MIT Sloan faculty tackle the problems of an ailing health care system.
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Innovation at work

12 Race against the machine
Will great advances in computing and technology render the American worker irrelevant? In a selection from their new digital book, Professor Erik Brynjolfsson and principal research scientist Andrew McAfee argue that all is not lost. Innovation and entrepreneurship, they write, can lead to countless new industries, ideas, and jobs.

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14 Fixing health care: MIT Sloan faculty tackle the problems of an ailing system
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20 Fixing health care: A Q&A with Professor Retsef Levi
Solving the central problems of health care delivery will require a multidisciplinary, collaborative, systems-thinking approach. With a new research center in the works, Professor Retsef Levi believes MIT Sloan has the people, the relationships, and the experience to lead the way.

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On the cover
More than 20 MIT Sloan faculty conduct research with an aim to improve health care delivery. Pictured are Associate Professor Retsef Levi, Professor Ernst Berndt, Senior Lecturer Anjali Sastry, Associate Professor Joseph Doyle, Associate Professor Vivek Farias, and Professor Dimitris Bertsimas.
Connecting across the worldwide community

DEAR ALUMNI,

In the Spring 2012 issue of the *MIT Sloan Alumni Magazine*, I am delighted to bring you stories of innovation and collaboration in health care delivery around the world. Our alumni, faculty, and students are leading initiatives to solve an increasingly pressing problem, and this important work is supported by the strength of the School's global community. This year, I have seen firsthand how the mission-driven work of MIT Sloan alumni reinforces the School's impact worldwide.

For example, School events this year have seen record attendance. The number of alumni gatherings worldwide has tripled since May 2011, up to 69 in total. The breadth and diversity of alumni events are inspiring, from a 300-person gathering in Cambridge, MA, to a five-person meeting in Thailand. In every case, the scope and vibrancy of alumni activities have generated a global conversation about the mission of MIT Sloan in the world, and how it can be advanced.

Many of these events provided you the opportunity to meet and talk with David Schmittlein, John C Head III Dean of the School, who traveled from continent to continent to get to know many of you. Throughout the world’s regions, Dean Schmittlein made it a point to share his vision for the School, while learning of your particular interests and commitment to the future of MIT Sloan. These events will only continue apace: We look forward to welcoming you at the next gathering in your region.

In addition to the excitement and enjoyment of social events that welcome alumni, students, and friends of the School, the impact of MIT Sloan’s global alumni network can also be felt in the daily life of the School and the work of its faculty and students. For example, Julie Chang, MBA ’02, (see page 9) experienced the power of the alumni network firsthand in 2010, when she began a consulting project in Morocco. The CEO of OCP, the client company, was an MIT Sloan alumnus who took a special interest in Chang’s work in sustainability. The project flourished, OCP executives visited the campus through the Industrial Liaison Program (ILP), and collaborative ties between the company and Kendall Square multiplied. Today, OCP is slated to join the 2012 roster of participants in the Sustainable Business Lab (S-Lab).

Reunion Weekend is an opportunity to reinforce these alumni ties, of friendship and professional collaboration, as well as to renew your connection to the School. Further, it enables you to reconnect with old friends and classmates, while learning more about the latest innovations and collaborations going on at MIT Sloan. We will welcome hundreds of alumni back to campus on June 7–10; and we hope that if your class is in a Reunion year, you will join us. Reunion activities will feature presentations by faculty on their latest research, including professors whose innovative work in health care is featured in this issue of the magazine.

As the health care initiative demonstrates, the School’s impact in the world can only be brought to life through the generous support of alumni and friends. This year, we have the ambitious goal of raising $3.1 million for the MIT Sloan Annual Fund. Your support, through unrestricted giving, has a tremendous effect on the life of the School, the opportunities we make available to students, and MIT Sloan’s future impact on the world. Please take a moment today to make a gift to the Annual Fund using the envelope enclosed in this magazine.

As upcoming alumni events approach, I look forward to welcoming you back to campus or meeting you where you live. You are an essential part of our community, and your engagement and commitment to MIT Sloan are deeply appreciated. I hope you will enjoy this edition of the *MIT Sloan Alumni Magazine* and the window it provides into what is happening on campus today, and every day, as we tackle today’s greatest management challenges.

Best regards,

Kristina Gulick Schaefer
Associate Dean, External Relations
Health, innovation, and global impact

DEAR ALUMNI AND FRIENDS OF THE MIT SLOAN SCHOOL OF MANAGEMENT,

In the five years since I have joined the School, I am continually struck by the depth of commitment, throughout the entire MIT Sloan community, to aligning our work with core values and a sense of mission. MIT Sloan exists to create knowledge with lasting impact and to translate those cutting-edge management ideas into global practice. When I meet alumni and friends around the world, and work with our faculty here on campus, I see that commitment demonstrated every day.

One of the ways in which the School is addressing the world’s most pressing problems, with the rigorous and multidisciplinary approach that characterizes MIT Sloan endeavors, is through a burgeoning initiative dedicated to health care. This Spring 2012 issue of the MIT Sloan Alumni Magazine highlights faculty research, student activity, and industry partnerships in health care, and the ways in which this work is positively impacting a vast, complex, and global field.

Within this health care initiative, MIT and MIT Sloan faculty are conducting significant research, in collaboration with industry leaders from a multitude of sectors, both private and nonprofit, to anticipate solutions for one of the world’s most pressing problems. Health care quality, affordability, and accessibility are issues that affect each of us directly and personally. The School’s commitment to research–based action and impact in the world aligns closely with the MIT mission to work wisely, creatively, and effectively for the betterment of humankind, and with the MIT Sloan mission to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice.

MIT Sloan is uniquely positioned to bring lasting change to U.S. and global health care delivery, with our historic expertise in a number of functional areas, from Entrepreneurship to Systems Dynamics to Operations. As discussed further in this magazine, faculty are building significant relationships with the clinical and administrative staff of world-renowned teaching hospitals in Boston to analyze the quality, efficiency, and incentive structures of patient care. Faculty members are also exploring ways to reshape and streamline health care delivery across the globe. For the MIT Sloan research community, these partnerships represent an avenue to direct impact on organizations whose ideas and practices change, and better, the world.

In the area of curricular innovation, MIT Sloan’s high-touch, customized educational programs are an integral part of this initiative. Global Health Delivery Lab, one of the School’s signature action learning courses, puts students at the front lines of health care delivery in five Sub-Saharan African nations and India. On campus and at project sites, students grapple with the hands–on challenges of health care delivery in resource-constrained settings, using the classroom to research and plan, then reflect on and share their learning with others. These educational programs allow the School to develop creative and experienced leaders who are equipped to understand and tackle the world’s greatest challenges.

The work on health care being done at MIT Sloan and by School community members worldwide is increasingly valuable. With our commitment to sustainable management solutions that stand the test of time, principled and dynamic leadership that solves the world’s problems, and data-driven analysis that generates innovative management knowledge, I believe that our potential for positive impact is unparalleled. The creativity and responsiveness of the School as it grapples with these challenging issues are made possible in part by the generous philanthropic support of MIT Sloan alumni and friends. I hope that as you read, you will find the work highlighted here as captivating as I do, and that you will be reminded of the many important ways that MIT Sloan is in the world, for the world.

Sincerely,

David C. Schmittlein
John C Head III Dean
Andrea Ippolito, SDM ’11

- Advising U.S. Joint Chiefs of Staff on behavioral health services for servicemen and women, as part of the MIT Lean Advancement Initiative.
- Initiated Boston Scientific’s Communities of Excellence program to encourage collaboration in research and development.
- Serving as co-chair of the 2012 MIT Sloan BioInnovations Conference.

Ippolito believes that when science meets management theory, big problems can be solved.

Last year, Andrea Ippolito was a member of an MIT research team that visited the Pentagon to meet with now-retired Admiral Mike Mullen, then chairman of the Joint Chiefs of Staff.

The MIT team was part of the Institute’s Lean Advancement Initiative, which connects students and researchers with organizations looking for systems thinking to improve efficiency and solve complex problems.

The Pentagon had a complex situation: Its leaders wanted to do a better job of providing behavioral health services to servicemen and women, as well as their families.

“Admiral Mullen charged us with evaluating the current behavioral health system of care and developing recommendations to help the military better manage post-traumatic stress and related conditions,” Ippolito said. “One area that we looked at is how can we better use technology to provide better continuity of care? A huge issue is access to care. Stigma is also an issue.”

Ippolito and the team traveled to military bases to meet military leaders and service members. She also interviewed behavioral health professionals and assessed barriers to quality and timely care to service members overseas and their families back home.

“A lot of times when you tackle these large-scale problems, you talk to the leaders,” she said. “I think where we can gain the most value is in talking to providers and service members at the execution level.”

The team’s final recommendations will likely include some element of telehealth, the idea of providing services remotely by using technology. “Often the problem is there are providers available, just not in that location,” Ippolito said. “It’s leveraging that. Especially with behavioral health, it’s all about talking.”

“This is the MTV confessional generation,” she said. “Talking to a video camera—they’re comfortable with it.” Some servicemen and women said they find it easier to speak with behavioral health providers over video teleconference, because it provides the distance they need to discuss personal issues comfortably.

Ippolito also expects the team’s recommendations will include suggestions to accelerate the military’s credentialing process for behavioral health professionals.

A scientist by training, Ippolito earned a master’s degree in biomedical engineering from Cornell University. She began her career at Boston Scientific, where she worked on early-stage research and development.

Soon after starting at Boston Scientific, she and her manager initiated the company’s Communities of Excellence program, which developed a collaboration network across the company to reduce inefficiencies in research and development.

So in 2009, when Ippolito read an article in The New York Times about MIT and MIT Sloan initiatives to reduce the time and cost required to develop new drugs, she began to think about how her bioengineering background could help her lead efforts to improve health care delivery.

The article led her to MIT Professor Deborah Nightingale who, in turn, led her to MIT’s System Design and Management program. The program, a joint venture of MIT Sloan and MIT’s School of Engineering, prepares students to solve large and complex systems problems. It is, Ippolito paraphrased, “for those who want to lead engineering, not leave engineering.”

She is a manager at Topera Medical, a Boston-area startup developing a system to help identify the electrical source of cardiac arrhythmias. As a problem-solver, a scientist, and a leader, Ippolito believes that when science meets management theory, big problems can be solved.

“MIT knows how to do that,” said Ippolito, who was a director of the inaugural MIT $100K ACCELERATE Contest. “We’ve done it with aerospace industries. We’ve done it with everything else. Now let’s bring it to health care.”

Note: SDM references their students by entrance date. Andrea will graduate on June 8, 2012.
With knowledge and data, a smarter world will divide work between computers and humans, search engine executive chairman says.

A “global mind” comprising humans and computers offers huge opportunities for informed decision-making, democratization of information, and worldwide problem solving, Google Executive Chairman Eric Schmidt said at MIT Sloan last November.

Schmidt said the rapid accumulation of data will push people to find better ways to solve global problems, with newer and faster technology to back them up.

“The world will organize into things that people are good at and things that computers are good at,” Schmidt said. “Think of them as aids. They’re our best friends, our best help. They know where we’ve been, and they’ll make suggestions for where we go.”

Schmidt said such a human–computer relationship would ultimately be positive for society, except in the case of “robotics and war.” He said fears of computers becoming too powerful or too intelligent are overstated. Instead, he said, people will harness the power of collective information to make better decisions, whether in business, politics, or their personal lives.

Throughout his talk, titled “The Future of the Global Mind,” delivered at Wong Auditorium, Schmidt committed himself to the idea that evolution of and access to technology will benefit humanity.

“Technology is not really about hardware and software anymore,” Schmidt said. “It’s really about the mining and use of this enormous [volume of] data” in order to “make the world a better place.”

That same accumulation of data can provide technological advancements that once appeared only in science fiction.

For example, cars may one day be able to drive themselves better than a human could, Schmidt said. Google has been testing a self-driving car in Nevada and California, a project that is bolstered by an accumulation of collective information, including significant mapping data.

“To me, what you want to do is find a way to let this play out between the virtual world and the physical world,” he said.

“Ultimately, I think society will get there. It will be messy, but we’ll get there.”

Schmidt pointed to the Arab Spring revolutions as an example of forward movement springing from shared information and access to technology, saying the combination of planning on Facebook, executing through Twitter, and recording events on YouTube created a “user-empowerment model” that led to successful uprisings.

The increasing speed of knowledge sharing may be the most significant technological development since the invention of electricity, Schmidt said. At 2,000 tweets per second and 48 hours of YouTube uploads per minute, the world, he argued, is getting smarter. And the thirst for new information is overwhelming: On a daily basis, 16 percent of Google searches are new search terms, he noted.

“You’re never lonely. You’re never bored,” Schmidt said. “You can know everything.”

Schmidt’s talk marked the fifth anniversary of the MIT Center for Collective Intelligence and was part of the MIT Sloan Dean’s Innovative Leader Series.
The 2011 MIT Sloan Teaching Awards included recognition for Michael M. Koerner (1949) Professor of Entrepreneurship Antoinette Schoar and Professor Nelson P. Repenning, who each received the Jamieson Prize for Excellence in Teaching, funded by Burgess Jamieson, MIT SB ‘52, to honor educational innovation and excellence. Assistant Professor Adrien Verdelhan was named the MIT Sloan School Teacher of the Year for 15.401 (Finance Theory I). George Eastman Professor of Management Science Arnold Barnett received the Outstanding Teacher Award for 15.068 (Statistical Consulting).

Assistant Professor Damon Centola’s paper, “The Spread of Behavior in an Online Social Network Experiment,” won two awards from the American Sociological Association, including the 2011 prize for Best Article from the association’s Mathematical Sociology section and the Leo A. Goodman Award for Outstanding Contribution to Sociological Methodology, given by the Methodology section. The paper was published in Science.

W. Maurice Young (1961) Career Development Professor of Management Emilio Castilla won the 2011 prize for Outstanding Publication in Organizational Behavior, awarded by the Organizational Behavior division of the Academy of Management for “The Paradox of Meritocracy in Organizations,” published in Administrative Science Quarterly. Castilla received the award with co-author Stephen Benard, assistant professor at Indiana University Bloomington.

Patrick J. McGovern (1959) Professor of Management Andreas Schulz received the Humboldt Research Award, granted by the Alexander von Humboldt Foundation. The award honors Andreas’ work in discrete optimization, cutting across disciplines that include applied mathematics, theoretical computer science, and operations research.

Senior Associate Dean Alan White received a Lifetime Achievement Award for his service to the International University Consortium for Executive Education. White was cited for hosting the organizational meeting at MIT during which the consortium was founded in 1972. The consortium now includes more than 100 universities around the world.

William F. Pounds Professor in Management Roberto Fernandez won the 2011 Frank E. Perkins Award for Excellence in Graduate Advising. The MIT award is given to a faculty member who, while serving as a graduate student advisor, demonstrates unusually strong compassion and dedication toward students.
MIT Sloan, Harvard, and IBM Watson spar in Jeopardy!

Sports categories and buzzer stymie MIT Sloan

The answer was so easy that a crowd of students in Harvard Business School’s Burden Auditorium erupted in cheers; a few were out of their seats.

“In the movie Cast Away, Wilson is a nonspeaking one of these,” said fill-in Jeopardy! host Todd Alan Crain.

This was the Daily Double question the Harvard team couldn’t miss at the mock game show match last fall that pitted MIT Sloan School of Management students against both Harvard Business School students and Watson, IBM’s artificial intelligence supercomputer. The show was part of a day’s worth of events concerning the employment and economic implications of continuous advances in computing.

Watson, under development since 2006 by a team of more than 20, is best known for its defeat last year of Jeopardy! champions Ken Jennings and Brad Rutter.

The question, by the way, was “What is a volleyball?” and the Harvard team nailed it, driving its score to $22,400 and pulling ahead of the supercomputer.

The MIT Sloan team lagged behind, and Watson would eventually overtake Harvard for the win. Final scores for the match were $53,601 for Watson, $42,399 for Harvard, and $100 for MIT Sloan.

“We happen to be really bad at sports,” said R.J. Andrews, MBA ’13, one of the three MIT Sloan students selected to compete against Harvard and Watson. “And there were at least two sports categories.”

A big early loss for the MIT Sloan team was a Daily Double, in which the team incorrectly guessed Dennis Rodman as the winner of the first NBA Sportsmanship Award. (The correct answer was Joe Dumars.)

The team did grab a hometown sports question, associating Manny Ramirez with the 2004 World Series-winning Boston Red Sox. And they took the last question of Double Jeopardy! by asking “What are Obama’s Llamas?” for the clue “Barack’s ambient pack animals.”

But the MIT Sloan team dropped Final Jeopardy! while the Harvard team answered correctly without wagering enough to beat Watson, which also answered correctly. The clue, in “Americana,” was: “Finding the spot for this memorial caused its creator to say, ‘America will march along that skyline.’” The correct response was: “What is Mount Rushmore?” The MIT team guessed that it was a Wright Brothers memorial.

The loss was tough, but understandable. Though MIT missed a few key answers, the team suffered mostly from the race to hit their buzzer. Andrews and company did not have as many opportunities to score as Watson and Harvard did.

“It depends on the buzzer,” Gautham Iyer, MBA ’12, said before the competition. “It totally depends on that buzzer.”

The Jeopardy! match was the capstone to the Race Against the Machine Symposium, held the same day at the MIT Media Lab.

The symposium featured a keynote talk from IBM Fellow David Ferrucci, Watson’s principal investigator. Panel discussions considered where technology will go in the coming decades and how it will affect employment.

The symposium and Jeopardy! match were both companion pieces to mark the release of Race Against the Machine: How the Digital Revolution is Accelerating Innovation, Driving Productivity, and Irreversibly Transforming Employment and the Economy, a new book by MIT Sloan’s Erik Brynjolfsson, the Schussel Family Professor of Management Science, and Andrew McAfee, a principal research scientist at MIT Sloan’s Center for Digital Business.
Newly named and redesigned center to foster entrepreneurship at the School and around the world

Last fall, MIT celebrated the dedication of the Martin (1958) Trust Center for MIT Entrepreneurship, which provides students and faculty across the Institute with programs and space to transform their ideas into new business ventures. The Martin Trust Center, which is located in the Muckley Building (E40), is named for Martin Trust, SM ’58, an entrepreneur, business leader, and philanthropist.

The Trust Family Foundation donated $10 million in support of construction costs and ongoing programming at the center. These programs include: expanded classes on entrepreneurship to reach broader MIT audiences, platforms for student experimentation, opportunities and networking exposure, as well as projects designed to drive entrepreneurship in greater Cambridge and around the world.

“Invention, innovation, and entrepreneurship are the oxygen of a thriving economy,” said MIT President Susan Hockfield. “By making possible this marvelous new space, Martin Trust and his family are opening new doors of possibility and growth for MIT’s aspiring entrepreneurs. The Martin Trust Center for MIT Entrepreneurship will give them the skills and confidence to launch, lead, and scale up the new enterprises our economy urgently needs.”

Trust, a visionary entrepreneur, is the founder and president of Brandot International, an investment firm that focuses on joint-venture partnerships with apparel and textile companies. He started his first business, Mast Industries, in 1970 with a modest $1,000. In 1978, his company—a contract manufacturer, importer, and distributor of clothing—merged with The Limited Stores, now Limited Brands. Trust has served as an advisor to both the U.S. Department of Commerce and the Trade Advisory Committee on Africa. He is a board member of Virtusa, the information technology services company, and a past board member of Staples.

“MIT is rich in people who have ideas and who are willing to take the risk of starting a business,” Trust said. “My hope is that the center becomes a beacon for those young people, and a place where students can learn from others who have done entrepreneurial work and have been successful at taking an idea and turning it into a business.”

David Schmittlein, John C Head III Dean, called the new Martin Trust Center “the heart and home of entrepreneurship” at the Institute.

“The Martin Trust Center gives us the people, the programs, and the place where our alumni, faculty, and students can invent the future,” Schmittlein said.

The Martin Trust Center supports all five schools at MIT. The center’s activities and services bridge academic disciplines, and its programs are available to entrepreneurs across the Institute, including undergraduate and graduate students and faculty.

The structure of the Martin Trust Center encourages creativity, collaboration, and the sharing of skills and ideas. Many interior walls are made of glass, allowing students to see what is going on around them. Hallways and conference rooms are coated with IdeaPaint, allowing people to write and sketch on them as if they were dry erase boards. There are a large number of partitioned spaces and work areas with easily moveable furniture that can be reconfigured for impromptu brainstorming sessions.

MIT students start companies at a prolific rate. According to a study conducted by Edward Roberts, David Sarnoff Professor of Management of Technology and founder and chair of the Martin Trust Center, there are 25,600 companies in existence founded by living MIT alumni that employ about 3.3 million people worldwide. Those companies generate annual revenues of $2 trillion, producing the equivalent of the 11th-largest economy in the world.

“That’s an accomplishment that 20 years of our entrepreneurship programs at MIT have very strongly helped to encourage,” Roberts said. “Now we have a new beginning in the Martin Trust Center. It poses a new challenge: What do we do for encores? I believe the future holds the possibility of dramatic increases of what we have accomplished thus far.”
Telling your Sloan Stories

Why did you attend MIT Sloan? What did you learn? What relationships did you forge? How did it change your life?

In Sloan Stories, a new series of videos from MIT Sloan, alumni tell their personal stories and answer those questions. The videos are online and will be featured at future alumni events.

The first of these videos were recorded at last year’s Building the Future celebration, which brought more than 1,900 alumni and friends back to campus for the dedication of our new building.

Building the Future, held in conjunction with Alumni Weekend, also provided an opportunity for reflection. Alumni shared much about what makes MIT Sloan special. We know you value the faculty, your classmates, the opportunities to travel, and the lasting impact the School has had on your personal and professional lives.

MIT Sloan will continue to record alumni stories and share them with the MIT Sloan community.

Visit mitsloan.mit.edu/buildingthefuture/sloan-stories to see the videos.

OCP in Morocco:
The MIT Sloan Network in action

JULIE CHANG, MBA ’02, a principal at environmental consulting firm Ecology and Environment (E & E), saw the strength and the impact of the MIT Sloan network in 2010 when she began a project helping Moroccan mining company OCP evaluate clean technologies for its operations.

The first network connection was OCP CEO Mostafa Terrab, MIT SM ’82, MIT PhD ’90. In addition to Chang, the E & E consulting team also included Ed Nevis, a former MIT Sloan faculty member and director of the MIT Program for Senior Executives, who passed away in 2011.

As the project progressed, connections between the company and MIT Sloan deepened. In the fall of 2010, Nevis arranged for Taha Balafrej, OCP’s director of Sustainable Development, to tour the MIT campus through the Industrial Liaison Program. During the tour, Balafrej met Jason Jay, PhD ’10, a lecturer at MIT Sloan who coordinates the Sloan Sustainability Research Group.

Within months, OCP began partnering with MIT Sloan, where MIT Sloan students helped investigate ways of supporting sustainable economic development in the areas around OCP’s operations. The 2012 MIT L-Lab utilized systems thinking to help OCP’s Sustainability department analyze where and in what manner the company can intervene and promote economic and social development.

Now, with OCP slated to participate in the Sustainable Business Lab (S-Lab) in 2012, and potentially work to support research at MIT on topics such as sustainable societies, the relationship between the company and MIT Sloan is poised to flourish. It is exactly the kind of ever-evolving partnership that MIT Sloan is known for, said Chang. “We are inclusive,” she said. “We want to open doors—we want to make connections.”

If you have an interesting story of how the MIT Sloan alumni network benefited you, email editor@sloan.mit.edu and share it with us.
Unrestricted giving to the MIT Sloan Annual Fund supports:

• **Student conferences**, including the MIT Sloan BioInnovations Conference (p. 4)

• **Campus visits from industry leaders**, including the Dean’s Innovative Leader Series (p. 5)

• **Alumni gatherings and activities**, like Sloan Stories and Alumni Weekend (p. 9)

• **Programs connecting students and alumni**, such as the MIT Sloan Leadership Lab (p. 9)

• **MIT Sloan centers**, including seed funding for the Center for Management of Engineering and Healthcare Systems (p. 20)

... and much more.

Join these alumni leaders by giving to the MIT Sloan Annual Fund:

Give online: [http://giving.mit.edu/sloangift](http://giving.mit.edu/sloangift)
Thank you for supporting the MIT Sloan Annual Fund!
Since the Industrial Revolution, workers have feared replacement and impoverishment at the hands of machines. But history’s major technological advancements have only led to a frantic uptick in industry that introduced a bevy of new employment opportunities.

Yet a new revolution, powered by computers and networks, is happening so quickly that economies have little time to adjust. The implications for labor and employment are unnerving.

The crisis and a potential remedy are considered in Race Against The Machine: How the Digital Revolution is Accelerating Innovation, Driving Productivity, and Irreversibly Transforming Employment and the Economy, a new digital book by Schussel Family Professor of Management Science Erik Brynjolfsson, PhD ’91, and Andrew McAfee, LFM ’90, SM ’90, MIT SB ’89, MIT SB ’88, principal research scientist at the MIT Center for Digital Business.

Brynjolfsson and McAfee explain the drastic economic consequences of accelerating technology, both in terms of employment and wealth distribution. But the authors are self-described “digital optimists.” They believe humans may not need to race against the machines. Instead, they write, we should learn to race with the machines. In this excerpt, they argue that technological advancements present exciting new opportunities for innovation and entrepreneurship. All in the name of humankind.

• Apple’s App Store and Google’s Android Marketplace make it easy for people with ideas for mobile applications to create and distribute them.
• Threadless lets people create and sell designs for T-shirts.
• Amazon’s Mechanical Turk makes it easy to find cheap labor to do a breathtaking array of simple, well-defined tasks.
• Kickstarter flips this model on its head and helps designers and creative artists find sponsors for their projects.
• Heartland Robotics provides cheap robots-in-a-box that make it possible for small businesses to quickly set up their own highly automated factory, dramatically reducing the costs and increasing the flexibility of manufacturing.

Collectively, these new businesses directly create millions of new jobs. Some of them also create platforms for thousands of other entrepreneurs. None of them may ever create billion-dollar businesses themselves, but collectively they can do more to create jobs and wealth than even the most successful single venture.

As the great theorist of markets Friedrich Hayek noted, some of the most valuable knowledge in an economy is dispersed among individuals.

It is the knowledge of the particular circumstances of time and place. ... To know of and put to use a machine not fully employed, or somebody’s skill which could be better utilized, or to be aware of a surplus stock which can be drawn upon during an interruption of supplies, is socially quite as useful as the knowledge of better alternative techniques. And the shipper who earns his living from using otherwise empty or half-filled journeys of tramp-steamers, or the estate agent whose whole knowledge is almost exclusively of temporary opportunities, or the arbitrageur who gains from local differences of commodity prices, are all performing eminently useful functions based on special knowledge of circumstances of the fleeting moment not known to others.

Fortunately, digital technologies create enormous opportunities for individuals to use their unique and dispersed knowledge for the benefit of the whole economy. As a result, technology enables more and more opportunities for what Google chief economist Hal Varian, MIT SB ’69, calls “micromultinationals”—businesses with fewer than a dozen employees that sell to customers worldwide and often draw on worldwide supplier and partner networks. While the archetypal 20th-century multinational was one of a small number of megaﬁrms with huge ﬁxed costs and thousands of employees, the coming century will give birth to thousands of small multinationals with low ﬁxed costs and a small number of employees each. Both models can conceivably employ similar numbers of people overall, but the latter one is likely to be more ﬂexible.

But are there enough opportunities for all these entrepreneurs? Are we running out of innovations?

When businesses are based on bits instead of atoms, then each new product adds to the set of building blocks available to the next entrepreneur instead of depleting the stock of ideas the way minerals or farmlands are depleted in the physical world. New digital businesses are often recombinations, or mash-ups, of previous ones. For example, a student in one of our classes at MIT created a simple Facebook application for sharing photos. Although he had little formal training in programming, he created a robust and professional-looking app in a few days using standard tools. Within a year he had over one million users. This was possible because his innovation leveraged the Facebook user base, which in turn leveraged the broader World Wide Web, which in turn leveraged the Internet protocols, which in turn leveraged the cheap computers of Moore’s Law and many other innovations. He could not have created value for his million users without the existence of these prior innovations. Because the process of innovation often relies heavily on the combining and recombining of previous innovations, the broader and deeper the pool of accessible ideas and individuals, the more opportunities there are for innovation.

We are in no danger of running out of new combinations to try. Even if technology froze today, we have more possible ways of conﬁguring the different applications, machines, tasks, and distribution channels to create new processes and products than we could ever exhaust.

Here’s a simple proof: Suppose the people in a small company write down their work tasks—one task per card. If there were only 52 tasks in the company, as many as in a standard deck of cards, then there would be 52! different ways to arrange these tasks. Combinatorial explosion is one of the few mathematical functions that outgrows an exponential trend. And that means that combinatorial innovation is the best way for human ingenuity to stay in the race with Moore’s Law.

Most of the combinations may be no better than what we already have, but some surely will be, and a few will be “home runs” that are vast improvements. The trick is finding the ones that make a positive difference. Parallel experimentation by millions of entrepreneurs is the best and fastest way to do that. As Thomas Edison once said when trying to ﬁnd the right combination of materials for a working lightbulb: “I have not failed. I’ve just found 10,000 ways that won’t work.” Multiply that by 10 million entrepreneurs and you can begin to see the scale of the economy’s innovation potential. Most of this potential remains untapped.

As technology makes it possible for more people to start enterprises on a national or even global scale, more people will be in the position to earn superstar compensation. While winner-take-all economics can lead to vastly disproportionate rewards to the top performer in each market, the key is that there is no automatic ceiling to the number of different markets that can be created. In principle, tens of millions of people could each be a leading performer—even a top expert—in tens of millions of distinct, value-creating ﬁelds. Think of them as micro-experts for macro-markets. Technology scholar Thomas Malone, Patrick J. McGovern (1959) Professor of Management at MIT Sloan, calls this the age of hyperspecialization. Digital technologies make it possible to scale that expertise so that we all beneﬁt from those talents and creativity.
More than 20 faculty members and their students at MIT Sloan seek to improve the ways we care about ourselves as individuals and one another, as we rethink our society’s health care systems.

Here are five examples of real-world engagement and a commitment to solving the world’s most complex problem—health care.

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A much-needed new vaccine arrives in a developing nation.

Elsewhere on the same continent, groups of MIT Sloan students work the front lines of health care delivery.

At home in the United States, two professors seek a better, fairer way to distribute the nation’s finite supply of kidneys available for transplant.

In Florida, another professor asks if spending more on emergency care results in better care.

And in Boston, across the Longfellow Bridge from Kendall Square, doctors team with MIT Sloan faculty and students to reduce waits for surgery in one of the nation’s premier hospitals.

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Fixing health care

MIT Sloan faculty tackle the problems of an ailing system

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More than 20 faculty members and their students at MIT Sloan seek to improve the ways we care about ourselves as individuals and one another, as we rethink our society’s health care systems.

Here are five examples of real-world engagement and a commitment to solving the world’s most complex problem—health care.
Waiting at the hospital is bad enough. Waiting for surgery—and after surgery—is a taxing experience with the potential for medical consequences, and a familiar one for many Americans.

But at Massachusetts General Hospital (MGH), those waits are getting shorter, thanks to a strategic partnership between the hospital and MIT Sloan.

In November of last year, surgery units at MGH implemented a new scheduling system that loosened the bottlenecks of patients waiting to enter surgery, in the operating theater after surgery, and in the important Post-Anesthetic Care Unit, where patients are closely monitored immediately after leaving the operating theater.

Since implementation, MGH has halved the number of patients facing long waits to enter surgery. And the hospital has freed up about 4 percent of beds reserved for post-surgery patients—all without new resources or a reduction in caseload.

“As much as 4 percent sounds like a very modest impact, it boils down to the science of queuing systems,” said Retsef Levi, the J. Spencer Standish (1945) Professor of Management. “If the system is highly utilized—as it is at MGH—even a small difference can have a significant positive impact on how long patients are waiting.”

Prior to the changes, the scheduling process for surgery at MGH was rife with inefficiency—and mirrored a problem experienced by hospitals across the country.

Collaborating with Levi and a team of MIT students from the Leaders for Global Operations (LGO) program, as well as post-doctoral fellows, MGH designed two improvements to scheduling.

In the past, the scheduling of elective surgeries resulted in unbalanced bed occupancy levels, peaking in the middle of the week and causing longer waits for both nonelective surgeries and patients waiting for a hospital bed after surgery.

So the group used integer programming to improve efficiency in the hospital’s block scheduling system for operating rooms (OR), smoothing the bed census over the week and reducing occupancy by 4 percent.

The team also reserved some operating room blocks as “open” and allowed central OR administration to determine when nonelective surgeries would be scheduled. That made better use of operating rooms and reduced by half the number of patients with unreasonable waits to enter surgery.

“We found that with a modest number of open blocks, we could reduce the patient waitlist substantially,” Levi said. “We already see a major decrease. The average wait for urgent cases went down by a whole hour.”

But the new schedule threw off surgeons’ long-established work schedules, meaning that change required buy-in from hospital leadership and support from surgeons.

“This was a burning platform that resonated with every single one of our surgeons,” said Dr. Peter F. Dunn, executive medical director of Perioperative Services at MGH. “They struggle to get their patients into the OR in a timely manner. The end product with this system is a positive result for surgeons and our patients.”

“More than 40 percent of surgeons changed their schedules, which is unheard of,” Levi said.

Unlike routine consulting to implement known best practices, MIT Sloan’s work with MGH is seeking innovative solutions to problems experienced by hospitals across the United States. Levi also worked with the hospital to improve wait times in its Pre-Admission Testing Area, where patients receive comprehensive exams before surgery. That work—completed with Kelsey McCarty, MBA ’10; Leo Espindle, LGO ’11; Andres Garro, LGO ’11; Devon Price, LGO ’11; and Jérémie Gallien of London Business School—was summarized in a teaching case and won the New Case Writer award from the European Case Clearing House.

Levi and Dunn, along with MGH President Peter L. Slavin, MD, have presented the results of the scheduling improvements at the Association of American Medical Colleges and the Institute of Medicine.

“What we hope to do,” said Dunn, “is take our lessons learned and help apply them in those institutions that don’t have what we have afforded to us.”

— Zach Church
In the past four years, MIT Sloan’s Global Health Delivery Lab (ghdLAB) has covered a good deal of ground—tens of thousands of miles, in fact.

With some 40 projects completed on African and Indian soil, and another set of student teams overseas in March 2012, MIT Sloan Senior Lecturer Anjali Sastry said ghdLAB has embarked on an interesting look at its impact so far. The goal? To assess the benefits, including performance improvements and lessons learned, gained by partnering organizations that have worked with students on the front lines of health care delivery—from Kenya to South Africa to India.

MIT Sloan’s rich experience with action learning inspired Sastry to design ghdLAB in 2008. The current study could help fill a void in the research on action learning in management education.

“We are going back to every project to ask how we helped. Did we impose any costs? Are we seeing benefits spilling over to other areas? What about continuity? Are people building on the work that we did?” said Sastry. “We’re gathering firsthand data and conducting systematic interviews. Early indications reveal more positive effects than we had realized.”

“Across the United States and globally, business schools are engaging in more project-based action learning, but we need to better document what makes it effective,” said Sastry. “I think that we can align seeking to deliver the most effective help to our partners with delivering the best learning experience for our students. When ghdLAB students bring to bear the best of their MIT Sloan toolkit to tackle problems collaboratively, I think our contributions can go beyond volunteering. Our study will help us to say, ‘Here’s where we made an impact.’”

As is the case with other action learning courses at MIT Sloan that combine classroom learning with an intensive on-site experience, ghdLAB is much coveted—80 students recently applied for 36 seats. What sets ghdLAB apart is its focus on the challenges of health care delivery in developing nations. Student teams tackle the barriers and constraints facing both for-profit and non-profit enterprises in increasing scale, scope, and quality of care.

Projects have taken on process improvement, business model innovation, marketing, and strategic planning in varied settings. Recently, student teams worked with a Kenyan slum clinic to increase utilization of its health care services, an HIV-prevention initiative in South Africa to build a research function within their monitoring and evaluation department, and a community nursing outreach program in India to improve pre- and post-natal care in the community.

“As ghdLAB, the issues are thrown into sharp focus because needs are so extreme,” said Sastry. “Low-resource settings offer us an opportunity to work with different models and to explore important questions, such as: How can you do more with less? Can for-profit business provide social goods for the lowest-income populations? How do we share what we have learned? And how can the right management tools and approaches be brought to the front lines of health care?”

“People have argued that we need a field of health care delivery studies that investigates needed innovations, explores sustainability and scale, and looks at the entire patient experience,” said Sastry, who discusses this idea and presents student experiences in a video collection on TechTV (start with http://techtv.mit.edu/videos/14635-ghdlab-in-the-world-for-the-world).

“Health care delivery poses challenges that every country is confronting,” Sastry emphasizes. “These are global issues. By working in different settings, not only do students get amazing learning experiences, but also we get a chance to return to the classroom to distill, share, and contrast our learning,” said Sastry. “And, as our impact assessment is revealing, when we focus on how to learn from experience and deliver practical improvements, benefits extend far beyond the project—for both students and partners.”

—Mary Tamer
A new commitment for global health

It is a sad and cynical assumption to consider: There is no guaranteed material benefit to developing and manufacturing drugs and vaccines for the third world. But a new economic model developed by—among others—Professor Ernst Berndt, the Louis E. Soley Professor in Applied Economics, intends to provide that guarantee.

The Advanced Market Commitment (AMC) model seeks to speed the development of drugs and vaccines for the third world by using philanthropic dollars and a guaranteed price to stoke production. If drug manufacturers are guaranteed a worthwhile price through donor funding, Berndt believes they will pursue the development and manufacturing capacity expansion of critical drugs.

A pilot program is under way with pneumococcal vaccines, which fight infections that kill more than 800,000 children under the age of five every year. More than 80 percent of those deaths occur in countries eligible for assistance from the AMC pilot, according to an article Berndt and colleagues published in Health Affairs last year.

“It’s highly prevalent,” Berndt said. “A lot of kids die from it in the third world.”

The model works like this: A consortium of donors (in this case, five donor countries—Italy, the United Kingdom, Canada, the Russian Federation, Norway—and the Bill and Melinda Gates Foundation) fronts enough funds to allow a project administrator (the GAVI Alliance working with the World Bank) to offer drug companies a set price to develop a finite amount of a new vaccine or drug. Under the model, the first units delivered command a higher price, offering a greater reward for initial manufacturing and a marginal cost for later sales.

The donated funds cover upfront development and additional manufacturing capacity costs, enabling third-world countries to pay a predetermined marginal drug cost from the start.

This advance commitment model has taken hold. In December 2011, Pfizer and GlaxoSmithKline each announced its commitment to supply up to a total of 480 million doses of pneumococcal vaccines Prevnar-13 and Synflorix through 2023, building on their original March 2010 commitment to supply up to 300 million doses under GAVI. In late 2011, GAVI announced it would be introducing the pneumococcal vaccines into an additional 18 countries, bringing the total number of countries supported through the AMC to 37.

“What we hope we can do in several years is to quantify the reduction in infant mortality,” Berndt said. “And how much did we spend? So we know cost per life saved. We are already beginning to evaluate how much more rapidly the diffusion of the vaccine to developing country markets is, as compared with a traditional R&D model.”

The pilot was launched in 2009 and will last until at least 2023. But Berndt has determined a few early lessons. The AMC model requires a sustained donor commitment to GAVI to support early R&D, he said.

Some level of trust is also required. The model creates a legally binding promise that the program administrator will pay a certain price for drugs or vaccines—so long as the demand exists. Drug manufacturers are taking a risk on that demand appearing.

“Industry has to take some risk here,” Berndt said. “One of our goals was to ensure that the risks industry takes are similar to those they take under first-world drug market conditions.”

But even with some risk and some uncertainty, Berndt is optimistic the model can bring affordable drugs to market in the third world more quickly than in the past.

“I think we’ll know a lot more in the coming year,” he said. “As far as I can tell, it’s the first collaboration of its kind. The potential payoff is so great. Industry can play a vital role. Mutually beneficial transactions are possible.”

—Zach Church
When it pays to spend on health care

When someone is rushed to an emergency room with heart problems, does it matter how much money the hospital spends on that patient?

It may seem logical that high-end medical care would lead to better results for patients. But economists and policy specialists have debated the question extensively, and uncovering a clear answer has proven difficult.

Now an innovative study by Joseph Doyle, Alfred Henry (1929) and Jean Morrison Hayes Career Development Professor, shows that hospitals that spend more money to treat people who enter their emergency rooms are indeed successful in lowering the mortality rates of those patients.

“More intensive and expensive treatment leads to better outcomes,” said Doyle, whose study examined tens of thousands of cases in which out-of-state visitors were admitted to emergency rooms in the state of Florida over a span of several years.

Among other findings, Doyle discovered that an increase of about $4,000 per patient in hospital expenditures led to a 1.4 percent decrease in the mortality rate. The results were published in American Economic Journal: Applied Economics.

Uncertainty over the effectiveness of medical spending stems, in large part, from the fact that health care providers in some regions of the United States spend considerably more on their patients than providers in other regions do, yet some studies have shown that patients in higher-spending areas do not necessarily have a lower mortality rate than those in lower-spending areas.

But other economists have found data suggesting that additional spending does make a difference; hospitals that spend more money while producing similar outcomes may simply be dealing with sicker patients.

Doyle studied the problem by looking at emergency room visits of people visiting Florida, an approach that reduces the impact of local patient variation on medical spending.

The study examined nearly 37,000 hospitalizations from 1996 to 2003. Doyle analyzed patient data by ZIP code, age, and even seasonality of visit to ensure he was studying demographically similar tourists being treated throughout Florida.

Florida has significant “variation in how areas treat patients after heart attacks,” Doyle said. “Florida looks like a microcosm of the U.S., with high-spending and low-spending areas. And the per-capita income of an area is not correlated very well with [hospital] spending.” In Fort Lauderdale, for example, hospitals spend 30 percent more on heart patients than they do in nearby affluent West Palm Beach.

Therefore, the variation in results that Doyle found does not stem from the prior health of patients, but from the level of care itself. Specifically, the greater expenses—and benefits—in heart treatment seem to come from a broader application of intensive care unit (ICU) tools and having more medical personnel on hand.

“The higher-spending hospitals use more ICU services, and they have higher staff-to-patient ratios, so they use more labor,” Doyle said. “And that’s expensive.”

Overall, a 50 percent increase in what Doyle calls a hospital’s “spending intensity” allows it to reduce mortality rates due to heart problems to about 26 percent below the mean. He said that identifying the precise medical technologies that provide the greatest additional benefit per dollar spent remains a work in progress—and will require ongoing analysis as new technologies are introduced.

“There are smart ways to spend money and ineffective ways to spend money,” he said. “And we’re still trying to figure out which are which, as much as possible.”

— Peter Dizikes, MIT News
Fewer than 20,000 kidneys are available for transplant in the United States each year, yet more than 80,000 people are waiting for a kidney transplant.

A new method for determining who receives a transplant, developed by MIT Sloan faculty and a former student, can increase the years of life gained by recipients by 8 to 10 percent. And it does so without undermining the fairness criterion that is a central part of the kidney allocation process.

Developed by Dimitris Bertsimas, the Boeing Leaders for Global Operations Professor of Management; Vivek Farias, the Robert N. Noyce Career Development Professor; and Nikolaos Trichakis, PhD ’11, the method focuses on the desired outcome—a fair distribution of transplants based on age, race, blood type, illness, and other factors. It also creates a formula for allocation that best matches that outcome while maximizing efficiency.

Until now, selecting who receives a kidney has been determined by a scoring rule that prioritized patients based on their time on dialysis. That rule worked, but was not efficient. A proposed new scoring rule focuses on achieving a fair and equitable distribution of kidneys. Using their method, however, the professors set out to find an equation that not only resulted in the same fair distribution of kidneys achieved by the proposed new rule, but also maximized the number of extra years lived by recipients.

It worked, with an 8 percent bump in life years. In real terms, that’s about 2,000 extra years of life distributed among recipients.

What is considered “fair” is, of course, subject to periodic reevaluation. But the beauty of the new method, the professors said, is that it can be easily adjusted to the changing definitions of fairness. The federal committee tasked with determining who goes where on the kidney waitlist could come up with any desired result—directing more transplants to teenagers or diabetics, for example—and the tool would almost instantly determine the best new scoring rule to start with.

“Let’s say in the future there are new requirements, new ethical regulations,” Bertsimas said. “Our system is built to accommodate these ideas.”

“Our aspiration is that the system, because of its flexibility and because it is outcome driven, will become the key tool to design and evaluate future kidney allocation proposals,” he said.

Any proposed allocation scheme requires that potential kidney recipients are ranked based on a number of factors, such as wait time, transplant-ready matches, patients with extensive pain, age, and prior donors. On the other side of the equation, kidneys must be distributed in a fair manner relative to race, age, blood type, and other factors.

Working backward, the professors’ method uses recipient and waitlist data to determine the allocation rule that gives the greatest outcome in life years, while matching the fairness requirements agreed upon by the federal Kidney Transplantation Committee.

“There is no methodology, prior to our work, that maximizes the outcome while fulfilling fairness requirements,” Bertsimas said.

And it’s fast. No more hit or miss, testing rules one by one to find the best fit. The desired answer comes first, and the method determines the best rule to get there.

“What we’ve done is take that entire process and reduce it to a number of hours,” Farias said.

While still a proposal, there is some likelihood that the method will be put into use. Farias recently joined the scientific advisory committee of the Scientific Registry of Transplant Recipients, the non-profit group charged with managing the kidney waitlist. As medical realities rapidly change, the need for a flexible tool to fairly and efficiently allocate donor kidneys becomes only more urgent.

“In the arsenal of policymakers,” Farias said, “it is a powerful tool.”

— Zach Church
We also have connections with drug and biomedical companies, as well as insurers and payers.

“Direct collaboration with health care providers and other players is critical. They will have to transform their missions and the way they do business. We will see more distributed networks of institutions that will manage the health of specified populations in a proactive way. In addition, they will need new and different types of employees, and will need to educate existing employees on new business models. In both cases, I think MIT—and MIT Sloan in particular—can help in a fundamental way.

“We are envisioning a new model of funded research. Unlike traditional models in which external organizations provide financial support to fund the research work of faculty and students, we will build collaborative teams that engage different players in the industry—hospitals and health care delivery systems, insurance companies, pharmaceutical and biomedical companies, patients—to create new frameworks and tools that could be applied immediately in the field.

There are over 20 faculty members at MIT Sloan working on health care-related research, and more across the Institute. And they span all the academic groups at the School. The opportunities for strategic collaborations are enormous.”

Why does this center need to exist?

“If you look at health care costs in the U.S. over the last 50 years you see, with few exceptions, that costs increase. Last year, they amounted to over 17 percent of GDP. That’s over $2.9 trillion annually. And compared to other developed countries, the U.S. is not ahead of the curve. It is estimated that every year 100,000 people die in hospitals in the U.S. from avoidable medical errors, and that at least 30 percent of spending on health care is waste due to overuse, underuse, and misuse of resources.

We also have connections with drug

problem driven by the current payment schemes used in the health care industry, and a ‘lean approach’ that views the problem as simply a process re-engineering problem.

“What is missing is the recognition that the challenge of fixing the health care industry is, in essence, a complex management problem of health care delivery organizations, and not enough attention has been spent considering the capabilities these institutions need to develop to deliver more cost-efficient, higher-quality care. This is where the MIT Sloan approach comes from. We will focus on the organizations and systems that deliver care, and we want to develop a multidisciplinary approach to study them and then propose different ways and develop new analytical tools to structure them and operate them. This includes finances, HR policies, analytical tools, operations and system design, and so forth.

“This is where I think that the center will bring a new message that does not replace, but rather complements, other approaches.”

What partnerships do you expect to develop for this collaboration?

“MIT Sloan has long-term partnerships with many academic medical centers in the Boston area, including some of the most prestigious hospitals in the world. These partnerships have already resulted in large-scale implementations with tangible results.

Retsef Levi, J. Spencer Standish (1945) Professor of Management, thinks there is a better way. At MIT Sloan, he is forming the Center for Management of Engineering and Healthcare Systems.

Fixing health care: A Q&A with Professor Retsef Levi
On the following pages, MIT Sloan graduates from around the world share milestones and successes. As you read about the personal and professional accomplishments of your fellow classmates, we hope you will enjoy their words and pictures as much as we have. Within class notes, names bolded in cardinal red indicate alumni celebrating their reunion in 2012. Please note that, when necessary, these class notes were edited for length.

Now you can also read and update class notes and photos online at http://mitsloan.mit.edu/alumni/classnotes-gate.php. You can also submit notes by emailing editor@sloan.mit.edu.

Key to MIT Sloan Academic Programs
The following abbreviations were used to indicate academic programs for all alumni:
  LFM = Leaders for Manufacturing
  LGO = Leaders for Global Operations, formerly LFM
  MBA = Master of Business Administration
  MOT = Management of Technology
  ORM = Operations Research Management
  PhD = Doctoral Program
  SB = Undergraduate Program
  SDM = System Design and Management
  SE = Senior Executive
  SF = MIT Sloan Fellows Program in Innovation and Global Leadership
  SM = Master of Science in Management
  TPP = Technology and Policy
  VF = Visiting Fellow
1930s

Laurence A. (Larry) Stone, SB ’35, shares: “As I write this, I have almost reached my 97th birthday, which will be (if I make it) on November 22, 2011. I am currently in good health. Any classmates who wish to reach me can do so by sending a message to lstonea@sbcglobal.net.”

1940s

Frank A. Jones, SB ’48, shares: “Just reporting without any death notices—unfortunately that is what we often hear. I don’t see many ‘48 classmates, but keep up with some Deke fraternity brothers, Jim Kane, SB ’47; Warren Watters, SB ’50; Jack Barriger, SB ’49; and a few others. Saw Warren and Hal McInnes in Maine this summer. I am still playing tennis twice a week (secret of winning is playing someone at least 80 with a bad knee), riding my Tennessee walking horse, and walking several miles regularly. Working a few hours a day as director of Cumberland Trust Company (mostly as a ‘rain-maker’). Cumberland was a startup about 10 years ago and has a unique platform. We do not manage investments but act only as corporate trustee for individuals. We allow beneficiaries to select their own money managers; therefore, they get more personal attention than having a large bank as trustee. Cumberland has been very successful, and our sales force is every investment manager who has ever heard about our company. Still go to Rockport, ME, every summer and do a lot of sailing and boating around the islands in Penobscot Bay. On a business trip this month to Boston, I took a few hours to walk around the MIT campus—got lost several times—it is unbelievable, thanks to many wealthy graduates! Let’s hear some trivia like this from other classmates!”

Diderik Cappelen, SB ’49, shares: “I was born in 1923 and completed my Bachelor of Science degree in Course XV-A at MIT in 1949. In 1954, I married Juliana Louise von Platen from Stockholm. We have three sons, all of whom have received Bachelor of Science degrees from the U.S., and we now have nine grandchildren. I started work in our family company, S.D. Cappelen Ulefos Jernvaerk, in 1952. The company today consists of 56,000 acres of forest. The first forest was purchased in 1729 by one of my forefathers. The company also owns two iron foundries with a combined annual production of 22,000 tons. The first foundry, which was originally established in 1657, was purchased by the family in 1835. We have also owned hydro-electric power stations for over 100 years, which have a yearly production of 220 GWh. I am now retired; however, I remain a part owner.”

1950s

Arnold Rothstein, SM ’51, has been retired for over 10 years from his company, The Facilities Services Co., but has lived in South Florida for over 30 years. He reports that he and Naomi (his wife for almost 60 years) have moved to an active seniors community in Palm Beach Gardens, FL, named “La Posada.” He is still active in the local MIT Club, as well. He writes: “Y’all come.”

S. J. Dorst, SM ’52, reports: “I have noted that all of the Sloan classes are having five-year reunions, and here it is 20 years and no interest in us. I wrote to all with an e-mail address and got one ‘sorry.’ Anyway, we were a small class and possibly not technically ‘Sloan’ Class of ’52. The 10-year reunion was good, and there will be a 25th chance again. I am still in good health and hope you all are and will be in five more years. We are moving our second home to the Houston area and continue to enjoy retirement. I have two grandsons who are seniors in high school with good grades so am working with them on their applications.”

Valentino Grandis, SM ’54, writes: “I moved from Tuscany to Veneto to be closer to my grandchild Beatrice Vio—now 14—who almost three years ago had all her limbs amputated for septicemia. Being a fencer, by her strong will she has become Italian champion of foil on wheelchair, and she has recently won the European International Paralympics Trophy for under 18 in Warsaw. Oscar Pistorious, admiring her determination, introduced her to Professor Hugh Herr, and she hopes to...”
eventually fence standing on artificial legs. I would be very glad to meet MIT mates visiting Venice, which is just 10 miles from here.”

Addison Kermath, SM ’55, writes: “I am in my 20th year as a member and past president of the Plato Society of UCLA with some 400 seniors who govern the Society and conduct and participate in 25 or so 14-week seminars each term in the Humanities and Sciences. This term I am coordinating a seminar on The Golden Ages of Islam with 17 members. It is one of the most stimulating groups I have had the pleasure of coordinating. This is also my 25th year in California since relocating from New York City and my previous career with Exxon.”

Bill Peter, SB ’56, who has been personally involved in buying or selling 12 businesses in his career, and who has taken a company public as the CEO, is now launching a new innovation education business at age 76. For particulars, see www.worldclassinnovation.com.

John P. Eberhard, SF ’59, is still busy managing two web pages, publishing two books on architecture and the brain, and writing a novel.

1960s

Henry E. Fish, SF ’61, shares: “On a personal note, I retired from American Sterilizer Company (my Sloan sponsor) in 1988. After 38 years of service, having served as president and CEO for 14 years with other Erie CEOs, we tried to improve our ability to fly in and out of Erie, PA, since US Air was our only airline at the time. With the help of others, I co-founded two commuter airlines, one in 1983 called Jetstream International, based out of Erie (later purchased by Piedmont, which was purchased by US Airways in 1987). The other effort, called Northcoast Executive Airlines in 1989, failed in 1991 due to lack of passengers. With my love of the game lacrosse (two-time All-American at Princeton and a 1988 inductee in the National Lacrosse Hall of Fame), I co-founded the Erie Youth Lacrosse Association in 2000 to develop high school and middle school lacrosse in the Erie area. Now, 11 years later, we have four high school boys’ teams, three high school girls’ teams, and five middle school teams. The game has caught on here as it has throughout the USA. In closing, I again note that I am sorry that I have not been able to correspond with many Sloan classmates in our ensuing years after graduation. Our class of 44 men only with two foreign classmates seems a far cry from the Sloan classes of the 2000s. However, it was indeed a watershed year for many of us. Thanks for the opportunity to update any of my remaining classmates of whom are now in our mid 80s. My, how time flies.”

Robert L. Baber, SM ’62, reports: “My latest book, The Language of Mathematics: Utilizing Math in Practice, was published in September 2011 by John Wiley & Sons. I wish I had had this book back in high school and at MIT. I continue to live in Bad Homburg, Germany, and listen in on courses at the university in Frankfurt in ancient history, languages, etc. Last semester I took a course in Roman Cultural History and an introduction to the Sumerian language. I still play my Celtic harp, which I acquired in Limerick, Ireland. I am starting to plan another book, this time a social critique (because there is so much raw material presented to us every day) with the working title Report of the Solar-3 Covert Visitation Committee. For more details on my latest book, go to http://language-of-mathematics.eu/, and for more details on me, go to http://office.rlbaber.de/.”

Hal Dunkelman, SM ’63, shares: “What’s become of Waring? Since he gave us all the slip…?” wrote Robert Browning. He never got an answer to that question, but here’s what happened to Dunkelman in case anyone’s asking. After 10 good years in New York, at the end of 1973 I moved to a lovely old stone cottage in a tiny Cotswold hamlet in England, where I and my family, wife Alix and daughters Nicola-Rose (27) and Gabrielle (22), still live. I learned the pleasures of gardening and observing, for many years, the day-by-day changes in the culture and ecology of a small piece of the world. I’ve been active in local arts organizations and education and, for work, have taught at various universities, created and ran an art gallery for 10 years, and, more recently, trained as a psychodynamic counselor. For the past 15 years, I have had a private practice, and I volunteer part-time at a local counseling service. Until I ripped a tendon in my shoulder three years ago, I played tennis several times a week. To my old buddies: do look me up if you’re in the country (+44 780 858 6097).”

Dick Levine, SM ’63, shares: “I am retired (for the most part) and keep in regular contact with classmates Earle Yaffa, SM ’63, Dave Zibbell, SM ’63, and Bob Pearson, SM ’63. Spend nine months in Florida and three in the New York area.”

Richard Bartholomew, SM ’64, writes: “I consider myself a member of the SM class of 1962 even though I did not receive my degree until February 1964. Last January, I attended the MIT50 Symposium on Economics and Finance and heard little, if any, criticism of the Wall Street Casino. Trading complex financial instruments seems a great way of transferring risk away from and wealth to sophisticated speculators. I am currently serving a one-year term as president of the Retired Men’s Association of Greenwich, a 250-member group that promotes fellowship, volunteerism, and service. The public is invited to attend our weekly meetings.”

Federico “Dickie” Gonzalez, SM ’66, writes: “After a corporate career in real estate, I was drawn into starting up technology ventures when I organized the Philippine equivalent of the MIT $100K Entrepreneurship Competition in 2005–2007. Since then, I have been busy organizing similar tech entrepreneurship workshops and competitions, delivering the training at those workshops before young techies, and advocating their taking the next step toward commercialization. Naturally, that has also led to the mentoring of tech teams, two of which have been selected to present at the Plug and Play Tech Center’s pitching events in Silicon Valley. Another team whose winning thesis I helped refine into a business plan is presenting at the finals of the Intel Global Challenge, to be held at UC Berkeley in November 2011. Related to all that is my teaching in the areas of Technology Entrepreneurship and Innovation.”

For the last 18 years, Scott Armstrong, PhD ’68, has worked on a project to revolutionize the advertising industry. He believes the industry has ignored a century of research on how to effectively persuade people. Relevant studies are difficult to find and understand, so he has translated this knowledge into easy-to-understand principles to use in creating ads. He describes them in his book, Persuasive Advertising, and on www.ad prin.com. Visitors to adprin.com can take a two-hour
self-training course and then rate ads using the AdPrintAudit freeware. The ratings help to determine the effectiveness of ads and how to improve them.

At age 70, Paul Freshwater, SM ’68, and wife, Bobbie, finally became grandparents on August 6 with the birth of Anna Lorraine Freshwater to son Ross and wife Melissa Gibson of Madison, WI. After retiring from Procter & Gamble in 1997, Paul has been a busy volunteer in Upper Michigan’s northernmost Copper Country. In the past year he received the Bricks & Mortar Award from the Keweenaw Community Foundation and the Lauri Leskinen Memorial Award from the Keweenaw County Historical Society for which he publishes a quarterly history magazine.

Howard Phelps, SF ’68, reports: “We are the class of 1968, once 46 strong and now reduced by 12. According to the infamous Peter Gil, we were ‘The Best Class Ever.’ (Some of us suspect there may have been others.) We look at the 100+ class sizes today and wonder if some of the camaraderie of the smaller class size is a casualty. We have circulated a class Christmas letter for 43 years with almost 100 percent participation and have had several reunions over the years, and many of us stay in touch with our classmates. We recommend the tradition.”

Bob Metcalfe, SB ’69, shares: “I will be in Tokyo on November 29 sharing the NEC Computer and Communication (C&C) Prize for leadership in inventing, standardizing, and commercializing Ethernet. Moved from Boston to Austin in January to become Professor of Innovation and Murchison Fellow of Free Enterprise at The University of Texas at Austin—starting my fifth 10-year career. Am teaching a new course for Longhorn undergraduates with startups—http://1SemesterStartup.com. We have 76 students with 20 startups, not all of them websites. Am looking forward to the first meeting of the Longhorn and Beaver football teams.”

Joe Weber, SM ’71, shares: “We finally tired of Boston winters and moved to Palm Beach Gardens, FL. I’m involved with several early-stage health care-related ventures. The most interesting one is probably www.Valadoc.com. The mission is to transform documentation for electronic health records by pioneering the concept of medical coordinators (MCs). MCs listen to clinical encounters from a remote location, via a secure microphone setup. They perform the documentation for the physicians, in real time, with the data appearing almost magically on the exam-room monitor. They also coordinate the encounter-related workflow. Early adopting physicians are seeing one additional patient every hour. Their increased income, therefore, is three to four times what they pay for the MC. They have rekindled their enjoyment in the practice of medicine, and their patients are happy that the physician focuses on them rather than on data entry. After spending three decades trying to develop a technological solution for clinical documentation, I’ve concluded that the answer lies not in technology. It’s in people. Go figure.”

Sandy Morgan, SM ’73, PhD ’83, writes: “I officially retired from the University of Hartford’s Barney School of Business in June, but continue to teach, advise, do research, and write. I’m retired from the institution, but not the profession! My older daughter, Heather Cohn (daughter of former Sloan faculty member Rich Cohn, who died in 2006 from complications of leukemia), married Gus Schulenburg on September 18. She wore my great-grandmother’s dress from 1872, also worn by five other family brides, including me! They are running a wonderful, creative, (independent theater) in NYC—www.fluxtheatre.org—while pursuing day jobs in theater as well. Our younger daughter, Cathy, just finished her Navy commitment, after Harvard’s ROTC program, and is studying to be a high school science teacher at USC.”

Tom Moebus, SB ’70, is in NYC as vice president of the SUNY Levin Institute—an incubator of programs in entrepreneurship, innovation, and globalization. Newest is the first Confucius Institute for Business in the U.S. Aimed at helping participants effectively approach business in China, programs include language and culture, industry briefings, distinguished practitioners, and a Study Tour in April 2012. The info session was on November 16 at 116 East 55 Street, Manhattan. On the web at www.levin.suny.edu/cibusiness.

Joe Roeber, SF ’70, reports: “It is customary to use class notes to tell your friends about changes in life, your honors, new jobs, wives, and children. I’m beyond all that, having closed my office more than 15 years ago, well into my third marriage, and with 16 grandchildren between us. I shall use the opportunity instead to tell the next generations that they have nothing to fear from getting old. In a society obsessed with youth and success, this is not a message you’ll often hear. Indeed, ageing is often seen as the Great Enemy, leading only to one place. I have news for you. Physical decline is no fun, of course, but the rest is wonderful. I have never been happier nor have I ever coped with life’s inevitable problems with such, if not ease, understanding. So you have that to look forward to. Don’t be afraid!”

1970s

Anna Lorraine Freshwater, granddaughter to Bobbie and Paul Freshwater, SM ’68
MIT Sloan Reunion ’12
Time to register! June 7–10

MIT Sloan welcomes alumni from all graduate programs back to campus for Reunion 2012.

Activities include:
- Class-specific gatherings and events
- Back to the Classroom sessions with MIT Sloan faculty
- Alumni-developed workshops
- Family-friendly activities

Register online at: http://mitsloan.mit.edu/alumni/reunion.php

Registration closes on May 31.

Participate in your class gift: https://giving.mit.edu/sloangift

We look forward to seeing you in Cambridge!
Andre Jaglom, SB '74, writes: “I’m still practicing distribution law at Tannenbaum Helpern in NYC, helping clients get goods to market, license IP, buy and sell distribution businesses, and litigate distribution disputes. I am chair of the International Section of the New York State Bar Association and just finished a hugely successful conference in Panama, attended by 200 lawyers from 29 countries. My son, Peter, is flying F/A-18F Super Hornets for the U.S. Navy, based in Japan. My daughter, Wendy, is in DC, in the Energy and Climate Change Group of a consulting firm. The last few years I’ve skied Jackson Hole, Vermont, Japan, and Colorado, and dove the Great Barrier Reef and the Pearl Islands. Life is good.”

Bob Bassett, MO ’75, just retired in August from Praxair, Inc., as chief governance officer and assistant general counsel. He writes that it was a “great experience working with the Board of Directors and CEO; 36 years at same company split, roughly half and half, between business management (thank you, Sloan) and law department (thank you, University of Bridgeport law school at night). For the nine years before Sloan, I was an officer in the U.S. Army. Now every day is a Saturday. Next stop: medical school (Just kidding, Vicki).”

Dennis Bumstead, PhD ’75, has been based in Northern California since leaving the World Bank a decade ago, involved in multiple non-profit adventures, including several associated with the book Not-Too-Is Peace by Adi Da, www.dawnhorsepress.com/ ProductDetail.aspx?PID=3702. Dennis highly recommends the book to anyone interested in the essential global transformation under way in our turbulent times.

Harvey M. Elentuck, SB ’75, the organizer of 1975’s Institute Spelling Bee, has become a senior consultant to Black House Records, LLC, in New York City. He is Soapluvva on YouTube and has made his acting debut as an extra in the music videos for Just Visiting’s “Life In A Shoebox” and Caspa Narkz’s “Fitted 2 Da Side.” Check out: www.blackhouserecords.com, www.blackhouse. wordpress.com, and www.youtube.com/ soapluvva.

Edward Kalin, SB ’75, has just accepted the position of vice president of Products and Services for Stor Networks, Inc., a Utah-based Internet startup that is currently beta testing the LykeBox system (www.lykebox.com). LykeBox provides a social media “smart shopping inbox” that rewards users for following brands and companies that they like, while removing distracting clutter from their email, Facebook, and Twitter streams. Stor Networks is currently seeking “angel” and VC investment. Please see the AngelList entry at http://angel.co/lykebox for more information.

Miguel D. Zweig, SM ’75, continues actively working at Zweig International, an international market strategy consulting firm he founded in Miami in 1995. During 2010, he logged about 200,000 miles, including trips to China (several times), Israel, Australia, India, Brazil, Italy, etc., looking at issues such as state-of-the-art water desalination technology (attending Ozwater 2011 in Adelaide and Qingdao’s 2011 Conference on Desalination and Water Reuse, and meeting the leading desalination technology suppliers in Spain and Israel), studying sugarcane-based biotechnology opportunities, etc.

Marcos D’Agostini, SM ’76, reports: “Just a short note from São Paulo, Brazil. I started my own consulting company in 2003 and am much happier now in control of my priorities and time schedules. Work is harder, income more unpredictable, but life is infinitely better. Anyone in contact with or visiting Brazil, please feel more than welcome to drop me a note; perhaps I can be of assistance. Good old days at Sloan and in the USA are sorely missed; so nice I enjoyed them fully.”

Steve Gaskin, SB ’77, SM ’83, shares: “I’d like to report that for nearly 30 years I’ve had a great career in modeling. Wait. Make that mathematical modeling. Which explains a lot.”

Mary Oakes Smith, SF ’77, writes: “After 30 years with the World Bank, in 2008 I launched the Iraqi Women’s Fellowship Foundation (IWFF), which brings women in engineering and applied sciences to top-level U.S. universities for one year of study and research internships. The fellows return with deepened knowledge and leadership skills, enabling them to play a vital role as leaders, professionals, innovators, and role models for the new generation. IWFF has placed fellows at Berkeley, Stanford, Caltech, UCSD, Smith College, and, GOOD NEWS, this year at MIT. The fellows return to Iraq to establish a first renewable energy lab in Iraq, to head a Cisco Networking Academy, to revise research policy, and to establish the field of environmental science. IWFF is a 501 (C) (3) non-profit, in its third program year. www.iwffoundation.org; mosmith@iwffoundation.org.”

Steven Alexander, SM ’78, is opening a new business in November 2011. It is Pee Wee Bees, an indoor playground for children between 3 months and 6 years old. Based in San Antonio, TX, it offers drop-in play and birthday parties. Inspired by his children, now 8 and 6, this is a departure from his career since Sloan, which focused on computer manufacturing and then information technology.

Eric Fullilove, MO ’78, reports: “I was class of 1978 all but for my dissertation. I am currently chief financial officer for World Vision International, the Christian child-focused humanitarian relief and development organization. World Vision International is one of the largest NGOs in the world, with revenues in excess of US$2 billion.”

1980s

Rev. Samuel Nixon, Jr., SB ’80, led a delegation of the faith community to help Haitians rebuild houses in Leogane, Haiti, in July 2010, as part of a multyear response by the faith community to the 2010 earthquake. He also works with clergy, health, and nongovernmental organizational leadership in designing, formulating, and implementing responses to the global HIV/AIDS pandemic in Africa, Asia, the Caribbean, and the United States. He serves as a board member of the African American Unity Caucus (DC), Harvard Divinity School Alumni/ae Council (MA), NVCCPHA, Pan African Christian Network (Africa), and Minister of Alfred Street Baptist Church (VA).

After retiring from the World Bank, Michele de Nevers, SM ’81, works part time for a Washington think tank, the Center for Global Development. Michele is living in Madrid till the end of the year and then will be moving to Cairo for a year. She says she comes to visit!

David Hegedus, PhD ’81, reports: “I created the first Canadian Human Resource Management Program at the University of Alberta. I taught HR at the University of
Retirement means different things for different people, and for Christopher McLeod, SM ’79, stepping away from six years as president and CEO of 454 Life Sciences will hardly close the door on a fascinating career.

“When you are head of the organization in the way I approach it, it is an all-consuming passion,” said McLeod, whose relationship with the company began with its founding more than 11 years ago. “I want to be able to step back and invest and advise earlier-stage companies. It’s time to share my advice, but not necessarily be the one on the firing line. I’ve always been most excited with the early-stage companies, and I like to take a concept and turn it into a business.”

Focused on “high-throughput DNA sequencing,” the work of 454 Life Sciences has simplified the process of reading genetic code, paving the way for medical and pharmaceutical breakthroughs. In addition, the technology has led to more than 1,000 peer-reviewed research publications in several areas of study, including drug development, cancer and infectious diseases, immunogenetics, environmental ecology, and agriculture, to name a few.

As McLeod explained, the rapid decline in the cost of defining the sequence of DNA comes with its own challenges, as the generation of genetic information is currently outpacing the ability to analyze it.

“So the question is, how do we analyze this data and turn it into practical applications?” said McLeod. “That’s where the data management challenges are, to take this information and use it to understand, for example, why do only some people respond to certain drugs? Understanding what in the genetic code of a person contributes to their disease can lead to personalized health care.”

McLeod uses the example of the Roche-developed Zelboraf, a drug “working miracles” for people with malignant melanoma, which claimed the life of his father at the age of 60. By using genetic markers traced to one specific gene, Zelboraf, which was approved by the U.S. Food and Drug Administration in August 2011, has seen a high success rate for patients harboring this deadly form of skin cancer.

“That is why it is so motivational to be here and see the impact of the work you are doing on people,” said McLeod. “Inexpensive DNA sequencing and other new biotechnologies are leading to tremendous discoveries in the life sciences. I look forward to working with other innovators on ways to apply this knowledge in many different areas.”
Although Ronald A. Williams retired from Aetna after a successful nine-year run—as president beginning in 2002, as chairman and CEO from 2006 to 2010, and as chairman from 2010 to 2011—he is quick to add that he has not “retired from life.”

“There’s great confusion about that,” said Williams with a laugh. “I retired from Aetna … but I am actively involved in the business community in a variety of ways. I serve on the boards of American Express, Boeing, and Johnson & Johnson, and I’m also working with a private equity firm, Clayton, Dubilier & Rice, as an operating advisor to them. I also chair a company called Emergency Medical Services Corporation, a staffing outsourcing business that places physicians in emergency rooms, anesthesiologists in operating rooms, and there’s another division that makes them the largest provider of emergency transportation in the country.”

Williams arrived at Aetna, one of the nation’s leading providers of health care-based insurance and employee benefits, in 2001 at a time of financial challenge. The company had just realized a loss of $365 million, and a period of corporate diagnosis was needed to determine how to fix the problems. Chief among them? Aetna was compiling data, but was not effectively using it to diagnose and then treat the issues identified as impacting business.

“We had to begin using IT as a competitive strategy,” said Williams. “We spent a great deal of time and effort doing that, and it served the company very well. It paved the way for the company to be an industry leader and to operate in today’s world, and the minute we began to get the data we began to understand what we needed to do. It probably took us about two years to break out of our old patterns and, in my last full year, Aetna earned $1.6 billion.”

Williams has also been focused on health care reform, writing numerous pieces for The Wall Street Journal, The Washington Post, the Financial Times, and others.

“The health care system has some very substantial challenges, one of which was we did not have a way for all of our citizens to get access to health care, with the exception of Massachusetts,” said Williams. “But beyond access, we have to address the fundamental issue of affordability of health care services. I tried to focus the debate on the need to reform the broader health care system … but I think we missed an opportunity to have a more meaningful impact by addressing the quality of health care and the affordability of health care. Some of the things I would have suggested, and did suggest, were to really focus on having a public multi-stakeholder dialog on how we reform our health care payment system so it pays for value and outcomes versus level of activity. When we pay for activity, we get activity. I would have focused on the systems much more and on how do we focus systems, and make sure institutions are rewarded for improving health care.”

“It’s all about prevention,” said Williams, “but physicians are paid to treat you after you are sick versus keeping people healthy.”

Last March, Williams was appointed by President Obama to one of 11 spots on the Management Advisory Board, which meets monthly to develop workable strategies for the Senior Executive Service (SES) corps of the federal government.

“I see excellent opportunity and leverage,” said Williams. “It’s all about bringing best practices from the business community in to the government; and while there are a lot of differences, I have been impressed by the people at the senior-most levels who have significant experience in the private sector.”
Wisconsin Oshkosh until 2007, when I retired for medical reasons. I now volunteer with AARP Tax Preparers and the Winnebago County Literacy Council. My son Dan teaches English in Tokyo, and Jeff works for NASA in Houston.”

Conrad Taylor, SM ’81, reports: “I returned from the ’2011 Royal Palm Literary Award Banquet’ last night with exciting news. In addition to a great meal, I had a wonderful time because my book, Path to Freedom: My Story of Perseverance, won second place in the very competitive Autobiography/Memoir category. Incidentally, my book lost the Gold to the ‘Book of the Year’—judged the best across all categories.”

Cynthia Typaldos, SM ’81, writes: “My startup, Kachingler, is on a mission to change the world. Our vision is of billions of people supporting the free sites, blogs, applications, videos, and photos they love with our effortless voluntary micropayment system, thus enabling the open web to flourish without paywalls and other access constrictions. There are now over 2,000 sites, blogs, apps, YouTube, Flickr, and other user channels in our system; anyone can add anything. Please submit the URLs of your favorite online digital stuff to Kachingler at www.kachingle.com/kachingleanything.php. Thanks!”

Linda Marks, SM ’82, board member of Boys to Men New England, a powerful adolescent mentoring program, is producing the first “Voices of Boys and Men” Benefit Concert at Scullers Jazz Club in Boston, MA, on April 22, 2012. You can reach Linda at LSMHEART@aol.com.

Susan Martin, SM ’82, shares: “I have retired from active work and am happy to be at that point in my life! After six years at McKinsey and Co. and seven years at Egleston Children’s Hospital in Atlanta, GA. We left Atlanta after the high school graduation of our oldest son and are now at Amelia Island, FL, where we built a home in 2005. Of everything I have done, I am most proud of our two fine sons, Eric, 23, who has an undergraduate degree in computational media and a graduate degree in human computer interaction and started working at Apple in September. (I mention his degrees because people who attended MIT would actually understand what those areas are!!) Our youngest is a junior at CalTech majoring in mathematics and computer science. My husband is still working part time out of our home in the field of investment banking, but we mostly are trying to embrace the ‘island time’ lifestyle. Come visit if you are in northeast Florida.”

James Edgerly, SM ’83, in June of 2010, acquired the assets of Westford Chemical Corporation with partner Karl Loos, and established the BioSolve Company (www.biosolve.com). The two had formerly worked together in the Chemical Industries Unit at Arthur D. Little, Inc. The BioSolve Company manufactures and sells BioSolve® Pinkwater®, the leading hydrocarbon mitigation agent used worldwide in a range of applications relating to cleaning up contamination from hydrocarbons. Marketing and sales is located in Lexington, MA. Manufacturing is in Dracut, MA.

Jim Wolfson, SM ’83, is on his third career. He is a coach, teacher, mentor, and guide for men in their prime. Prior to this, he and his wife Barb owned and operated a summer camp for children on Cape Cod for 10 years. And before that, Jim worked at Fidelity Investments for 10 years as a bond fund manager. Big changes!

Ed Yokley, SM ’83, shares: “I was honored to be named a Fellow of the American Chemical Society, in the 2011 class.”

Alison Lueders, SM ’84, writes, “I am pleased to report that after 30 years in a variety of corporate settings, I have started my own business: www.greengreediting.com/. I provide website editing services to green businesses and socially conscious organizations in the health, education, and non-profit sectors. At the same time, I am striving to be a green business myself. I am excited to embark on this next chapter in my career, and would love to hear from any of you with advice, tips, or just plain greetings. Classmates receive a special discount. I wish you well in all your endeavors!”

Sarah Shoaf Cabot, SM ’85, reports: “I was made a named partner at my law firm this summer, which will now be known as Faber Dauefuer Itrato and Cabot. We are a small boutique firm in Waltham, MA, and NYC specializing in transactional work for life sciences and technology companies. I remain active with MIT Sloan through the North American Executive Board.”

Peter Fader, SM ’85, PhD ’87, has a new book: Customer Centricity: What It Is, What It Isn’t, and Why It Matters (http://amzn.to/qwJILz). He continues to serve as co-director of the Wharton Customer Analytics Initiative (http://www.wharton.upenn.edu/wcai/) while celebrating his 25th year on the Wharton faculty.

François Jacques, SM ’85, reports: “I joined BHP Billiton last February to head the Marketing and Sales of nickel, metal, and intermediate products worldwide, based in Singapore.”

After almost 20 years at GE and more than six years at IBM, Mike Markovits, SM ’85, has transitioned to being an independent leader focused on assisting organizations (for-profit and non-profit) in areas related to leadership development, talent management, and organization development.

Bill Selby, SM ’85, writes: “The consumption function continues … greatly enjoying staying in touch with Bob Clyatt, SM ’85. Andy Lawrence, SM ’85; and Seph Huber, SM ’85. Still using Sloan finance teachings in my investment work 26 years later. It would be great to hear from other classmates.”
Steve Leichtman, SM ’86, reports: “I never thought I’d join a club of any kind. Not only is this my second year in the MIT Club of Long Island, I’m now a board member charged with representing the interests of local Sloan School alumni. So—calling any Long Island based Sloan alumni—get in touch, what would you like from the MIT Club of Long Island? It would also be great to hear from anyone interested in making a presentation. P.S.: For the past 20 years, I’ve been running a small software company—winding it down now and looking for other opportunities. I’ve just started preparing for PMP Certification. It’s a very useful refresher and presents a useful, practical perspective. I’d be happy to answer questions for anyone curious about PMP. jeff@btis.com.”

Satori World Medical, a leading medical travel company, has appointed Geoffrey Harris, SM ’86, to serve on its Strategic Advisory Board.

Steve Leichtman, SM ’86, is an executive coach based in Lexington, MA. He recently returned to MIT Sloan to lecture during SIP on “Building Personal Resilience.”

Incredibly rewarding, but the pace was relentless. I’m spending a couple of weeks decompressing and hanging out with my dog (and family) before starting a new gig at the U.S. Trade Representative’s Office, responsible for economics and trade policy.”

Tim Conners, SM ’87, reports: “I am still living and working in the Twin Cities of Minnesota. Having distinguished myself in our class with the oldest set of three children, I have continued the legacy with four grandchildren ranging in ages from 2 to 7 years old.”

Joan Ginise Coprio, SM ’87, writes: “It’s been nearly four years since I switched from the corporate world to the non-profit sector as director of Strategic Analytics and Planning for the March of Dimes, also serving as client-side project manager of a CRM system implementation—still working with databases and analysis, but now using them to help save babies by reducing rates of premature birth. My own former 35½-week preemie, Claudia, is a sophomore in high school—more of a performer than an analyst like her mom though! She’ll be in her school’s performance of The Laramie Project later this fall.”

Glenn Nedwin, MOT ’87, shares: “I joined Intrexon Corporation (www.DNA.com) in June 2011 as president of the Human Therapeutics Division and senior vice president. Intrexon is a next-generation synthetic biology company, which aims to make protein drugs far more cheaply and efficiently than is possible today, as well as to transform living cells to facilitate the development of biological solutions that have applications across a wide spectrum of industrial, pharmaceutical, agricultural, and consumer products.”

Jon Seamans, SM ’87, reports: “I recently moved from Tucson to Winston-Salem and am enjoying exploring the area. Give a shout if you’re nearby. I was just in Boston last week and saw over a dozen Sloanies at the Muddy. I had a great time catching up with everyone (and the Muddy hasn’t changed a bit!). It will be fun to see everyone at our 25th reunion coming up—hope you can make it!”

Roger Stewart Larkin was born July 6, 2011, to Ted Larkin, SB ’88, and his wife Salimah El-Amin. Roger Stewart Larkin was born on July 6, 2011, to Ted Larkin, SB ’88, and his wife Salimah El-Amin.

Joonkee Hong, SM ’89, reports: “I relocated to Seoul, Korea, last year as the head of the Korea branch of UBS AG (a Swiss global financial services company). I recently visited Ted Chung, SM ’87, who is president and CEO of Hyundai Capital & Hyundai Card, together with Chi-Won Yoon, SM ’86, who is chairman and CEO of the Asia Pacific region of UBS Group. We visited Ted’s company, which is an impressive eco-friendly, futuristic, super modern facility with innovative design details everywhere. We had a great time and great lunch. Thank you, Ted!”

I 9 9 0 s

Laura Donohue, SM ’90, shares: “I have just started my second business by acquiring the iconic Bob Slate Stationer in Harvard Square from the Slate family. Many, many thanks to classmates Willie Heflin, SM ’90, and Dave Oakes, SM ’90, who advised me throughout this transaction. It’s so wonderful to be able to bring back a store that seems to be so important to so many people. After months of heavy outbound cash flow, we are now open...”

Class notes
of teachers having real-time data on kids, where you can then base lessons on personalized instruction … you essentially get to a world where you are crafting the education to each mastery path.

Harber’s roots in the collection and dissemination of data date back to his days at MIT Sloan, where he devoted much of his time to the MIT Media Lab, wrote a thesis on education technology, and built a multimedia environment for business school case studies. A founding chair of the MIT Sloan Entrepreneurship Club, Harber’s focus turned to the context of education and global competitiveness, along with domestic civil rights, after starting several successful companies and partnering with SchoolNet co-founder Doyle.

“It seemed like a lot of the work we had been doing prior to SchoolNet was helping the top 10 percent,” said Harber. “We realized that urban school systems needed so much help, and improving these systems was the only way to achieve scale in improvement.”

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“It seemed like a lot of the work we had been doing prior to SchoolNet was helping the top 10 percent,” said Harber. “We realized that urban school systems needed so much help, and improving these systems was the only way to achieve scale in improvement.”

“There are different types of assessments for different purposes, and the way we have approached the market is by working with superintendents and school leaders and showing how you can use the data in diagnostic ways to have midcourse corrections to improve achievement,” said Harber. “If you think about the medical field, there is someone at the hospital level looking at how many patients a doctor sees and how well they performed, but what is more important is what kinds of tools the doctor has to diagnose and offer remediation.”

“Where we are headed is basically personalized learning at a scale where every student is going through their own learning path with data informing them of where they are,” said Harber, “with a social learning network of peers, teachers, mentors, and parents guiding them through their education.”
at 30 Brattle and starting to redirect the tide, thanks to the legions of faithful followers who are finding us despite our inadequacies with Facebook and Twitter. I am enjoying my new role of shopping and spending money. Come visit when you are in Harvard Square!"

Aliza Blachman O’Keeffe, SM ’90, and Graham O’Keeffe, SM ’90, share: “Much has happened in our lives since we enjoyed seeing so many classmates at our 20th reunion in 2010. Graham is launching a new fund, Joy Capital, investing in later-stage European innovation companies. In connection with this, he is executing a turnaround as chairman at chip company DisplayLink, which takes him out to Silicon Valley on a regular basis. He has also been invited to advise the UK government on technology financing initiatives. His only serious mid-life crisis is learning to play the guitar (electric and acoustic). Aliza continues to divide her time amongst a variety of professional and community commitments—including co-chair of Pomegranate, a charity initiative she launched for World Jewish Relief in 2007, and the Advisory Board of Eden McCallum, the UK’s leading firm of independent consultants. A lifelong political junkie, Aliza remains actively connected to Democrat politics. This year was especially important because our son, Jake, became Bar Mitzvah (luckily), same two kids (luckily!). Starting, an unabashed pitch for help for some ‘social organizations... Thanks.”

Silvia Liberata Ullo, SM ’92, shares: “This year I have my reunion, and I really hope to be there and see my schoolmates! Since graduation I changed my job twice seriously; I moved to the City Hall of Benevento first, leaving Ita tel, where I had been working for almost nine years; and later on I left the City Hall to become a researcher in the Engineering Department of Università degli Studi del Sannio, in Benevento. On the private side, I got married to my boyfriend Fausto (after an 11-year engagement), and now we have two terrible Italian boys, Filippo, 12 years, and Giorgio, 10 years. My husband, Fausto (Pepe is his last name), has been the mayor of our city since 2006. Give a look to Benevento on Google to see how beautiful it is. Since June 2011, Benevento with the Church of Santa Sofia has become part of the UNESCO heritage! Please let me know if any of my class are thinking of coming to the reunion in June. A big kiss.”

Peter H. Schmidt, SM ’92, shares: “Living in Lexington, MA. One daughter is a junior at LHS, the other a freshman. Waiting to see if either decides on MIT. Wicked busy as COO of a pioneering, very light jet air-taxi company, Linear Air (www.linearair.com). Volunteering with Hollie Schmidt’s, LFM ‘92, non-profit as chair of the technical advisory board. Singing semi-pro around Boston, mountain-biking, coaching youth soccer, and playing keeper in pickup futsal. Avoided the time-intensive wiles of Facebook and all other social media, until Google+ came along—uh oh!”

Trilochan Sastry, PhD ’90, shares: “This is an unabashed pitch for help for some ‘social ventures in South India and later all over India. We work with some ‘ambition’ to alleviate poverty on a large scale. More details to those who respond. We need ideas, resources, connections, funds,...Thanks.”

B. Joseph Pine II, MOT ’91, published two books this past summer, an updated edition of The Experience Economy (with Jim Gilmore) and Infinite Possibility: Creating Customer Value on the Digital Frontier (with Kim Korn). The latter has a framework that makes sense of today’s explosion of digital technology, showing companies how to fuse the real and the virtual (including many examples from MIT).

Andrea Portante, SM ’90, writes: “After many years in rights sales with RAI, the Italian national public broadcaster, since 2008 I am responsible for marketing of RAI’s ‘new platforms’ (essentially all web-related activities). Still living in Rome, same wife (luckily), same two kids (luckily!). Starting, with my wife, a parallel entrepreneurial venture in education (and more).”

Ny er o de Business School, also in the Netherlands. I have a forthcoming (2012) joint article on global strategy formulation in the Global Strategy Journal. In my consulting business, I have recently completed a project on Tesco’s global strategy. I commute to the Netherlands weekly from London, where my wife, Mayumi, and our children, Julien (9), Anais (6), and Noémie (2), have our family home.”

Nelson Nava, SF ’93, shares: “After 30 years of work in the oil industry in Venezuela, I decided to retire with my forehead up resisting the pressures from the actual regime in Venezuela, it being my last position as member of the Board of Directors. I am now a grandfather of two boys (3 and 2 years), I have been hired by a group in Dallas to handle an oil and gas company with high prospects, starting in 2012. I will update you in regard to this.”

Mark Piesner, SB ’93, shares: “In September, after four years of practicing with Sullivan & Cromwell LLP, I joined Latham & Watkins LLP in San Diego so that I could focus my corporate law practice on technology-centric companies. I specialize in M&A, capital markets, and emerging companies. If you are in the San Diego area, I would love to hear from you.”

Jason Farris, SM ’94, reports: “I have authored and published my fourth book, Behind the Moves: NHL General Managers Tell How Winners Are Built. The book is based on in-person interviews with 35 NHL GMs—collectively representing over 500 seasons of internationally focused approach to training business leaders. I hold a second appointment as affiliate professor at TiasNimbas Business School, also in the Netherlands. I have a forthcoming (2012) joint article on global strategy formulation in the Global Strategy Journal. In my consulting business, I have recently completed a project on Tesco’s global strategy. I commute to the Netherlands weekly from London, where my wife, Mayumi, and our children, Julien (9), Anais (6), and Noémie (2), have our family home.”

Christopher Voisey, SF ’92, PhD ’07, shares: “I have joined Nyenrode Business University in the Netherlands as associate professor of strategy and international management and as director of the Strategy Center. With the motto ‘for and by business,’ and situated on a 13th-century estate around a castle, Nyenrode is the only private university in the Netherlands. Nyenrode was established in 1946 by leading Dutch corporations, including KLM, Shell, Unilever, Philips, and Akzo, with an action-oriented,
Tom Roloff, SM ’94, and Michelle Roloff, SM ’94, are enjoying raising their kids, Alexandra (11) and Jackson (9), in the great city of Boston. Michelle works for the leading luxury residential brokerage, Campion & Company, in the Back Bay. Tom is running EMC Consulting, which he helped grow to over 2,000 consultants, now a $600M business within EMC. This summer, Tom finally got another 911, the car he and Michelle drove across the U.S. the summer after graduating Sloan, and has been doing some club racing. Michelle’s been learning hot yoga, and waterskiing the slalom course on Little Squam Lake, NH.

George Emmanuel, SF ’95, is principal and CEO of Internet Emmanuel Assoc./Successimo.com, and was elected president of the Board of Governors of the Society of Sloan Fellows on Friday, October 21, 2011, at their Fall Semester meeting at MIT Sloan. The following new board members were welcomed during the two days of meetings at MIT Sloan: Suzanne Frey, SF ’06; Audie Hittle, MOT ’91; Hartmut Junghahn, SF ’03; Bob Kokorda, SF ’11; and Katherine O’Flaherty, SF ’03.

Scott Pierce, LFM ’95, reports: “I am now based in the Dallas area in my new position as president of H.M. Dunn Company. It is a growing precision aerospace component manufacturer. Looking for alums in the area to network professionally as well as socially.”

Diego Serebrisky, MBA ’95, writes: “After 12 years in Mexico with Advent International, I have relocated to Colombia, to open and head a new office for Advent. Advent is a global private equity fund; this is the 18th Advent office. This is a very interesting challenge as we have to develop a presence not only in Colombia, but in Peru and Central America as well. The region is growing rapidly, so we expect to find good opportunities. Since February 2011, I’m full time in Bogotá. Give me a call if you visit Colombia.”

Eric Swergold, MBA ’95, recently founded Firestorm Capital LLC. He continues to manage Firefly Partners LP and recently launched Firestorm Inflation Partners. He and wife, Dawn, and their three boys continue to enjoy the active Northern California lifestyle.

James Burke, LFM ’96, writes: “I’ve moved to the iPhone Global Sales team at Apple. After 15 years in Chicago, this is a big move for my family. And I’m commuting back and forth until our kids finish the school semester. Consider this an open invitation to dinner for any of my LFM/Sloan classmates in Silicon Valley!”

Sameer Chopra, SM ’96, writes: “I am married with two kids (Veer, 3 years; Taarini, 5 years); live in Saratoga, California; and am VP of Advanced Analytics at Orbitz Worldwide. Previous firms I worked at over the last 10 years include Intuit and eBay.”

Daniel Crocker, LGO ’97, reports: “I am with the U.S. Embassy in Panama—helping U.S. companies take advantage of the new Free Trade Agreement; hosted fellow classmates, Sharon Bostick, MBA ’97, and Tim Ingle, LGO ’97, down here recently but, most importantly, working with MIT to establish the Panama Logistics Center!”

Patricia Hargil, MOT ’98, writes: “I have written poems for many years. Here is one to share with you: ‘There is nothing more powerful than knowing who you are/When all the bells stop/You know who you are/You know who you were for others/There is no regret/You forgive, you give/You forget/When all the thoughts stop/There is nothing to be done/Just be/You know who you are/And the bells ring for you/In that grace/Shoule there be an open heart/Others find who they can be/You know who you are/And the bells ring for you/In that grace/Spread true joy/Feelings pass/What is deepest doesn’t forever more.’”

Ozlem Denizmen, MBA ’99, shares: “While continuing my Strategy and Board member position at Dogus Group, I started the first financial literacy initiative in Turkey in 2010. I launched ‘Para Durumu,’ a multimedia platform to convey messages on how to manage money, which aims to increase financial education and inclusion. I do a weekly TV show, a weekly column, radio programs, and conduct seminars to women and students. In 2011, Para Durumu was accredited by the OECD as a financial literacy initiative, and I was chosen ‘Young Global Leader’ by WEF. I also was a White House Delegate at the 2010 Obama Presidential Summit on Entrepreneurship.”
Elizabeth Golluscio, MBA ’01

Vice President of Marketing, Smartling

• Leads marketing at cloud-based website translation company Smartling; clients include foursquare, IMVU, SurveyMonkey, and Scribd.
• Works with MIT Entrepreneurship Lab teams and MIT alumni/student externship program.
• Married to Elio Narciso, MBA ’01.

“In both my personal and professional circles right now, language is the foundation for growth and opportunity.”

Elizabeth Golluscio’s children are trilingual. They live in Manhattan and speak English. Their father is Italian, and they attend a bilingual private school. They speak Spanish with their babysitter.

This is today’s world: Speaking one language is sufficient, but never seems like enough.

“I feel like everybody I know, if they don’t speak another language, they’re really serious about finding the time to learn another language,” Golluscio said.

But until they do, there’s Smartling, where Golluscio helps clients like foursquare and SurveyMonkey build instant, dynamic translations for their websites and mobile apps.

Golluscio joined Smartling in June after using the service to build a German website at another startup. Frustrated with the old style of website translation—little more than translating content and inserting that copy on a new site—she needed language sites that could keep up with almost daily changes to her English website.

“Sites immediately get out of sync with the English,” Golluscio said. “So this is really about finding a way to insert the translation workflow into a Web 2.0 business model for Web marketing.”

Smartling responds to constant changes in website code, content, and features by providing tools for translators to easily convert new pieces of content. Changes to client websites are automatically detected by Smartling, which updates the translation platform. When a user requests, say, the Spanish version of foursquare, they are redirected to Smartling servers, which matches translated strings to the original English page and sends back a Spanish version.

“We’re very, very quickly hitting the English page and matching it to the stored Spanish translation, and sending it back to that browser,” Golluscio said.

With such linguistic diversity in her life (Golluscio cited the number of international students at MIT Sloan—today about 40 percent—as a reason she chose the School), Golluscio saw the potential for Smartling’s service as users around the world seek access to new web applications.

“In both my personal and professional circles right now, language is the foundation for growth and opportunity,” she said.

Those circles include an MIT Entrepreneurship Lab team working for Smartling, which is composed of students from France, Japan, and Russia.

“The team is superb,” Golluscio said. “I can feel that all of them are really excited about our project. All of them speak, if not fluently, proficiently at least one or two other languages. Smartling just resonates so strongly with them personally.”

The MIT Entrepreneurship Lab is a course that pairs groups of students with startups for targeted business consulting. Golluscio’s team at Smartling is the second with which she has worked. The group will present the results of their project to Smartling’s CEO and board.

“I want them to know their work is going to be valued and recognized at the highest level of the company,” she said.

Golluscio maintains other professional connections with MIT Sloan. She uses the Institute’s student/alumni externship program to hire students for short-term projects. She tapped her MIT Sloan network for initial customer research at Smartling, and she served on her class committee for Alumni Weekend 2011.

“This year was great for me, reconnecting to MIT Sloan in so many ways,” she said.

Bernardo Gutierrez, MBA '99, writes of the birth of Daniela Gutierrez (September 12, 2011). Both parents, Bernardo and Susana Vargas, as well as the siblings, are delighted with the addition to the family.

2002

Savina Eneva, MBA '02, writes: “My husband, Carsten, and I still live in London, and for the past five years, I have been with the sovereign wealth fund of Singapore (GIC) focusing on commercial real estate investments across Europe. We welcomed our second child, Christian Elliot Boekhorst, on December 15, 2010. Big sister Nathalie Florence is excited to have a little baby to play with and has been very helpful with changing diapers, feeding, and playing with her little brother. She is unsure, however, about having to share her birthday parties going forward as her little brother was born just two days shy of her second birthday in December. A few of the London Sloanies MBA '02 get together occasionally, and I recently had dinner with Stephanie (Hsu) Chu, MBA '03, and Jessica and Samantha Whitton relocated back to the U.S. from Singapore, where they had spent five wonderful years. They return to Newport Beach where Bransby continues working for PIMCO in a new role as a real return product manager.

2003

Chet Chauhan, MBA '03, apologizes to his classmates for not being in touch over the past year. Chet took a sabbatical from his job at Salesforce.com in September 2010 to cruise on his sailboat from San Francisco to Australia. He is currently sailing around the islands of Vanuatu in the South Pacific. If interested, you can follow his voyage on his blog www.gybethejib.com.

Simon Chiavarini, MBA '03, writes: “Profuse apologies for being a bad friend and not being in contact—it is just poor organization on my part. Life is going well. Estibaliz and I now have four kids: Francesca, Giuseppe, Valentino, and (as of six weeks ago) Ringo, which keeps us busy, but happy. We moved to the countryside outside London a few years ago so most of my free time during the week goes on the commute, but at least it is lovely where we live. (Our closest neighbors go moo, which is refreshing as I get increasingly anti-social in my old age.)”

Stephanie (Hsu) Chu, MBA '03, and husband, Ernie Chu, joyfully welcomed their daughter into the world. Avianna Ruth Hui En Chu was born on July 16, 2011. Avianna and Hui En mean “blessed with a gracious life.” The Chus live in the San Francisco Bay Area where Stephanie is working as a director of operations for the Amazon Kindle and Ernie is pursuing licensure as a marriage and family therapist.

Christina Cragholm, MBA '03, writes: “Professionally, 2011 was about integrating my company (Skoot (70 employees) into Qualcomm (17,000), a fantastic opportunity in which I get to stay in San Francisco with my team yet take on broader responsibilities. I sought out the Sloanie network at HQ in San Diego to ease the transition, meeting Chung-Hung Lee, MBA ’03, Ricardo Dossantos, MBA ’97: Kevin Thompson, LFM ’96; and

Upload new class notes at http://mitsloan.mit.edu/alumni/classnotes-gate.php
Siva Vadivelu, MBA ’08. Over the course of the year, I saw the SF Bay Area-based families of classmates Erikka Arone, MBA ’03; Tanaz Sowdagar, MBA ’03; Gavin Leung, MBA ’03; and Narintr “Nick” Narisaranukul, MBA ’03, on multiple occasions. Later in the summer, my family hosted Brian Curtis, MBA ’03, and Lindsey Curtis for dinner in Palo Alto, in part to celebrate both Lindsey’s and my pregnancy. Details (and a photo) for the newest addition to my family will be for a future MIT Sloan class note!

Giulio Pappalardo, MBA ’03, and Lisa Stuardi, MBA ’04, welcomed their second daughter, Beatrice, on October 25, in Los Angeles.

2004

Courtney Homer, MBA ’04, writes: “Last year, my recruiting firm, CareerEncore, celebrated its fifth anniversary. For over half a decade, I’ve been working to place professionals in jobs at Boston-area, tech-driven businesses. The caliber of talent I’ve seen and the demand for programmers, engineers, and software developers (to name a few of the positions I commonly fill) have been staggering. In hopes of uncovering even more great candidates, CareerEncore just launched a refer-a-friend program. If CareerEncore places someone you refer and they stay in their job for at least three months, we’ll send you a check for $500. Find out more at www.careerencore.com/referafriend. Thank you!”

Shaheen Parks, LFM ’04, writes: “We are delighted to announce the birth of our daughter, Rayya Florence Parks, born on June 28, 2011. Big brother Zade just turned 2 and is fascinated with his new sister. We have settled down in Weston, MA, and we are adjusting to our new life as a family of four.”

Marta and Luis Pita, MBA ’04, had their first baby, Alejandro, and are struggling to survive without sleeping!

2005

Ken Beausang, MBA ’05, reports: “The big news here is that Kari and I celebrated the birth of our daughter, Amelia Kirsten, on April 2 of this year. Amelia is now 6-plus months old and has brought lots of joy to her parents, grandparents, aunts, uncles, cousins, etc., on both sides of the Atlantic. She is keeping us plenty busy, too! Other than that, I’m still working at Investor Group Services doing private equity consulting ... been here since graduation. Life is good.”

In July, Justin Cook, MBA ’05, his wife Stacey, and daughter Katie moved to Pittsburgh after living in Brookline and Cambridge for the past 10 years. They greatly miss friends and family in the Boston area and the fact that they are no longer in walking distance of MIT’s campus. They do not miss the cost of living in Boston and now own a “big ass” suburban house for less than the cost of renting their old apartment. Justin maintains his current position at IBM as manager of Foundational Research.

Shane Keats, MBA ’05, writes: “Greetings from DataXu, Boston’s full-service MIT Sloan employment agency! Our current roster includes: Aaron Kechley, MBA ’04, VP Product; Adrian Tompsett, MBA ’05, Director of Business Development; Dorothee Bergin, MBA ’10, Account Manager; Sandro Catanzaro, SDM ’06, Co-Founder; and...”
IN MEMORIAM

With deep sadness, the MIT Sloan School of Management reports the recent passing of fellow alumni.

1934 Mr. Samuel A. Prince, SB — May 6, 2011
1938 Mr. Norman C. Bedford, SB — May 8, 2011
1939 Mr. William F. Pulver, SB — June 8, 2011
1940 Mr. Peter G. Park, SB — August 13, 2011
1942 Mr. Frederick M. Dierks, SB — April 30, 2011
1943 Mr. Lindsay Z. Fletcher Jr., SB — July 11, 2011
Mr. Andrew F. Hillhouse Jr., SB — April 22, 2011
1944 Mrs. Gloria D. Sabelli, SB — April 19, 2011
1945 Mr. Edwin A. Reed Sr., SB — July 11, 2011
Mr. Richard C. Winkler, SB — April 16, 2011
1947 Dr. David M. Himmelblau, SB — April 27, 2011
1948 Mr. Peter Thornton, SB — July 27, 2011
1949 Mr. Stanley F. Collis, SB — October 15, 2011
Mr. Leo J. Dunn Jr., SM — July 9, 2011
Mr. Frank H. Mauck, SB — October 13, 2011
1950 Mr. Donald C. Bishop, SB — April 29, 2011
Mr. H. Lee Edwards, SB — May 30, 2011
1951 Mr. John W. Conley, SB — June 24, 2011
Mr. Milton R. Neuman, SM — September 18, 2011
1953 Sir Kenelm Guinness, SB — May 6, 2011
Mr. Samuel R. McClurd II, SB — March 26, 2011
Mr. Oligierd C. Prus, SB — August 21, 2011
1954 Mr. David M. Lyon, SF — September 27, 2011
Mr. Donald Nigro, SF — July 18, 2011
1955 Mr. Jack Dekker, SM — April 8, 2011
Mr. Edgar E. Jacobs, SB — July 16, 2011
1956 Mr. Thomas E. Salisbury, SF — June 19, 2011
1959 Mr. Harry S. Peterson Jr., SB — June 8, 2011
Mr. Jack M. Pogarian, SB — April 23, 2011
1960 Mr. Stanley Demain, SF — September 15, 2011
Mr. Conrad F. DeSieno, SF — May 11, 2011
Mr. William A. Romeiser, SF — August 2, 2011
1961 Mr. William L. Swanson, SB — June 3, 2011
1963 Mr. Charles H. Greer, SM — April 17, 2011
1965 Mr. Joseph M. Dhosi, SM — April 29, 2011
1966 Mr. Arnold D. Carlson, SF — March 2, 2011
1967 Mr. Philippe Vuilleumier, SM — September 3, 2011
1969 Mr. Robert L. Dorn, SF — April 5, 2011
1971 Mr. Max P. Boison, SM — September 7, 2011
1979 Mr. David F. Bunting, SM — July 13, 2011
1980 Mr. Leif-Goran Stensson, SF — March 13, 2011
1982 Mr. Allan V. Abelow, SM — September 19, 2011
1988 Mr. D. R. Hamby, SF — August 29, 2011
1996 Mr. Joseph E. Mardo, MOT — May 16, 2011
2003 Ms. Jennifer Koop, MBA — March 27, 2011

MIT Sloan was saddened to learn recently of the passing of the following alumni.

1923 Mr. Arthur C. Craig, SB — February 1984
1927 Mr. Carroll C. Bailey, SB — August 1981
1928 Mr. Herman R. Arf, SB — April 1976
1932 Mr. Daniel H. Haskell, SB — October 1990
1937 Mr. Robert A. Vogeler, SB — April 1992
1940 Col. John P. McEvoy, SB — September 2010
1942 Mr. Roy R. Miller, SF — February 1992
1943 Mr. Gilbert M. Edelman, SB — June 2010
Dr. Richard J. Zeamer, SB — August 2010
1947 Mr. Albert W. Cobb, SB — October 2002
Mr. Robert F. Danner, SB — February 2009
1948 Mr. George E. Sherman, SB — November 2010
1950 Mr. James M. Baker, SB — January 2009
Mr. Irvine F. Williamson, SB — February 2011
1951 Mr. John C. Monday, SB — September 2007
1952 Mr. Robert F. Couillard, SB — August 2007
1953 Mr. Richard A. Marciano, SB — December 2010
1958 Mr. Harvey Eisenberg, SM — November 2010
1959 Dr. Neil R. Des Ruisseaux, SB — November 2010
Mr. Charles W. Holabird, SB — September 2010
1960 Mr. Gordon W. Moore, SB — November 2009
1961 Mr. Ronald D. Wendland, SB — February 2006
1962 Mr. Richard A. Long, SF — January 2011
1966 Mr. Herbert A. Gordon, SB — September 2008
1969 Mr. Edward A.W. Lundman, SF — January 2011
1970 Mr. Craig B. Spengler, SB — April 2009
1973 Mr. Stephen Lee Tanenbaum, SM — February 2011
1974 Mr. Reinhard Frank, SF — December 2010
Mr. Carl H. Janzen, SF — January 2011
myself, Director of Product Marketing. Sandro co-founded the company with Bill Simmons, a colleague of his from the west side of campus. Adrian joined as the first sales hire. He recommended Aaron, whom he knew from ChoiceStream. DataXu was Dorothee’s 2009 summer internship. She now runs our Seattle office. And Adrian told me they were looking after I told him I couldn’t spend another day at a big company. Oh yeah. We’re hiring!

Jonathan Lehrich, MBA ’05, is now in his sixth year teaching and running programs at MIT Sloan, and his second year directing the MIT Executive MBA. Still living in Harvard Square, he is also pursuing an EdD at Boston University (Class of 2014) and will soon celebrate his daughter Ella’s sixth birthday.

CellBazaar, a mobile phone based marketplace founded by Kamal Quadir, MBA ’05, was acquired by Telenor, which is the world’s sixth-largest telecommunication company, based in Norway. Quadir’s next venture is bKash, which is dedicated to providing financial services via mobile phones to the unbanked poor people of Bangladesh.

Matt Vokoun, LGO ’05, was recently promoted to director on the Business Operations and Strategy team at Google. He loves working at Google, and his team supports multiple strategy and operations improvement efforts across the company. Outside of work, he and his wife Reena remain busy with their two wonderful sons, Shaan and Ajay.

Andrea Jones, LGO ’06, recently returned from a one-year move to Dalian China through her husband’s company (Intel Corp.). She is again working as an independent consultant in Process Improvement/Project Management, and achieved her Project Management Professional certification this past summer. Andrea is the mother of two young daughters, with a son on the way at the end of November. She lives with her family in Portland, OR, and would love to hear from any Sloanies or LGOs traveling to her city.

Seema Pandya, MBA ’06, was named one of Boston Business Journal’s 40 under 40! Seema is currently the associate director of Global Strategic Marketing at Genzyme Corporation. She serves as an executive board member for The Partnership, a non-profit organization committed to the advancement of professionals of color, and on the notable Board of Overseers for Children’s Hospital of Boston. At MIT Sloan, she was the recipient of the Forte Scholarship and Monrad Fellowship for strong leadership and academic ability. In her spare time, Seema can be found writing on her blog, techie biotech marketer.

Elaine (Warner) Sanfilippo, MBA ’06, reports: “Earlier this year, I started a business designing apparel and gifts for animal lovers. AdopTees donates up to 50 percent of its net proceeds to local animal shelters, making this both an entrepreneurial and philanthropic endeavor. Check out our products at: www.AdopTeesOnline.com. They make great gifts!”

Enairo Urdaneta, MBA ’06, and Claudia Carruyo are expecting a baby boy, Agustín, due the end of January 2012.

Johnson Wu, LGO ’06, transitioned in January 2011 into his current role as a manager of Service Operations in Cisco, where he has been working since 2006. In September, he tied the knot with Millie Tzeng. The two of them celebrated a lovely wedding in the San Francisco Bay Area. They are enjoying their newlywed life and are planning to honeymoon in France and Spain sometime in 2012.

2007

Anand Daniel, MBA ’07, shares: “It was great to see one of our own, John Harthorne, featured in The Economist. Congrats, John! Great work in stimulating entrepreneurship in MA.”

Lynne McCann, SF ’07, is now the Plans Team Chief at Headquarters, Department of the Army, Deputy Chief of Staff, G-2.
Elizabeth McQuillan, MBA ’07, shares: “Tess (3 years) welcomed little sister Gwyneth to our family in June! In addition to working as a full-time mom, I enjoy projects like creating and vetting a packaged food business plan with Shannon Damen, MBA ’07, and look forward to working with our state treasurer to administer the recently established Financial Literacy Trust Fund in Massachusetts. Will return to the right side of the river once our ‘little renovation’ (new old home) over there is complete.”

2008

Shmulik Abraham, MBA ’08, reports: “I started to work as a director of Global Strategy at Arison Investments, the largest private equity fund in Israel.”

Will O’Brien, MBA ’08, is the proud father of Conor William O’Brien, born January 29, 2011, to he and his wife Sarah. The family lives in Seattle, WA. Conor is learning to play the piano while sitting on his daddy’s lap. Will is working in Seattle as vice president at leading casual games publisher Big Fish Games.

Baby Gwyneth is the newest addition to the family of Elizabeth McQuillan, MBA ’07

Lynne McCann, SF ’07

2009

Ryan Buckley, MBA ’09, writes: “We hosted Kevin Spacey (an MIT professor in the movie 21) and his business partner (Dana Brunetti, who produced The Social Network), at our Scripted.com headquarters in San Francisco. We’re proud to be an MIT Venture Mentorship Service portfolio company and show Kevin that MIT students can do more than play blackjack. We also are closing a seed round with lead investor Crosslink Capital. Shout out to all of our E&I classmates and alumni—it’s not an easy ride, but the high points are worth it.”

Susan McGugin Davis, MBA ’09, reports: “Jay and I moved home to Nashville, TN, in April after Jay’s search fund closed on a business. I left Lexington/AIG in July to take a position in Product Development and Carrier Relations with Crump Insurance Services, a wholesale excess and surplus lines insurance broker based in Roseland, NJ.”

Jennifer Jeng, MBA ’09, married Andrew Tretten on April 16, 2011, aboard the Yacht Ambassador in sunny Newport Beach, CA. Sloan and MIT alumni from ’09 and ’10 in attendance included: Vincent Cheng, MBA ’09; Sohanya Welikala, MBA ’09; Josh Firger, MBA ’09; Kevin Fong, MBA ’09, with his wife Jenny; Chris Gaudet, MBA ’09; Ting Huang, MBA ’09; Chuka Ikokwu,
Jennifer Jeng, MBA ’09, married Andrew Tretten in Newport Beach, Calif., on April 16, 2011

MBA ’09: Ai Kong, MIT SM ’08. Lis Lee, MBA ’09. Eileen Lu, MBA ’09. Michelle Macaux, MBA ’09, with her husband Eric; Pedro Santos, MBA ’10. Anna Chen. Mitu Singh, MBA ’09. Irina Starikova, MBA ’09, with her husband Andrei; and Akbar Thobhani, MBA ’09, with his wife Farah. The happy couple honeymooned in Bali, Thailand, Cambodia, and Taiwan. Jenn continues to work as a management consultant specializing in ecommerce and marketing for Deloitte. Andy is a manager for the Aerospace Corporation. They live in Redondo Beach, CA, and are enjoying married life.

Simone Melo, SF ’09, shares: “The most important thing is to look back and realize that even the hard times were important to build the solid knowledge I’ve learned at MIT. I can clearly see the real benefits acquired from this amazing experience, especially about the lifetime friendships I’ve gained. Since I came back, life has strongly changed. I faced a turnaround on our companies and since last year, I have been the head of the family businesses. What a huge challenge! In the personal side, I married a great man, Alessandro, who is helping me to educate my twins Sérgio and Sabrina.”

2 0 1 0

Marc Bartomeus, MBA ’10, and his wife, Maria, welcomed with joy the arrival of their second child, Albert, born on July 10, 2011.

Ricardo Diz, MBA ’10, shares: “Before going to MIT Sloan to take my MBA degree, Class of 2010, I was working at BCG. During my two amazing years at Cambridge, I took several entrepreneurship and finance classes, as I was keen on these topics. As did many of my classmates, I also took the opportunity to travel around the world. For example, I spent January 2009 in a telecommunications startup thanks to E-Lab, and had an internship in a luxury boutique hotel in the Caribbean. It was great! After graduation, I returned to BCG. Despite being based in Lisbon, Portugal, I had several projects in other countries such as Spain and the UK, in a variety of industries. I had been wondering about opportunities to be closer to younger companies and Venture Capital (I loved the ecosystem I found at MIT), when I was invited to be the Advisor/Deputy to the Entrepreneurship, Competitiveness, and Innovation Secretary of State. The challenge is to mainly lead an important Venture Capital reform in the country, creating the right environment for the private sector to grow, with benefits for the entrepreneurship community. This despite not being part of any political party, nor knowing the Secretary of State (a successful entrepreneur who sold his company to Microsoft a few years ago). It’s now been over a month since I started work at the government, and it’s been quite interesting. There’s a lot to be done, but it’s also very motivating to have the opportunity to help the country in an impactful/meaningful way, especially in an area that I really like and value: venture capital and entrepreneurship. Mens et manus, indeed!”

Kristen Heudorfer, MBA ’10, shares: “I got married to Jared Craft on October 1 with many Sloanies in attendance!”

Libby Putman, MBA ’10, decided to rejoin the world of children’s books when she founded Polk Street Press in September of this year. Dedicated to creating innovative digital experiences for kids, Polk Street is working with talented iOS developers, professional artists, and musicians to bring stories for children to life. She’s proud to announce that Polk Street will launch their first two interactive children’s apps in the iPad App Store before the end of the year: a bedtime storybook called Goodnight Safari and a holiday singalong, 12 Days of Christmas. www.polkstreetpress.com.

Kimberly Rowan, MBA ’10, “My husband, Leigh Rowan, and I officiated the wedding of Jared and Kristen (Heudorfer) Craft, MBA ’10. It was a beautiful ceremony (if I do say so myself!) and an even more beautiful wedding and reception on Thompson Island off the coast of Boston Harbor. Many Sloanies were in attendance to celebrate. Congrats to Kristen and Jared!”
2011

Luke Behnke, MBA ’11, writes: “On July 2, I got married to Camilla Nocerino in the San Francisco Bay Area. It was a beautiful outdoor wedding, and a number of Sloanies attended, including Brad Johnson, MBA ’11, who officiated the ceremony. Camilla and I bought a house in San Francisco, and we move in this month. I’m working at a startup called Movoto (www.movoto.com) as a product manager.”

Tim Limjaroenrat, MBA ’11, reports: “Non-stop mini reunions in Bangkok! Alan Katz on his honeymoon. Hana Pejito, Francesco Baldissi, and Yumie Onedara on their summer trips! Selected as ‘the quality business person of the year’ by Thailand’s ministry of science. Voted ‘Best CEO under 40’ in Thailand by the Tansetakij business newspaper. This is for my company I started prior to MIT. We are the fifth-largest rice bran oil producer in the world currently. So happy to be back from Sloan and running the company full time. Expecting a G-Lab team to come help on developing a growth strategy during the expansion plan. Getting married! On 12/12/12 in Bangkok. Will send out invitations soon. Hope all friends see it as an opportunity to take a winter vacation in Bangkok where it’s warm and lively that time of the year!”

Senovio Shish, MBA ’11, reports: “I’m relocating to Manila, Philippines, as part of the Global Engagement Management Associate program at Citi. I will be in the corporate and investment banking division. I welcome any opportunities to connect with local alums!”

Jonathan Weisleder, MBA ’11, shares that he “and Aileen Lanes were married on September 4 in Aventura, Florida. This was a great opportunity to reunite more than 15 MIT Sloan MBA students months after graduation.”

Ramiro Young, MBA ’11, writes: “Hello, everyone. Máximo Young Artigas, my first son, was born on October 17, 2011, exactly five years after the civil ceremony of Cecilia and I. She is fine, and we are both enjoying our baby in Jersey City, NJ. After two years of good life at the MBA, I started working at the Latin America M&A division of Citi in New York. See you next year at the reunion.”

Over Labor Day weekend 2011, Jon Gensler, MBA/MPA ’11, and Ashley Baker, MBA ’10, got engaged while on a trip to Europe. Jon and Ashley met at their AdMIT weekend in 2008, were co-presidents of the Student Activities Board while at Sloan, and had been dating for three years prior to taking this wonderful next step. They currently reside in Brooklyn, NY, where Ashley is in the throes of starting her own home fashion business (www.loomdecor.com), and Jon works as a solar energy project developer for Borrego Solar.

Diego Jose Kennedy Larios Berlin, son of Jenny and Dean Berlin, MBA ’11

Dean Berlin, MBA ’11, reports: “Mr. Diego Jose Kennedy Larios Berlin was born naturally on October 4, 2011, at 13:03 to parents Jenny and Dean. At birth, he weighed 8 pounds 4 ounces (3.74 kg) and measured 21 inches (53.34 cm). He is healthy, but somewhat camera-shy and has a very strong grip. Mother and Father are doing well, if a little short on sleep. Thank you all for your best wishes, understanding, and support.”

Zach Shull, MBA ’11, and Leigh (Spoon) Shull, MBA ’11, write: “Out of the depths of the Indian Ocean Cohort and the halls of e51 grew an amazing friendship and love. We started the summer with celebrations of our mutual graduation from Sloan and ended it with a celebration of us. On August 20th, we tied the knot in Boston. Even during the whirlwind of a weekend, we found some time to slip away and enjoy time with each other. Thanks to Arjun Nair for being at the right place at the right time and snapping this picture of us on Boylston Street. And thank you to Alfred P. for playing phantom cupid.”

Maximo Young Artigas was born October 17 to Ramiro Young, MBA ’11, and his wife Cecilia
In 1979, Gustavo Pierini was an accomplished 21-year-old engineering student in Buenos Aires when a local private foundation decided to send him on his first trip to the United States. The monthlong journey included visits to the White House, the United Nations, and several college campuses, including MIT.

“There is no better place for an engineer to study than MIT, and when I saw MIT, I knew I wanted to be there,” said Pierini. “That trip was an amazing experience. It was a turning point in my life … and I knew I wanted to return one day for graduate school.”

But first he distinguished himself as a student in Argentina, graduating at the top of his class and earning the coveted ELMA Prize for his academic achievements. “In all of the stages of my life, I tried to excel,” he said. “In everything I do, I aim to be the first. Sometimes I end up second, but I aim to be the first.” Pierini did return to MIT for graduate school, thanks in no small part to scholarships, aid from a local company, and being named a Fulbright Scholar, all of which helped cover part of his tuition, as the cost was otherwise prohibitive on his $7,200 salary. He and his former wife both worked during their two years in Cambridge to make his matriculation possible, and Pierini remembers well the help he received along the way to pursue his educational dream. Despite the challenge of working while going to school, Pierini was also named as the Henry Ford II Scholar, an award that is granted to a second-year student who shows “unusual academic achievement and professional promise.”

As a result of both his gratitude and a strong sense of social responsibility, Pierini has established a fellowship through a substantial gift that supports multiple graduate students from Argentina and Brazil as they work toward earning degrees at MIT Sloan. In addition, at the dedication of E62 last May, Pierini donated three study rooms to honor members of his family: his children, Carla, Franco, and Giorgia; his mother, Luisa Levin Pierini; and his wife, Valeria Pierini. A fourth study room is named for his thriving company in São Paulo, Brazil, Gradus Management Consultants, which Pierini founded 15 years ago to support the management of large companies through post-merger integrations, organizational redesign, turnaround programs, and logistics and commercial strategy.

“What happened in my life didn’t happen by chance—it was built,” said Pierini, who formerly held positions at Esso Petrolera, McKinsey & Company, and a large private equity firm. “What I do is I work a lot, and the more I work, the luckier I become. In my life I’ve had three jobs and then I started my own shop. We celebrated 15 years on Monday, October 17, 2011. We do our work, and we deliver what we promise.”

Pierini has also delivered on promises made to the organizations that supported his successful journey, including the foundation in Argentina that first sent him to the United States, a trip he now sponsors on an
annual basis. He has also made provisions locally for scholarships, seminars, and even facilities for institutions that have touched his life, as a means of recognizing “what others did for me.”

“I knew I had to start giving back, and that is exactly what I want to do for other people, to make their dreams come true,” said Pierini. “With the fellowship, I am providing one per year for perpetuity, so there is enough funding to allow either one student to be paid for the two years or two students to pay for one year of tuition. I prefer the second option, because today there is a loan market. When I went to study in 1985, that didn’t exist and in the United States it was only for Americans; so what I want to do is exactly what happened for me. I didn’t need 100 percent of my tuition. I needed just a part of it. What I wanted to give was enough money to break the threshold between going to MIT or a second-tier institution.

“I want to give back to the world, and [through the fellowship] I am giving back more, with interest,” he said. “I have to give back more than I received.”

As co-director of MIT Sloan’s MarketLab, Lamees Hamada, MBA ’12, has brought the highest-caliber companies to MIT Sloan—Google, G.E. Energy, Reebok, NPR, and Novartis. And under her direction, MarketLab saw an increase in applications in 2011.

Hamada received an MIT Sloan diversity fellowship in 2010. Funded fellowships are a crucial ingredient in maintaining MIT Sloan’s culture of diverse, talented, and accomplished learners.

Hamada came to MIT Sloan to focus on Healthcare Kaizen marketing. She has proven herself a leader and an innovator at the School. Her presence in the MIT Sloan community has helped shape the School’s future.

Fellowships like the one Hamada received inspire students to achieve beyond what they might have considered possible, she said.

“You feel that someone has invested in you,” she said. “So you want to give back.”

Hamada’s leadership of MarketLab is an example. Her efforts to bring in major companies were an attempt both to attract more students and to strengthen MarketLab. Starting in Fall 2012, MarketLab will be rolled into the curriculum as an action learning component of the School’s new MBA track, Enterprise Management.

As vice president of marketing for the School’s Healthcare Club, she helped bring Chris Viehbacher, CEO of Sanofi, as keynote speaker of the 2012 MIT Sloan BioInnovations Conference.

“When people have been generous with their money, you don’t want to deliver something average,” she said. “You want to exceed their expectations and do something that would be amazing.

Everyone wants to see that we have gone above and beyond, and I think that is a huge benefit of fellowships—that it encourages students to do more.”

Experiences like Hamada’s show how important funded fellowships are to the School, said Rod Garcia, senior director of admissions. He encourages alumni to consider contributing.

“We are limited in funds compared to our peer schools,” Garcia said. “The funds that we have are designated to only a few members of the class, and we know from our surveys that one of the major reasons people turn down our offers is because they have bigger fellowship awards at other schools.”

This need grows larger each year as the number of programs at the School continues to increase.

“These awards do make a difference to the people who receive them,” he said. “They do become contributors. They do realize that a part of the reason why they got the fellowship is because we recognize their potential and professional promise—and they do give back in terms of activities and organizing events, taking leadership positions, and making the lives of the students happier and fuller while they are here.”
With leading alumni, a global community

MIT Sloan is a school of real-world engagement, an agent of global impact. That’s significant ground to cover, but thankfully the School has a worldwide network of distinguished and connected alumni.

Dean David Schmittlein created the MIT Sloan Executive Boards to help guide the School’s programming and engagement around the world. The board members represent some of the MIT Sloan community’s best qualities: knowledge, collaboration, and the cultivation of global partnerships.

*MIT Sloan Alumni Magazine* spoke with four of these leaders about their engagement with and support of the School.

**Marcelo Larraquibel, SM ’89**
Partner, Virtus Partners
Latin American Executive Board

“The dean invited me to be part of this board, and I reconnected in that way, even though I have done a lot of recruiting at MIT as a consultant. I also proposed to the School that we develop a CEO summit to discuss the key topics discussed among leaders in Chile. We invited the top 35 CEOs and company owners in the country. It’s great that the School is connecting much more with emerging markets. I think that the Dean’s idea to connect with all of these countries on the board is a great way to make connections, not only bringing people to study at MIT, but also connecting with the leaders here.”

**Mary Puma, SM ’81**
Chairman and CEO, Axcelis Technologies, Inc.
North American Executive Board

“MIT Sloan provided me with a great career foundation. Getting involved and giving back in terms of time—on the executive board and my reunion committee—and money—with both the annual fund and capital campaigns—is very rewarding. My husband, Eivind Lange, SM ’81, and I give to allow the School to grow and flourish. We have a lot of confidence in Dean Schmittlein and his team and their ability to take the School to new heights. The students coming out of MIT Sloan are the business leaders of tomorrow. We want them to have the best academic opportunities possible.”

**Emmanuel Maceda, SM ’89**
Chairman, Asia-Pacific, Bain & Company
North American Executive Board

“On the executive board, I get to spend time with people who have a passion for MIT Sloan. We feel like we can make a difference, and appreciate the opportunity to provide advice, guidance, or even just reactions to the School’s agenda. My firm is one of the top hirers of MIT Sloan graduates, so this is also a way to invest in a very important strategic partner. I’ve given to both the annual fund and the capital campaign. This is an institution that took me in, developed my skills, and helped me achieve my professional goals. It’s a reasonable—and should be an expected—norm that we give back to the places that nurtured us.”

**Paul Yang, MIT SM ’92**
President and CEO, China Development Financial Holding Corporation
Asian Executive Board

“For me professionally, as my company continues to grow in this region, we need talent, and I think MIT Sloan is a great source of that talent. My being able to participate in forming ideas and opinions that will lead to decisions made by the School—especially in regard to this region—will make sure students coming out of the MIT-China Management Education Project will be ready and proficient to capture the opportunities that are developing in Asia. That’s part of being in the MIT family at large.”
Move your organization forward without setting your schedule back

Gain cutting-edge business insights in two- and five-day programs designed with your busy schedule in mind. The MIT Sloan Executive Education portfolio of over 25 short courses, led by senior MIT Sloan faculty, provides the latest insights, strategies, and tools to launch disruptive ideas, reach emerging markets, and develop new sources of revenue.

Alumni Discount:

MIT Sloan alumni receive 20% off any open enrollment program held in Massachusetts. With over 25 programs to choose from, there are plenty of reasons for you to return to the School to reconnect directly with the latest thinking and newest developments in management practice. See http://executive.mit.edu/sloanalumni for complete details.

Executive Certificates

MIT Sloan Executive Certificates are awarded to participants who have completed four or more open enrollment programs within a four-year period. Certificates are offered in three areas of concentration and provide executives with the opportunity to tailor their education plans to meet their own career development needs.

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- Management and Leadership
- Technology, Operations, and Value Chain Management

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http://executive.mit.edu/sloanalumni
Fixing health care
MIT Sloan faculty tackle the problems of an ailing system