# INSIGHTS INTO MIT Global Programs

2018 | MIT SLOAN SCHOOL OF MANAGEMENT



# DAVID CAPODILUPO ASSISTANT DEAN OF GLOBAL PROGRAMS MIT SLOAN SCHOOL OF MANAGEMENT

# Message from the Assistant Dean

Connecting the world through management education was a vision at MIT Sloan School of Management long before its time. More than two decades ago, former MIT Sloan Dean Lester Thurow helped lay the foundation for pioneering global collaborations and partnerships that continue today.

These initiatives are forged on the understanding of mutual respect and trust that extends beyond the class-room. The enduring relationships have survived through periods where global political and economic uncertainties graced the covers of weekly periodicals and evening news' top stories.

While political and global landscapes continue to determine their strategies, the drive to learn and improve the world through management practices remains a constant within MIT Sloan. It is part of our legacy as an institute and a reminder that our drive to understand and learn from and with different regions is a continuous journey rather than a destination.

For more than 20 years, MIT Sloan Global Programs has managed MIT Sloan's formal agreements in China, Malaysia, Taiwan, India, Chile, Brazil and Portugal, and pursued numerous other activities with academic institutions and partners around the world. Global Programs' MIT Sloan Latin America Office in Santiago, Chile, is the school's first physical presence outside the U.S. The success of the office continues as we celebrate its five-year anniversary.

The recent addition of MIT REAP—MIT's Regional Entrepreneurship Acceleration Program, also celebrating its five-year anniversary, to Global Programs' portfolio further expands our outreach and accelerates our impact to a total of more than 40 global locations.

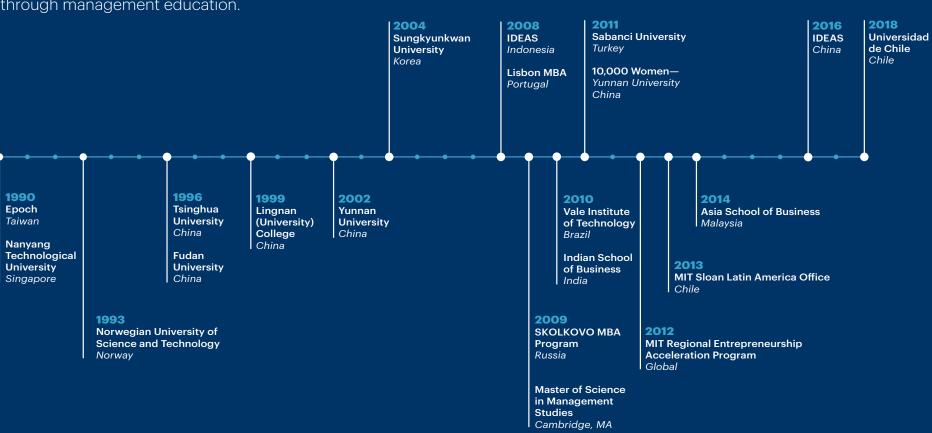
Over 150 faculty members have worked with Global Programs as teachers, mentors, and advisors to thousands of international students, faculty, entrepreneurs, alumni, and practitioners to generate ideas that advance management practice. Thought leadership is in our DNA, and these creative collaborations have allowed us to make positive change and build worldwide understanding.

We are pleased to present you with our first, official, Insights into MIT Sloan School of Management Global Programs report. The information is laid out based on the different types of programs that we oversee such as: major bi-lateral programs with Tsinghua University, large-scale institution building with the Asia School of Business, an office in Latin America, regional programs established through MIT REAP, and research collaborations with our Visiting Scholars. We hope you find this of interest.

The crafting of these *Insights* also "sets the stage" as we expand beyond our current approach to create new collaboration and partnership models. Our goal is to catalyze research and knowledge sharing through global engagement to support the school's mission to develop principled, innovative leaders who improve the world.

MIT Sloan School of Management Global Programs (MIT GP) seeks to establish, maintain, and grow high-level collaborations with public and private institutions across the globe to advance research and develop innovative leaders who improve the world through management education.

MIT GP brings together multi-stakeholder initiatives to catalyze regional economic and social impact by implementing new educational models. MIT GP's collaborations range from supporting newly created educational institutions to engaging with diverse groups who work to facilitate a stronger innovation ecosystem. Combined, these initiatives strengthen MIT's brand and mission globally by allowing new methods of engagement for its faculty, its current students, its growing global alumni community, and regional leaders.



## **CHINA PROGRAMS**

The MIT Sloan China Management Education Project was established in 1995 with Tsinghua University in Beijing and Fudan University in Shanghai to help develop English-Language International MBA (IMBA) Programs to prepare students in China for careers in the global arena. Lingnan (University) College of Sun Yat-sen University in Guangzhou joined the Project in 1999. Yunnan University in Kunming participated in the Project from 2002 to 2008.

The history of MIT Sloan's involvement in China results from a vision to contribute to the development of Chinese management education, understand China's developing impact on the world economy, and imbue an ethos that centers on a commitment to innovations that improve society.

A primary focus of the Project is faculty and curriculum development through MIT Sloan's International Faculty Fellows (IFF) Program. IFFs spend a semester at MIT Sloan studying and developing courses to take home to teach to the IMBA Program students. Yunnan also partnered with MIT Sloan on the 10K Women Initiative with Goldman Sachs from 2011 to 2014.

More recently, MIT Sloan has signed new MOUs with Tsinghua, Fudan, and Lingnan that are self-funded and effective for five years from January 2016 to December 2020, with varying activities, including direct course delivery by MIT Sloan faculty and week-long custom programs at MIT.

20+

YEARS OF ENGAGEMENT

400+

NETWORK OF INTERNATIONAL FACULTY FELLOWS (IFFs)

#### **OTHER HIGHLIGHTS**

MIT GP is working with Tsinghua to co-host the first IFF conference in November, 2018 in Beijing in conjunction with the MIT China Summit.



# Tsinghua University

Tsinghua is engaged in a new MOU that runs from January 2016 to December 2020 and includes two MIT Sloan faculty teaching week long courses each year at Tsinghua focused on entrepreneurship and innovation as well as exploration of online education. MIT Sloan faculty will visit each year to teach a one-day course in communications and a four-day core course in marketing. Up to 50 GMBA students will visit MIT Sloan each year in June.

Tsinghua encourages their students to apply for the MIT Sloan MSMS program. An MIT Sloan representative participates in the GMBA program graduation ceremony, and GMBA graduates will be affiliate alumni of MIT Sloan.

# Lingnan (University) College

Lingnan is engaged in a new MOU that runs from January 2016 to December 2020 and includes four MIT Sloan faculty teaching one credit electives each year at Lingnan related to entrepreneurship and innovation, business analytics, internet of things, etc. Lingnan nominates up to two IMBA students per semester to participate in the Visiting Fellows Program. Additionally, up to 60 IMBA students will visit MIT Sloan each year in July.

Lingnan encourages their students to apply for the MIT Sloan MSMS program and/or the MFin program. An MIT Sloan representative participates in the IMBA program graduation ceremony, and IMBA graduates will be affiliate alumni of MIT Sloan.

# Fudan University

Fudan is engaged in a new MOU that runs from January 2016 to December 2020 and includes selecting one faculty member to visit MIT as an IFF each term (two each year) and MIT Sloan will have two faculty visit Fudan each term to meet with the students for one three-hour session.

MIT Sloan and Fudan encourage joint research between their faculty. Fudan encourages their students to apply for the MSMS program. An MIT Sloan representative will participate in the IMBA program graduation ceremony, and IMBA graduates will be affiliate alumni of MIT Sloan.

49

TSINGHUA GMBA STUDENTS 5

MIT SLOAN FACULTY

3

VISITING SPEAKERS 45

LINGNAN IMBA STUDENTS

MIT SLOAN VISITING FACULTY SPEAKERS

3

IFFS HOSTED AT MIT

4

MIT SLOAN FACULTY TAUGHT AT FUDAN

# Epoch

MIT Sloan has partnered with the **Epoch Foundation** for over 25 years, starting in 1990 when the Epoch Foundation, a private-sector consortium of 20 Taiwanese companies, created a \$10 million endowment (each company contributed \$500,000) at MIT Sloan with the mission of fostering academic research and exchange on Chinese-based economies.

In 2018, MIT Sloan prepares to host the biennial symposium, traditionally organized in collaboration with MIT ILP and CSAIL. 45+ senior executives will learn from MIT Sloan and MIT faculty on a range of issues from Future of Work to Digital Health.

As part of the agreement, Epoch companies receive an education allowance to use for continuing education opportunities at MIT. In recent years, the allowance has also been applied to online learning classes, where the executive study topics such as AI, digital learning, and blockchain.

## **PROGRAM GOALS**

- Invigorate Asian countries' economic policies.
- Provide crucial information and data for the benefit of business and industrial communities in Asia.
- Study and promote mutually effective opportunities of collaboration among various Asian countries.

# 1,067

EPOCH MEMBERS TAKING ONLINE CLASSES
USING EDUCATIONAL ALLOWANCE IN 2016

18

FACULTY MEMBERS TEACHING AS PART OF THE 2018 BIENNIAL SYMPOSIUM

#### OTHER HIGHLIGHTS

Professor Juanjuan Zhang became the faculty director of the Epoch program in 2017.



## IDEAS Innovative Dynamic Education and Action for Sustainability

**MIT IDEAS** is a leadership development program for cross-sector innovation that helps leaders from business, government, and civil society to jointly address complex challenges and work toward producing sustainability-oriented solutions.

The program engages 30 leaders across sectors in a one-year learning journey based on frontier approaches to systems thinking and personal and collective change management. IDEAS fellows jointly investigate key variables and driving forces for complex systems transformation while building relationships across sectoral boundaries. They participate in team-based activities such as practice-sharing and retreats and engage in workshops at MIT and in their countries to develop joint projects that advance sustainable development.

- "I learned to reframe problems as opportunities, to see and respond to root issues, not symptoms; I learned how not just to work with diversity, but also to see it as essential to solutions."
- SRIE AGUSTINA
   DIRECTOR GENERAL OF DOMESTIC TRADE, MINISTRY
   OF TRADE OF THE REPUBLIC OF INDONESIA

## **HIGHLIGHTS**

- Led by Professor Otto Scharmer, the faculty director and the author of "The Theory U"—methodology of leading profound change, and Professor Peter Senge, the author of "The Fifth Discipline."
- Conducted in collaboration with partners based in Indonesia and China. IDEAS-Indonesia 6.0 is run in partnership with United in Diversity, a Jakarta-based non-profit organization, and IDEAS-China is run in conjunction with the Institute for Philanthropy at Tsinghua University in Beijing.

# 10

## YEARS OF COLLABORATION BETWEEN UNITED IN DIVERSITY AND MIT

#### IMPACT

The program has had many successes in developing new ideas and concrete action plans to address a range of management challenges. Pilot projects helped end corruption in a region; reorganize a large bank to better serve the poor; and proposed new approaches for improving conservation, diversity, and student education outcomes. The IDEAS program has significantly strengthened connections and interactions among leaders from different sectors and has a strong and active alumni network.

"The IDEAS experience has changed how I manage, especially how I manage differences of opinion. Understanding the importance of good listening and the importance of 'open mind, open heart, open will,' I found it works only if the leader models these himself!"

- CHRIS CHAN
CEO, GADJAH TUNGGAL TIRES, IDEAS FELLOW

## ASB

## Asia School of Business

In 2015, MIT Sloan partnered with Bank Negara Malaysia, the nation's central bank, to establish the **Asia School of Business (ASB)** in Kuala Lumpur. ASB represents Bank Negara's commitment to invest in education to meet the increasing demand for leadership talent and advance the frontiers of business innovation and entrepreneurship in Asia.

ASB is the first initiative for MIT Sloan where not only does it have a partner school but also is directly involved in institution building. This entrepreneurial program provides MIT an opportunity to help shape the next generation of leaders in the rapidly growing ASEAN region and strengthen educational exchanges between Malaysia and the United States.

ASB offers a full-time, 20-month MBA program based on the rigor of MIT Sloan's curriculum and focused on Asia's dynamic business environment. MIT Sloan and ASB

faculty teach in the MBA program, and students take classes in Kuala Lumpur and in Boston. The ASB curriculum is unique in its use of Action Learning as a core part of the educational process. Roughly a third of the curriculum is comprised of required experiential learning, which enables students to work on five major projects in five different countries with five different companies. ASB targets extraordinary and unconventional candidates and has a special admissions track for those with non-traditional backgrounds.

#### **PROGRAM GOALS**

The vision of ASB is to be a global knowledge and learning center infused with regional expertise, insights, and perspectives of Asian and emerging market economies. The year 2017/2018 represents several milestones in achieving this vision:

45

STUDENTS IN THE INAUGURAL CLASS EARNED THEIR MBA DEGREES IN MARCH 2018

- Professor Eric So became the faculty director for the MIT Sloan-ASB
   Collaboration.
- ASB is rapidly evolving into a hub for new business thinking through new faculty hires, research publications, and conference organization.
- Progress on building a physical home for the school, which will include a residence center for students, faculty, and staff, and is expected to be completed by 2019.



Inaugural graduation: the first graduates of ASB MBA professionals with ASB and MIT deans and the ASB Board of Governors. Source: ASB

### **HIGHLIGHTS**

- MIT Sloan Professor Charles Fine is the president and founding dean of ASB
- MIT Sloan faculty members teach ASB's core curriculum courses in intense one- or two-week modules in Kuala Lumpur
- International Faculty Fellow program enables faculty members from ASB to spend time on MIT campus and participate in activities to boost teaching effectiveness and research development

- ASB students visit the MIT Sloan campus for one month: they enroll in courses taught by the top-ranked faculty and learn about MIT's innovation and entrepreneurship ecosystem
- MIT Sloan senior administrators responsible for admissions and marketing activities, student services, and career development function share their practices with ASB counterparts

"The students excelled in their enthusiasm, communication and participation skills, and attitude. The diversity of ethnic and geo-political backgrounds is impressive. The overall intelligence and leadership potential is among the best I have seen in my 30 years of teaching MBA students in the US and elsewhere in the world."

# — PROFESSOR SP KOTHARI THE GORDON Y BILLARD PROFESSOR OF ACCOUNTING AND FINANCE AT MIT SLOAN, WHO HAS TAUGHT THE

AND FINANCE AT MIT SLOAN, WHO HAS TAUGHT THE ASB STUDENTS AND SERVES ON THE ASB BOARD OF GOVERNORS



In 2013, MIT Sloan established its first physical presence outside the United States in Santiago, Chile. The mission of the MIT Sloan Latin America Office (MSLAO) is to develop and nurture meaningful activities throughout Latin America that benefit the region, the school, and the institute, and support the creation and transfer of knowledge and the advancement of management education and practice.

From its location in the heart of Santiago's thriving business district, the MSLAO is ideally positioned to promote MIT programs to potential students and facilitate enhanced research and corporate outreach in the area. It supports activities focused on energy and sustainability, innovation and entrepreneurship, and productivity and growth. It also serves as a regional hub for MIT faculty, alumni, and visiting students.

This initiative allows for the enhancement of MIT's presence in the region and plays a key role in advancing the Institute's strategic goals. The mission of the MSLAO reflects MIT's commitment to improving the world through the development of principled, innovative leaders who are prepared to manage—and lead—in a complex global economy.

## THE OFFICE FOCUSES ON

- 1. Energy, Water, and Sustainability
- 2. Innovation and Entrepreneurship
- 3. Growth and Productivity

As the MSLAO has hit its stride, faculty visits have occurred in every month of the year and the demand has almost exceeded the capacity of this relatively small operation.







Regional Awareness: Increase brand awareness of MIT in order to enhance connections with area alumni and create avenues for potential corporate partnerships and research collaborations

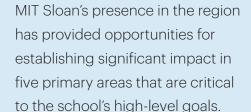
Admissions: Increase regional awareness of MIT Sloan's portfolio of degree

Latin American candidates

programs and augment admissions' goals by connecting the school to qualified

Knowledge Creation: Encourage and support more research, teaching, and knowledge sharing opportunities for MIT and MIT Sloan faculty; expand the school's

reputation as a leader in international management by facilitating research collaborations with scholars based in academic institutions across Latin America









Action Learning: Expand the depth and breadth of MIT Sloan's signature Action Learning programs by increasing connections with corporations and alumni in the Latin American region



Strengthen Alumni Network: Increase the connection between MIT alumni and the Institute, and to each other, through involvement with local alumni clubs; co-sponsor club events and maximize faculty visits to engage and motivate local alumni

IN 2017, THERE WERE:

**FACULTY AND RESEARCHERS** FROM MIT AND MIT SLOAN WHO TRAVELED TO LATIN **AMERICA WITH SUPPORT** FROM THE MSLAO

**LATIN AMERICAN COUNTRIES WHERE THE MSLAO HELD EVENTS** 

MEDIA CLIPS IN LATIN AMERICA ABOUT MIT AND MIT SLOAN ACTIVITIES IN THE REGION



# The MIT Regional Entrepreneurship Acceleration Program (REAP) provides opportunities for communities around the world to engage with MIT. MIT REAP translates theory into pragmatic action. It emphasizes innovation-driven entrepreneurial (IDE) ecosystems, with stakeholders from universities, government, risk capital, entrepreneurship, and corporations. Through this cross-disciplinary collaboration, and curriculum focusing on team-based interaction, MIT REAP participants maximize the economic and social impacts of their projects.

MIT REAP admits teams from up to 9 partner regions annually, which are comprised of 5-8 highly driven and influential members, headed by a regional Champion or co-Champion. MIT REAP teams come from diverse backgrounds from across the globe.

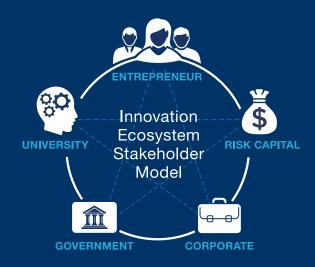
## TRANSLATE, EDUCATE, CONVENE, IMPACT.

**Translate** research and expertise into practical frameworks, approaches and actions with widespread global application.

**Convene** stakeholders (corporate, risk capital, entrepreneur, university and government) from innovation ecosystems around the world to build a community for collaboration and learning.

**Educate** regional innovation ecosystem leaders through team-based learning to facilitate meaningful economic and social outcomes.

**Impact** regions through the development of new programmatic and policy interventions that build on strengths and support weaknesses to support IDEs.



"MIT REAP ignites innovation-driven enterprises in local environments by utilizing each region's distinct resources.

MIT faculty collaborate with key regional stakeholders; developing solutions that are compatible with the region's history, culture, and key regional drivers of innovation and entrepreneurship. Academic institutions play a key part in innovation ecosystems, and taking theory and technology and applying it to startup contexts."

— PROFESSOR FIONA MURRAY

WILLIAM PORTER PROFESSOR OF ENTREPRENEURSHIP, ASSOCIATE

DEAN FOR INNOVATION & CO-DIRECTOR MIT INNOVATION INITIATIVE

46

TOTAL COUNTRIES
REPRESENTED BY MIT
REAP COHORTS, ACROSS
SIX CONTINENTS

365

TOTAL MIT REAP PARTICIPANTS AS OF 2018

### **OTHER HIGHLIGHTS**

Cohort 6, launched April 2018, has the first mainland US team.



## **PROGRAM STRUCTURE**

MIT REAP has four actionlearning cycles and four workshops over a two-year period. Cohorts of up to nine teams from across the globe go through a unique program that takes them from analysis to strategy to implementation, and ultimately sustainability.



## **Action Phases**

Between workshops, MIT REAP participants actively work on projects in their region. They apply training from workshops and have access to faculty coaching in the implementation of team projects.

## Workshops

Participants attend three workshops at MIT, and one hosted by a region of the cohort. These workshops are highly interactive, and allow MIT REAP participants to interact with MIT faculty, integrate efforts as a team, and collaborate with other global regions.

## **Global Innovation Network**

MIT REAP participants are part of the MIT REAP Global Innovation Network (GIN)—connecting them to a passionate global community of innovators and entrepreneurs. Throughout the program and after completion, MIT REAP participants stay connected with the MIT community and have the opportunity to collaborate with like-minded professionals from across the globe.

Additional teams can now participate in International Faculty Fellows, Visiting Fellows and the recently launched Innovation Diplomats program where MIT students work with MIT REAP teams in-region.

## Lisbon MBA

In 2009, the two leading business schools in Portugal, **Católica-Lisbon School of Business & Economics** and the **Nova School of Business & Economics**, joined forces to initiate the **Lisbon MBA** program. The Lisbon MBA program established a foundation from which MIT Sloan could partner with the two schools to engage with management education in Europe.

#### **PROGRAM SUMMARY**

Two features of the partnership are faculty exchange, including Lisbon MBA faculty coming to MIT Sloan as International Faculty Fellows (IFFs) and MIT Sloan faculty going to Portugal to teach Friday Forum classes.

Building on the success of the 10-year partnership, MIT Sloan signed a new five-year agreement that will take effect in 2019. Innovations in the MOU include Lisbon EMBA students joining for one week of the MBA four-week visit to the MIT Sloan campus. The new agreement also places greater emphasis on finding new ways to promote faculty engagement through joint research and cooperation by building on successful IFF experiences and faculty exchange.



45

MBA STUDENTS IN THE 2019 MIT SLOAN
IMMERSION PROGRAM

#1

CURRENT RANKING OF LISBON MBA FOR INTERNATIONAL COURSE EXPERIENCE

#21

CURRENT RANKING AMONG BEST BUSINESS PROGRAMS IN <u>EUROPE</u>

"Our goal with the students enrolled in The Lisbon MBA is that they really get three things from our program: the tools, framework, and skills necessary in order to be successful in managing organizations, people, teams, and manage their own careers successfully. Through this partnership we get to train the future leaders of Europe, and the world."

- PROFESSOR EMILIO CASTILLA,
FACULTY DIRECTOR, LISBON MBA PROGRAM

# Visiting & International Faculty Fellows

## The MIT Sloan Visiting Fellows (VF)

Program is a non-degree customized course of study that for 25+ years has offered individuals the opportunity to focus on specific topics in management. Participants are matched with a faculty advisor in their area of interest and over the course of one or two semesters experience a vibrant, challenging academic environment and enhance their personal and professional networks. As fullyregistered students, VFs take courses with world-renowned MIT Sloan faculty, work and study with other MIT students, and engage in student clubs, conferences, and special seminars. In addition to the wide array of academic opportunities throughout MIT, VFs contribute to a wealth of cultural, social, and recreational activities, both on campus and in the surrounding Cambridge and Boston area.

## **MIT Sloan International Faculty Fellows**

(IFFs) launched in 1996, are faculty members from universities around the globe that come to MIT Sloan to collaborate with our faculty and students and to enhance their graduate management programs. The

IFF Program currently brings faculty from universities in China, Portugal, Malaysia, and MIT Regional Entrepreneurship Acceleration Program (MIT REAP) Cohorts from various regions around the world. During their semester-long stay at MIT, IFFs focus on teaching, curriculum development, and research development with guidance from an MIT Sloan faculty mentor. IFFs have the opportunity to present their research during the monthly IFF lunch series. Through knowledge sharing, faculty innovate and learn together, strengthening the way management education is practiced while building principled leaders who will improve the world.

# 438

TOTAL NUMBER OF IFF VISITS

321

TOTAL NUMBER OF CHINESE IFF VISITS

482

**TOTAL NUMBER OF VFs** 



## Conferences

Each year, MIT Sloan Global Programs (MIT GP) holds a wide range of events on campus and abroad. These include **workshops**, **large-scale conferences**, and other **short programs** and events in-between.

MIT GP held its first major conference in 2014 in Brazil. Since then, it has experimented with different models and locations in an effort to refine its strategy and best practices for all facets of conference planning and execution. It organizes annual conferences in Latin America through the MIT Sloan Latin America Office (MSLAO). Their success is evident in Global Programs' ability to bring together internationally renowned faculty from across MIT to share their insights and expertise with hundreds in attendance year after year. Its conferences have even served as the catalyst for new projects and partnerships. For instance, a five-year academic collaboration between MIT Sloan and Universidad de Chile was formed as a direct result of the 2017 "Strategic Analytics: Changing the Future of Healthcare" conference co-organized by the two schools.

The MIT Regional Entrepreneurship Acceleration Program (MIT REAP), the newest addition to Global Programs' portfolio,

holds four highly interactive workshops as part of its two-year model, three hosted by MIT and a fourth hosted by a selected member region. These multi-day workshops, interspersed by action phases, are held every six-to-nine months and convene dozens of regional team members as well as MIT faculty for lectures, in-depth discussions, case study analysis, ecosystem engagement tours, programmatic deep dives, group work report-outs, and preparation for following action phases.

Global Programs has also engaged in other events and short programs including a seminar by U.S. Ambassador Dennis Ross, the Medici Summer School in Management Studies, and the 2018 LATAM CEO Summit Boston. It has supported more than 20 conferences including Global Startup Workshops, Global Business School Network Annual Conferences, an MIT Innovation Ecosystem Symposium, and those organized by other MIT departments.



2,600

TOTAL NUMBER OF ATTENDEES AT GLOBAL PROGRAMS' CONFERENCES

40

REGIONS GLOBAL PROGRAMS
HAS ENGAGED IN

10

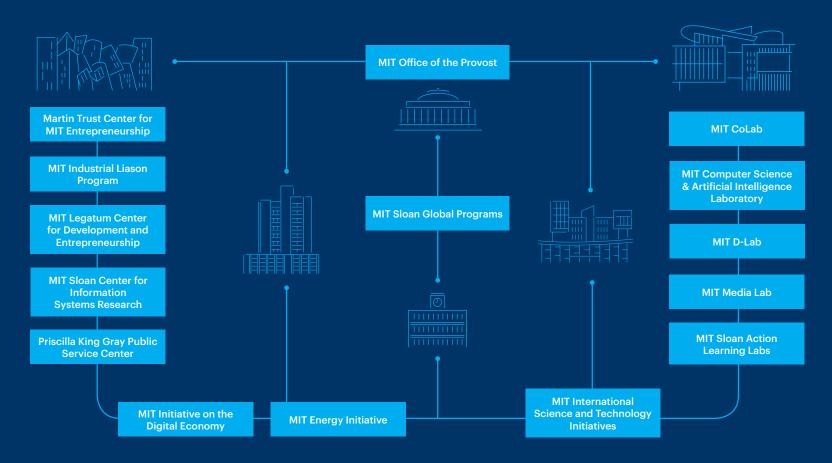
MAJOR CONFERENCES IN 5 COUNTRIES ACROSS 3 CONTINENTS SINCE 2014

23

VIDEOS PRODUCED TO CAPTURE CONFERENCE IMPACT

# Bridge to MIT

Global outreach and innovation cut across the institute. To help tackle the world's greatest challenges MIT GP is collaborating across campus by bringing together scientists, engineers, and business experts to work with our stakeholders around the world.



# **Ever Evolving**

As the world's landscapes are continually developing, so does our strategy within MIT Sloan School of Management Global Programs. Indeed, management education's approach to the complexities of economic growth, innovation, sustainability, healthcare, financial technologies, and AI, to name a few, is in flux.

Today's academic environment is also ever evolving. Technological advancements with digital and on-line learning create new avenues for outreach and impact. Global engagements with schools of management are no longer offered by a select few. How we differentiate ourselves will be key to our strategic success.

MIT faculty, ideas, and our legacy of problem-solving are our greatest assets. Developing new models for engagement, extending our current networks, and creating research with large-scale global and regional impact is our focus. Continuing MIT's legacy of improving the world remains our goal.



# Faculty Partners

We are grateful to our partners for our successful collaborations and we look forward to continuing our relationships. A special thank you to our colleagues from the MIT community for their support of our office, faculty directors of our programs, and numerous members of the MIT Sloan faculty and staff. We look forward to engaging with new partners and exploring new collaborations in various regions of the world.

John Akula Deborah Ancona Evan Apfelbaum Sinan Aral Robert Armstrona Paul Asquith William Aulet Pierre Azoulay Ronald Ballinger **Arnold Barnett** Jean-Noel Barrot Pat Bentley Frnst Berndt Dimitris Bertsimas Alessandro Bonatti Joost Bonsen Erik Bryniolfsson Philip Budden Andrea Campbell Georgina Campbell Flatter Claude Canizares John Carroll **Emilio Castilla** Christian Catalini Sharmila Chatterjee Flaine Chen Hui Chen Michael Cima Brandon Clifford Jacob Cohen Charles Cooney

John Core John Cox Martin Culpepper Jared Curhan Michael Cusumano Mercedes Delgado Richard de Neufville James Dougherty Joseph Dovle Richard Eckaus Steven Eppinger Vivek Farias Roberto Fernandez Charles Fine Yoel Fink Richard Fletcher Kristen Forbes Charles Forsberg Robert Freund Daena Giardella Peter Gloor Renee Gosline Sorin Grama Stephen Graves Sherwin Greenblatt Hal Gregersen Jorge Guzman Leigh Hafrey Michelle Hanlon Nevan Hanumara Jeff Harris

Neal Hartman John Hauser Arnoldo Hax Cesar Hidalgo Yael Hochberg Yashena Huana Henry Jacoby Jason Jav Simon Johnson Charles Kane Valerie Karplus Scott Keating Christine Kelly Christopher Knittel Thomas Kochan Leonid Kogan SP Kothari Matthew Kressy Chappell Lawson Donald Lessard Emmanuel Letouze Nancy Leveson Retsef Levi John Little Andrew Lo Shari Loessberg Deborah Lucas Stuart Madnick Thomas Malone Rahul Mazunder Andrew McAfee

Robert McKersie Robert Merton Nick Mever John Minahan Fiona Murray Stewart Myers Lita Nelsen Chris Noble Christopher Noe Christine Ortiz Paul Osterman Francis O'Sullivan Jun Pan John Parsons Alex "Sandy" Pentland Georgia Perakis Luis Perrez-Breva Rosalind Picard Robert Pindyck Roberta Pittore William Pounds Robert Pozen Drazen Prelec Ronald Prinn Douglas Ready Ray Reagans John Reilly **Nelson Repenning** Roberto Rigobon **Edward Roberts** John Rockart

Ben Roin Donald Rosenfield Jeanne Ross Ben Ross Schneider Donald Sadoway Aniali Sastry Otto Scharmer Edgar Schein Richard Schmalensee David Schmittlein Antoinette Schoar Michael S. Scott Morton Rafi Segal Noelle Selin Peter Senge Jeff Shames Yossi Sheffi Hazel Sive Alexander Slocum Fric So John Sterman Scott Stern Thomas Stoker Tayneet Suri Lawrence Susskind Zevnep Ton Catherine Tucker Glen Urban James Utterback John Van Maanen

John Van Reenan

Adrien Verdelhan Rodrigo Verdi David Verrill Juan Pablo Vielma Eric von Hippel Jiang Wang **Ross Watts** Joseph Weber Peter Weill Roy Welsch Biraer Wernerfelt Jim Wescoat Alan White Janet Wilkinson JoAnne Yates Anna Young Arnold Zack Juaniuan Zhang Y. Karen Zheng Fzra Zuckerman-Sivan

For anyone we may have missed across our partners and collaborators, a special thank you for your support. If you are interested in collaborating with us in the future please do not hesitate to reach out.

