utilize sophisticated analytic methods both on and off the field. Speakers include Celtics Executive Director of Basketball Operations Danny Ainge, Red Sox Senior Baseball Advisor Bill James, and New England Patriots Vice President for Player Personnel Scott Pioli. Other speakers scheduled to participate are Scott O'Neill, Senior Vice President of Marketing and Team Operations for the NBA, and Tim Romani, founder and CEO of The Romani Group, a leading arena

Quote of the Week:

"All people dream, but not equally. Those who dream by night in the dusty recesses of their mind, wake in the morning to find that it was vanity. But the dreamers of the day are dangerous people, for they dream their dreams with open eyes, and make them come true."

- T.E. Lawrence, a.k.a. Lawrence of Arabia

construction and operations consulting firm.

“MIT Sloan is uniquely positioned to become the place to go to learn the new ways of running sports franchises,” said Dean Richard Schmalensee. “The school has always been about identifying and applying new best practices, and in Boston, we can draw upon the practical experiences of some of the smartest and best-managed professional sports franchises in the nation.”

Morey said the fact that sports is now part of MIT Sloan’s MBA curriculum reflects basic changes in the ownership and management of professional sports in America. “In the past, most franchises were owned by individuals who made money in industrial-based businesses, with the sports franchise as a secondary asset in their portfolio. Recently, a new group of owners with money from highly analytical fields such as venture capital, investment banking, private equity, and management consulting are forming ownership groups to purchase franchises at higher valuations with the sports franchise as the primary asset. These new owners bring the discipline of analytical management to the operations of the team.”

Note- An article about this class entitled *At Last, MIT Fields a Strong Sports Team* appeared in *The New York Times* recently. To read the story visit <http://www.nytimes.com/2005/09/11/business/11suits.html?pagewanted=print>. (Registration may be required.)

Mentor Opportunity through the JA Academy Program at MIT Sloan

Junior Achievement is looking for undergraduate and graduate students from MIT and MIT Sloan to be mentors for the JA Academy Program.

The JA Academy Program provides the opportunity for students to form and manage their own company under the guidance of a three-person mentor team made up of business people and undergraduate/graduate students from area colleges and universities. The JA Academy teaches methods for setting and achieving goals, explores the world of business, and exposes students to the world of higher education.

Session one begins September 27 and runs through December 13. The program meets once per week from 3:30 – 5:30 pm for 11 weeks. Session one will run at MIT Sloan on Tuesday afternoons.

If you have additional questions or are interested in becoming a mentor contact Mollie McAlpin at 617-368-3566 x17 or mmcalpin@ja-easternmass.org.

SDM Student Wins Open Source Scholarship

Yoav Shapira, SDM '05, has been named the first scholarship recipient from the Open Source for Tomorrow Program, sponsored by Covalent Technologies and the Apache Software Foundation. The scholarship fund supports student members of the ASF and encourages them to continue making contributions to the ASF and the Open Source community while in school. Yoav was recently asked to join the distinguished list of ASF members in recognition of his significant contributions to the Apache Tomcat project.

“We have known Yoav, his high caliber of work, and his ASF contributions for many years now,” commented Greg Stein, Chairman of the ASF. Prior to MIT Sloan, Yoav earned his Bachelor of Science degree and his first Masters of Science degree in Computer Science Engineering from Boston University, and he has worked at Deloitte, Millennium, and as an independent consultant in biotechnology and enterprise software.



Yoav Shapira, SDM '05

LFM and SDM NEWS

MBA NEWS

A Profile of the New MBA Class

By Tricia Favreau, MIT Sloan Media Relations Specialist

Frustrated with the structure of the health care system, Ashok Roy, M.D., a 30-year-old surgery intern at St. Luke's-Roosevelt Hospital Center, has decided to find answers in his field by pursuing an MBA.



The people making the financial decisions that impact the lives of medical practitioners and their patients are not doctors they are MBAs, he says. "Our studies in the field of medicine are so specialized that we are never exposed to the business side of health care. When hospitals want to save money or make systems run more efficiently they bring in consultants. But wouldn't it make more sense for a doctor with a business background to take on this role?"

Roy is hoping to someday do just that as a first-year MBA student at MIT Sloan. Roy's viewpoint embodies a growing sentiment that traditional paths of education are too specialized, failing to provide a window on

business skills that impact a given sector and, ultimately, one's career path. For a new MBA class well aware of emerging Asian markets, globalization, and the rise of outsourcing, many incoming students are opting to better secure their future by pairing their existing skill set with hands-on business savvy.

Nearly 70% of the Class of 2007 holds undergraduate degrees in other fields besides business and economics. Approximately 40% of the incoming class is composed of non-U.S. citizens whose median age is 28 years old. Approximately 50 students ages 25 years and under boasting a variety of internships and work experience also make up MIT Sloan's Class of 2007.

Ben Cohen-Leadholm, 27, started his career in the IT field in Silicon Valley in the late 1990s. Having experienced both the dot.com boom and the bust, he decided to explore the non-profit sector. He joined Ghana New

Ventures Corporation, a non-government organization that allowed him to move to West Africa to teach young people the nuts and bolts of starting their own businesses.

Corporate social responsibility is one of those infant areas that will be a distinguishing factor in business ten years from now, predicts Cohen-Leadholm, who last served as a development officer for YouthBuild USA, a non-profit addressing poverty issues in the U.S. and abroad. "I mean, it seems so backwards that corporations view community involvement as an obligation rather than a business opportunity. I think corporations will better recognize and chose non-profit partners that extend the work that they are already doing. Global partnerships, in particular, appear to be an untapped resource. Besides being smart business, it's also great public relations."

Summing up his future career aspirations, Cohen-Leadholm says, "To truly make an impact and to advocate in the non-profit sector you need an MBA."

Heather Tow-Yick, 29, who has served as Special Assistant to the Chancellor for Teach for America, a program of the New York City Department of Education, agrees. "Public-private partnerships would be a great way to upgrade the outdated education IT infrastructure," she says.

Tow-Yick also expresses concern that U.S. schools are lagging behind in math science measures. "What does this mean 20 years down the road? she asked. I want to gain insight into entrepreneurship, leadership and technology to explore how education can better play into the economy now."

MIT Sloan Professor Thomas Malone, author of *The Future of Work*, stresses the importance of expanding one's expertise to attain future job security as advances in the Internet and low-cost computers make it easier to shift some jobs overseas. "For example, if you have only high-tech knowledge, you are vulnerable," he says. "But if you can combine business with technical savvy, there are suddenly a lot of opportunities that are less likely to be outsourced.

For incoming MBA candidate Ben Hur, a 29-year-old Olympia, Washington native, it took joining the U.S. Marine Corps to expose him to new cultures and different points of view. Hur was part of the first U.S. forces to invade Iraq in March 2003. A U.S. Naval Academy

graduate, he wants to pair the lessons in leadership he has learned on the battlefield with an MBA.

”With nearly half the class composed of an international student body, it’ll be easier to grasp lessons on globalism,” says Hur. “It’s not just a buzz word it’s my and my generation’s future and I want to embrace it.”



Forte Foundation Scholars

(l-r) Kathleen Poe, MBA '07, Yasmine Zdencaj, MBA '06, and Kara Penn, MBA '07, missing Sandra Contreras, MBA '06

MIT Alumnus Enters the Boardroom on *The Apprentice 4*

By Amy Marcott, MIT Alumni Association

Look out, America. An MIT alumnus will take a seat in Donald Trump’s boardroom when NBC’s reality TV show *The Apprentice* premieres September 22 at 9:00 p.m. EDT.

Randal Pinkett SM, MBA '98, PhD '02, an entrepreneur, scholar, and community servant, will be one of 18 contestants, most of whom were hand-picked by Trump to appear on the show. Trump’s participation in the selection process represents a change for the show’s casting process, stemming from his dissatisfaction with the previous season’s cast.

Randal, 34, is the Co-founder, President, and CEO of Newark, NJ-based BCT Partners, a management, technology, and policy consulting firm for corporations, government agencies, and nonprofits. BCT Partners specializes in housing and community development, economic development, human services, nonprofit and community technology, and education.

Contestants are contractually bound not to discuss the show, but Randal does reveal his motivations for applying. “First, I want the opportunity to learn from Mr. Trump,” he says. “He is an icon in business with wealth of knowledge, whereas I am still relatively young in my entrepreneurial career. My company, BCT Partners, is a multi-million dollar company. I want to learn from Mr. Trump what it means to run a multi-billion dollar company. Second, I think the opportunity to showcase my talents and experience on a nationally televised program focused on business will open new doors for me and my

colleagues. Third and finally, I welcome the opportunity to be challenged, to learn, and to have some fun.”

Randal brings a significant amount of education and business experience to the game. He earned his BS in electrical engineering from Rutgers University and became the first African-American at Rutgers to receive a Rhodes scholarship. At Oxford, Randal received a master’s in computer science. He then headed to MIT for three more degrees. He earned a master’s in electrical engineering from the School of Engineering and an MBA from the MIT Sloan School of Management in the Leaders for Manufacturing (LFM) Program. His dissertation for his PhD from the Media Laboratory explored the role of high technology in improving the quality of life for low-income residents.

BCT Partners represents Randal’s fifth business venture. He launched four social enterprises including the Inner City Consulting Group, a firm specializing in the needs of inner city communities, and MBS Educational Services & Training, which provided training and development for professionals from the likes of General Motors, the United Negro College Fund, and Citigroup.

Currently, Randal lives in New Jersey with his wife, Zahara, and devotes time speaking to corporate, youth, and community groups. He’s been featured in *Black Enterprise*, *Ebony*’s “30 Leaders of the Future” issue, *Parade*, *The New York Times*, *The Boston Globe*, and on Black Entertainment Television (BET) and CNN.

His numerous accolades include MIT’s MLK Leadership Award in 2002 for service to the community, a Leadership New Jersey Fellowship, and the National Society of Black Engineers’ National Member of the Year award.

15 Degrees

Alumni News and Updates



Randal Pinkett, LFM, '98, will compete against 18 other contestants for a job with Donald Trump. The Apprentice 4 starts this Thursday.

Campus

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Events and Things to do on MIT's campus



Learn to Sail!

An invitation to all members of the MIT community

Learn to sail, for free. Thursday evenings on selected dates - visit <http://www.mit.edu/activities/mit-sailing/Calendar/> for more information regarding dates and times.

For more information on sailing with MIT visit <http://web.mit.edu/mit-sailing/www/LearnToSail/>

MIT VCPE Asgard Networking Event

At the MIT Venture Capital and Private Equity Club (VCPE) students will have a chance to talk one on one with the current leadership team and learn more about the four Student Interest Groups (SIGs) within VCPE: Venture Capital, MIT Ventures, Emerging Market Ventures, and Private Equity. VCPE will be providing appetizers and non-alcoholic beverages.

MIT VCPE is MIT Sloan's most visible cross-campus organization. It has established deep partnerships throughout MIT and a broad portfolio of activities which range across venture capital, private equity, entrepreneurship, and the commercialization of MIT technologies. The organization runs some of the most successful student-driven events on campus.



This meeting will be held on Tuesday, September 20, at 7:00 p.m., 350 Massachusetts Avenue. (off campus)

Oktoberfest in Harvard Square

In addition to the festival fare of food vendors, Oktoberfest brings many of Cambridge and Harvard Square's international restaurants into the streets. Oktoberfest bursts with entertainment, including three stages of live music, children's rides, face painters, balloon twisters, puppeteers, dance troupes, and Harvard Square's famous street performers.

A collection of over two hundred vendors of artistic crafts, jewelry and clothing, and other gifts from around the world. . .as well as from right around the corner! This event will take place on Sunday, October 2, 12:00 – 6:00 p.m.

Did You Know?

That Coast Guard Vice Admiral Thad Allen who replaced Michael Brown, the embattled FEMA director, as the on-site head of hurricane relief operations in the Gulf Coast, is a graduate of MIT Sloan?

Allen graduated from the MIT Sloan Fellows Program in 1989.

The Coast Guard has five basic missions including maritime safety, maritime mobility, maritime, security, protection of natural resources and national defense which covers:

- General defense duties
- Homeland security
- Port and waterways security
- Polar icebreaking

The Coast Guard is responsible for the security of 361 U.S. ports and 95,000 miles (150,000 km) of waterways. Their official motto is "Semper Paratus" (Always Ready)



Thad Allen, SF, '89