Schoolwide News

Medicine and Engineering
An SDM student applies systems thinking to health care

By Amy MacMillan

Sahar Hashmi, SDM ’09, is a medical doctor who came to the System Design and Management (SDM) program, which is co-sponsored by MIT Sloan and the MIT School of Engineering, to pursue her passion for research, and her ultimate goal of improving the health care system by focusing on better tools for measuring patient outcome. Sahar, who is also a PhD student in MIT’s Engineering Systems Division (ESD), in which SDM resides, attended medical school in Pakistan. After graduation, she started doing research at the Massachusetts General Hospital and the Broad Institute of MIT and Harvard. She also has a sister at MIT, Nada Hashmi, an SDM alumna who is currently a PhD student at MIT Sloan. SDM is a master’s program for mid-career executives who, upon graduation, receive an SM in Engineering and Management.

Why did you decide to come to MIT?
I have a vision of combining medicine with engineering systems and management to help improve the shape of the current health care system. It is only natural for me to seek diversity in an academic research career. As a multi-lingual individual who was born and raised in various countries around the world, it is natural for me to appreciate diversity and a collaborative approach to tackling systemic problems in health care – which is what MIT provides.

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Next week in News@MIT Sloan: Thomson Reuters CEO Tom Glocer talks about media industry challenges in the first DILS talk of the year.
What do you think of the SDM program so far?
I joined MIT as an SDM student last year to enhance my research and managerial skills. I view everything very differently now. To put it into words, ‘I see everything as a system now and aim to understand the different entities that operate in it. In order to improve any one of these entities, one must understand the whole system – not just the entity itself.’ We, as physicians, are taught to be very focused on patient care, making the best treatment of test results as our main goal. Due to this, sometimes, unintentionally we may forget to notice the surroundings of the patient, which means looking at patient care as a system...looking at all the needs of a patient, aside from just treating the disease—a more collaborative approach where technology and medicine is combined to provide the best results in a holistic way to the patient and the hospital system in general. This has benefits both for the patient along with the hospital management system as well.

What initially inspired you to become a medical doctor?
After witnessing suffering from preventable diseases in Third World countries, an urge developed in me to find a way to provide health care access to everyone and at all levels of society – not just the privileged. Having the ability to cure someone’s pain really resonates within me and I have always wanted to be that pain reliever. The joy of having the ability to save lives and cure is something indescribable. This can be accomplished by bringing improvements in the health care system which in turn can bring more efficient results in health care access and patient treatment outcomes.

What do you enjoy the most about being in the medical field and doing volunteer work?
My interest does not just rest in the world of medicine and engineering systems. I am currently involved in the community, providing free services like helping to organize educational health seminars, health screenings for the under-served population, and social bonding seminars for elderly diabetic patients. While polishing my research and computational biology skills, I have continued my interest and learning experience in voluntary health screening and educational work at the Cambridge Health Alliance for the elderly population of Cambridge. I was recognized for my work there as well, which was a gratifying experience. The joy of learning and educating the community is something that I really value and intend to continue throughout my life.

What advice do you have for women who may be considering the SDM program?
SDM is a great opportunity to reach your full potential and combine the best of all worlds – engineering, management, and systems thinking. The diversity SDM provides helps in polishing leadership skills and a better understanding in every field. You see a problem from various angles and it’s an amazing experience. You have engineers, MBAs, physicians, and financial analysts all under one roof struggling to solve a problem – and they do solve the problem very creatively. It is really and truly the whole package.

As a side hobby you also design traditional clothes and gowns for orphaned girls and women. How did you get into that? Are you still involved? How does that fulfill you?
As a side hobby, I am an amateur fashion designer and trained at a local design school in Lahore, Pakistan. I was extensively involved in volunteering at orphanages in Pakistan and working with homeless girls to get them the proper education and basic aid training. During this time, I started to help design clothes for orphan girls and the poor, under-served population. Simply said, ‘Every girl deserves to look and feel beautiful; from any background, rich or poor, and good fashion designing can make that happen.’ This was during my years as a medical student, and ever since I have not been able to continue it as often as I would like, as it took a huge amount of my time. I am glad I was able to help out at that time – it was a great experience and I truly loved helping the under-served. In particular, I attended a girl’s 16th birthday in which she wore my design and it was a surreal experience – the pride and happiness the girl showed brought tears to my eyes.
What else do you like to do in your spare time?
I love cooking and enjoy learning new recipes from the Internet and trying them out at home. I have started to learn tennis and am working on my photography skills nowadays. I also enjoy working out and would love to travel more and explore new countries and cultures.

E62: The New Heart of MIT Sloan
By Amy MacMillan

Now that E62, MIT Sloan’s newest building, and the gateway to the Institute’s East Campus, is complete after three years of construction, it’s easy to be awed by the some of the building’s features such as the 155-million-year-old Solnhofen limestone walls with embedded fossils.

But if there’s a “must see” feature that Cindy Hill, Director of Sloan Capital Projects, would like to highlight, it’s E62’s many gathering spaces that will support the entire School community. “There are all different ways that people can enjoy being together in the space. Go to the gallery on the Memorial Drive side, which encompasses the first and second floors. There is open dining that spills out into the space and there are grand staircases which are really lovely ways to get up to the second floor,” she said.

There are 35 group study and breakout rooms adjacent to the six new classrooms and a beautifully appointed faculty/staff lounge on the fifth and sixth floors. Conference rooms and coffee locations on the faculty floors serve as natural gathering spaces. “What I have heard from the faculty moving in is that people are doing what we hoped they would do. They are walking comfortably through the space and are bumping into other faculty whom they might not have had the chance to talk with before,” Cindy said. Approximately 250 faculty, staff, and PhD students were moved into E62 over the summer. There is room for growth should MIT Sloan expand in the future.

MIT Sloan students will benefit from having a central location in East Campus. “It gives students a home,” Cindy said. “This is where you will find the most people at any time during the day. There are many places to just sit and talk or quietly study. In the same way that we want faculty bumping into each other, we want students to have that opportunity, too. There are lots of ways that they can study, collaborate, and network [in E62].” All MIT community members are welcome to visit the Siteman Dining Room on the first floor, where breakfast, lunch, and a light supper will be served on weekdays.

E62 was designed to fit in with the rest of East Campus with its warm colors and low buildings. The architects, Moore Rubell Yudell, chose a light-colored limestone after looking at a number of samples which they compared to E52’s colors. The architects also wanted a building that would not stand too tall, so that its residents would not be spread across too many floors, and because the neighborhood is filled with low buildings. The inside design features clean lines, light maple wood, and low upholstered benches and sofas, so as not to obstruct the Charles River view.
Outside, nearly 30,000 square feet of green space has been added to MIT’s campus. The North Garden at the Main Street entrance is now home to a new piece of MIT artwork, the sculpture, “Ring Stone,” carved by Chinese artist Cai Guo-Qiang. “Ring Stone” is 39 feet long and weighs approximately 14 metric tons. Cai carved the sculpture from one block of granite in Quanzhou and then shipped it here as part of MIT’s Percent-for-the-Arts program. The rings symbolize interconnectedness and the five Japanese black pine trees growing out of the sculpture were chosen for their small stature because they will not grow large enough to split the rings.

Cindy said Cai created Ring Stone after speaking with MIT Sloan about its culture, mission, and purpose. “I think the theme of interconnectedness is really very important to us,” Cindy said.

E62 will be the most energy-efficient building on campus and will be LEED certified. Among the building’s many sustainable features are light and shade sensors in offices which will conserve energy and chilled beams and radiant panels which will regulate temperature, and a building envelope that is designed to be highly insulated and airtight. Classrooms have been designed for flexibility – the flat rooms have high ceilings so they could be tiered in the future, and the tiered rooms could someday be converted to flat classrooms. Other features include terrazzo flooring, an epoxy resin matrix mixed with aggregate chips, which are actually fragments of glass from crushed beer bottles. In keeping with the theme of sustainability, bike racks can be found on the P1 level of the E62 underground garage, near the elevator.

Finally, the number E62 has some significant meaning and positive Feng Shui. In Chinese, 6 connotes “progress” or “profitability” and 2 means “easy to achieve.”
MIT is ranked third among the world’s top 200 universities, according to the annual *Times Higher Education World University* rankings published last week.

MIT had previously been ranked ninth in the survey, but the Institute’s position jumped as *Times Higher Education* revised its methodology to place less importance on reputation and heritage and to give more weight to hard measures of excellence in research and teaching.


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**Get Ready for the Innovation Challenge**

The Innovation Challenge is the world’s largest and most established MBA innovation competition, is back and currently open for team and judge registration. The deadline to register is October 7.

The 8th annual Innovation Challenge is a unique opportunity for graduate students to showcase their creative talents in front of their peers, school, sponsor organizations, and prospective employers.

Some of this year’s highlights include:

- $25,000 in cash and the title of “America’s Most Innovative MBA Team!”
- The ability to participate from virtually anywhere as the competition will be held exclusively online
- Students from all U.S. graduate programs are eligible to compete
- Challenge Categories include social innovation, marketing/product development, and business model innovation
- Our improved Challenge Process provides student teams with real-time feedback, better interaction, and more opportunities to network directly with sponsoring organizations that include Samsung Electronics, Shell Oil and their Jiffy Lube brand, and one mystery sponsor.

For more information on how to apply, forming a team visit: [www.innovationchallenge.com](http://www.innovationchallenge.com), or contact Asher Spittler, Director, The Innovation Challenge, [info@innovationchallenge.com](mailto:info@innovationchallenge.com).

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**Quote of the Week:** “I teach something called The Law of Probabilities, which says the more things you try, the more likely one of them will work. The more books you read, the more likely one of them will have an answer to a question that could solve the major problems of your life...make you wealthier, solve a health problem, whatever it might be.” — Jack Canfield
SLOAN EDUCATIONAL SERVICES (SES) CORNER

Please Remember...

SES would like to update students on many issues that pertain to them, including:

Nameplates—They’re at the printer and will be in your mail folder in the lobby of E52 soon.

Bikes—There are many places around MIT Sloan buildings to lock your bike. **Please DO NOT lock your bike to the railings on the E52 plaza.** The railings are not meant for bicycles. If you leave your bike there, Campus Police has the authority to cut your lock and remove your bike without warning. There are bike racks next to E51, E52-on the Wadsworth Street side, and on Memorial Drive side, and next to E62. There are also bike racks in the garage underneath the E52 plaza and in the E62 garage.

Bulletin Boards—Bulletin boards will be installed throughout E62 in coming weeks. Please do not staple, tape, or affix in anyway your posters or announcements on the walls.

Study Space—There are many new study rooms available in E62 to study in or to have small group meetings. Please be considerate of others needing a place to study. E51-246 has a conference table and chairs, and E51-235 has four cubicles for students to study in.

Photobooks – If you have not picked up your Student Photobook, it’s available for pick-up in the Communications Office, E48-584, also known as 238 Main Street.

MSMS CORNER

*MSMS Community Service Project Day*

*Up since dawn, the MSMS students and staff enjoyed one another’s company as they prepared to direct/encourage walkers in the American Heart Walk as part of the MSMS Community Service Project day held on Saturday, September 11.*

(*Photo by Chanh Phan, MSMS Program Manager*)
On Being a Mentor

Ed Roberts, the David Sarnoff Professor of Management of Technology, and Founder/Chair, MIT Entrepreneurship Center Chair, was featured in an article in *Entrepreneurship* magazine called “Gurus and Grads.” To read the entire article visit: http://www.entrepreneur.com/article/217327

To learn more about Ed Roberts, visit: http://mitsloan.mit.edu/pdf/NewsAtMITSloan_Issue174.pdf

STUDENT ACTIVITIES BOARD NEWS

Save the Date…

For the Fall Ball! It will be held November 5 at the Fairmont Copley Plaza. Look for an e-mail with further information.

SENATE SPACE

First MIT Sloan Student Senate Meeting Held

*Elections to be held this week*

A powerful force for positive change and community building, the MIT Sloan Senate is MIT Sloan’s official student government — and a critical link between the student body and the School’s program management. Every MIT Sloan student is a potential Senator, and we encourage students to participate even if they’re not interested in the responsibility of office.

By charter, the Senate advocates for the general welfare of students at MIT Sloan, working in partnership with the student body and the School’s program management, faculty, and alumni, as well as with companies who recruit at MIT Sloan and with students in affiliated programs. The MIT Sloan Senate is broken into formal subcommittees that address issues around the School: Academic, Activities, Admissions, Alumni Relations, Communication, Facilities, and IT. Several informal committees also form each year, depending on student interest, on topics from professional standards to career development.

If you are interested in running for the Senate, you must submit your statement to: senateofficers@sloan.mit.edu by 5:00 p.m. today. Voting will take place from September 28-30.
MOVIES
Now Playing on Campus...

Freakonomics (2010)
A free sneak preview!

Freakonomics will be preceded by a brief lecture from MIT Professor Joshua Angrist, and followed by a Q&A with Producer Chad Troutwine.

Inspired by authors Steven D. Levitt and Stephen J. Dubner’s wildly popular best-seller Freakonomics: A Rogue Economist Explores the Hidden Side of Everything, this documentary brings together such acclaimed filmmakers as Morgan Spurlock (Super Size Me), Alex Gibney (Taxi to the Dark Side), and Seth Gordon (The King of Kong: A Fistful of Quarters) to look at human behavior from a perspective of incentives and statistics. Conventional wisdom gets caught in the crosshairs when Jesus Camp Co-directors Heidi Ewing and Rachel Grady explore how underachieving kids respond when they’re rewarded for hard work with greenbacks; Gibney throws open the curtain on sumo wrestling; Spurlock examines how baby names can affect a child’s development; and Why We Fight Director Eugene Jarecki offers a troubling hypothesis on why the early-’90s saw some of the lowest crime rates of the latter 20th century.

Showing on September 30, at 6:30 p.m. in 26-100.
From the Lecture Series Committee website.

Most movies are just $4 but this one is free.

Better Viewing
So, you’ve just purchased that brand-new, flat screen LCD television just in time for football season. Good for you! Today’s LCD TVs use much less power than comparable plasma TVs. When you set it up, the menu will prompt you to select a picture setting. Choose the “home” mode. The retail mode consumes 10 percent to 30 percent more energy and is usually too bright for a standard-size living room. (Source: www.simplesteps.org)