



MIT
MANAGEMENT
SLOAN SCHOOL

MIT SLOAN **IDEA EXCHANGE**

GLOBAL WOMEN'S CONFERENCE

Ideas Made to Matter

Thursday, October 3, 2019
Convene, 730 Third Avenue
New York, NY

JOIN THE CONVERSATION
#MITsloanWomen

WELCOME

Dear alumnae and friends,

I am delighted to welcome you to the MIT Sloan School of Management Global Women's Conference. The second of its kind, we come together today to build on the important work that was started during the conference's first convening in 2017. Knowing that it is smarter to know that we are smartest together, since then the network of MIT Sloan alumnae has become even more dynamic, with active groups in Boston, Seattle, and here in New York. By gathering together today, I hope that your pride in MIT Sloan, your dedication to your work, and your drive to contribute to a better world lead to deeper connections—with those you already know well, and especially with others in your local communities and the wider, global MIT Sloan alumnae network whom you are meeting here.

This year, you will notice that we have expanded the conference program to hear from an even more diverse set of voices both on our panels and from attendees. With so many perspectives sharing in the discussion, I know it will be a great catalyst for future conversations. I hope that the MIT Sloan faculty and leaders from around the world that you hear from today will stimulate engaging, enthusiastic dialogue among you so you may better learn from, not just alongside, one another.

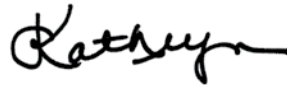
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@MITsloanAlumni

MIT Sloan alumnae are united by their pragmatism, creativity, humility, curiosity, and ability to look to the future to drive innovation, propel change, and shatter barriers. You challenge each other to think differently and to grow. Thank you for coming together, for your willingness to share your insights and experiences, and for the part you will play in the many conversations that will happen here today, both facilitated and candid, complex and casual. I challenge you to use those conversations and unite your voices to help us invent the future of the MIT Sloan alumnae network, while also sparking novel approaches to some of society's most significant concerns. Thank you as well and most of all for representing the MIT Sloan School of Management as alumnae and friends.

Best wishes,

A handwritten signature in black ink, appearing to read 'Kathryn', with a stylized, flowing script.

Kathryn Hawkes

Associate Dean for External Relations

CONFERENCE AGENDA

7:30 – 8:15 REGISTRATION AND CONTINENTAL BREAKFAST

8:15 – 8:25 WELCOMING REMARKS

David Schmittlein, John C Head III Dean, MIT Sloan School of Management

8:25 – 9:10 FIRESIDE CHAT

MODERATOR: David Schmittlein, John C Head III Dean, MIT Sloan School of Management

DISCUSSANT: Judy Lewent, SM '72, Retired Executive Vice President and Chief Financial Officer, Merck & Co., Inc.

9:10 – 10:00 FIRESIDE CHAT: PERSPECTIVES FROM CEOS INSPIRING CHANGE IN THEIR ORGANIZATIONS

MODERATOR: Ruth Sommers, SF '01, Founder and Chief Executive Officer, NEXT Consulting

DISCUSSANT: Stephen H. Rusckowski, SM '84, Chairman, President, and Chief Executive Officer, Quest Diagnostics

10:00 – 10:45 PANEL: ADVANCEMENT OF WOMEN IN FINANCE

MODERATOR: Antoinette Schoar, Michael M. Koerner (1949) Professor of Entrepreneurship; Professor of Finance, MIT Sloan School of Management

DISCUSSANTS: Beatrice Ballini, SM '86, Managing Director, Russell Reynolds Associates SRL

Mariafrancesca Carli, SM '92, Managing Director, BDT & Company, LLC

Thalia Chryssikou, PhD '98, Partner, Goldman Sachs

Mary Stephens Naphtal, SM '86, Chief Operating Officer and Founding Partner, P/E Investments

10:45 – 11:00 REFRESHMENT BREAK

11:00 – 11:45 KEYNOTE: OVERLOAD AND WHAT WE CAN DO ABOUT IT

Erin Kelly, Sloan Distinguished Professor of Work and Organization Studies, MIT Sloan School of Management

11:45 – 12:30 PANEL: BEYOND THE GLASS CEILING—THE POWER OF WOMEN ON BOARDS

MODERATOR: Lee Hanson, Vice Chairman, Heidrick & Struggles

DISCUSSANTS: Adriane Brown, SF '91, Board Member and Venture Partner

Ruby Chandy, SB '82, SM '89, Chief Executive Officer, Lumina Advisory Services

Stephen P. DeFalco, SB '83, SM '88, Partner, Lindsay Goldberg

12:30 – 2:00 IDEA NETWORKING EXCHANGE LUNCH

The South Lounge & The Forum will remain open for those who wish not to attend optional lunch breakout sessions.

12:45 – 1:45 OPTIONAL LUNCH BREAKOUT SESSIONS

Your Career Transition: Navigating When You Don't Know the Destination with **Melissa J. Webster, MBA '09**, Lecturer, Global Economics and Management, MIT Sloan School of Management and **Erik Vogan, EMBA '18**, Program Director, Office of Corporate Relations, MIT

Kill the Company with **Renée Richardson Gosline**, Senior Lecturer and Research Scientist, MIT Sloan School of Management

Behind the Scenes of MIT Sloan Admissions with **Dawna Levenson, SB '83, SM '84**, Assistant Dean, Admissions, MIT Sloan School of Management

Entrepreneurship & Innovation Discussion with **Trish Cotter**, Senior Lecturer and Executive Director of the Martin Trust Center for MIT Entrepreneurship, MIT Sloan School of Management

Responding Effectively as Leaders to Bias and Harassment with **Daena Giardella**, Senior Lecturer, MIT Leadership Center, MIT Sloan School of Management

2:00 – 2:45 PANEL: FIGHTING UNCONSCIOUS BIAS IN THE QUEST FOR AUTHENTIC LEADERSHIP

MODERATOR: Renée Richardson Gosline, Senior Lecturer and Research Scientist, MIT Sloan School of Management

DISCUSSANTS: Anita D. Carleton, EMBA '18, Interim Director, Software Solutions Division, Software Engineering Institute, Carnegie Mellon University
Rebecca Kirk Fair, MBA '02, Managing Principal, Analysis Group
Vincenza Nigro, EMBA '12, Global Vice President of Medical Affairs, Hansa Biopharma

2:45 – 3:30 PANEL: BUILDING A COMMUNITY OF ENTREPRENEURS

MODERATOR: Trish Cotter, Senior Lecturer and Executive Director of the Martin Trust Center for MIT Entrepreneurship, MIT Sloan School of Management

DISCUSSANTS: Gabrielle Haddad, SF '17, Co-Founder and Chief Operating Officer, Sigma Ratings, Inc.
Jean Hammond, SM '86, Partner and Co-Founder, LearnLaunch
Ysaira Jimenez, MBA '14, Chief Executive Officer, LaborX
Noor Sweid, MBA '05, Founder and General Partner, Global Ventures

3:30 – 3:45 REFRESHMENT BREAK

3:45 – 4:30 KEYNOTE: GOOD JOBS STRATEGY

Zeynep Ton, Professor of the Practice, Operations Management, MIT Sloan School of Management

4:30 – 5:15 KEYNOTE: IN THE MOMENT LEADERSHIP—CULTIVATING INFLUENCE AND ADAPTABILITY

Daena Giardella, Senior Lecturer, MIT Leadership Center, MIT Sloan School of Management

5:15 – 5:30 CLOSING REMARKS

Kathryn Hawkes, Associate Dean, External Relations, MIT Sloan School of Management

5:30 – 6:30 COCKTAIL RECEPTION

SPEAKER BIOGRAPHIES

(in order of appearance)

DAVID SCHMITTLEIN

**John C Head III Dean,
MIT Sloan School of Management**

David Schmittlein joined the MIT Sloan School of Management as John C Head III Dean in October 2007. His focus since arriving on campus has been to broaden MIT Sloan's global visibility, work with the faculty to create new high-quality management education programs, develop enhanced educational opportunities for current students, and develop and disseminate business knowledge that has impact and will stand the test of time. He has also reached out to the many members of MIT's alumni community to gain their valuable insights into MIT Sloan and management education.

Prior to his appointment at MIT Sloan, Dean Schmittlein served on the faculty at the Wharton School of the University of Pennsylvania from 1980 until 2007. While at Wharton, he was the Ira A. Lipman Professor and Professor of Marketing. He also served as interim dean during July 2007 and as deputy dean from 2000 to 2007. In addition, he was chair of the editorial board for Wharton School Publishing.

Dean Schmittlein earned a PhD and an MPhil in business from Columbia University and a BA in mathematics (magna cum laude) from Brown University. His research assesses marketing processes and develops methods for improving marketing decisions. He is widely regarded for his work estimating the impact of a firm's marketing actions, designing market and survey research, and creating effective communication strategies.



JUDY LEWENT, SM '72

**Retired Executive Vice President and
Chief Financial Officer, Merck & Co. Inc.**

Judy Lewent was responsible for worldwide financial, corporate development, and licensing matters, as well as for strategic planning at Merck & Co. Inc. Lewent was also responsible for the Johnson & Johnson Merck Consumer Pharmaceuticals and Merial (Merck and Sanofi-Aventis) joint-venture relationships and Merck's ongoing relationships with Astra and DuPont. She was Chairman of Merck Capital Ventures. Lewent was a member of Merck's Executive Committee, a senior management group that evaluates and makes strategic decisions for the company.

Lewent joined Merck in 1980 as Director, Acquisitions and Capital Analysis. She was promoted to Assistant Controller of the Merck Research Laboratories in 1983 and to Executive Director of Financial Evaluation and Analysis in 1985. Lewent was elected Vice President and Treasurer in October 1987, Vice President for Finance and Chief Financial Officer in March 1990, Senior Vice President and Chief Financial Officer in December 1992, and Executive Vice President and Chief Financial Officer in February 2001. In January 2003, Lewent gained additional responsibilities as President, Human Health Asia. Beginning in July 2005, Lewent resumed the title of Executive Vice President and Chief Financial Officer as she assumed strategic planning responsibilities for Merck, at which time she relinquished her role as President of Human Health Asia.

Lewent is a member of the Board of Directors of GlaxoSmithKline, Motorola Solutions, and Thermo Fisher Scientific. She was a director of Motorola from 1995 to 2010 and a director of Dell from 2001 to 2011. Lewent was a Class A Non-Executive Director of a group of privately held pharmaceutical companies,



including Purdue Pharma, Mundipharma, and Napp Pharmaceuticals, from 2009 until 2014. She is a trustee of the Rockefeller Family Trust, a life member of the MIT Corporation, and a member of the American Academy of Arts & Sciences.

Lewent earned a BS in economics from Goucher College in 1970 and an SM in Management from the MIT Sloan School of Management in 1972. She received an Honorary Doctorate of Humane Letters from Goucher College in 1998, an Honorary Doctorate of Engineering from Stevens Institute of Technology in May 2000, and an Honorary Doctorate of Science from the New Jersey Institute of Technology in January 2004.

RUTH SOMMERS, SF '01
Founder and Chief Executive Officer,
NEXT Consulting



Ruth Sommers has more than 25 years of experience in global production, sourcing, product development, and operations for some of America's largest retail brands. Most recently, she served as the Chief Operating Officer at Blue Nile. Before Blue Nile, she was the Chief Operating Officer for David Yurman, leading sourcing, production, and information technology, as well as the distribution and customer care centers.

Prior to David Yurman, Sommers was the Founder and Chief Executive Officer of NOI Solutions, a company formed to assist specialty retailers with production throughout Asia. She also served as Chief Sourcing and Production Officer at American Eagle Outfitters, and as Managing Director of Ann Taylor's overseas offices, which was preceded by more than 15 years at L Brands in several executive leadership roles.

Sommers holds a BA in business administration from Lake Forest College and an MBA from the MIT Sloan School of Management.

STEPHEN H. RUSCKOWSKI, SM '84
Chairman, President, and Chief Executive Officer,
Quest Diagnostics



Stephen H. Rusckowski is Chairman, President, and Chief Executive Officer of Quest Diagnostics. Since joining Quest Diagnostics as President and Chief Executive Officer in May 2012, Rusckowski has focused on transforming the company, based on its compelling vision of “Empowering better health with diagnostic insights.” Under his leadership, the company has refocused on its core diagnostic information services business, sold non-core assets, delivered disciplined deployment, including share repurchases and acquisitions, and simplified its organizational structure to better serve customers by removing complexity, speeding decision-making, and empowering employees. He was elected Chairman of the Board in December 2016.

Prior to joining Quest Diagnostics, he was CEO of Philips Healthcare, which became the largest unit of Royal Philips Electronics under his leadership. He joined Philips in 2001 when it acquired the Healthcare Solutions Group he was leading at Hewlett-Packard/Agilent Technologies. Rusckowski is a member of the Board of Directors of Xerox, a global business services, technology, and document management company, and Project Hope, a global health education and humanitarian assistance organization. He is also a member of the Board of Directors of the American Clinical Laboratory Association, and served as its Chairman from 2014 to 2017.

He earned a BS in mechanical engineering from Worcester Polytechnic Institute and an SM from the MIT Sloan School of Management.

ANTOINETTE SCHOAR
Michael M. Koerner (1949) Professor
of Entrepreneurship; Professor of Finance,
MIT Sloan School of Management



Antoinette Schoar is the Michael M. Koerner (1949) Professor of Entrepreneurship and a Professor of Finance at the MIT Sloan School of Management.

An expert in corporate finance, entrepreneurship, and organizational economics, Schoar researches venture capital, entrepreneurial finance, corporate diversification, governance, and capital budgeting decisions in firms. She has received the Fellowship of the George Stigler Center, 1997–1999, and the ERP Doctoral Scholarship of the German Ministry of Trade, 1995–1997.

Her current research focuses on the areas of household finance, entrepreneurial finance, and finance in emerging markets. Some of her ongoing projects investigate whether the market for financial advice corrects or aggravates investor biases, how competition in credit card markets impacts financing contracts, the role of housing and other forms of collateral for firm and job creation, and applications of behavioral economics to small-business lending. She is also a co-founder of ideas42, a nonprofit that uses insights from behavioral economics and psychology to solve social problems.

Schoar holds a diploma in economics from the University of Cologne, Germany, and a PhD in economics from the University of Chicago.

BEATRICE BALLINI, SM '86**Managing Director, Russell Reynolds Associates SRL**

Beatrice Ballini is a senior member of the Retail Sector at Russell Reynolds Associates SRL. Based in Milan, she conducts global assignments working with world-renowned clients, family businesses, and private equity funds. Over the past 10 years, Ballini has worked on numerous CEO and board searches and has developed external succession plans for clients.

Prior to joining Russell Reynolds Associates, Ballini was a Managing Director with a prominent men's clothing manufacturer in Milan and assisted with the company's strategic growth. Prior to that, she spent four years with Goldman Sachs & Co. in New York as Vice President of Mergers and Acquisitions. Earlier, she was with Bain & Co. for four years, first in London as a consultant and later as a manager in Boston.

She is fluent in Italian, French, and English. Ballini is also a member of the Italian Association of Engineers and a teacher at Sciences Po, Master in marketing. Recently, Ballini joined the MIT Sloan European, Middle Eastern, South Asian, and African Executive Board.

Ballini received her LAUREA degree in chemical engineering from Milan Polytechnic and her SM from MIT. She received her MBA from the MIT Sloan School of Management, where she was awarded the Brooks Prize.

MARIAFRANCESCA CARLI, SM '92**Managing Director, BDT & Company, LLC**

Mariafrancesca Carli is a Managing Director at BDT & Company, LLC, based in New York. BDT & Company is a merchant bank that combines more than \$9 billion in affiliated investment funds with advisory services to address the long-term strategic and financial objectives of family- and founder-led businesses.

Prior to BDT & Company, she spent over 15 years in the Investment Banking Division of Goldman Sachs in Europe and in the United States, with roles in Mergers and Acquisitions, the Financial Institution Group, the Executive Office, and the Infrastructure and Sovereign sector. After Goldman Sachs, Carli moved to J.P. Morgan with responsibility to set up the coverage of Infrastructure Funds in Europe. After four years in London, she moved to New York where she worked in the Financial Sponsor Group covering a number of large private equities. Before moving to BDT & Company, she had started the Family Office Group to provide investment banking services to families and family offices in the United States.

Over her 25 years in Investment Banking in Europe and in the United States, Carli has executed a variety of mergers and acquisitions transactions and capital raisings for clients across sectors, including banks, insurance, asset managers, exchanges, corporates, infrastructure funds, private equities, and private families.

She serves on the MIT Sloan North America Executive Board, the Board of Friends of Bocconi, and the Italian Business & Investment Initiative Advisory Board.

Carli received an MBA from the MIT Sloan School of Management and a Degree in Economics from Università Commerciale Luigi Bocconi.

THALIA CHRYSSIKOU, PHD '98
Partner, Goldman Sachs



Thalia Chryssikou is Co-Head of Global Sales Strats and Structuring across FICC and Equities. She serves as a member of the Securities Division EMEA OpComm, the Securities Division Client & Business Standards Committee, and the Structured Products Committee. Chryssikou is also Co-Chair of the Structured Investment Products Committee.

Prior to her current role, in 2017, she was the Head of European Interest Rate Product Sales, having previously managed the European Macro Sales Strats and Structuring team from 2008 to 2014, responsible for client strategies and solutions. From 2004 to 2007, she was head of the Pensions and Insurance Strat Group, focusing on asset liability management. In 2001, Chryssikou became a member of the Interest Rate Products Strats Group after joining Goldman Sachs in 1998 as an associate in the Firmwide Risk Department. She was named Managing Director in 2007 and Partner in 2010.

She serves on the MIT Sloan Finance Group Advisory Board and on the Board of the Association for Financial Markets in Europe on behalf of Goldman Sachs.

Chryssikou earned a PhD in operations research from the Massachusetts Institute of Technology and an MSC in civil engineering from the National Technical University of Athens.

MARY STEPHENS NAPHTAL, SM '86
Chief Operating Officer and Founding Partner,
P/E Investments, LLC.



Mary Stephens Naphtal is Chief Operating Officer and Founding Partner at P/E Investments, LLC. From 1986 to 1995, she was employed at McKinsey & Company, where she was involved in corporate strategy. Prior to McKinsey, Naphtal served at Morgan Stanley & Co., having participated in corporate finance, trading, and mergers and acquisitions transactions. She served as a Client Manager at Harper and Schuman, a financial software concern, from 1981 to 1984.

She received an SM in management from the MIT Sloan School of Management in 1986 and a BA in economics from the Colorado College, magna cum laude, in 1981. Naphtal is a member of Phi Beta Kappa and a recipient of a full Boettcher Scholarship.

ERIN KELLY

Sloan Distinguished Professor of Work and Organization Studies, MIT Sloan School of Management

Erin Kelly is the Sloan Distinguished Professor of Work and Organization Studies at the MIT Sloan School of Management and is affiliated with the Institute for Work and Employment Research.



Her research investigates the adoption, implementation, and consequences of work-family and anti-discrimination policies in US workplaces. She is part of the Work, Family, and Health Network, which was supported by the National Institutes of Health and Centers for Disease Control. Kelly has also investigated non-compliance with the Family and Medical Leave Act, how US companies manage flexible work arrangements, and the effects of corporate affirmative action, diversity, and family policies on the representation of white women, women of color, and men of color in managerial and professional positions.

Kelly received the Rosabeth Moss Kanter Award for Work-Family Research and has published articles in leading journals, including the *American Sociological Review* and the *American Journal of Sociology*.

Prior to her appointment at MIT Sloan, she held the Martindale Chair in Sociology at the University of Minnesota and an affiliate of the Minnesota Population Center and the Life Course Center. Kelly was also a member of the graduate faculty at the Carlson School of Management.

She received her BA in sociology from Rice University and an MA and a PhD in sociology from Princeton University.

LEE HANSON

Vice Chairman, Heidrick & Struggles

Lee Hanson is a Vice Chairman in Heidrick & Struggles' San Francisco and New York offices, and a senior member of the global Financial Services and Chief Executive Officer & Board of Directors practices, specializing in the private equity & venture capital, investment banking, asset management, and hedge fund industries. In addition to her executive search practice, Hanson serves on the firm's Global Consultant Development Committee, was a member of the firm's inaugural Global Nominating Committee and the first partner-elected Global Partnership Council.



Prior to joining Heidrick & Struggles, Hanson was a director in the investment banking division of Merrill Lynch where she was instrumental in establishing and building a group that had client responsibility for the telecommunications industry. Her clients also included companies in the retailing, financial services, publishing, and consumer products industries. She was involved in assignments ranging from equity and debt financings, M&A, and general financial advisory projects, including assignments with companies in Europe and Asia.

Hanson began her investment banking career as an associate in the corporate finance division of Morgan Stanley. Prior to that, she served as a legal clerk to a federal district judge in New York. She was a trustee at the Head-Royce School in Oakland, California from 1997 to 2006, where she served as chair of its board for two years and was co-chair of the school's capital campaign. Hanson also serves on the Board of Directors of Analysis Group, Inc.

She earned a JD from Harvard Law School and graduated with a bachelor's degree in economics, summa cum laude, from Yale University.

ADRIANE BROWN, SF '91
Board Member and Venture Partner



Adriane Brown serves on the Board of Directors of eBay Inc., Allergan Plc, Raytheon, and Washington Research Foundation. Brown is also on the Board of Directors of the Pacific Science Center and Jobs for America's Graduates, the nation's leading dropout prevention program. She also serves on MIT's Civil and Environmental Engineering Visiting Committee.

Brown is a Venture Partner with Flying Fish Fund, which invests capital, expertise, and relationships in early stage startups with big ideas and commits to seeing these companies thrive through Series A and beyond. Areas of focus are machine learning, artificial intelligence, and cloud infrastructure.

From 2010 through 2017, she served as President and Chief Operating Officer at Intellectual Ventures (IV). During her tenure, the team delivered more than \$3 billion in revenue, spun out 14 companies and joint ventures, closed more than 50 retail customers, and established Global Good and Research driving innovation in global health and development.

Before joining IV, Brown was President and Chief Executive Officer of Honeywell Transportation Systems. Under her management, this strategic business group experienced profitable growth through disciplined global expansion and innovative new products. Over the course of 10 years at Honeywell, she held leadership positions serving the aerospace and automotive markets.

She spent 19 years at Corning, beginning her career as a shift supervisor and gaining hands-on experience in operations. Her roles spanned sales, customer

service, and product management. In 1999, she was appointed Vice President and General Manager of Corning's Environmental Products Division.

Brown has received many honors, including University of Washington Women's Center Woman of Courage, MIT's MLK Jr. Leadership Award, Woman of Achievement by Legal Momentum, and a Woman of Influence by the *Puget Sound Business Journal*. She enjoys public speaking, mentoring, and connecting with talented people across all walks of life.

Brown holds an honorary doctorate in humane letters, a bachelor's degree in environmental health from Old Dominion University, and a master's degree in management from the MIT Sloan School of Management, where she was a Sloan Fellow.

RUBY CHANDY, SB '82, SM '89

Chief Executive Officer, Lumina Advisory Services



Ruby Chandy is currently the Chief Executive Officer of Lumina Advisory Services. She was formerly President of the Industrial Division of Pall Corporation. Prior to Pall, Ruby held general management positions at Dow Chemical, Thermo Fisher Scientific, Boston Scientific, and Millipore. She also served as Chief Marketing Officer at Dow Chemical, Rohm and Haas, and Thermo Fisher Scientific.

She has over 12 years of public company board experience, serving on the Ametek Inc. (AME) Board, the Flowserve Corporation (FLS) Board, and the Specialty Division Advisory Committee of DowDupont (which was spun out as DuPont in 2019). She previously served on the IDEX Corporation Board from 2006 to 2013.

In addition, Chandy is on the board of Infiltrator Water Technologies, a portfolio company of Ontario Teachers' Pension Plan Private Capital and the Executive Advisory Board of Gryphon Investors, a middle-market private equity firm based in San Francisco. She is a Mentor-in-Residence for University of Pennsylvania PCI Ventures. She serves on the Americas Executive Board of the MIT Sloan School of Management and was previously on the board of UNICEF New England.

Chandy received her bachelor's degree in materials science and engineering from MIT, a master's degree in materials science and engineering from Northwestern University, and a master's degree in business from the MIT Sloan School of Management.

She resides in Philadelphia with her husband and daughter.

STEPHEN P. DEFALCO, SB '83, SM '88

Partner, Lindsay Goldberg



Stephen P. DeFalco joined Lindsay Goldberg in 2018 and leads the firm's portfolio operations function. In his role as Partner, DeFalco leads the firm's efforts in enhancing the operational resources Lindsay Goldberg provides to support growth and operational excellence at its portfolio companies.

Prior to joining Lindsay Goldberg, he served as President and Chief Executive Officer of Crane & Co., the primary supplier of currency paper and anti-counterfeiting technology to the US government and over 70 countries globally. Previously, he held Chief Executive Officer roles at MDS (NYSE), a global life sciences company; Senseonics (NYSE), a diabetes care company where he is still Chairman; and PathoGenetix. DeFalco was also President of PerkinElmer Instruments, a strategy consultant at McKinsey & Company, and a product development leader at IBM.

DeFalco has served on the Board of Directors of Crane, Senseonics, MDS, PathoGenetix, and BioProcessors. He also serves on the MIT Sloan School of Management Americas Executive Board and recently joined the MIT Alumni Association Board of Directors. He was awarded the Margaret L. A. MacVicar Award for his volunteer contributions to MIT.

He holds an SM from the MIT Sloan School of Management where he won the Alexander Proudfoot Memorial Scholarship for academic excellence and the Sara Little Turnbull Foundation Award for the most outstanding thesis in marketing. He has an MS in computer engineering from Syracuse University and a BS in mechanical engineering from MIT.

MELISSA J. WEBSTER, MBA '09
 Lecturer, Global Economics and Management,
 MIT Sloan School of Management



Melissa J. Webster is a Lecturer at MIT Sloan School of Management and a member of the school's Global Economics and Management group. In Action Learning classes, she advises and evaluates graduate student teams doing projects on current management challenges for companies in India, Africa, Latin America, and the United States. Additionally, Webster coaches Sloan Fellows on designing projects strategic to their career transitions and works in the MIT Sloan Initiative for Health Systems Innovation.

Prior to her academic role, Webster worked nearly two decades in general management, including as Vice President, Energy Management Group, for Skanska, one of the world's largest construction companies. With functional depth in strategy and marketing, she worked across industries such as energy and cleantech, healthcare, software services, architecture/engineering, and construction. She also creates affinity groups for entrepreneurs and other leaders to grow relationships and increase impact and, in 2015, founded Vulnerability Lab to offer programs supporting professional and personal courage.

She holds a BA degree in architecture from Wellesley College and an MBA from the MIT Sloan School of Management, where she focused on entrepreneurship and innovation in the cleantech sector. She then trained in Leadership Embodiment and the Art of Hosting and is currently enrolled in the Institute for Conscious Counseling and Coaching.

ERIK VOGAN, EMBA '18
 Program Director, Office of Corporate
 Relations, MIT



Erik Vogan joined the Office of Corporate Relations at MIT in 2015. Vogan has numerous years of experience in big data and analytics, business development and partnering, and research and technology development, particularly in the areas of biotechnology and life sciences. He has numerous patents, publications, and presentations to his credit.

Prior to joining the Office of Corporate Relations, Vogan worked as a consultant to Boston-area venture capital and biotechnology companies and was a Co-Founder of Krypton Immuno-oncology.

At Beryllium Discovery Corporation, he was Vice President of Drug Discovery, leading functions in business development and research. At Permeon Biologics, Vogan founded the research laboratory and served as Director, Protein Sciences. Prior to that, he held positions as Head of Structural Biology at Acceleron Pharma and Senior Scientist at Wyeth Research.

Vogan earned his BS in genetics at the University of California, Davis and his PhD in biochemistry at Brandeis University working with Gregory Petsko, followed by postdoctoral work in the laboratory of Stephen C. Harrison at Harvard Medical School and Children's Hospital Boston. He recently completed his EMBA at the MIT Sloan School of Management.

DAWNA LEVENSON, SB '83, SM '84
Assistant Dean, Admissions, MIT Sloan School of Management



Dawna Levenson is currently an Assistant Dean of Admissions at the MIT Sloan School of Management. As the co-lead of the team, she shares responsibility for all recruiting, evaluation, conversion and marketing activities in support of the MBA, Sloan Fellows MBA, Master of Finance (MFin), Master of Business Analytics (MBAn), and Master of Science in Management Studies (MSMS) programs.

Prior to this role, Levenson was the Director of Admissions for five years and the Associate Director for MFin Admissions for one year. She came to Admissions from the MIT Professional Education office where she managed the Advanced Study Program, the Career Reengineering Program, and a collaboration with Accenture's Solutions Workforce. She had worked closely with the Admissions Office reading MBA applications for four years, before joining the team full time, and brings a wealth of admissions and recruiting experience to the team.

Prior to MIT, Levenson was a partner at Accenture where she spent 18 years. She holds SB and SM degrees from MIT Sloan.

RENÉE RICHARDSON GOSLINE
Senior Lecturer and Research Scientist,
MIT Sloan School of Management



Renée Richardson Gosline is a Senior Lecturer and Research Scientist at the MIT Sloan School of Management. She has been named one of the "World's Best 40 Professors Under 40" by *Poets and Quants*, an MIT "Iron Professor," and a scholar at the MIT Center for Digital Business.

Her main interest is in how status-based bias and technology affect self-perceptions and behavior. Gosline's research projects include the positive impact of imitation on brand strength, the effect of social media storytelling on persuasion, the role of status dynamics in health and performance, and the use of wearable technology to aid willpower. In order to address these issues rigorously, she employs experimental methodology, both in the field and in the laboratory.

Prior to academia, she was a marketing practitioner at LVMH Moët Hennessy and Leo Burnett.

Gosline received her undergraduate and graduate training at Harvard University, including a Doctorate from Harvard Business School.

ANITA D. CARLETON, EMBA '18
Interim Director, Software Solutions Division,
Software Engineering Institute, Carnegie Mellon
University



Anita D. Carleton is a technology, research, and innovation executive with 30 years of experience designing, building, and deploying advanced software technologies for national security. She is passionate about shaping and growing world-class technology organizations and working with diverse, interdisciplinary teams to solve hard problems with real-world applications. She has a proven ability to create and foster positive work cultures, driving workforce engagement and successful teams.

As the Interim Director of the Software Solutions Division at the Software Engineering Institute, Carnegie Mellon University, she leads the research and development portfolio and its work with government, industry, and academia to develop and adapt software technologies, software analyses, and data analytics for national defense. The ubiquity of software and its critical role requires fundamental shifts in software engineering to maintain the Department of Defense's competitive advantage, motivating Carleton's leadership and the development of a national agenda for software for the DoD.

Her seminal research in applying statistical process control techniques to the US Space Shuttle software data led to Carleton's co-authored book, *Measuring the Software Process: Statistical Process Control for Software Process Improvement*, published by Addison Wesley.

She serves on the IEEE Software Board and is a senior member of the IEEE Computer Society. Carleton has received achievement awards for her work in support of Air Force programs for her leadership in software measurement from

the *Journal of the Quality Assurance Institute*, and for her leadership in defining measurement standards for collecting well-understood and consistent software data throughout the DoD from the Defense Advanced Research Projects Agency. In addition, she serves on the Board of Directors for the Boys and Girls Clubs of Western Pennsylvania and on the Pittsburgh Cultural Trust Dance Council. She is a recipient of the MIT Sloan Leadership Fellowship Award.

Carleton received her bachelor's degree in applied mathematics from Carnegie Mellon University and her MBA from the MIT Sloan School of Management.

REBECCA KIRK FAIR, MBA '02
Managing Principal, Analysis Group



Rebecca Kirk Fair is a Managing Principal at Analysis Group in Boston. Throughout her more than 20 years of experience working as a consultant in complex litigation, she has conducted economic analysis and managed case teams in support of academic experts from MIT Sloan—as well as Harvard University, Yale University, Stanford University, the University of Chicago, New York University, and Dartmouth College. These cases include intellectual property, false advertising, tax, class certification, and major antitrust litigation matters.

Kirk Fair has also supported the Federal Trade Commission and other parties in a variety of merger investigations. She has evaluated national and international competition in technology, consumer products, and finance industries. Kirk Fair also has extensive experience in the development, administration, and analysis of surveys in antitrust, false advertising, and intellectual property matters. She has supported the design and implementation of online, mall-intercept, and telephone surveys related to hair care products, athletic apparel, Greek yogurt, cable and satellite television, smartphones, and more.

On a number of occasions, Kirk Fair has served as an expert witness—testifying in arbitration, deposition, and at trial—in matters involving the design and implementation of consumer surveys, as well as the evaluation of plaintiffs' surveys and statistical sampling and analyses. She is a frequent writer and speaker on antitrust, survey, and damages issues.

Her latest publications include "The Tyranny of Market Shares: Incorporating Survey-based Evidence into Merger Analysis," an article in *Corporate Disputes*. She has spoken before the American Bar Association, the New York State Bar Association, the Canadian Bar Association, and many academic audiences. Recently, Kirk Fair was named to the Notable Women Competition's "40 in Their 40s" professionals list.

She received her MBA from the MIT Sloan School of Management in 2002.

VINCENZA NIGRO, EMBA '12
**Global Vice President of Medical Affairs,
Hansa Biopharma**



Vincenza Nigro is Global Vice President of Medical Affairs at Hansa Biopharma. Nigro has over 20 years of broad pharmaceuticals expertise. She has held various global medical affairs, clinical development and commercial leadership roles, with deep experience in transplantation, immunology, and orphan diseases. Her current passion is in building and leading organizations within early stage biotech companies. Previously, she spent over a decade at Hoffmann-La Roche in drug discovery, clinical development, and commercial positions.

Nigro earned her MBA from the MIT Sloan School of Management.

TRISH COTTER

Senior Lecturer and Executive Director of the Martin Trust Center for MIT Entrepreneurship, MIT Sloan School of Management

Trish Cotter is a Senior Lecturer and Executive Director of the Martin Trust Center for MIT Entrepreneurship. She is also Entrepreneur-in-Residence at MIT and Director of delta v, a capstone accelerator program for MIT entrepreneurs.

Cotter mentors students whose startup ventures undergo the accelerator process and she was awarded the 2018 Monosson Prize for Entrepreneurship Mentoring. She was previously an executive at two emerging companies that she helped to bring public (Netezza in 2007 and Visual Networks in 1998). When Netezza was acquired by IBM for \$1.8 billion in 2010, she served in the role of president of Netezza LLC during the integration process. She has a background in engineering and has held various engineering and management positions at Honeywell, Computervision, Sun Microsystems, and Stratus.

Cotter holds a BA in business administration from Boston College, an MBA from Northeastern University, an AMP from Harvard Business School, and an MEd and an EdD from the University of Pennsylvania. For her doctorate, she focused on work-based learning and closing the 21st-century skills gap.

**GABRIELLE HADDAD, SF '17**

Co-Founder and Chief Operating Officer, Sigma Ratings, Inc.

Gabrielle Haddad is the Co-Founder and Chief Operating Officer of Sigma Ratings, Inc., the world's first non-credit rating agency. She began her career as an M&A attorney at Milbank, Tweed, Hadley & McCloy in New York City. Haddad subsequently spent several years as an executive at The Global Fund, a Geneva, Switzerland based international financing institution, where she worked on risk and governance issues in over 30 country portfolios across Africa, Asia, and the Middle East.

Her passion for international development, technology, and innovation led her to return to the United States and to spend a year studying at MIT, where she met her co-founder and launched Sigma.

She has an undergraduate degree in Finance from Villanova University, a JD from The George Washington University Law School, and an MBA from the MIT Sloan School of Management.



JEAN HAMMOND, SM '86
General Partner & Co-Founder, LearnLaunch

Jean Hammond is a serial tech entrepreneur turned active angel investor and a member of Launchpad Venture Group, Hub Angels, and Golden Seeds (co-founding the Boston forum), which focuses on investments in women-owned or -managed businesses.

She is the Co-Founder of LearnLaunch, through which she engineers and supports the growth of entrepreneurial and investment ecosystems. LearnLaunch is a set of entities that supports edtech and workforce edtech clusters in New England.

Hammond is the General Partner at LearnLaunch Accelerator, which provides investment, world-class mentoring, and personalized support to a select group of high-growth edtech startup companies. Since 2014, LearnLaunch Accelerator has invested in 54 companies in eight cohorts.

She is the recipient of the Hans Severiens Award, the highest award for US angel investors. Hammond has served on the board of over 25 companies and organizations including MIT, her alma mater.



YSCAIRA JIMENEZ, MBA '14
Chief Executive Officer, LaborX

Yscaira Jimenez is the Chief Executive Officer of LaborX, the LinkedIn for the LinkedOut, linking people who are currently linked out of the knowledge economy to good jobs. As a talent marketplace, LaborX connects hiring managers to vocational, boot camp, apprenticeship, and community college graduates using predictive skill analytics and 3D résumés. Many of the programs are sourced to support diverse demographics, such as low-opportunity youth, veterans, and immigrants who have the skills but lack the networks to connect to good jobs. LaborX believes in a world where everyone can contribute their skills and potential to the workforce, regardless of pedigree or social capital.

Jimenez was born in the Dominican Republic and raised in the Bronx, NY. She has worked for three education startups, bringing tutoring to over 10,000 low-opportunity students. A serial entrepreneur, she is currently building LaborX.

She received her MBA from the MIT Sloan School of Management and also holds a BA in English and Latin American Studies from Columbia University.



NOOR SWEID, MBA '05
Founder and General Partner, Global Ventures



Noor Sweid is the Founder and General Partner of Global Ventures, a Dubai-based, growth-stage venture capital firm. Previously, she was the Chief Investment Officer at The Dubai Future Foundation, which focused on developing the technology and innovation ecosystem in Dubai. Prior to this position, Sweid was a Managing Partner at Leap Ventures, a growth-stage venture capital firm based out of Dubai and Beirut. After gaining experience as a biotechnology and pharmaceutical strategy consultant in the United States, she moved back to the Middle East and North Africa region in 2005, joining Depa, her family business. Sweid implemented best-practice corporate governance and enabled the scaling of the business tenfold in three years, reaching US\$600 million in revenue. She then led the company's IPO on the Nasdaq Dubai and the London Stock Exchange in 2008.

In her eight-year tenure at Depa, Sweid's involvement ranged from strategic growth planning and implementation to application of corporate governance, the execution of a private placement and an IPO, cross-border acquisitions, regulatory compliance, and investor relations. During this time, she also founded ZenYoga, the first yoga and Pilates studio in MENA. ZenYoga grew to become the largest chain of wellness studios in the Middle East, providing space and instruction for over 1,000 students to practice yoga weekly, as well as facilities that provided international teacher training and certification, leading to improved health and wellness in the region. Sweid exited ZenYoga in early 2014 through the sale to a private equity firm. These combined experiences have led her to focus on the spaces of corporate governance and

entrepreneurship. She is a Director-in-Residence for the Corporate Governance department at INSEAD where she teaches in the Value Creation for Owners and Directors program.

She is Chairperson of the Middle East Venture Capital Association and also serves as a Director for Nord Anglia International Schools, MIT Sloan, Endeavor UAE, The Grooming Company Holding, and the Collegiate American School in Dubai. Sweid has been named in the *Arabian Business* 100 Most Powerful Arab Women list three times and has been profiled on the covers of *Forbes Middle East*, *Entrepreneur Middle East*, and *Arabian Business*.

She holds bachelor's degrees in finance and economics from Boston College and an MBA from the MIT Sloan School of Management.

ZEYNEP TON

Professor of the Practice, Operations Management, MIT Sloan School of Management

Zeynep Ton is a Professor of the Practice in Operations Management at the MIT Sloan School of Management. She is currently examining how organizations can design and manage their operations in a way that satisfies employees, customers, and investors simultaneously. Her earlier research focused on the critical role of store operations in retail supply chains. Ton's work has been published in a variety of journals, including *Organization Science*, *Production and Operations Management*, and the *Harvard Business Review*. In addition, she has written numerous cases that explore different approaches to managing retail stores and labor.

In 2014, Ton published her findings in the book, *The Good Jobs Strategy: How the Smartest Companies Invest in Employees to Lower Costs and Boost Profits*. The book draws on 15 years of research to show that the key to offering good jobs to employees, great service to customers, and superior returns to investors is combining investment in employees with specific operational choices that increase employees' productivity, contribution, and motivation.

After her book was released, retail leaders started reaching out to Ton to understand how to implement the Good Jobs Strategy in their organizations or to describe how they were already adopting the strategy. She cofounded



the nonprofit Good Jobs Institute to help organizations transform through assessments, workshops, and longer-term partnerships.

Prior to MIT Sloan, Ton spent seven years as an assistant professor in the Technology and Operations Management area at Harvard Business School. She has received several awards for teaching excellence both at HBS and MIT Sloan.

A native of Turkey, she first came to the United States on a volleyball scholarship from the Pennsylvania State University. She received her BS in industrial and manufacturing engineering there and her DBA from Harvard Business School.

Ton lives in Cambridge, MA, with her husband and four children.

DAENA GIARDELLA**Senior Lecturer, MIT Leadership Center,
MIT Sloan School of Management**

Daena Giardella is a Senior Lecturer in the MIT Leadership Center at the MIT Sloan School of Management. She has been a leadership consultant and executive coach as well as a media, communication, and presentation coach for over 25 years.



At MIT Sloan, she teaches the course “Improvitational Leadership” as well as workshops for the Sloan Innovation Period (SIP) and the Sloan Fellows program. She has taught seminars for the MIT Sloan Latin America Office in Chile and Argentina in numerous business and academic settings, including Catholic University in Santiago, Torcuato Di Tella University in Buenos Aires, and the American Chamber of Commerce in Chile. Giardella has been a visiting faculty member for six years at The Lisbon MBA program in Portugal, in partnership with the MIT Sloan Office of International Programs. She has also taught “Negotiation Improvisation” for members of the European Commission in Brussels in collaboration with the Paris ESSEC Business School and Harvard Law School faculty. Giardella is a regular consultant for Harvard Law School’s Negotiation program, and she taught a “Skills Practicum for the Entrepreneurial Teacher” at Babson College’s Symposia for Entrepreneurship Educators.

She has enjoyed dual careers in business organizational development and in the performing arts. Giardella combines these backgrounds to design

innovative educational programs for numerous world-class companies, organizations, and academic institutions in the United States and abroad. Her programs incorporate her Improvisation and Influence Model®, which cultivates dynamic leadership, adaptability, presence, and collaborative communication skills. Her consulting clients include organizations, executives, and managers in the financial services, telecommunications, energy, hospitality, retail, fashion, real estate, manufacturing, entertainment, engineering, legal services, and health care industries.

Giardella is also an actor, director, and member of SAG-AFTRA (Screen Actors Guild & American Federation of Radio and Television Artists).

She was formerly a faculty member at Emerson College and the Boston Conservatory. Giardella collaborated with David Kantor for 11 years in the creation of TheraVision, a role-play, video-based training program for psychotherapists at the Kantor Family Institute. She was the director and teacher of a theater program for at-risk students at Roxbury High School under a grant from Harvard University, and has led diversity and anti-bullying workshops in many educational settings, including the New Mexico Human Rights Foundation.

Giardella is co-author of the book, *Changing Patterns: Discovering the Fabric of Your Creativity*, and she recorded the spoken word CD, *Improvisation in Everyday Life*.

KATHRYN HAWKES

**Associate Dean, External Relations,
MIT Sloan School of Management**



Kathryn (Kathy) Hawkes is the Associate Dean of External Relations at the MIT Sloan School of Management and a member of the school's leadership team. Leading a team of over 50 talented professionals, she is responsible for managing all aspects of MIT Sloan's portfolio in support of the 24,000+ alumni. In this role, she oversees alumni experience, events, strategic initiatives, development, communications, and operations and also leads the school's campaign efforts, which have surpassed the \$350 million mark.

Prior to this role, Hawkes was the Executive Director, External Relations, where she oversaw the many activities across the division and the school for the MIT Campaign, launched in 2011. Hawkes joined MIT in 2006 and has held a succession of roles at MIT Sloan, including Director of Executive Boards and Director of Alumni Relations and Annual Giving.

Before joining MIT, Hawkes worked for Netezza Corporation, a data warehousing firm that was acquired by IBM, and for the Boston Celtics in operations.

She holds an MBA from Assumption College and a BA in business administration from Saint Anselm College.

NOTES

#MITsloanWomen

CONFERENCE PLANNING COMMITTEE

Thank you to our dedicated committee members who helped to plan this conference. Their valuable input has helped us to deliver a rich agenda and attendees from around the world.

Martha Amram, PhD '87
Gabriella Antici Carroll, SM '92
Carla Avila de Viladoms, MBA '97
Beatrice Ballini, SM '86
Sarah Blank, MBA '09
Mariafrancesca Carli, SM '92
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Silvia Ullo, SM '92
Mercy Wakweika, MBA '14
K. Waterman, SF '06

SUPPORT WOMEN LEADERS AT MIT SLOAN

Partnerships and resources are critical to the continued success of MIT Sloan's dynamic female community.

MIT Sloan faculty and students are driven by discovery, by the pursuit of ideas that address the world's toughest challenges, and by a passion for problem solving. Your gift in support of this important work will not only enable our community in improving the world, but will broaden the scope of opportunities for women leaders who continue to inspire change.

Expanded funding will ensure diverse perspectives among faculty leadership, a priority for MIT Sloan, and fuel cutting-edge research by the faculty and graduate students who are breaking barriers around today's most pressing issues. Funding also enables events such as this conference, a chance to celebrate the achievements of a community that envisions a more inclusive future.

There are a wide variety of ways to support and sustain the women leaders of MIT Sloan. Please contact us to learn how you can support our efforts by making a gift that will leave a lasting impact.

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