

Student
Engagement



Alumni
Innovation



Changing the
Conversation



Institution
Building



Sustainability Initiative at MIT Sloan 2015–2016 Annual Report

Letter from the Director



Friends,

It has been ten years since we launched MIT Sloan's first class on sustainability. Since then, we have been proud to see a surge in the visibility, engagement, and impact of our work across the Institute and beyond.

This year was particularly momentous for the sustainability field because of COP21, the UN climate negotiations, which shined a spotlight on the urgency of our endeavor. Our own Professor John Sterman was in Paris for the conference. Many of you have read his incisive analysis of the landmark accord that commits nearly every nation to reducing greenhouse gas emissions to help mitigate the most severe effects of climate change. In the *Huffington Post*, he wrote, "Let us praise the real progress made while we loudly and clearly tell our leaders that goals are not actions, pledges are merely promises, and time is running out." Back in Cambridge, we ran a social media campaign, #OurAccord, to share insights and personal commitments related the agreement, which generated more than 14,000 impressions.

Sterman helped shape the public dialogue on climate change in other ways, too. For instance, his work with Climate Interactive, an MIT Sloan spin-out organization, showed that the collective pledges by countries before the Paris talks would lower the warming of the planet at century's end to about 3.5 degrees celsius. A front page story in the *New York Times* called it, "a sign that 20 years of disappointing negotiations may be giving way to an era when countries start to move the needle on the projected global temperature." In addition, we saw a significant increase in the use of the World Climate Game, an interactive, role-play simulation that allows participants to explore the risks of climate change and the challenges of negotiating international agreements to reduce carbon emissions.

This intensified interest in climate policy and sustainability is reflected here at MIT Sloan. This year, a record number of students completed the Sustainability Certificate program. Roughly one-third of graduating MIT Sloan students have taken three or more sustainability classes.

The marquee-level addition of the Sustainability Certificate within MIT's Environmental Solutions Initiative helped raise our profile. Today, we see on the horizon a time when MIT Sloan will be the #1 destination for people who want to be leaders in sustainable business.

This was also the year of Sustainability-Oriented Innovation. We started an SOI blog series on *MIT Sloan Management Review's* website that analyzed ways to accelerate the move toward sustainability for the next generation of companies and products. We launched a new course focusing on SOI and entrepreneurship, where students advanced new offerings and enterprises to solve social problems. SOI was the theme of MIT's annual Sustainability Summit. This year, we also created a new tool to help entrepreneurs incorporate sustainability into their business models using MIT Sloan's Disciplined Entrepreneurship approach.

Our alumni and corporate network is strong and growing every day. In house, we refer to this as "the long green line"—the growing network of people and organizations that connect with MIT Sloan. We are united by a concern for the future of society and the planet and an abiding belief in the intellectual and spiritual potential of people to overcome the challenges we face.

As the Sustainability Initiative enters its next decade, I want to take a moment to express my personal gratitude. Ten years ago, I was a doctoral student here at MIT. I have vivid memories of sitting in E51 listening to Professor Sterman give a passionate, masterful lecture about the exceedingly complex challenges of sustainability. I remember collaborating with Peter Senge and Wanda Orlikowski on the launch of the L-Lab class. These faculty were my heroes then, and today, I am lucky to call them my colleagues.

I am also grateful for all of you. Each day I come to work inspired by your creativity and generosity. Together, we can create a future where business is a force for sustainable, inclusive prosperity in the world.

Here's to the next 10 years!

Jason Jay, Senior Lecturer MIT Sloan
Director, Sustainability Initiative at MIT Sloan

Our Mission

The mission of the Sustainability Initiative at MIT Sloan is to build a community of innovators for sustainability with MIT students and alumni, faculty and researchers, and allies in business, government, nonprofit, and hybrid organizations. Together, we encourage innovation in products and services, management practices, business models, and supporting market infrastructures that make effective, sustainable use of natural resources and that advance human welfare.

About the Initiative

The Sustainability Initiative at MIT Sloan started in 2006 with the creation of the Laboratory for Sustainable Business action learning course (S-Lab). Today the Initiative comprises a broad portfolio of people, programs, and research projects, with four strategic objectives:

- **Engage students** with rigorous courses and programming related to sustainability and an in-depth Sustainability Certificate for those who wish to become leaders in the field.
- **Fuel alumni innovation** by offering professional development and lifelong learning opportunities, including networking, mentoring, and executive education.
- **Change the conversation** in industry and policy by amplifying the impact of our faculty's research on sustainability, and by putting research-based management tools in practitioners' hands.
- **Build an institution** with an international reputation for bringing value to business and society across organizations, markets, and communities.

The Sustainability Initiative underscores MIT's commitment to action that has meaningful global impact, and advances MIT Sloan's mission: *to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice.*

Our Team



John Sterman

Jay W. Forrester Professor of Management; Director, MIT System Dynamics Group; Faculty Director, Sustainability Initiative at MIT Sloan



Jason Jay

Senior Lecturer MIT Sloan; Director, Sustainability Initiative at MIT Sloan



Bethany Patten

Associate Director, Sustainability Initiative at MIT Sloan

Gloria Clark
Program Assistant

Karen Horwitz
Strategic Marketing Manager

Lea Rutledge
Metrics Manager

Since 2007,

506

students have taken S-Lab, completing

128

projects with

99

companies and organizations.

In 2016,

69

Students took S-Lab (an all-time high), completing

17

projects with organizations such as David Yurman, Environmental Defense Fund, the Gap, and JetBlue.

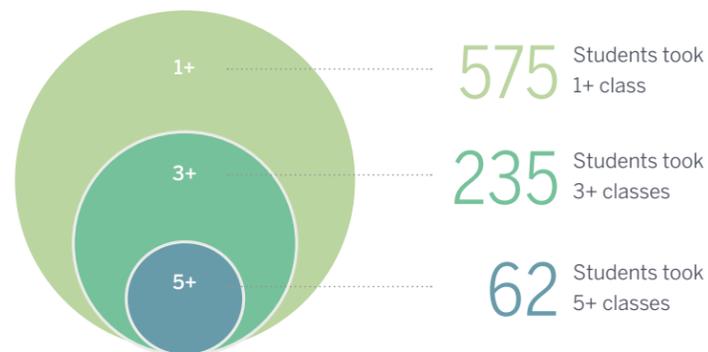
Student Engagement

Sustainability is embedded in the MIT Sloan experience—from courses that introduce new concepts, to clubs, conferences, and networking events that provide opportunities for deeper engagement, to a multidisciplinary certificate program for those looking to make sustainability a core part of their careers. Our students come from diverse backgrounds and help drive experimentation both in the classroom and in the field.

✔ Sustainability Coursework

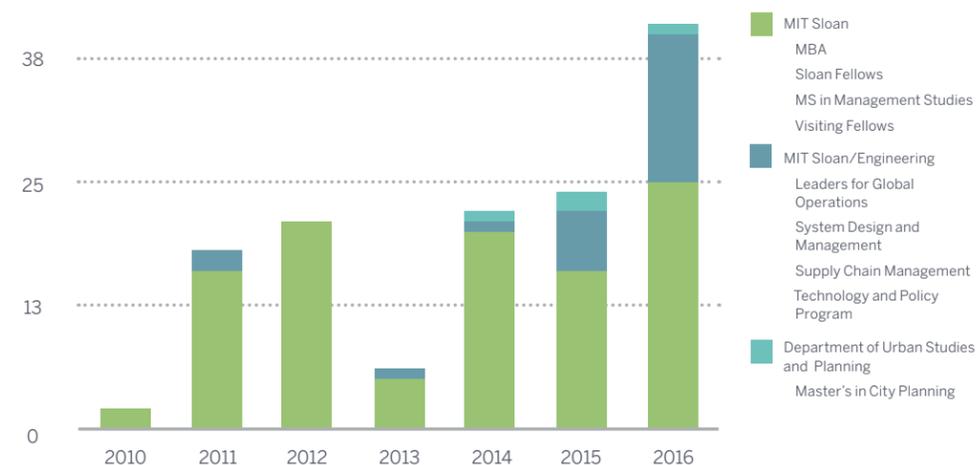
79%

of MIT Sloan graduates* took at least one MIT Sloan sustainability class during their tenure.



*Graduating students from MIT Sloan's six full-time master's programs.

• Sustainability Certificate



71%[^]

In 2016, 41 students received the Sustainability Certificate, a 71 percent increase from the prior year, and the most diverse cohort yet, spanning nine graduate programs.

Since 2010,

134

students received the Sustainability Certificate.

Certificate graduates include students from both MIT Sloan and MIT master's programs.

"At MIT Sloan, I've not only studied sustainable business strategies, I've also made them. I worked with Colgate-Palmolive on a net zero water strategy for factories in India and I spent three weeks in Colombia creating a supplier strategy for a multinational cement company. MIT Sloan's commitment to action learning is unparalleled."



Sarah Kalloch MBA '16 & Sustainability Certificate Recipient

Highlights from 2015–16

Diversified and grew participation in master's-level courses and programming across MIT. With targeted outreach, we significantly increased enrollment in the Sustainability Certificate by more than 71 percent. This year, certificate recipients included students from two new programs, the Technology and Policy Program and the Visiting Fellows Program.

Enriched curriculum by introducing an array of new courses and cases. These included: an elective on SOI; an independent study on sustainable finance; and a sustainability-related case study in the Organizational Processes core course.

Forged alliances with companies and organizations that provide professional opportunities for students interested in careers in sustainability. We recruited new host organizations—including Allagash Brewing Company, Dow Chemical, Hannaford Supermarkets, JetBlue, and David Yurman—for our S-Lab projects.

Strengthened career support through our subsidized internship programs. We more than doubled the number of organizations posting positions to the Sustainability Initiative Internship Program and we boosted the number of internship stipends we offer to six. In addition, we now administer the MIT Sloan Social Impact Fellowship program, which awards approximately 12 subsidies a year to students interning at organizations dedicated to social change. With both SIIP and SSIF under our purview, we are now better able to serve the entire MIT Sloan impact community.

Developed extracurricular programming related to the study of impact investing. We provided financial support and mentorship to the MIT Impact Investing Initiative, which participated in the multi-university MBA Impact Investing Network and Training competition.

Supported development of a proposed environmental minor for MIT undergraduates, and experimented with S-Lab as a possible element of the minor.

Priorities for 2016–17

Continue to grow enrollment in sustainability programming across the Institute. We aim to raise matriculation in the certificate program by 15 percent with a particular focus on recruiting more non-MBA students; increase enrollment in flagship sustainability classes, including S-Lab, SOI, and the Capstone course; and boost enrollment in sustainability certificate electives by 10 percent.

Integrate sustainability content into the core curriculum by introducing a new sustainability-related case in MIT Sloan's first-semester strategy class. In addition, we will officially launch the Nike sustainability case in all Organizational Processes classes (piloted in fall 2015).

Expand sustainability-focused experiential learning opportunities across MIT Sloan through action learning projects and labs. We are especially focused on collaboration with the Finance Research Practicum and the Leaders for Global Operations internship program.

Create content focused on the intersection of sustainability and finance by piloting a finance/sustainability elective and/or Sloan Innovation Period workshop.

Sustainability Lunch Series

Drawing from more than 18 MIT academic programs, the Sustainability Lunch Series brings students across MIT together with sustainability leaders at innovating organizations such as Amazon and Bank of NY Mellon.

23

of events in 2015–2016

37

average attendance

"With the help of the Sustainability Initiative, we created the MIT Impact Investing Initiative (MI3), which supports MIT Sloan graduate students who want to explore careers in this area. Bethany and Jason were fully invested in making MI3 succeed. It would not have been possible without their



championing and mentoring."

David Sanchez MBA '16

MIT Sloan's MI3 team entered the national MBA Impact Investing Network and Training competition and took the top prize. MIINT is a program designed to provide business students with hands-on experience and education in the field.

Alumni Innovation

The Sustainability Initiative involves a passionate and engaged alumni community, supported by regional networking events, interest groups, and peer coaching and mentoring opportunities around the world. Our goals are to showcase and promote alumni success, to support peer learning and ongoing engagement with MIT research, and to be helpful in alumni efforts to promote SOI.

Recent Alumni Job Vignettes

Ed Fish MBA '12
Senior Manager of Corporate Strategy, Bay State Milling

“Working at Cargill, the agriculture giant, in my first few years out of business school was a great education. This year, I moved back to Boston for a job at Bay State Milling, a family-owned plant-based ingredients company. Because of what I learned about sustainability at MIT Sloan—combined with my own passions for the environment and nutrition—I am excited to help shape the strategy of an innovative and progressive company during a transformational period for the food and agricultural landscape.”

Dale Galvin MBA '98
Managing Director, Sustainable Markets & Finance, Rare

“From the S-Lab to the Media Lab, the MIT Sloan community is leading important business, design, and technological innovation for development and sustainability. I was impressed with the S-Lab team we worked with this year at Rare; the students added real value to our impact investing model and are contributing original insights to the field at large.”

Sarah Meyers MBA '12
Senior Consultant, Wellspring Consulting

“MIT Sloan and the Sustainability Certificate Program gave me the tools and confidence to make the transition from high school math teacher to strategy consultant for nonprofit organizations. I feel so fortunate to have a career that aligns with my values and beliefs about business being a force for good in the world. I wouldn't be where I am today if it weren't for my experience at MIT.”

Sandhya Murali MBA '15
CFO, Solstice Initiative

“Helping organize the Renewable Energy Finance Roundtables keeps me engaged with the Sustainability Initiative, which is both personally and professionally fulfilling. Being fairly new to the renewable energy sector, I learn something new at every event. I'm also able to make valuable connections with alumni that help Solstice Initiative make progress on fundraising and business development.”

Highlights from 2015–16

Launched alumni interest group in the area of renewable energy finance.

Based on its successful start, members of the focal group have proposed biannual meetings to be held in the fall and spring to coincide with energy events on campus.

Conducted interviews and surveys to improve our understanding of alumni career paths and professional activities.

Priorities for 2016–17

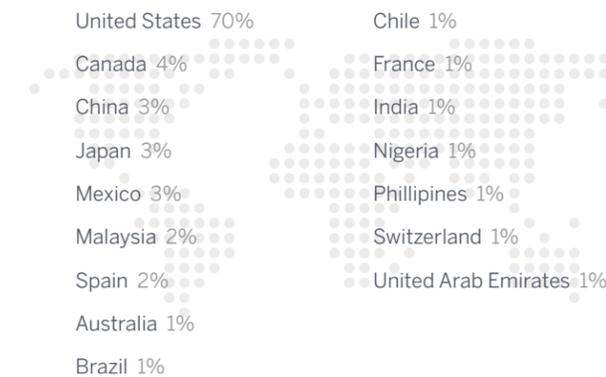
Publish the results of our sustainability survey and publicize alumni activities and achievements.

Develop success measures for alumni interest groups including event satisfaction, deal generation measures, and philanthropic support from alumni.

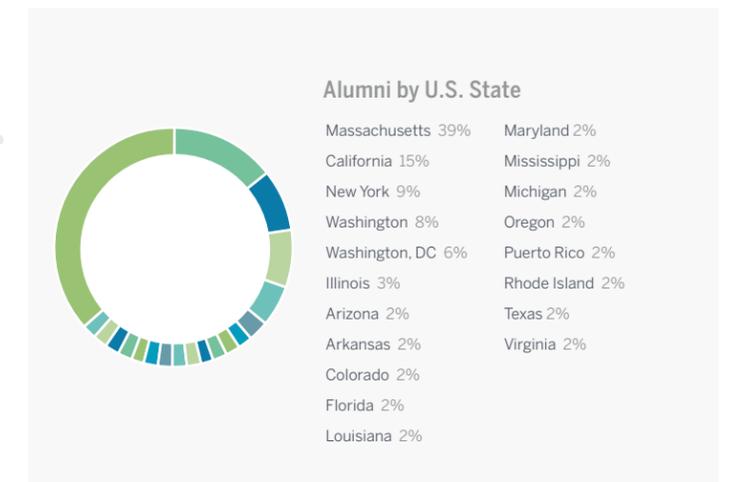
Connect with alumni working in sustainable finance by launching a new alumni interest group in this area.

Continue to grow our alumni community in key regions, including Boston, New York, and San Francisco.

Alumni Innovators Around the Globe



All data has been rounded to the nearest percent. Alumni included are those who have received the Sustainability Certificate between 2010–2015.



Media Mentions of Alumni Innovators

Valerie Karplus Class of 1943 Career Development Professor, MIT Sloan
Valerie Karplus Named as One of the Best 40 Under 40 Professors (Poets & Quants, April 2016)

Tim Greiner MSMS '94 Co-Founder, Pure Strategies
Everything You Need to Know About Corporate Carbon Pricing (Sustainable Brands, March 2016)

Omar Mitchell MBA '12 Vice President, Corporate Social Responsibility, National Hockey League
Why the NHL is getting involved in climate-change efforts (Washington Post, January 2016)

Robin Chase SM '86, Co-Founder, Zipcar
The Zipcar Effect (Pymnts, January 2016)

Patrick Flynn MBA '12 Director of Sustainability, Salesforce
Mankind's BIGGEST Story (Tedx Dayton, December 2015)

Ricky Ashenfelter MBA '15, **Emily Malina** MBA '15, Co-Founders, Spoiler Alert
Spoiler Alert Launches Leftovers-as-a-Service to Fight Food Insecurity (BostInno, November 2015)

Drew Jones MS '97, Co-Founder and Co-Director, Climate Interactive
How U.N. Climate Negotiations Are Like Splitting A Bar Tab (NPR, October 2015)

David Auerbach MBA '11, **Lindsay Stradley** MBA '11, and **Ani Vallabhaneni** MBA '11, Co-Founders, Sanergy
In Sub-Saharan Africa, Entrepreneurs Explore Whether Sanitation Could Solve a Growing Fuel Crisis — and Vice Versa (PRI, September 2015)

Changing the Conversation

As one of the world's preeminent research institutions, MIT is in a unique position to bring business and societal leaders together with academic researchers and students to address challenges in sustainability. We promote this process at our annual Sustainability Summit and through our research in four main areas. Here is an overview:

Climate of Change

How can we build the broad and deep engagement of people and organizations that will be necessary to tackle climate change? MIT Sloan educates people about the challenge of climate change through interactive simulations. We engage people across nations and sectors in conceiving innovative solutions through the Climate CoLab. We empower people to lead authentic, effective conversations about climate and sustainability with their friends and colleagues. And we help organizations build capacity for strategic management of energy and greenhouse gas emissions.

Highlights from 2015–16

Promoted the widespread use of World Climate, the interactive role-playing game that simulates the UN climate change negotiations. More than 14,000 people have played the game in 51 countries from Argentina to Zimbabwe.

Supported the 7th annual Climate CoLab contest, which involved more than 800 attendees across 14 different contests in person and online.

Raised the profile of MIT Sloan's sustainability faculty during the COP21 negotiations. Professor John Sterman appeared twice in the *New York Times'* Paris coverage, which resulted in more than 26,000 Facebook impressions and more than 600 LinkedIn impressions. Carried out a successful social media campaign around the hashtag #OurAccord, yielding 14,630 impressions from associated tweets.



Drew Jones MS '97

Drew Jones is co-founder and co-director of Climate Interactive, the climate change think tank that created the user-friendly climate simulations used by thousands of climate analysts around the world.



Priorities for 2016-17

Enrich academic literature on climate change communication. We will submit a technical paper about the En-ROADS energy system simulation tool, which is designed to help users grasp the implications of energy policies and business strategies. We will also write a paper evaluating outcomes of the World Climate interactive simulation game.

Strengthen our role as thought leaders on climate change by participating in COP22 in Morocco. We will draw on our portfolio of climate simulations—including our recent work on climate change and African agriculture with OCP, one of the world's leading exporters of phosphates and its derivatives.

Hardwiring Sustainability

How can organizations and investors move from interest in sustainability to serious investment and operationalization across the enterprise? We design and deploy interactive management tools focused on advancing sustainability in business and society. Our signature platform, Sustainability Help Information Frameworks and Tools (SHIFT) helps decision-makers find, compare, choose, and assemble tools to evaluate the business and societal case for sustainability-related investments, and to build the organizational capability for implementation.

Highlights from 2015–16

Secured financial support from Biogen and an alliance with Valutus and MIT Press to build the SHIFT platform.

Accelerated the distribution of other management tools developed at MIT Sloan. For example, more than 56,500 people have played Fishbanks, the online interactive natural resource management simulation created at MIT in 2009.

Priorities for 2016-17

Continue to develop the SHIFT platform by building alliances to support curation of third party tools, and by incorporating new MIT Sloan-generated content, including system dynamics simulations.

Expand the public's knowledge of alternative fuel vehicle (AFV) industry by launching a new AFV simulation tool on MIT Sloan LearningEdge.

Climate CoLab Growth

Climate CoLab, a global internet-based community, strives for promising solutions to combat climate change.

3.5 million

page views (from Sept. 2009-Apr. 2016)

53,400

registered members (From Sept. 2009-Apr. 2016)

48

contests completed between 2014-2016

MIT Sloan Faculty Social Media Coverage of COP21

26,000

Facebook Impressions

600+

LinkedIn impressions

14,600

Twitter Impressions



Daniel Aronson MBA '99

Daniel Aronson, a veteran sustainability consultant with 22 years of experience in the field, played a lead role in the invention of SHIFT, and continues to help drive its development.

Sustainability Summit Attendance by Sector

89

Academic, NGO, Startup founder, or Government

98

Corporate sector

144

Student

Social Sustainability

How can we create good jobs and high economic productivity through workplace innovation? Amid concerns about increasing inequality and decreasing social mobility around the globe, MIT Sloan takes a pragmatic, operational approach to social sustainability. Our efforts in this area involve exploration and experimentation with high performance work practices in manufacturing, retail, and services. We also engage companies, entrepreneurs, labor groups, NGOs, and policy makers to measure the impact of those practices and expand their use across industries.

Highlights from 2015–16

Supported Professor Zeynep Ton's "Good Jobs Score," which rates retail companies on their ability to achieve simultaneous job quality, customer satisfaction, and economic productivity.

Assisted with the launch of the MIT Inclusive Innovation Prize in conjunction with the MIT Initiative for the Digital Economy. The prizes, which total \$1 million, are awarded to organizations that create economic opportunity in the Digital Era. A related Twitter chat with O'Reilly Media garnered more than 130 million impressions under the hashtag #FutureofWork.

Priorities for 2016-17

Collaborate with the Hitachi Foundation to launch a Good Companies, Good Jobs Initiative at MIT Sloan. This program will create and expand synergies among MIT Sloan social sustainability projects, including research, education, tool development, and industry engagement.

“Corporate sustainability agendas are based on a set of values; successful outcomes depend on specific data and facts. The work of the Sustainability Initiative contributes to a keener understanding of how to create innovative business models and practices that have measurable environmental and social impacts.”



Matt Swibel
Director, Corporate Sustainability, Lockheed Martin; a sponsor of SOI research, the 2016 Sustainability Summit, and an S-Lab project host.

Sustainability Oriented Innovation

When performance and impact, or profit and purpose, are often seen at odds, how can we have the best of both worlds? A handful of startups and corporations are breaking the mold with innovative new products, services, technologies, and business models. These breakthroughs are sustainability-oriented innovations, or SOI. We have multiple projects in this area including a toolkit for innovators and investors, and new course offerings in SOI for master's-level students. Our aim is to accelerate the theory and practice of SOI, and position MIT as the center of excellence for its incubation and evaluation.

Highlights from 2015–16

Launched a new master's-level course on SOI and Entrepreneurship, with 34 students from across MIT and Harvard. Projects ranged from a social enterprise in Beijing building bamboo bicycles to the creation of a global strategy to expand financing for climate change mitigation..

Published three master's theses on SOI topics, examining the ecosystems for SOI in the energy and food sectors.

Developed a tool to help entrepreneurs incorporate sustainability in their business models. Based on MIT Sloan's "Disciplined Entrepreneurship" framework, we created this overlay framework and test-drove it in four MIT Sloan MBA classes.

Supported the 2016 Sustainability Summit and its focus on SOI.

Developed a five-year roadmap for MIT Sloan research and action on SOI.

Published a series of SOI blog posts with *MIT Sloan Management Review*, the first of which received more than 7K page views in its first 6 months.

Priorities for 2016-17

Translate SOI insights into a robust collection of tools for SOI entrepreneurs and investors, to be deployed on the SHIFT platform.

Secure at least one foundation grant and five corporate memberships to support SOI research and development.

Disseminate the Disciplined Entrepreneurship overlay through LearningEdge, SHIFT, and other websites.

Develop an approach to studying the sustainability orientation of startups, for research and for measuring the MIT entrepreneurial ecosystem for SOI.

Junior Faculty Projects

These projects underway by faculty in our ecosystem are made possible through funding from the Sustainability Initiative and our research allies across the Institute.



Matthew Amengual
Associate Professor in Work and Organizational Studies

Amengual and his team are researching the politics of local development and mining in Latin America by developing case studies of mines in Bolivia and Perú and conducting surveys of stakeholders. Their findings will inform strategies for fostering sustainable, inclusive development.



Valerie Karplus
Director of the Tsinghua-MIT Energy Program and an Assistant Professor of Global Economics and Management

Karplus and Noelle Selin, a professor within MIT's Institute for Data, Systems, and Society, are linking environmental modeling with economic cost analyses to quantify mercury contamination of rice in China and its impact on food security.



David Keith
Assistant Professor of System Dynamics

This year, Keith and doctoral student Sergey Naumov plan to launch Driving the Future, a web-based management flight simulator of the market for alternative fuel vehicles. The platform allows users to explore effects of automaker strategies and public policies on the U.S. automotive market and its greenhouse gas emissions.



Yanchong (Karen) Zheng with Retsef Levi
Assistant Professor of Operations Management and Professor of Operations Management

Professors Yanchong (Karen) Zheng, Retsef Levi, and Tauhid Zaman's research takes a data-driven approach to managing food safety in the global food supply chains. In particular, the team investigates how the structure and dynamics of food supply chains impact risks of economically motivated adulteration of food products.

Selected Publications on Sustainability at MIT Sloan

Amengual, Matthew, and Chiro, Laura 2016
Reinforcing the State: Transnational and State Regulation in Indonesia
ILR REVIEW (FORTHCOMING)

Amengual, Matthew 2016
Politicized Enforcement in Argentina: Labor and Environmental Regulation
CAMBRIDGE UNIVESRSITY PRESS

Karplus, Valerie and Reilly, John et al. 2015
Regulatory control of vehicle and power plant emissions: how effective and at what cost?
CLIMATE POLICY 15(4)

Knittel, Christopher 2016
Are we fracked? The impact of falling gas prices and the implications for coal-to-gas switching and carbon emission
OXFORD REVIEW OF ECONOMIC POLICY 32(2)

Knittel, Christopher et al. 2015
Some Inconvenient Truths About Climate Change Policy: The Distributional Impacts of Transportation Policies
REVIEW OF ECONOMICS AND STATISTICS 97(5)

Kochan, Thomas 2016
Shaping the Future of Work: What Future Worker, Business, Government, and Education Leaders Need To Do For All To Prosper
BUSINESS EXPERT PRESS

Lyneis, John and Sterman, John 2016
How to Save a Leaky Ship: Capability Traps and the Failure of Win-Win Investments in Sustainability and Social Responsibility
ACADEMY OF MANAGEMENT DISCOVERIES 2: 7-32

Selin, Noelle et al. 2015
Benefits of mercury controls for the United States
PROCEEDINGS OF THE NATIONAL ACADEMY OF SCIENCES 113(2)

Institution Building

Achieving a sustainable future requires long-term commitment and investment. The Sustainability Initiative is hard at work creating that future and we are fortunate to have you—generous alumni, corporate and institutional allies, and friends—in our corner. Your contributions touch the lives of our students, support the unmatched quality of programming we offer, fund pioneering research, and increase our visibility as an Institute that is making a positive impact in the world.

Highlights from 2015–16

Increased giving by 40 percent from \$299,000 in fiscal year 2014-2015 to \$419,000 in fiscal year 2015-2016. This figure includes important gifts from Raymond Wood, Biogen, and Linda Archer Cornfield. We continue to strengthen our fundraising efforts by finding news ways to steward our loyal donors and identifying alumni interests by region.

Raised our international profile by presenting and participating in a variety of conferences. These included: COP21 in Paris, the Graduate Management Admission Council Conference in Washington, D.C., the Climate CoLab Conference, the Alliance for Research on Corporate Sustainability, and MIT Solve, which is focused on finding solutions to the world's greatest challenges. Our certificate and sustainability programming also received a #2 ranking in the U.S. from Corporate Knights—“the magazine for clean capitalism,” which has a print circulation of 126,000 among U.S. and Canadian executives.

Enhanced visibility within MIT by bolstering the Sustainability Initiative’s faculty engagement with numerous Institute-wide groups and programs. These included: the MIT Innovation Initiative; the Environmental Solutions Initiative; the Campus Sustainability Task Force; the Climate Change Conversation group; and the MIT Office of Sustainability. We also helped launch the Visionary Investing program which advises families with significant net worth on investment options in social enterprises.

Measured our progress by tracking our program’s operations against existing key performance indicators to improve our execution. We also created focus groups of current students to advise on improvements to our website content. We continue to promote our efforts and foster community engagement through a quarterly newsletter, which we initiated in spring 2015.

Priorities for 2016–17

Develop and articulate a compelling, ambitious strategy. Identify our key strengths, weaknesses, opportunities, and threats through engaging students, alumni, faculty, donors, colleagues, and external organizations and companies. Identify our highest leverage avenues for impact. Develop key performance indicators that help us measure our effectiveness. Identify the stories and metrics that will inspire our team and key constituencies.

Build a stronger financial foundation for the initiative by securing our first \$1 million gift. The money will help us further develop our courses and programming, make strategic new hires, and expand our marketing capabilities.

Extend our influence in the business world by developing a more strategic approach to corporate engagement. We endeavor to deepen our existing corporate relationships and cultivate new collaborations with companies that can offer S-Lab projects, internships, and jobs, as well as sponsorships for conferences or research funding, in addition to participating in Executive Education opportunities.

Raise our profile across MIT by creating new engagements and positions. We will coordinate efforts, and act as advisors, to the Environmental Solutions Initiative and we will look to place two MBA interns with the MIT Office of Sustainability. Additionally, we plan to launch a project through the Sustainability Task Force to improve MIT Sloan’s operational sustainability.

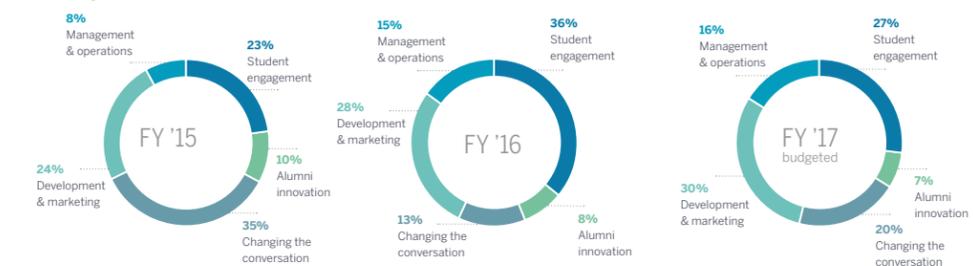
Thank You

We are grateful to the following individuals and organizations whose generous gifts have helped us to achieve our mission. Gifts of more than \$10,000 are listed in chronological order.

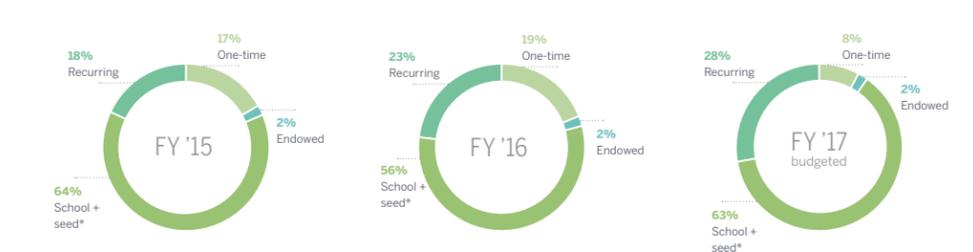
- Ms. Lam Yiu Chu
- Thomas Haas Foundation
- Grantham Foundation for the Protection of the Environment
- Mr. Douglas Drane
- Mr. Gustavo A. Pierini '87
- Mr. Robert G. Ackerley '90
- General Motors Foundation, Inc.
- Ms. Anna Gabriella C. Antici Carroll '92
- Mr. D'Arcy Carroll '91
- Mr. Alexander L. Borschow '14
- Lockheed Martin Corporation
- Mr. John Mazzarino '77
- Goldman-Sonnenfeldt Foundation
- Mr. Raymond S Wood III '90
- Ms. Linda Cornfield '89
- Biogen

Our Financial Picture

Expenses



Revenue



All data has been rounded to the nearest percent.

All revenue listed is restricted, meaning that the gifts were given specifically to the Sustainability Initiative, or its affiliated research projects, as opposed to the Annual Fund, which can be used throughout the school.

*Seed refers to the school's initial investment in the Initiative. We expect to draw down the balance over the next three to four years and replace this funding with philanthropic gifts.

Why I Give: Raymond Wood

“Since graduating from MIT Sloan 26 years ago, I have dedicated my professional life to Wall Street and the power and renewable energy sector. When I started my career, clean energy and sustainability were thought of as alternative, even idealistic, investments. Today, they are considered core investments for almost every entity in society.

“I am proud to support the Sustainability Initiative at MIT Sloan. With the interdisciplinary resources of MIT, led by the Sloan School and supported by the School of Engineering, the School of Science, and other MIT departments, the Initiative is doing unrivaled and exciting work in this important field. I look forward to participating in the Initiative's vibrant, ongoing growth.”



Raymond Wood, MBA '90, is the head of Global Power at Bank of America Merrill Lynch and a veteran of the energy industry

Advisory Board

The Sustainability Initiative established an Advisory Board to provide guidance on matters of strategy, fundraising, and execution, drawing on members' own expertise and that of their personal and professional networks.

Robert Ackerley, founder of semiconductor firm Smith & Associates, server recycling firm ServerMonkey, and Rio Grande organics, the nation's largest organic pecan farming company.

Robert Eccles, chairman of Arabesque Asset Management, founding chairman of SASB, and professor at Harvard Business School.

John Fernandez, professor in the MIT School of Architecture, expert on industrial ecology, and head of the MIT Environmental Solutions Initiative.

John Mazzarino founder and Managing Principal of Cherokee, a private equity fund investing in real estate and technology for financial, environmental, and social return.

Cherie Nursalim, Vice-Chairman of GITI group, real estate developer and investor in Southeast Asia and China.

Nancy Pfund, Managing Partner at cleantech and impact investment firm DBL Partners.

Michael Sonnenfeldt, the real estate developer, clean tech investor, and climate activist who founded the TIGER 21 network for high net worth investors.

Raymond Wood, who leads Bank of America's renewable energy investment banking practice.

Web Stats

July 1, 2015–June 30, 2016

24,600+

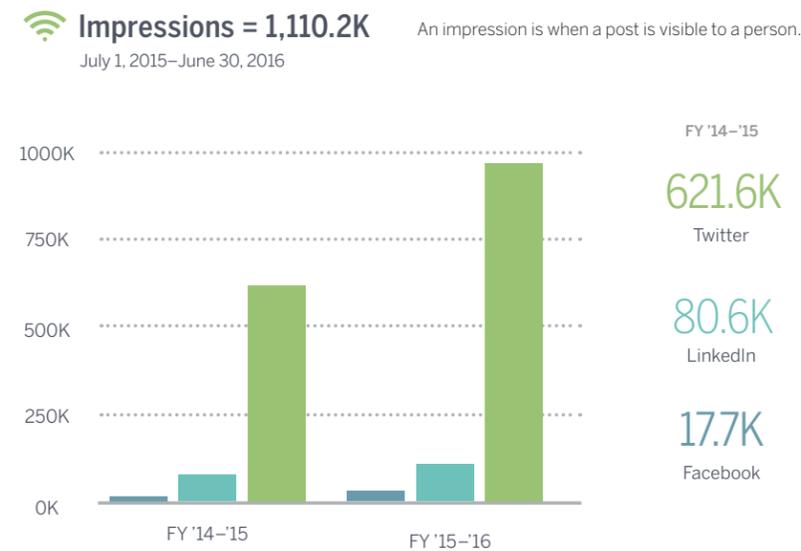
website visitors

66,400+

page views

Website visitors are new and returning visitors.

A page view is when a website user visits a particular page of a website.



Thank You to Our MIT Allies Helping to Build a Vibrant Community of Innovators

55%

of Sustainability Lunch Series attendees are MIT Sloan MBA students. The rest are comprised of students from across the Institute, including joint MIT Sloan/Engineering (e.g. Leaders for Global Operations, System Design and Management, etc.), MIT's Technology and Policy Program, and other graduate and undergraduate programs.



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- MIT Environmental Solutions Initiative
- MIT Innovation Initiative
- MIT Energy Initiative
- The Abdul Latif Jameel World Water and Food Security Lab
- Center for Collective Intelligence (Climate CoLab)
- The Martin Trust Center for MIT Entrepreneurship
- MIT Joint Program on the Science and Policy of Global Change



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- MIT Office of Sustainability
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- MIT Water Club
- Sloan Entrepreneurs for International Development
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- Sloan Net Impact
- Sloan Women in Management
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MIT Sloan is committed to providing thought leadership and management solutions to the complex environmental, societal, and economic sustainability issues facing our world. Our faculty members address these challenges through their teaching, advising, and research activities, and comprise a rich and growing multidisciplinary community.

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Stephen Graves
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Timothy Gutowski
Department of Mechanical Engineering

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Ethics and Managerial Communication

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Department of Civil and Environmental Engineering

Libby Hsu
D-Lab

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Global Economics and Management

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Center for International Studies

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Maria Yang
Department of Mechanical Engineering

Karen Zheng
Operations Management

"The Sustainability Initiative was integral to my MIT experience. I made connections with industry leaders, gained knowledge of sustainable agriculture and sustainability-oriented innovation, and further developed my leadership skills. In and out the classroom, the Sustainability Initiative's faculty and staff shaped my education and my career plans."



Patrick Ford, TPP '16 and Sustainability Certificate Recipient



Sustainability Initiative

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