

# LEVERAGE THE MIT EDGE

Dear prospective member of the class of 2023,

There are four things that set the MIT Executive MBA apart. First, we have one of the most **experienced cohorts** in the country and possibly the world. These mid-career professionals represent a diverse, wide cross-section of industries, roles, and nationalities, resulting in rich cross-functional perspectives and productive collaborations. As a student, you will learn as much from the faculty as you will from each other, creating a collaborative and supportive community.

Second, our focus on **Action Learning** increases the impact you can make in your organization. Through real-world projects in and out of the classroom, you can immediately apply new knowledge and analytical tools to make more data-driven decisions. This enhances your learning and adds value to your organizations.

Third, the fundamental building blocks of the **science of management** distinguishes our curriculum. We teach our students to have a more scientific mindset to decision-making by approaching situations, problems, and opportunities differently. Decision-making becomes more data reliant, and more quantitatively oriented. You gain the tools to make strategic decisions and the credibility to drive them through your organization.

Fourth, we are deeply **committed to our mission** of developing leaders who make a positive impact in the world. You will develop the advanced management capabilities to realize strategic priorities and have the opportunity to work with leaders who are shaping best practices across technology and business.

If you are at a pivotal point in your career and seek to broaden your perspective, to increase your impact, and to develop an edge in your management capabilities – then we encourage you to apply to the MIT Executive MBA program.

Sincerely,

Johanna Horing Vitabio

Johanna Hising DiFabio Assistant Dean MIT Executive Degree Programs Georgia Perakis

William F. Pounds Professor of Management Professor of Operations Research & Operations

Management

MIT EMBA Faculty Director & ORC Faculty Co-Director

# **CHALLENGE**

The MIT EMBA is designed for executives who are looking to challenge themselves, to challenge their field, and to challenge convention. You will develop the tools and the confidence to take the right risks at the right time and to create innovative solutions to historic problems.

# **BROADEN**

With cross-industry learning, leading research, and collaboration with renowned faculty and peers, you will broaden your perspective. Empowered with cutting-edge tools and methods, you will solve complex challenges and seize strategic opportunities.

# **IMPACT**

Through real-world projects inside and outside the classroom, you will immediately integrate what you learn with how you perform on the job. The MIT EMBA emphasizes Action Learning, delivering impact for you and your company right from the start of the program.

# THE MIT EMBA AT A GLANCE

The MIT EMBA schedule is designed to maximize your learning while complementing your work and home life.

#### 20 MONTHS

Mid-career MBA

#### 26 WEEKENDS

Classes on campus every two to three weeks on Fridays and Saturdays

### **4 ONE-WEEK MODULES**

On-campus module one week every six months

# 1 WEEK-LONG INTERNATIONAL **PROJECT TRIP**

#### APPLICATION DEADLINES

Round 1 Deadline: January 7, 2021 Round 2 Deadline: March 11, 2021\* Round 3 Deadline: May 27, 2021 \*\*

#### **ORIENTATION**

September 24-25, 2021

#### **FIRST MODULE**

October 23-30, 2021

- \* Preferred International Deadline
- \*\* 11:59 p.m. ET



With 95 Nobel Laureates, MIT is the world's center of innovation and leadership.

Over the last half-century, MIT Sloan has defined the science of management and engineered innovations that have changed the face of business.

System Dynamics, Marketing Science, McGregor's Theory X and Theory Y, and the Black-Scholes Derivatives Pricing Model all began here.

I appreciate how students bring a diversity of work experience to this program. Their perspectives can help you see problems through different lenses. This is valuable in healthcare, where there are always opportunities for improvement."

Dr. Christopher Kwolek '19 Chairman, Dept. of Surgery **Newton-Wellesley Hospital** 

During the program you will collaborate with MIT's thought leaders and develop the advanced management capabilities you need to realize your strategic priorities.

## MANAGEMENT CAPABILITIES

# STRATEGIC **PRIORITIES**

**INTEGRATIVE PRINCIPLED LEADERSHIP** 

Change Leadership, Leadership Development, Innovation, Strategic Direction



**GEORGIA PERAKIS** William F. Pounds Professor of Management Professor of Operations Research & Operations Management MIT EMBA Faculty Director & ORC Faculty Co-Director

DATA DRIVEN **DECISION-MAKING**  Growth and Profitability, Operational Excellence, Risk Management

Georgia Perakis teaches courses and conducts research in areas such as analytics, optimization, dynamic pricing, revenue management, and supply chain. For her teaching, Perakis has won the Graduate Student Council Teaching Award, the Jamieson Prize, and the Teacher of the Year Award. She is widely published in flagship journals such as Operations Research and Management Science.

**FINANCIAL** MANAGEMENT Growth and Profitability, Risk Management, Competitive Advantage

**MARKETING STRATEGY** 

Profitability, Market Share, Competitive Advantage



**NELSON REPENNING** Associate Dean of Leadership and Special Projects - MIT Sloan School of Management Distinguished Professor of System Dynamics & Organization Studies
Faculty Director of the MIT Leadership Center

**SYSTEMS** THINKING Operational Efficiency, Competitive Advantage, Service Excellence

Nelson Repenning's work focuses on understanding the factors that contribute to the successful implementation, execution, and improvement of business processes. He has received several awards for his work, including the International System Dynamics Society's Jay Wright Forrester Award. His current research interests include safety in high-hazard production environments and the connection between efficient internal operations and effective strategic positions.

**OPERATIONS** MANAGEMENT Service Excellence. Operational Efficiency, Optimization

**ENTREPRENEURIAL STRATEGY** 

Innovation, Entrepreneurial Advantage, Growth and Profitability



SIMON JOHNSON Ronald A. Kurtz (1954) Professor of Entrepreneurship Professor of Global Economics & Management

**GLOBAL** MANAGEMENT Growth, Strategic Direction, Operational Excellence

As a teacher, research fellow, author, past IMF chief economist, and former member of the Congressional Budget Office's Panel of Economic Advisors, Simon Johnson is an influential global thought leader in global economics and finance. Johnson also works with the MIT Media Lab on the Digital Currency Initiative.

**ORGANIZATIONAL BEHAVIOR** 

Change Management, Organizational and Strategic Design

# STUDENT EXPERIENCE

# THE MIT EXECUTIVE MBA

The MIT EMBA empowers you with a unique learning experience that immediately integrates what you learn with how you perform on the job. It creates a cohort of colleagues who challenge you to consistently excel, and who give you the confidence to do more. By joining a community that thrives on interdisciplinary collaboration and healthy debate, you will enrich the most pivotal years of your career. The outcome will be measured by your capacity to lead change and have a lasting impact on your industry.



"This is not a traditional business school with a sole focus. It's a management school that focuses on innovation, immersing students in the unique entrepreneurial ecosystem of MIT and Boston."

Amy Huchthausen '18 Commissioner **America East Conference**  "I came to MIT to gain the knowledge, skills and practices to apply technology and innovation to feeding growing populations in a sustainable and environmentally friendly manner – to make the world a better place. The EMBA program is comprised of diverse students, but the common core is that everyone wants to change the world for the better. In this program, that mission isn't just a vision, but something the School executes through the curriculum and community."

Kevin Roepke '20 **Regional Director - The Americas U.S. Soybean Export Council** 

# THE MIT ECOSYSTEM

You are encouraged to engage in a variety of forums in which people connect, broaden perspectives, expand knowledge, and spark new opportunities.

#### **OUTSIDE THE CLASSROOM**

The MIT Executive MBA is an immersive experience. Outside of the classroom you are part of the MIT ecosystem, which includes a rich set of extracurricular activities and resources across MIT, the Sloan School of Management, and the MIT EMBA program.

#### **MIT OPPORTUNITIES** MIT SLOAN SCHOOL OF MANAGEMENT OPPORTUNITIES \$100K MIT EMBA OPPORTUNITIES Competition **Guest Speakers** Student Fireside Chats Venture Mentoring Services MIT Sloan Senate Student Organized Interest Groups (e.g., Executive Startup Forum, Martin Trust Center for Peer Learning, Women's Group) Entrepreneurship Certificates in Business Analytics, Healthcare, and Sustainability Research Labs Career Development (e.g., Media Lab, MIT's Computer Science and Artificial Intelligence Laboratory (CSAIL) Weekly Social and Cultural Events **Guest Speakers** Legatum Center Industry Conferences and Panels Significant Others Weekend, Family Weekend, and Bring Conferences Your Boss to Campus Day (e.g., MIT PE, Sustainability, CFO, CIO, Sports Analytics) Mentoring Social Events Worldwide Alumni Network Clubs **Executive Coaching** MIT Innovation Initiative Networking with Faculty and Students Networking with Classmates, MIT Sloan Fellows MBAs, and **Executive Degree Programs** Alumni

# PROGRAM COMPONENTS

WEEKEND SESSIONS

The 26 weekend sessions meet all-day Friday and Saturday and are spaced every two to three weeks. These sessions provide iterative engagement with the program courses and an opportunity for you to work with classmates and build on one another's experiences.

2 EXECUTIVE MODULES

The four executive modules are each six-to-eight days long and spread six months apart. They offer an immersive experience during which you will realize the benefits of being a full-time student at MIT. The executive modules combine intensive classwork, collaboration with classmates on projects, and evening events and speakers that build a tight bond within your MIT community.

3 ACTION LEARNING

Action Learning projects are central components of classes. They give you an opportunity to immediately apply the methodologies you learn to your company or a host organization. Midway through the program, you will spend five months in Organizations Lab (O-Lab), working individually on a change project in your own organization. In the final semester, Global Labs offers an array of options featuring team engagement and international field study with hosts on a significant change project. IDEA Lab allows EMBAs to work with interested organizations/corporations on an innovative project, or on their own startup.

4 ELECTIVES

Electives allow students to deeply explore specific areas of interest. There are three periods during which you will take electives: January '22, January '23, and Spring '23 – as many as six electives total. Topics, which vary from year to year, focus on advanced material and cutting-edge research. EMBA students may also take advantage of full cross-registration privileges at MIT Sloan, all of MIT's full-time courses, and at Harvard University.

The MIT EMBA core curriculum provides you with an advanced management foundation, which you then amplify with specialized electives and projects that align the program with your own learning priorities.

#### **CERTIFICATES**

Open to all MIT masters-level students, these certificate programs allow you to tailor your education to meet your professional goals.

Choose from these three options:

- Business Analytics
- Healthcare
- Sustainability

#### **ANALYTICAL FRAMEWORKS**

- Applied Economics for Managers
- Organizational Processes
- Data, Models, and Decisions
- System Dynamics
- Leading Organizations

#### **BUSINESS ESSENTIALS**

- Competitive Strategy
- Financial Accounting
- Operations Management
- Financial Management
- Marketing Management
- Global Strategy

#### **EXECUTIVE MODULES**

- Leadership and Integrative Management (LIM)
- Innovation Driven Entrepreneurial Advantage (IDEA)
- Leading in a Global Context (LGC)
- Leading With Impact (LWI)

#### **ACTION LEARNING EXPERIENCES**

- Organizational Processes
- Innovation Driven Entrepreneurial Advantage (IDEA)
- Global Labs
  - China Lab: Provides insights into the challenges in the Chinese economy through working with organizations
  - GO-Lab: Explores challenges facing executive leaders of organizations which operate in multiple countries
  - IDEA Lab: Focuses on innovation strategy and best entrepreneurial practices
  - Israel Lab: Work on complex problems in critical areas with an emphasis on early-stage ventures and their growth

#### **SAMPLE ELECTIVE CLASSES**

- Advanced Applied Macroeconomics and International Institutions
- Advanced System Dynamics
- Analytics Edge
- Communication and Persuasion Through Data
- Executing Strategy for Results
- Introduction to Disciplined Entrepreneurship

- Key Decisions for Corporate Boards
- LQ2 Leadership: Quantitative and Qualitative Approaches

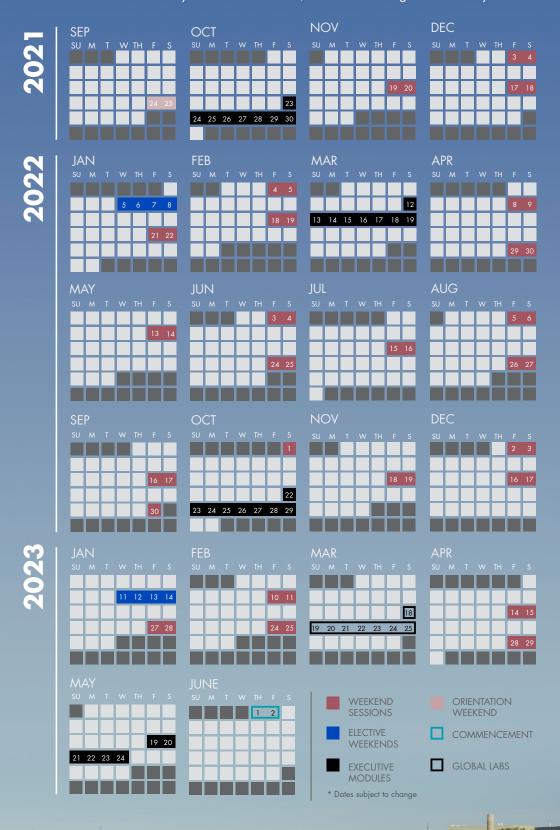
Organizations Lab (O-Lab)

Leading With Impact (LWI)

- Managing a Diverse Workforce
- Negotiation and Influence
- Pricing
- Risk Management
- Topics in Corporate Finance

# 2021 - 2023 PROGRAM SCHEDULE

**PROGRAM DESIGN:** The program is designed around a flexible schedule that enables busy executives to balance work and personal life with a strategic investment in their career. Weekend classes meet every two to three weeks, with a week-long module every six months.



# MIT EXECUTIVE MBA COURSE OF STUDY

(A) Action Learning Course

(E) Executive Module

#### (A) Applied Economics for Managers

- Game theory and organizational capability
- Markets, competition, market power, and strategic pricing

#### (E) Leadership and Integrative Management (LIM)

- Integrating general management perspectives
- Exploring challenges of a multinational organization

**FALL 2021** 

### A Organizational Processes

- Behavioral perspectives on organizational management: The Three Lenses
- Analytic tools needed to analyze, manage, and lead the organizations of the future

#### (A) Competitive Strategy

- Strategies for competitive advantage
- Modern strategic management

#### Data, Models, and Decisions

- Driving business through best practice quantitative methods
- Data-driven decision making

#### Electives 1 & 2

Choose from a variety of advanced topics and specialized courses

SPRING 2022

#### Introduction to System Dynamics

- Organizational design and management

# (A) Leading Organizations

- Organizational settings and dynamics
- Change leadership for the rising executive

# Financial Accounting

- Accounting for corporate and investment decisions
- Analyzing financial statements

# (A) E Innovation Driven Entrepreneurial Advantage (IDEA)

- New product innovation in the MIT Ecosystem
- Entrepreneurial strategy

- Systems thinking and modeling
- in a dynamic world

#### (A) Operations Management

- Enterprise execution strategy via value-chain capability analysis tools
- Demand-supply matching, operational uncertainty and risk management

**SUMMER 2022** 

#### Financial Management

- Corporate finance and capital markets
- How to value a project or a company, raise capital, and manage risk

## (E) Leading in a Global Context (LGC)

- Macroeconomics: global markets and strategy
- International policy and economic environment of firms

#### Marketing Management

- Market segmentation
- Marketing strategy

# (A) Organizations Lab (O-Lab)

- Change implementation amid organizational resistance
- Features full semester in-company project

**FALL 2022** 

#### Electives 3, 4, 5, & 6

• Choose from a variety of advanced topics and specialized courses

#### (A) Global Labs

- Company project and possible one-week international project trip
- Opportunity to work on start up idea or innovation project

# Global Strategy

- Understanding company performance in a global world
- Managing effectively in today's interconnected world

## (A)(E) Leading With Impact (LWI)

- Combining and integrating learnings across courses
- · Maximizing your impact in not-for-profit organizations

SPRING 2023

# DIVERSITY, EQUITY, AND INCLUSION

The MIT Executive MBA is committed to fostering an inclusive and supportive environment, advancing a community that embraces diversity and empowers everyone to learn and do their best. Our goal is to enable leaders — regardless of race, ethnicity, gender, religion, disability, and sexual orientation — to achieve the extraordinary. You will join a cohort of global leaders who thrive because of the group's diversity and close bonds. Here are some of the ways in which we strive to foster a diverse and inclusive community in the MIT Executive MBA.

**MIT Executive MBA Women's Group** The MIT Executive MBA Women's Group works to increase opportunities for EMBA women through networking events, speaker series, professional development workshops, and mentorship programs.

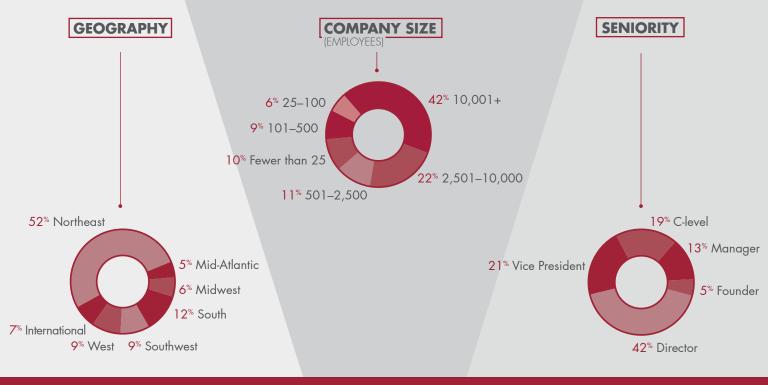
MIT Executive MBA Women's Advancement These candid conversations build upon skills to enable success and forward-thinking. The Women's Advancement Series is a way to engage with an extraordinary community of MIT executive women to address challenges facing women in the workplace.

MIT Executive MBA Ask Me Anything Panels Student-hosted sessions allow for open conversations on various topics, including gender, identity, masculinity/femininity, religion, biases, and life in-and-out of the military.

**Fireside Chats** Each weekend, two members of the class host personal "Fireside Chats" to share their unique, personal journeys. These deeply intimate chats give you a glimpse into the lives of your classmates.

Learn more about other affinity groups at MIT Sloan at https://mitsloan.mit.edu/mba/mit-experience/diversity-and-representation





# **CLASS** OF 2021 AT A **GLANCE**

MIT's team-based Executive MBA takes place in two cohorts of approximately 63 students, where each student is part of a diverse four-person study team.

126
global
executives

17 average years of work experience

# **87%** director level and above

49% international origin

# 41 average

age

49% advanced degrees

# 71% non-local (outside MA)

100% employed full-time

21% underrepresented minority

## **INDUSTRY**

## Advertising/Marketing Entertainment/Media/Sports Printing/Publishing Management Consulting Government/Military Construction/Engineering/Energy/Mining/Chemicals Telecommunications Services/Utilities Education/Non-Profit Manufacturing Aerospace/Transportation Food and Beverage/Consumer Products Banking/Financial Services

Software/Technology

Healthcare/Hospitals/Pharma/Biotech/Medical Devices

#### **DISTINGUISHED PEER GROUP**

Your peers in the program quickly become trusted allies. As experienced business leaders, they represent a wide cross-section of industries, roles, and nationalities, resulting in rich, cross-functional perspectives, and productive collaborations.

# JOIN A NETWORK OF IMPACT



Isabelle Billat '21 Polymers Recycling Business Development Manager Americas, TOTAL



Chris Hagemo '21 Sr. Director Digital Strategy Mosaic



EDUCATION /

NOT-FOR-PROFIT



Steve Garske '20 Senior Vice President and Chief Information Officer Children's Hospital Los Angeles

HEALTHCARE / LIFE SCIENCES

**Kevin Roepke '20** Regional Director - The Americas U.S. Soybean Export Council



Cecilia Scanlon '20 Director, Account Strategy Verizon Media



**ENERGY** 

SOFTWARE/ TECHNOLOGY

Sergio Medina '20 National Program Director (Juma) / Founder and CEO RISE (Refugee & Immigrant Services)



Logan Powell '21 Dean Of Admissions **Brown University** 



Catharine Smith '20 Clinton Health Matters Initiative at Clinton Foundation



Maria Galou Lameyer '21 Head of Assay Development and Throughput Screening

FINANCIAL / CONSULTING **SERVICES** 



Daniel Becker Feldman '20 Chairman and CEO Grupo Financiero Mifel

AEROSPACE/

TRANSPORTATION



Manny Sabiiti '21 Head Trader and Partner Boston Common Asset Management



Todd O'Hara '21 Head of Professional Services Google

Kevin Johnson '21

President and CEO

Johnson Media Inc.



STARTUPS

Valentina Videva Dufresne '21 Sr Director of Business Operations -Smart and Connected Ventures

Sensata Technologies



Jurgen Lebacs '20 Managing Director and President





Guillermo Casas '20 787 Propulsion Chief Engineer



Eleni Tousimis '20 Professor of Surgery, Director of Breast Center, Chief of Breast Surgery Georgetown University Hospital

#### **UNRIVALED NETWORK**

At the heart of the program is the opportunity to join an elite forum for innovation, collaboration, and leadership, and a tight-knit network of 136,000 MIT alumni.



Rao Mantri '20 Executive Director, Pharmaceutical and Biologics Product Development Bristol-Myers Squibb



Manju Palakkat '20 Vice President and Deputy CTO Caesars Entertainment Corporation



Eric Snelgrove '21 Professional Staff Member U.S. House of Representatives Armed Services Committee



Melissa Gamble '21 Vice President, Chief Administrative Office U.S. Bank



Meg Montgomery '21 Senior Strategic Initiatives Director DraftKings



Stephen Barr '20 Vice President, Business Development PRG Production Resource Group



Jagjit Dhaliwal '21 Deputy Chief Information Officer County of Los Angeles

GOVERNMENT / **MILITARY** 



Product Development Manager

MANUFACTURING



**Andrew Surwilo '20** Broadstone Technologies Ltd



Paolo Marone '21 Chief Financial Officer of Americas Company General Electric, GE Power



Global Director of Engineering AB InBEV



Jennifer Cummins-Askew '21 Creative Services Manager McKee Foods Corporation



**Becky Klein '21** Lt. Colonel (U.S. Air Force Reserve, ret.), Defense Community Principal Klein Energy LLC



Sony

# CREATE AN IMPACT

The MIT EMBA program is an extraordinary opportunity for rising executives to challenge themselves, to challenge convention, and to challenge their fields. It taps the Institution's preeminent role in innovation, research, and management to give you an edge, in any marketplace, in any economy. Whether you are an executive in a mature multinational corporation, a government leader, or a company founder, MIT's proprietary research and thought leadership deliver fresh ideas and cutting-edge innovation to you and your organization.

# MIT SLOAN MISSION

The mission of the MIT Sloan School of Management is to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice.

"I drank from a firehose of knowledge and perspective and immersed myself in new ideas in this program. Now, I'm a lot better equipped to marry my core strengths with the new insights and habits I learned at MIT, which allows me to work at a more senior leadership level."

Rita Amirana '16 Senior Director, Head of Clinical Programs, Synlogic, Inc. "MIT's EMBA program is an environment of learning, but it's not just learning for the sake of learning. It's learning to influence the type of leader you want to be and learning in a way that is comprehensive. It's learning to accelerate growth and how to scale up, while remaining grounded in the capability to achieve your goals."

Samia Bahsoun '17 CEO, Capwave Technologies, Inc. "What truly sets this program apart is its focus on making decisions under uncertainty. By using data-driven models and processes, leaders can create clarity for teams to move forward and execute quickly on their decisions."

Will Furness '18 Regional President, Sound Physicians

# MISSION-DRIVEN RESULTS

You will learn the science of innovation, applying best practices and analytical tools to turn your ideas into real ventures that make a positive impact in your communities and beyond.

# STARTUPS AND INNOVATIONS INFLUENCED BY THE MIT EMBA

• 17% of the class started one or two new entrepreneurial activities one year after graduation

#### MAKING A BIGGER IMPACT

• 69% of the class made at least one job change or were promoted one year after graduation



#### **BRIGHTBYTES**

Hisham Anwar '12, Cofounder & Chief Strategy Officer

Classmates Rob Mancabelli and Hisham Anwar launched BrightBytes to improve the way schools learn through individualized, research-based analysis. During the program, they turned their abstract concept into a commercial software product that is now used by one in five U.S. schools.



#### **BROKEN CRAYON**

Chris Penny '17, President & Founder / Andy Pechacek '12, Cofounder & Executive Director Todd Huber '17, Director of Strategic Endeavors / Carrie Wager '17, Director of External Programs

Using system dynamics principles learned at MIT, Chris Penny and Andy Pechacek founded Broken Crayon to improve the lives of children living in poverty in Africa by helping to launch sustainable local businesses.



#### **FUTUREFUEL.IO**

Laurel Taylor '15, Founder & CEO

FutureFuel.io, developed by Laurel Taylor, exists to crush the student debt crisis with innovative, technology-driven solutions. FutureFuel.io's, B2B2C SaaS platform empowers employers and partners to "turn on" student debt repayment as a new employee benefit.



#### **JOTA**

Felipe Seligman '18, Cofounder & CRO

JOTA is a research and digital news company that helps people better understand the regulatory system in Brazil. Cofounder Felipe Seligman came to the program to learn better management skills and how to analyze data to grow his company. In 2019, JOTA was named best digital news startup by the World Association of Newspapers and News Publishers.



#### **NEURAL PAYMENTS**

Mick Oppy '19, Founder & CEO / Daniel Norton '19, CTO

Neural Payments was created to assist financial institutions in adopting change at or ahead of market pace. Leveraging experience working within the fintech space and payment process on a global scale, Neural Payments will make a difference connecting these institutions to the latest technologies and trends. Its products and services help to build digital adoption, lower transaction costs, limit exposure to fraud, and simplify technology integrations.



#### **RISE**

Sergio Medina '20, Founder & CEO

Sergio Medina is using systems thinking tools to help scale his global social enterprise. RISE uses a digital platform to coordinate humanitarian aid and increase school attendance among children living in refugee camps.

# PROFILE OF AN MIT EMBA STUDENT

Mid-career professional with 10+ years of work experience

Track record of leadership and impact

Motivated to make a difference in their company, industry, and community

Team player eager to join a tight-knit, proactive cohort

Aptitude for success in a rigorous program

# FELLOWSHIPS & FINANCIAL AID

The MIT Executive MBA is committed to assembling a class of exceptional leaders. Once you are admitted, we will work with you to understand your options, including loans, sponsorship, and fellowships.

Every year we award a number of fellowships to accepted students who have demonstrated potential in areas including, but not limited to, women's leadership, minority leadership, government, and not-for-profit organizations. These include:

- The Forté Fellowship
- The Pechacek Fellowship
- The Sloan Leadership Fellowship

All admitted students are considered for EMBA Fellowships in August.

# **CHECKLIST**

- Register your interest at emba.mit.edu.
- Attend an admissions event.
- Talk to your employer.
- Start your application.
- Review your transcripts.
- Start prerequisite courses (if needed).\*
- Contact your recommenders.
- \* Contact your admissions advisor for Calculus and Statistics course requirements. Standardized tests are not required.

# **IMPORTANT DATES**

**ROUND 1 DEADLINE** 

January 7, 2021

**ROUND 2 DEADLINE** 

March 11, 2021\*

**ROUND 3 DEADLINE** 

May 27, 2021 \*\*

- \* Preferred International Deadline
- \*\* 11:59 P.M. ET











# BROADEN YOUR PERSPECTIVE & YOUR NETWORK THE MIT EMBA



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