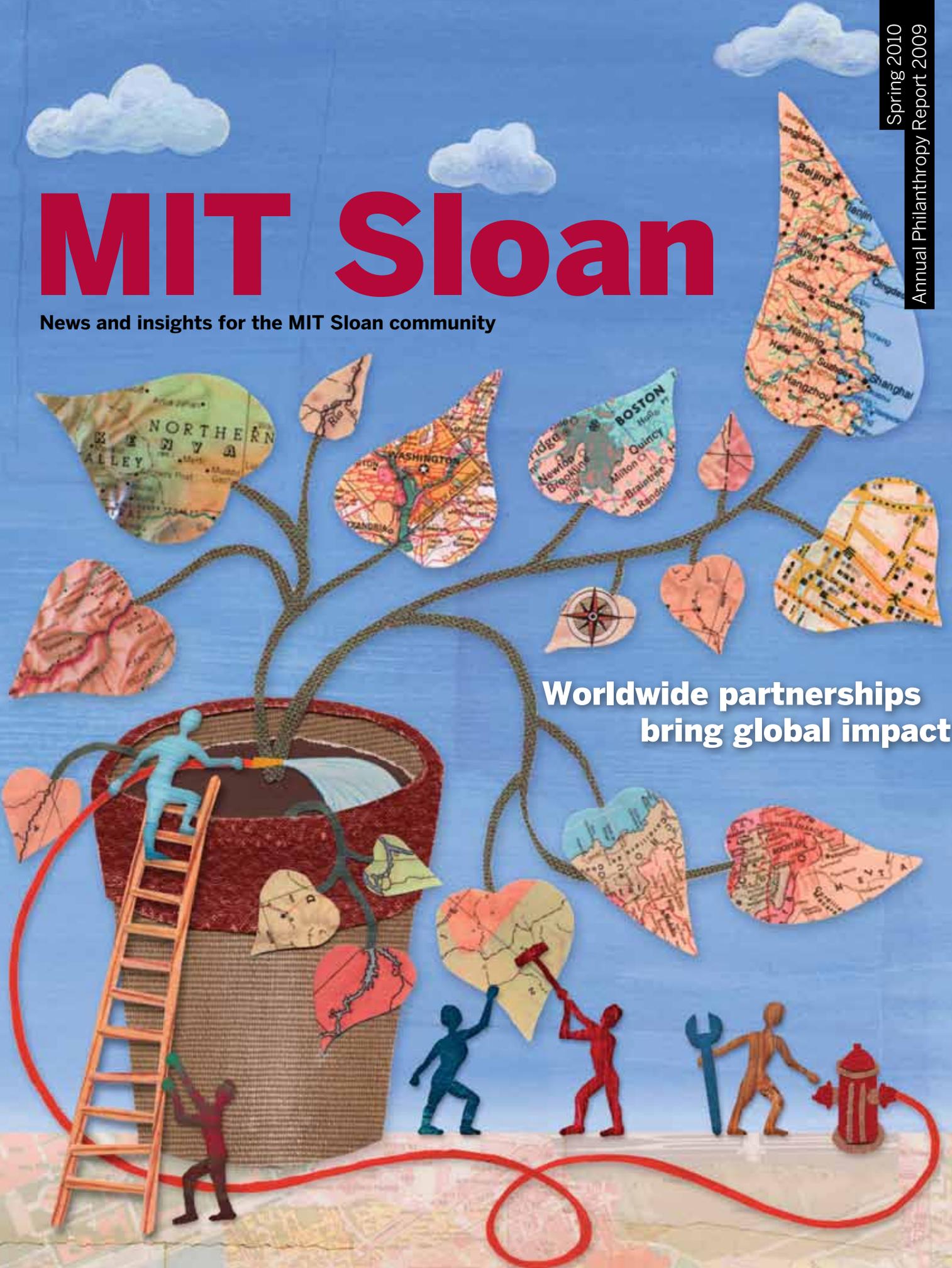


MIT Sloan

News and insights for the MIT Sloan community

**Worldwide partnerships
bring global impact**



MIT Sloan

News and insights for alumni
Vol. 4, No. 2

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Cover story

10 Worldwide partnerships bring global impact

In all MIT Sloan does, the School improves the world through management practice and provides significant experiences beyond its campus borders. Four programs integral to this mission are highlighted, as are individuals who support and embrace the School's charge for greater global engagement.

Annual Report on Philanthropy

Each year, the MIT Sloan School of Management acknowledges the many individuals and organizations who support the School and its endeavors financially. These contributions ensure MIT Sloan's ability to keep pace with constant evolutions and revelations in business practice globally. Within, you will find lists of all those who gave to the School in the 2009 fiscal year.

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On the cover

Illustrator Poul Hans Lange created the artwork for this issue of the *MIT Sloan Alumni Magazine* and *Annual Report on Philanthropy*.

The cover image and series of illustrations that accompany the cover story depict how supporters of the School nurture MIT Sloan's global impact. Poul was born in Denmark, but has lived and worked in New York since 1990. He is known for his collage illustrations as well as book jacket designs for European and domestic publishers. He teaches at School of Visual Design, New York, and at design schools in Denmark.

Strengthening a thriving alumni network

THIS ISSUE OF THE MIT SLOAN ALUMNI MAGAZINE, which includes the *Annual Philanthropy Report*, focuses on the School's global impact. One of the important ways MIT Sloan fulfills its educational mission to improve the world is through its alumni network.

Today, that network is more than 20,000 alumni strong and thriving in more than 70 countries. It spans class decades, crosses degree programs, and recognizes key academic partnerships, as it also includes Affiliates of the MIT Alumni Association. These individuals have completed their MBA programs under the auspices of MIT Sloan's collaboration with top universities in South Korea and China, and add even greater strength to the global MIT Sloan alumni network. Learn more in the cover story on page 10.

Now, since the February launch of the new Alumni Portal and the improved Alumni Directory, MIT Sloan is making it easier for its alumni and affiliates to stay connected to the School and to each other.

The Alumni Directory offers faster search capability, enhanced privacy settings, and the ability to include links to company and personal websites in your Alumni Directory profile, as well as links to your social networking profiles.

The Alumni Portal also provides access to password-protected class notes. These are the same class notes as in the magazine, but are updated in real time, so you can now keep up with what's happening in your classmates' lives and share what's happening in your life as it happens. You can also upload photos and comment on your classmates' news.



Editor
Tom Witkowski

And, for alumni celebrating a Reunion year, the Alumni Portal provides access to important information about Reunion Weekend: who among your classmates will be attending; class-specific events; photos from your past Reunions; and the progress of your Reunion Class Gift.

If you have not yet signed up for your Sloan Account, I urge you to do so by visiting <http://mitsloan.mit.edu/alumni/directory-gate.php> and using the "Activate Account Form" link at the bottom of the page. This form requires you to use your MIT Sloan Email For Life (your EFL is your @sloan.mit.edu address) to activate your account. An automated process will then walk you through activation so you can log on to the new directory. If you do not have an MIT Sloan EFL, please use the "Registration Form" link at the bottom of the Alumni Directory page, which will also start the automated process.

It is not an exaggeration to note that MIT Sloan's impact is increased significantly thanks to your work and contributions—and those of the School's more than 20,000 alumni.

By offering resources such as the Alumni Portal and Alumni Directory—tools that strengthen the School's network of alumni innovators and management leaders—MIT Sloan seeks to find more and better ways for its alumni to work together and continue to improve the world.

Please take advantage of these tools and the many engagement opportunities the School offers. And, as always, let us know how we can better serve the MIT Sloan alumni community by emailing editor@sloan.mit.edu with your comments and suggestions.

Best regards,

A handwritten signature in black ink that reads "Tom Witkowski". The signature is written in a cursive, slightly slanted style.

Tom Witkowski

Increasing MIT Sloan's global impact

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

It is a privilege to share with you the combined 2010 *MIT Sloan Alumni Magazine* and *Annual Report on Philanthropy*. The reason for this compilation is twofold—first, it continues the School's commitment to “walk the talk” in terms of sustainability. Second, it offers a better view of an extraordinary year past, the transformations ahead, and the support of alumni and friends that makes both possible.

MIT Sloan has deepened and expanded its global presence in recent years, and this effort is central to the stories in this issue. The School continues to work toward its mission—to *develop principled, innovative leaders who improve the world and to generate ideas that advance management practice*. The cover story on page 10 provides a glimpse of how the School is extending its reach and fulfilling that mission globally, and how MIT Sloan is *In the World, For the World*. Students are enrolling in innovative courses like the Global Entrepreneurship Lab (G-Lab) at record levels. MIT Sloan is engaged in partnerships with five top universities in China and South Korea, and your generosity is at the heart of our ability to keep pace with constant innovations in business practice worldwide. Thank you for supporting us in this undertaking.

During this time of rapid global change, we must consider how we educate our students, while seeking partnerships with individuals and organizations external to our Cambridge campus. To do this, the School has established regional executive boards comprised of business leaders and alumni from around the globe. There are four executive boards: the Asian Executive Board (AEB); European, Middle Eastern, South Asian, and African Executive Board (EMSAEB); Latin American Executive Board (LAEB); and North American Executive Board (NAEB). The mission of these working groups is to expand MIT Sloan's global visibility by informing and supporting meaningful engagement between the School and the world. A list of board members as well as additional information about their work may be found on page 20.



David Schmittlein
John C. Head III Dean

In my travels, I have met with many alumni and friends, and am impressed by your desire to be connected deeply and meaningfully with each other and with the School. Your commitment to the School is unwavering, and your partnership is essential as MIT Sloan strengthens its presence around the globe. Indeed, one of the most important ways MIT Sloan fulfills its educational mission to advance management practice and improve the world is through its global network. To those of you who have offered the School your time, energy, and financial support, on behalf of our faculty, staff, and students, thank you for your dedication to MIT Sloan. Your support shapes the future of management, and we look forward to continuing to partner with you. To all of our alumni who are working to improve the world, we thank you. Your efforts every day help achieve the School's mission and strengthen MIT Sloan's global impact and visibility.

Dave Schmittlein

Veena Jayadeva, MBA '10

- Revitalized Sloan Women in Management (SWIM)
- Conducted early research on microfinance at the World Bank
- Worked at a nonprofit in India that helped up to 15,000 female entrepreneurs a year attain microloans

“Nowadays, many of the barriers for women in business are in our heads.”



A poor woman who started her own stone-cutting business outside Bangalore inspired Veena Jayadeva to come to MIT Sloan and spend her life empowering female entrepreneurs. The stone-cutter, Sabeera, had been poor her entire life and started her business with a microloan in 1998 from a nonprofit for which Jayadeva was working. Sabeera eventually purchased a house and provided employment for her sons, and now her home is filled with the laughter of happy, healthy grandchildren who attend school.

“Seeing firsthand the impact of microfinance sparked my passion for helping female entrepreneurs,” says Jayadeva. After researching the global supply of microfinance for the World Bank, she moved to India in 2003 to ground her global viewpoints in local experiences and understand how her work affected entrepreneurs abroad. For two years, she worked for a local nonprofit that provided microcredit to women to start businesses. After meeting women like Sabeera, Jayadeva applied to MIT Sloan to enhance her ability to positively change the economic landscape of developing nations.

“I don’t believe that microfinance is a panacea for all problems in developing countries, but there is certainly a need for entrepreneurial people to have access to finance,” Jayadeva explains. “There are many people passionate about helping underprivileged sectors of the population, but you need the right tools and the right network to do it. You have to be savvy.

If you want nonprofits, which are usually in dire need of funding, to truly reach people and make a real social impact, they need to have very lean organizations. They need to use what little funding they have as efficiently as possible. It doesn’t matter if you’re a for-profit or a nonprofit. The necessary skill sets are the same. For me, it was a very natural next step to go to MIT Sloan.”

In India, Jayadeva provided women with microloans and taught them the financial knowledge and soft skills they needed to become entrepreneurs; as co-president of Sloan Women in Management (SWIM) at MIT Sloan, Jayadeva supports women by educating them on resources available and the strength of the network of women at MIT. “Being co-president has been challenging, yet extremely satisfying, because it is such a crosscutting, cross-functional organization,” shares Jayadeva. “I’m interacting with a variety of women from different industries across all MIT Sloan and MIT graduate programs and addressing their need to explore career options. As entrepreneurs, women have a similar success rate as men; we just aren’t out there in the same numbers. Nowadays, many of the barriers for women in business are in our heads.”

After graduation, Jayadeva plans to transition into strategy consulting at The Boston Consulting Group before returning to international development and nonprofits. “I think the broader the experience I can get, the better off I will be in addressing the various challenges facing nonprofits,” she says. “But whatever I do, it’s going to have some focus on women. It’s a theme that has run through my entire academic and professional life.”

Strengthening the alumni network

IN ORDER TO FACILITATE GREATER ENGAGEMENT among the over 20,000 innovators and leaders who make up the MIT Sloan Alumni Community, MIT Sloan has launched a new Alumni Portal and an improved MIT Sloan Alumni Directory. These improvements to the School's website enhance the ability for alumni to keep in touch with friends and classmates, stay current with former professors, and find and contact fellow graduates.

The most noticeable feature of the Alumni Portal is the single sign-on credential, known as a Sloan Account. Starting with the Class of 2009, Sloan Accounts have been given to incoming classes that will allow them to access MIT Sloan information during their time as students and graduates. Once inside the Portal, alumni are now able to more easily update and view class notes, comment on classmates' class notes, find Reunion and alumni event information, post photos, and obtain news about the School. This improved platform sets the stage for MIT Sloan to greatly expand online resources in the future.



Looking for a classmate?

Stay in touch with your fellow alumni by using the MIT Sloan Alumni Directory. And keep your own contact information in the Directory up to date so your classmates can stay in touch with you.

Log in at <http://mitsloan.mit.edu/alumni/directory-gate.php> using your Sloan Account. If you did not sign up for a new Sloan Account in February, go to <https://mitsloan.mit.edu/sloanaccount/alumni/activation/> to do so. You will need an MIT Sloan Email For Life (your @sloan.mit.edu address). If you do not have one, please go to <http://mitsloan.mit.edu/alumni/registration>.



Immediate improvements to the Alumni Directory include:

- The ability to include links to company and personal websites, and social networking profiles in your profile
- Faster search capabilities
- Enhanced privacy settings
- Access to a broader global network of peers, including affiliates of the MIT Alumni Association—graduates of MIT Sloan's partner educational institutions in China and Korea

Alumni who do not know their Sloan Account or have not activated their account should visit the Directory website, <http://mitsloan.mit.edu/alumni/directory-gate.php>. This page will provide further instructions for graduates to retrieve their Sloan Account username and password. Please note that the new Sloan Accounts have replaced the username and passwords needed to access the old Alumni Directory.

IMPORTANT: The new Alumni Directory contains improved capabilities to suppress your privacy settings. If you have not yet logged in to the new directory, do so today to make sure your information not only is current, but also is as open or as private as you would like it to be to the MIT Sloan community.





Building E62 update

THANKS TO THE GENEROUS CONTRIBUTION of the School's alumni and friends, the new MIT Sloan building, currently referred to as Building E62, is nearing completion. Although the new facility will be open for classes starting in the Fall 2010 semester, its dedication will be held on May 12, 2011, to coincide with MIT's 150th anniversary. The School hopes to see many of its alumni return to campus to join in the celebration of this momentous occasion.

Building E62 will span approximately 210,000 gross square feet across six floors. In addition, a three-level parking garage will be located beneath E62. The new facility will also add nearly 30,000 square feet of new ground-level green space to the campus. This will include a new courtyard facing the Charles River, a major landscaped area on the north side of E62, and two additional smaller gardens.

Other features of Building E62 include:

- Six classrooms for regular-term classes, ranging in size from 36 to 108 seats
- Thirty-five study rooms, several equipped for videoconferencing
- Executive Education suite with three classrooms, eight study rooms, and a lounge for networking and breaks
- Community Dining area that can seat up to 200 people
- Four floors of academic rooms housing approximately 200 offices
- Eight conference rooms placed throughout the faculty floors
- First-floor Business Center for students (including Executive Education) that will offer copiers, color printers, office supplies, ATM, and FedEx mailing
- Undergraduate student lounge, offering a "home" in East Campus with work spaces and soft seating
- Sloan Fellows lounge
- Renovated Sloan Plaza with appropriate handicapped access to E52 and E53
- As part of MIT's Percent for the Arts program, a newly commissioned sculpture, placed in the north garden, will be added to MIT's permanent collection

The new building has a LEED® certification forthcoming and is expected to be the most energy-efficient building at MIT. Other sustainability features include:

- Building envelope that is designed to be highly insulated and airtight
- HVAC system utilizes chilled beams and radiant panels to regulate temperature
- Integrated lighting system that will provide dimming of office lights and shade control in response to occupancy and daylight conditions
- Extensive bicycle parking and showers for those who commute by bike or foot
- Photovoltaic panels on uppermost roof
- Flexible design of faculty offices and classrooms that can be redesigned when appropriate for foreseeable future of 100 years

MSTIR: One year later

IT HAS BEEN OVER A YEAR SINCE THE LAUNCH of MIT Sloan Teaching Innovation Resources (MSTIR), a collection of teaching materials developed by MIT faculty and students. This portfolio is provided as a free teaching resource available to the world that includes case studies, simulations, deep dives, and industry, business and country overviews. MSTIR is similar to MIT's OpenCourseWare (OCW), but its content focuses on the theme of innovation in the areas of industry evolution, sustainability, and global entrepreneurship.

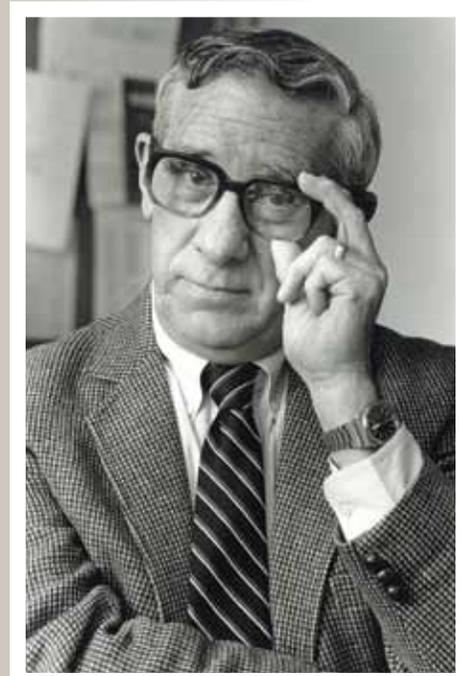
In honor of its first anniversary, several new offerings have debuted, many of which are management flight simulators that put students into real-world decision-making and management scenarios. One featured simulator is *The Salt Seller*, created by Professor John Sterman to simulate the salt industry. After reading a case study about the industry, users are able to participate in making the actual pricing decisions in the market for a succession of years. "The salt industry might seem dull," says Sterman, "but it has various strategic dimensions and important sustainability links. When pitted against other live users, there is an opportunity to build trust or watch that trust erode and engage in price wars."



The Salt Seller, a management flight simulator created by Professor John Sterman, is featured on MSTIR.

In addition to the various simulators already available, several more are in development to be launched later this year. One simulates the solar industry, displaying competition in the presence of learning in scale economies, asking how firms can protect their proprietary technology as learning occurs and technology changes. A second simulator will revolve around the video game industry, displaying the strategic issue of competition in the presence of network externalities and complementary assets.

Visit <https://mitsloan.mit.edu/MSTIR/Pages/default.aspx> to learn more about available MSTIR resources.



Peter Gil: *Remembering a legend*

When Peter Gil died on March 4 at the age of 87, he had earned generations of admirers across industries and countries. He is best remembered as an influential director of the MIT Sloan Fellows Program, which he helped develop into the landmark international experience it is today. The Cuban-born Gil, considered a mentor by many fellows, was beloved for his unique blend of humor and worldly wisdom.

campus
snapshots

Ronald A. Kurtz (1954) Professor of Entrepreneurship **Simon Johnson** has joined *The Huffington Post* as a contributing business editor.



The silicon.com Agenda Setters list is voted for by an expert panel that chooses the 50 people considered to exert the most influence on the worldwide IT industry.

Maurice F. Strong Career Development Professor of Management **Gustavo Manso** won the 2009 Swiss Finance Institute (SFI) Outstanding Paper Award for his paper entitled, "Obfuscation, Learning, and the Evolution of Investor Sophistication." Manso has been invited to present the paper to both academics and finance practitioners in Switzerland next spring. The paper was co-authored with Bruce Carlin.



For his paper, "Common Risk Factors in Currency Markets," Assistant Professor **Adrien Verdelhan** was the First Prize recipient of the Terker Family Prizes in Investment Research. Verdelhan's co-authors were Hanno Lustig of UCLA Anderson and Nikolai Roussanov of the University of Pennsylvania, Wharton School.

In December, Assistant Professor **Cynthia Rudin** was the recipient of the Best Poster Award at the Eighth International Conference on Machine Learning and Applications (ICMLA '09) held in Miami. The winning paper is entitled, "Report Cards for Manholes: Eliciting Expert Feedback for a Machine Learning Task," co-authored by Axinia Radeva and Rebecca Passonneau from Columbia, and Delfina Isaac of Con Edison.

New faculty member **Matt Marx** received a 2009 Wyss Award for Excellence in Doctoral Research from Harvard Business School at the Annual Meeting of the Academy of Management in Chicago. Matt also received the TIM (Technology and Innovation Management) Division Best Student Paper Award for his paper "Good Work If You Can Get It...Again: Non-Competes Technical Expertise and Staffing Small Firms."



Assistant Professor **Jason Davis** collected three awards at the recent Academy of Management (AOM) Annual Meeting in Chicago. His dissertation, "Collaborative Innovation, Organizational Symbiosis, and the Embeddedness of Strategy," won the Technology and Innovation Management (TIM) Division Best Dissertation Award. Davis's first paper from this dissertation, "Rotating Leadership and Symbiotic Organization: Relationship Processes in the Context of Collaborative Innovation," garnered him both the TIM Division Best Paper Award and the Academy-wide William H. Newman Award.

Sloan Management Review Distinguished Professor of Management **Michael Cusumano** was named one of the top 50 Agenda Setters in Information Technology in 2009 by silicon.com "for altering the way the business cycle of tech firms is viewed."

The new MIT Sloan Sustainability Certificate

IN JANUARY, THE SCHOOL ANNOUNCED the launch of the MIT Sloan Sustainability Certificate. Beginning this year, the Certificate will be awarded to graduate students in MIT Sloan and affiliated MIT programs who complete the five core courses and two electives that represent a concentrated focus in sustainable management theory and practice. This new academic offering capitalizes on the significant development of intellectual content related to sustainability across MIT Sloan, including new courses and curriculum materials. This certificate also responds to a growing interest among the students—both current and prospective—who increasingly view sustainability as an exciting opportunity for new products/services, markets, organizations, and industries.

The MBA Program Committee and its Subcommittee on Tracks have reviewed and accepted the Sustainability Certificate as a complement to the current Finance and Entrepreneurship & Innovation (E&I) tracks, allowing MBA students to pursue both a track and the Sustainability Certificate. The required core and elective courses in the certificate program explicitly leverage MIT Sloan's strengths in process improvement; organizational learning and adaptation; entrepreneurship and commercialization; the dynamics of organizational and social change; the interactions of markets, firms, and organizations; and links to MIT's strengths in science and technology through implementation.

Visit <http://mitsloan.mit.edu/sustainability/certificate.php> for more information about the MIT Sloan Sustainability Certificate.



participate

IN THE MIT SLOAN ANNUAL FUND

Did you know...

Gifts to the MIT Sloan Annual Fund provide financial assistance to highly talented students who might not otherwise have the opportunity to study at MIT Sloan.

The Annual Fund helps to subsidize internships, trips, and new courses for our students.

The Annual Fund supports increased alumni engagement through regional clubs, networking events, the *MIT Sloan Alumni Magazine*, and reunion programming.

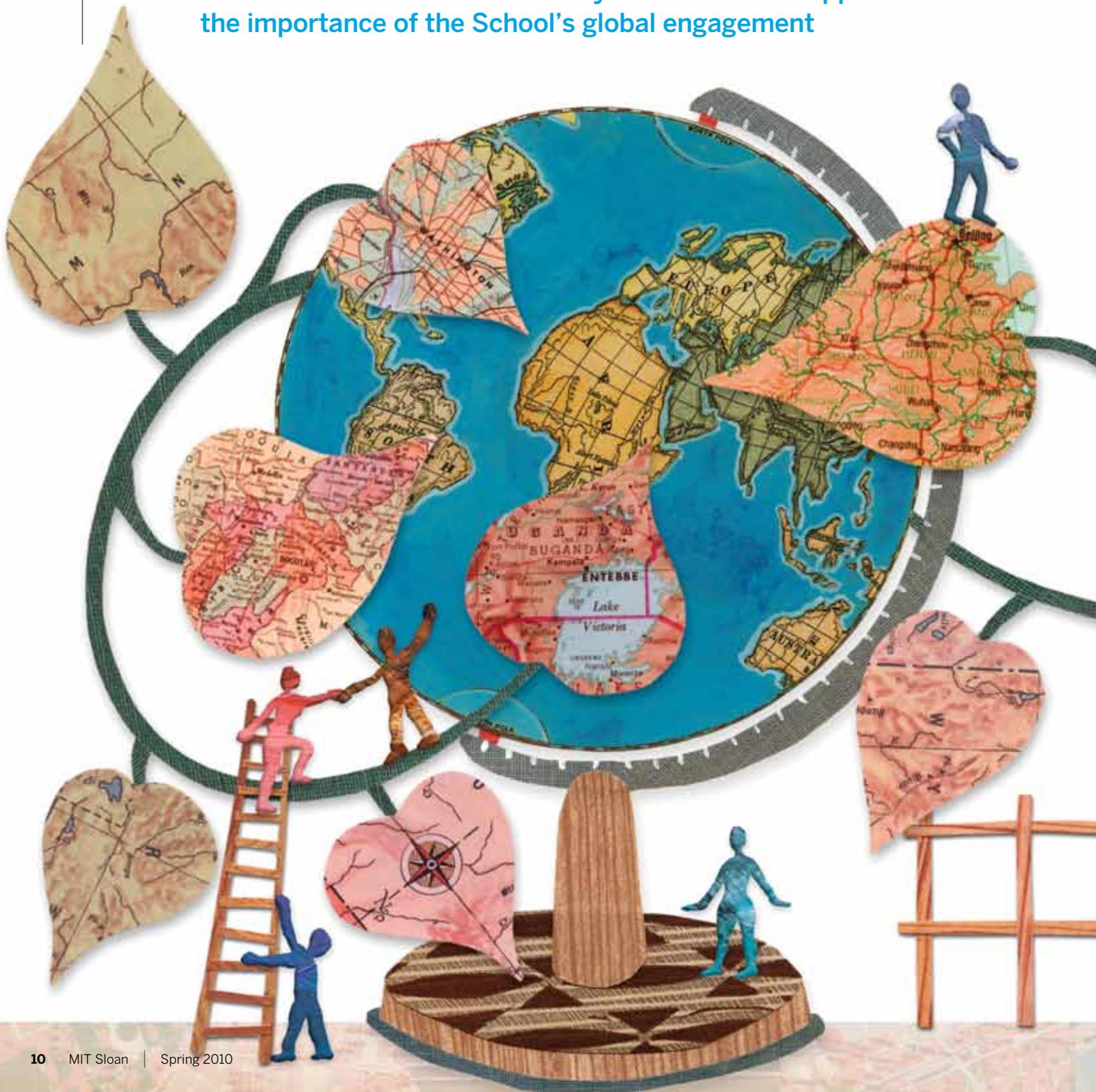
Each and every annual gift matters. Give yours today by visiting <https://giving.mit.edu/sloangift>.



Thank you for your support of MIT Sloan.

Worldwide partnerships bring global impact

MIT Sloan's extended community embraces and supports the importance of the School's global engagement



As Deputy Dean Richard Locke, MIT PhD '89, explains, MIT Sloan's broader international strategy stands on three pillars.

The first: concept-based, action learning opportunities, including the Global Entrepreneurship Lab, known as G-Lab, which provides 80 to 90 percent of students a meaningful experience abroad while working with companies and organizations in emerging markets.

The second: faculty research, most of which is internationally based and "fundamentally global" in nature.

And the third: global partnerships with a growing list of countries that include China, Korea, Portugal, and Russia, among others.

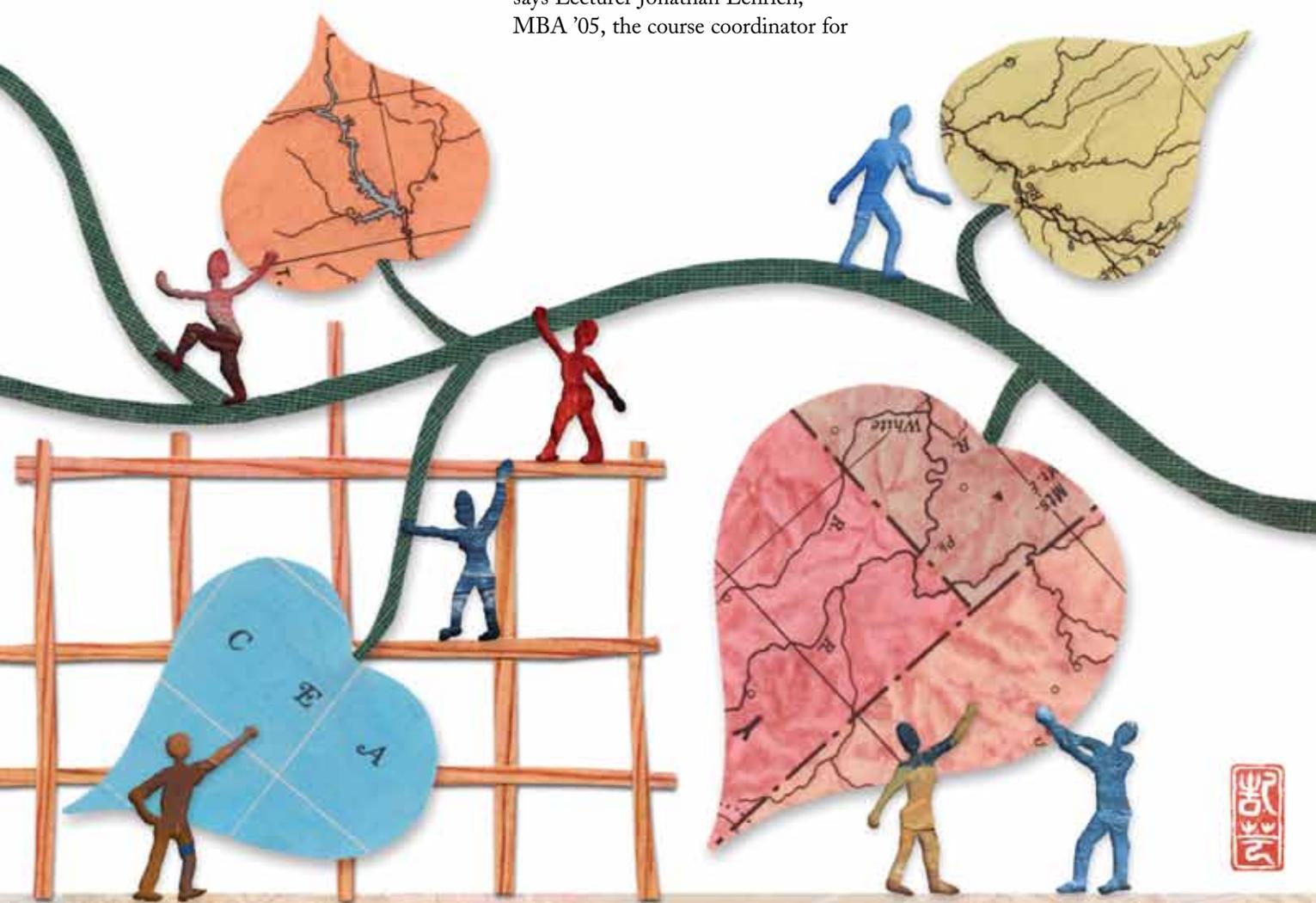
"If the mission at MIT Sloan is to develop innovative leaders who improve the world, it seems to me that, to be a truly innovative leader you need global experience and a familiarity with the world," says Locke, who conceived G-Lab—a combination of classroom learning with a global internship—now in its 10th year. "We know that global exposure takes place not only at the zip code 02139."

Locke and others involved in these international offerings and partnerships also know that the global impact of these relationships is significant, even in instances where it cannot easily, or immediately, be measured or quantified.

"At times, it's difficult to measure success because there are too many variables," says Lecturer Jonathan Lehigh, MBA '05, the course coordinator for

G-Lab. "Correlation is not causation, but with G-Lab, we have so many happy companies and so many that refer us on to their friends...it's one of these things that expands virally. Everyone wants bright people to work with, and the MIT brand is very powerful."

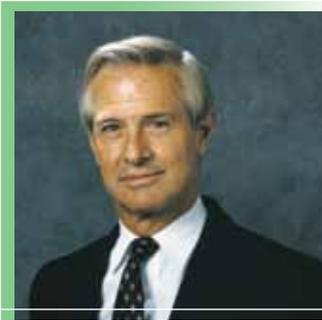
In all of the four examples described below—**G-Lab (EcoFlora project)**, the new seminar on **Financial Crisis Management**, the **MIT-China Management Education Project**, and **G-Lab: Global Health Delivery**—MIT Sloan is able to achieve its broader international strategy, says Locke, by providing significant experiences beyond campus borders that aim to improve the world.



Illustrations by Poul Hans Lange

G-Lab

• 50 countries



John Hennessy, SM '70

From its initial launch in 2000 as a course offering to provide a classroom experience as well as an international internship in emerging markets, more than 1,400 students from MIT Sloan's G-Lab have worked with 299 companies in 50 countries located in Africa, Asia, and South America.

This year in Latin America and Asia alone, says Lehrich, G-Lab had 37 teams and 60 companies vying for them, a figure that "suggests something about the power of the word of mouth from the students, the companies, and the proxy organizations that refer companies to us."

What may be most appealing, according to John Hennessy, SM '70, the former president of Credit Suisse First Boston, is both the philosophy that drives the program and the experience it offers to the student team as well as the host firms and organizations involved.

"The G-Lab program is right in the sweet spot of my particular interests and my particular experience," says Hennessy, who, along with his wife, Margarita, also support the Legatum Center for Development & Entrepreneurship at MIT. "I spent eight years living in developing countries and have experienced at least 70 countries... G-Lab is a bottom-up approach, and I know from personal experience that the way you change the culture of a company is from the bottom up. G-Lab attacks that head on, and it equips the students with the academic disciplines to be of help in these developing countries."

It is exactly for those reasons and others that G-Lab this year sent its first team of students to Medellín, Colombia, to work with EcoFlora, a firm that develops bioinputs for the agricultural, food, cosmetic, personal care, household, and pet industries and that seeks to expand its growing business into the U.S. market.

"This is the first time we're working outside of Bogotá, and EcoFlora is doing interesting work in biopesticides," says Lehrich, who notes that the majority of G-Lab projects are based in software or hardware companies. "To work with a company that produces something

• 1,400 students

299 companies

used on the land is relatively unusual for us. People ask me if we have industry restrictions and I say no, there's no industry cap, but any of our firms are successful in their niche market and are looking to grow internationally."

That is exactly what EcoFlora seeks to do, and the student team was charged with developing an expansion strategy for the burgeoning, 35-person company with customers in Colombia, Costa Rica, Ecuador, and Peru. As the team discovered, the time is ripe for growth in biopesticides, namely pesticides derived from natural materials with worldwide revenues anticipated to reach \$1 billion in 2010, representing only 2 percent of the overall pesticide market.

What sets EcoFlora apart, according to Senior Lecturer Christine Kelly, is one of their formulas "that is more concentrated than those of competitors while still being environmentally friendly. It even works well on relatively fragile agriculture, such as cut flowers."

From a broader perspective, says Lehrich, G-Labs such as this "are changing how companies manage themselves, how companies grow, and how companies expand their employee base, and thus change the employment in their local areas."

"The managers and the employees of these companies have done wonderful things," says Lehrich. "They've had G-Lab teams, and they credit G-Lab with some of their success. These are companies making a difference in their local economies and that is more (of an experience) than what business students normally have... . If you want to have impact, you have to do something; and if you want to do something and do it right, you don't necessarily know what the impact will be. You have to be willing to take on that kind of risk."

Clearly, the host companies are also willing to take on the risk, and Lehrich notes that more than 20 percent of the companies working with G-Lab teams are "repeat customers," a significant number that does not include the high number of referrals received as well.

"G-Lab teaches students how to help the companies within these developing countries to be successful," says Hennessy. "It's very rewarding to be involved with these programs and to see real people helping to solve real problems. It makes you feel good."





Simply stated, Harris & Harris Group Professor Andrew Lo's first Independent Activities Period (IAP) offering on Financial Crisis Management was a rare opportunity indeed, as well as a natural follow-up to his fall seminar of the same name.

"The fall course itself took shape independently...and the room was packed when we had speakers," says Lo, who brought in Bernard Madoff, whistleblower Harry Markopolos, as well as *Deep Survival* author Laurence Gonzalez, whose book details those who survive incredible odds. "We focused on a number of crises over the past 800 years and tried to distill the common entities... . There are all sorts of issues of how you deal with extraordinary circumstances. We have a good academic offering on crises, but how do we teach students how to manage through it? How do you sleep through it? The idea was to allow students to find out, firsthand, how to do it."

Financial Crisis Management



Donovan Moore, SM '73

Lo collaborated with Donovan Moore, SM '73, a member of MIT Sloan's North American Executive Board, to give students another such opportunity earlier this year during IAP. The notion for the IAP, said Moore, was born from conversations about the financial crisis with fellow executive board members at the spring 2009 meeting, sparking ideas that seamlessly merged with Lo's plans to "find a way to get students more engaged in the financial crisis."

"A lot of the conversation at that meeting centered on the financial crisis and what was taking place and had taken place, but also what was MIT's role in the crisis and what should it be after the crisis," says Moore, managing director of Bessemer Trust in New York.

With the IAP limited to 25 participants, Lo, who created both course offerings last summer, wanted to provide an up-close examination of those who played major roles in the financial crisis and how they survived—both personally and professionally—to tell the tale.

25 participants

In order to do this, students traveled to New York City to meet with bankers, investors, and regulators from the International Monetary Fund (IMF), Deutsche Bank, and the Federal Reserve Bank of New York, among others. Placed in groups of no greater than three, MBA students and MIT Sloan Fellows alike conducted interviews and took notes for incorporation in their final written reports, all of which was agreed to by the subjects in advance.

"It was the closest to being in their shoes that you can be," says Sloan Fellow Jose-Maria "Chema" Fernandez Rodriguez, who has held posts at the Treasury Department in Spain and as an investment banker in London. "They were quite forthcoming, and we got the chance to discover the personal angle of how they dealt with the restrictions they faced, as well as how different programs were implemented, the challenges of the implementation, and how they found solutions to the challenges."

"These are major corporations and regulatory agencies involved," says Lo. "Some were gratified to be asked, 'What did you learn, and how did you learn from it?,' and the other reaction was great concern as to how the information

would be used or perceived," a natural reaction given the expected printing and dissemination of the reports.

Moore, along with his wife, Ann S. Moore, chief executive of Time, Inc., facilitated a \$25,000 grant from the Wallace Foundation to fund student trips for the course. Ann Moore is a Wallace Foundation board member. "What I am hoping is that other MIT Sloan alumni will see this as perhaps a model for the future and in other industries, not just funding such initiatives, but providing access and coming up with ideas that students can then run with," says Donovan Moore.

According to Lo's teaching assistant, Stavros Valavanis, the opportunity "to talk to high-level people about arguably the most important topic of the past two years" also provided critical insight to learn from other's mistakes.

"My expectation is, individually, we will learn how these institutions run and think," says Valavanis, a PhD candidate in Chemical Engineering, Electrical Engineering, and Computer Science (EECS). "Collectively, we will see who they really are with a wider view, not just as the media portrays them to be."

"Our view is, the more we know about what happened, the better we can design policies to prevent crises from happening again," says Lo. "We need to be more open minded about where we can learn the most, and that is what this course sets out to do."

3 cities

MIT-China Management Education Project

With the MIT-China Management Education Project in the midst of its 14th year, both the growth and impact of the program are easily measured by those who have nurtured this global initiative since 1996.



Marjorie M.T. Yang, SB '74



Dr. Philip C. Kwok, SE '95

“The Project has exceeded our expectations on many levels,” says Senior Associate Dean Alan White, SF '71, who has spent 31 of his 36 years at MIT Sloan traveling to China multiple times per year. “When we began, we knew we were taking risks. We asked that the Chinese send us young faculty for development, that we work to be sure all faculty would return to China and remain at their schools (all have), and that the Schools would develop truly international MBA programs (they have). This project has succeeded not only because the initial plan worked, but mostly because the Chinese have made it work.”

Today, with significant support coming from those residing around the rim of China, the project—begun as a five-year effort for information sharing and relationship building between MIT Sloan and top Chinese universities—continues to thrive as it approaches year 15. Since its start, four international management (IMBA) programs at participating universities—Tsinghua University in Beijing, Fudan University in Shanghai, Yunnan University in Yunnan, and Lingnan

College at Sun Yat-sen University in Guangzhou—have collectively graduated more than 3,000 students.

These numbers, says Eleanor Chin, program manager of MIT Sloan’s International Programs, are a far cry from when the program began, and when the first incoming class at Tsinghua had 39 students. Today, the incoming IMBA classes in China have more than 100 students, with an average graduating group of 350 from the three programs each year. As the IMBA program has grown, so too has its reputation, says Chin, who adds that Tsinghua’s graduating class includes nearly 50 international students from 11 different countries, which serves as a testament to the program’s strength.

“Tsinghua had their first international student in their IMBA program in 2001,” says Chin, “and today about 40 percent of their class is international.”

MIT Sloan, in turn, sends its faculty to offer lectures and teach courses, while teams of students make annual visits from Cambridge to the Asian continent as part

• More than
3,275 students

of China Lab, sharing their experience in Western-style management practices. In addition, faculty from the participating schools in China have the opportunity to spend a semester at MIT Sloan as International Faculty Fellows (IFFs), with the goal of developing a new course to take back to their respective universities.

“We need to build good leaders in countries with great challenges... but, most important, it’s the quality and benefit of developing learning leaders who will help the world,” says Cherie Nursalim, executive director of Indonesia’s Gajah Tunggal Group and wife of 2002 Sloan Fellow Dr. Enki Tan, both of whom are among the project’s most ardent supporters and members of the MIT Sloan Asian Executive Board. “China is a large populace in dire need of higher quality leadership education. We need more programs...not just to create business leaders, but also to create business leaders with a conscience.”

Every semester brings a new group of faculty, says Chin. “Once they are

here, they take advantage of everything available to them. Going to classes is something they all like, and they learn a great deal from watching our faculty teach.”

“The core mission, from our point of view, was to provide opportunities for MIT faculty, staff, and students to learn about China and Chinese-based economies,” says White. “This we could not do unless we developed a project that contributed to China, that engaged their attention, and that was important to them. We engaged in this project to contribute to China. This is how you, in turn, learn.”

“Certainly, with the China project there has been so much learning on both sides,” says Chin, who makes annual visits to Hong Kong for meetings related to the project. “The schools are all doing well and making a big impact in China; and through the years, MIT Sloan has as well. It’s really gratifying to see how the project has grown and evolved over the years.”

• **4** universities



• 7 African countries

• 101 students

Even an Olympic athlete would be hard pressed to keep up the pace of Senior Lecturer Anjali Sastry, PhD '95, during the month of January.

One quick look at her website and blog, globalhealth.mit.edu, is all that's needed to get a strong sense of what drives Sastry to do what's required to run the Global Health Delivery (GHD) course, a G-Lab offering she co-created to provide "the opportunity to directly address challenges in delivering healthcare in resource-constrained settings."

In all, Sastry visited 12 student teams on eight work sites in five sub-Saharan African countries—Ghana, Kenya, South Africa, Tanzania, and Uganda—over the course of 11 days earlier this year, all to make certain that placements in health clinics, hospitals, and local companies were moving ahead as planned.

"Surprisingly, key roadblocks in global health delivery are not medical—they are managerial," Sastry stated upon the launch of GHD in 2008. "Poverty in underserved African populations speaks to market failures vis-à-vis health, infrastructure, and economics. What differentiates our program from others is our ability to tackle each of these issues as a whole with teams composed of experts in management, medicine, and engineering created through our collaborative efforts."

Sastry says the excitement for this September-through-February course and its related intellectual challenges has been

strong from the start, with students on a wait list for possible openings. With a maximum of 48 participants, a number set both by the related high costs and placement logistics involved, Sastry says GHD provides "a great way for us to explore how well we are equipping our students to address complex challenges" as they utilize all of the experience they have garnered to date, both inside and outside the classroom.

"Beyond offering our students what could be a life-changing learning experience, our hope was that we could collaborate in building a new science of delivery studies, and of course help our partners working on the front lines of care delivery by designing, testing, and implementing practical improvements that would enable enterprises to deliver more and better healthcare," wrote Sastry on her blog's February 13 post. "Along the way, we learned to think of health in much broader terms than we had originally imagined."

G-Lab: Global Health Delivery

Partnering organizations had the benefit of working with MIT Sloan teams on issues of supply chain and inventory management, organizational strategy, business models, staffing, process improvement, as well as cost accounting, risk management, income generation, change management, market research, road safety, information technology, and social marketing.

“It makes the academics come to life,” says Michelle Bernardini, MBA ’10, who spent three weeks at a pediatrics clinic in Nairobi, Kenya, where her team worked to build an organizational structure that would enable the growth and branding of the present single-office structure. “We were able to apply everything we learned in class.”

It is for all of these reasons that philanthropist and author Lisa Endlich, SM ’81, decided not only to support GHD financially, but also to accompany

Sastry on the Mbarara, Uganda, portion of the trip. For Endlich, who wrote her master’s thesis on healthcare delivery, having the chance to participate in a program like GHD and to partner with organizations overseas “would have changed everything about my academic experience at MIT Sloan, and it may have changed the course of my career path.”

“The course is incredible,” says Endlich, whose most recent book, *Be the Change*, focuses on what drives well-known donors to make a difference in the world. “Students bring management experience from their time at MIT Sloan and from their professional backgrounds...but they also bring a different set of eyes, a different viewpoint, and a different perspective. There is something meaningful for students to learn and, by the same token, there is something meaningful for them to contribute.”

In all of these offerings, faculty, students, and supporters alike say that MIT Sloan continues to establish itself as a leader and innovator by delivering cutting-edge, real-world experiences that provide an unparalleled range of opportunities and effect positive change globally.

“We need to bridge the gap between academia and industry,” says Lo, who mentions the high level of criticism leveled at business schools and business education in the wake of the financial crisis, which he finds puzzling. “If anything, we haven’t had enough education, and what we ought to be doing is redoubling our efforts to research these events... Only by going through the facts of the financial disaster can we really prevent it from happening again.”

Or by writing about them, says Moore, and then garnering some worthy press.

“Then, it will serve a larger purpose,” Moore says, which fits right in with MIT Sloan’s greater global strategies, one of which is specifically focused on symbiotic partnerships around the world.

“We are not only learning from these partners,” says Locke, “but also building lasting capabilities.” ● ● ●

• 2 years



MIT Sloan Regional Executive Boards

WHEN DAVID SCHMITTLEIN BECAME John C Head III Dean in 2007, he identified a need for MIT Sloan to expand its impact and visibility in our increasingly borderless world. More than ever, the challenges and opportunities facing economies worldwide have become intertwined, and it is imperative that the School take a leadership role in disseminating knowledge that is useful now, and will stand the test of time. To accomplish this, Dean Schmittlein envisioned a forum for alumni, friends, and business and governments leaders from around the globe. These leaders would engage in meaningful discourse about the various issues surrounding management education. Thus, four regional executive boards were created.

The mission of the MIT Sloan executive boards is to inform and support meaningful engagement between the School and the world, and to facilitate and encourage regional activity that increases MIT Sloan's visibility and impact. Led by an alumni chair, and composed of business, government, and institutional leaders, the boards are guided by a commitment to understanding and solving global management issues. Board members also share a deep appreciation for the MIT Sloan School of Management and its mission, *to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice.*

These lists recognize executive board membership during fiscal year 2009.

P = Parent

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 From the earliest days of MIT's founding nearly 150 years ago—and the notable establishment of MIT Sloan in 1952—financial support from the School's graduates and friends has served as the bedrock of a great institution that has continued to evolve with the times.

The MIT Sloan School of Management gratefully recognizes the members of the Dean's Circle. Those alumni and friends listed on these pages have generously supported the School during fiscal year 2009 with an unrestricted gift of \$1,000 or more. **Through their generosity, these individuals have shown a profound understanding of the importance of the School's mission: to develop principled, innovative leaders who improve the world and to generate ideas that advance management practice.** And their philanthropy allows MIT Sloan to continue to embrace the challenges to lead change that serves as the catalyst to strengthen current programs and to inspire innovation for new ones.

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1954

Class gift total:	\$1,700
Total gifts and pledges:	\$1,700
Class participation:	18%

1959

Class gift total:	\$30,200
Total gifts and pledges:	\$33,550
Class participation:	23%

1964

Class gift total:	\$79,444
Total gifts and pledges:	\$136,182
Class participation:	22%

1969

Class gift total:	\$1,024,875
Total gifts and pledges:	\$1,045,725
Class participation:	26%

1974

Class gift total:	\$72,025
Total gifts and pledges:	\$78,820
Class participation:	28%

1979

Class gift total:	\$275,950
Total gifts and pledges:	\$611,584
Class participation:	32%

1984

Class gift total:	\$57,252
Total gifts and pledges:	\$138,969
Class participation:	24%

1989

Class gift total:	\$157,375
Total gifts and pledges:	\$220,670
Class participation:	28%

1994

Class gift total:	\$66,785
Total gifts and pledges:	\$258,595
Class participation:	34%

1999

Class gift total:	\$29,150
Total gifts and pledges:	\$34,140
Class participation:	24%

2004

Class gift total:	\$27,735
Total gifts and pledges:	\$58,598
Class participation:	24%

2008

Class gift total:	\$14,635
Total gifts and pledges:	\$19,575
Class participation:	17%

1939

MBA | SM | LGO

George L. Williams

1945

SB

J. Spencer Standish

1948

MBA | SM | LGO

Philip R. Marsilius

Davis P. Thurber

SB

Gilbert V. Rohleder .

Alvin J. Siteman

1949

MBA | SM | LGO

Donovan R. Beachley, Jr.

Groff Collett

SB

Carl A. Bergmann

Bernard J. Ruskin

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....	\$10,000–\$24,999
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..	\$2,500–\$4,999
.	\$1,000–\$2,499

1950

MBA | SM | LGO

Robert W. Adenbaum .

Austin F. Marx

SF

Leete P. Doty

1951

MBA | SM | LGO

William B. Erb .

Robert O. Hirsch .

Milton R. Neuman

Arnold J. Rothstein

1952

MBA | SM | LGO

James B. Borden

Stanley J. Dorst .

1953

MBA | SM | LGO

Gordon W. Sangster

SF

Wayne L. Horvitz

SB

Robert J. Gellert ..

Richard A. Marciano

1954

MBA | SM | LGO

Bruce B. Bates

Raymond J. Epich

PhD

James C. Emery .

1955

MBA | SM | LGO

Jack Dekker .

Paul R. Haas, Jr.

Addison H. Kermath .

Roger K. Olen .

Jack C. Scarborough

Fred Shinagel

SF

Alfred E. Fernald

Philip J. Gow

C. Franklin Logan

C. Maston Thomas

Peter Wallack

Edward J. Ward, Jr.

SB

Ronald A. Kurtz

DuWayne J.

Peterson, Jr. ...

1956

MBA | SM | LGO

Richard J. Hamlin

SF

Oswald Newell, Jr.

SB

Jonathan H. Hathaway

1957

MBA | SM | LGO

Herbert S. Amster

Ralph J. Baron .

Joseph R. Brenner

David W. Dailey

Castle N. Day

Philip A. Untersee

SF

James R. Connell

Eldon C. Hanes

John H. Mitchell

SE

George M. Watters, Jr.

SB

Elliot K. Wolk

1958

MBA | SM | LGO

Arthur P. Alexander .

Ahti E. Autio

Julius J. Bellaschi

George A. Bobelis ...

Garrett Cochran

Douglas A. Dodds

Charles E. Downing PE

Robert J. Doyle

Kakuichiro Fujiyama

Cent W. Groot .

Clinton M. Jones

Howard S. Krasnow

Donald J. Ross

Bernard Shapiro

Thomas M. St. Clair

Philip A. Stevens .

Robert L. Sutherland .

Martin Trust

Ralph Wanger

Randolph N. Wilkinson III

SF

Robert L. Kelly

Frank T. Murray

Virgal L. Schad, Jr.

Willis S. White, Jr. ...

SB

Robert E. Jordan III .

Kenneth Whipple, Jr.

1959

MBA | SM | LGO

F. Hudnall Christopher, Jr.

David J. Collins .

Robin Crawshaw

Frank E. Ferguson ..
Edward M. Giles
George F. Howland
Robert H. Larson ..
LeRoy G. Malouf
Burton B. Nanus ..
J. Thomas Selldorff
Robert F. Sherman .
Antony B. Werner

SF

John P. Eberhard

SB

Stephen Friedman .

1960

MBA | SM | LGO

John C. Dyer
Gideon I. Gartner ...
John N. Maguire .
John J. Montesi
William P. Mott III

SF

LeRoy E. Day
William R. De Long ...
Theodore G. Macklin
Frederick A. Roessle
Milton A. Zimmerman

1961

MBA | SM | LGO

Stephen Corman ..

Douglas R. Gustafson .
William T. Harper
Djoerd Hoekstra
Lester C. Hopton, Jr.
James A. Kidney
Michael H. Payson
Peter F. Wells

SF

Henry E. Fish
John S. Ingles
Jerome W. Keating .
Joseph F. Rocky

PhD

James A.F. Stoner .

SB

Richard Cryer
Peter P. Graham
Carter F. Wolfe ...

1962

MBA | SM | LGO

Bruce A. Blomstrom .
Stephen F. Hall
Ronald M. Kirshbaum
John P. Leahy .
John V. Olszewski .
Roger F. Sellew .
Larry P. Yermack

SF

George W. Bates
Chester W. Diercks, Jr.

Harold S. Koletsky
John F. Prendiville, Jr. .
Fred F. Stoddard

SE

James F. Mathis

1963

MBA | SM | LGO

Thomas G. Burns ...
Robert V. Clapp
William M. Fondren, Jr. .
John H. Hubbard
Robert H. Jahncke
John L. Jauch PE
Leo P. Kane
Tohru Matsumoto
Henry B. Robbins
Harvey H. Shore
Jonathan L. Way
Gillett T. Welles III

SF

Colby H. Chandler .
August J. Gartner
Richard V. Nuttall, Jr.
Melvin C. Seibel
Spencer E. Smith
Alan E. Thomas .
Russell C. Youngdahl

PhD

Terry W. Rothermel .

Asha Seth Kapadia, SM '65

Professor, University of Texas School of Public Health,
Houston, Texas

- Received the John P. McGovern Outstanding Teaching Award and peer recognition for outstanding scholarship from the University of Texas School of Public Health
- Served as a visiting professor at the University of Juarez, University of Delhi, and University of Hyderabad
- Teaches MS- and PhD-level courses in biostatistics



“It is encouraging to see how the pool of females enrolled has increased,” says Seth, who was one of the first inhabitants of McCormack Hall, MIT’s only all-women dorm.

At MIT Sloan, Asha Seth Kapadia studied Operations Research and knew little about public health. As an MIT Sloan alumna, however, Seth has applied that knowledge of queuing theory and traffic control in an unlikely field, public health, and in so doing has contributed to how patients receive treatment.

While at MIT Sloan, Seth’s thesis advisor was John D.C. Little, who is known for his groundbreaking work on queuing theory. “He had a major impact on me,” Seth reflects. “My master’s work examined a traffic control model that studied the movement of cars around a traffic island.”

After earning a PhD degree in statistics from Harvard in 1969, Seth worked as a management consultant at Arthur D. Little. There, she became interested in applying queuing theory techniques to two very different issues: the dynamics of the kidney transplant and air traffic systems. “I was amazed at discovering that the movement of kidneys, donors, and patients through the system followed a queuing structure.”

Seth’s interest in health applications led her to the University of Texas School of Public Health in Houston. Her studies have included the application of management principles to the inventory of blood supply at the Houston Blood Bank, the pharmacokinetics of chemotherapy drugs at MD Anderson Cancer Center, and the movement of patients through a rehabilitation facility at the Texas Medical Center.

In addition to more than 100 refereed publications, Seth has co-authored two books. *Difference Equations with Public Health Applications* examines the use of difference equations for studying the behavior of individuals enrolled in clinical trials,

for predicting rainfall, and for using difference equations models in epidemiology and business predictions. Her second book, *Mathematical Statistics with Applications*, explores health-related applications in mathematical statistics. In her teaching, she shares her knowledge of difference equations, queuing theory, and Markov processes. She has been invited to present her research findings at both national and international institutes and organizations.

Seth has recently been working with the M.D. Anderson Cancer Center in the department of hepatology and gastroenterology. “Right now, my interest is in meta analysis—examining several studies on the same issue with the same methodology,” she says. “I enjoy looking at all the parameters and combining them to come up with a conclusion.”

Throughout her 35 years of teaching, Seth has remained involved with MIT by interviewing prospective undergraduate students. “I love meeting potential students and hope their experience at MIT is as rewarding as mine,” she says. “Going to MIT Sloan was the best thing I ever did. I have met the most fascinating people across the Institute, and many have become lifelong friends and colleagues.”

Since her days as a student, Seth has seen a significant change in the School’s incoming classes. She recalls that when she arrived from New Delhi to study at MIT Sloan, she did not take a single class with another woman. “It is encouraging to see how the pool of women enrolled has increased,” says Seth, who was one of the first inhabitants of McCormick Hall, MIT’s only all-women dorm. Today, more than 130 women enter MIT Sloan each year.

1964

MBA | SM | LGO

Edmond R. du Pont
Ernest I. Glickman
Jay M. Jaffe
Leon H. Liebman
Edwin R. MacKethan III
Benjamin S. Margulies .
Robert C. Musser
Robert W. Puffer
Paul N. Schregel
Robert W. Spitz
Fredric C. Westendorf

SF

Steve Cenko
Walter Fisher, Jr.
Philip S. Lang
Irving Taylor

PhD

William D. Putt
Lee L. Selwyn .

SB

Mark I. Alpert

1965

MBA | SM | LGO

Dan I. Abrams ..
Bernard J. Beaudoin
Leon Fattal
Benjamin S. Feinswog
Howard A. Mandelbaum
Frank H. Mason .
Richard M. McCabe
William M. Nuckols
John D. Raney
John S. Reed
Stanley B. Sachar
Robert A. Schmitz
Charles T. Seay II .
Michael I. Valiquet
Herbert A. Wainer
Fritz T. Wegmann .

SF

William A. Frye
Neil A. Holmberg
Edward G. Koepnick
Witt I. Langstaff
Robert A. Nafis
Gerard W. Schoenwald

PhD

J. Randall Brown

1966

MBA | SM | LGO

Jarold W. Boettcher
Lawrence S. Daniels
John F. Fort III ...
Jon D. Gruber
Lawrence B. Kilham
James F. Quance
Emilio Sardi
Marvin P. Schildkraut
Douglas F. Ward

SF

Robert W. Bishop
Elmer L. Field
Hunter E. Harvey, Jr.
Thomas P. Hasbrouck
Robert Lee Lord
James J. McGowan
Ralph L. Pickard

PhD

John M. Thomas

1967

MBA | SM | LGO

Ollie J. Akel .
Paul Bergsteinsson
John R. DallePezze .
William H. Dyer III
James J. Grimes
David G. Hill
Frank J. Kofron, Jr.
John A. Liberatore .
Thomas E. McElroy, Jr. .
W. John Nicholson
Erik V. Pedersen
Shripad G. Pendse
Lawrence Salba
Dan S. Somekh
John G. Trump
Walter R. Uhle
Henry B. Weil

SF

John W. Anderson
Gordon S. Cochrane
Burrell W. Hays
Earl J. Miller
William A. Porter
Barry Rosenberg ..
Peter D. Smith
W. John Swartz

PhD

Thomas J.R. Johnson
Donald E. Lewin

1968

MBA | SM | LGO

Michael A. deMarco
Paul R. Freshwater
R. Douglas Hulse
Stephen A. Landon
Charles W. McLaughlin
Ralph V. Occhipinti
Richard A. Rabinow ...
Laurence G. Robbins
William H. Rodgers III .

SF

Wendel W. Cook
C. Richard Jones
William H. Springer
Thomas J. Vincent

PhD

Gary L. Bergstrom
John F. Rockart

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...	\$5,000–\$9,999
..	\$2,500–\$4,999
.	\$1,000–\$2,499

1969

MBA | SM | LGO

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David L. Diamond
John G. Fallon
Steven J. Grossman
Edward S. Hyman, Jr.
Niels O. Larsen
Michael A. Schiff
Pamela W. Turner .
Joseph R. Valenta

SF

Robert P. Arnold
Robert L. Dorn
William M. Newport .
Albert O. Trostel III
Peter E. Viemeister
Fred S. Wojtalik

SE

Howell S. Chou
Robert G. Jones

PhD

Marshall L. Fisher ...
Cyrus F. Gibson
Donald H. Peters .

1970

MBA | SM | LGO

Arthur L. Beals
James L. Brown
William L. Clifton, Jr. .
George T. Dixon
George A. Hambrecht
Joseph J. Heffernan .
Creighton G. Hoffman .
Stephen D. Jones
Walter R. Menning

John J. Nagorniak

Riva M. Poor
Paul T. Pureka
Mark K. Rosenfeld
Alan Silver
Adriaan M. van den Bergh
John H. Wagner II

SF

Philip A. Campbell
Robert H. Cowart
Mattio O. Diorio
Frank D. Dreizler
Gary E. Frashier PE
Roosevelt Jones
Robert H. Rollins II
William P. Schlarb
Edgar A. Vaughn, Jr.
Donald H. White

SE

Douglas M. Surgenor
Edward R. Vrablik

PhD

Mark S. Plovnick

1971

MBA | SM | LGO

Lawrence W. Borgman
Paul V. Cusick, Jr.
Richard A. Derbes
R. Brian Fifer
Henry E. Fradkin
Russell M. Frankel
Gary B. Hirsch
Robert J. Inadomi
Michael Lebner
Craig Lentz

James E. Rand
David M. Renton
Michael L. Richter
Joseph S. Rothman
Paul M. Schumacher
Peter B. Stergion
Kong-Heong Tan
Kenneth E. Wall, Jr.
Joseph Weber
L. Lyndon Wilkes III
Stephen J. Williams
Kendall W. Wilson

SF

Joseph P. Bergin, Jr.
Richard Borzilleri .
Nicholas D. De Pasquale
Jon D. Helms
Robert B. Horton ...
Michael A. Leonard .
Philippe G. Masson
Ronald W. O'Connor, MD
Edward Steinhoff
Robert L. Swain
John D. White

SE

Albert T. Olenzak

PhD

Denis M. Slavich .

1972**MBA | SM | LGO**

William A. Eldred
Albert M. Harlow
Kenneth R. Horner .
William C. Hurd
Ellen S. Karp
Gerald M. Katz
Laurence F. Klurfeld ..
Alma L. Koch
Judy C. Lewent
Robert Y.L. Mao
Lesley E. Markman
Victor J. Menezes
Daniel A. Rankin
Thomas E. Schroeder
Martin Y. Tang
David R. Torrealba

SF

Charles F. Baxter
James L. Blakeley
Carl D. Peterson
William F. Spence
Robert W. Van Niel

SE

James L. Wheeler

1973**MBA | SM | LGO**

George M. Alvarez-Correa
Ilyas Bayar .
Howard W. Bell, Jr.
Donald O. Hewitt
Myle J. Holley III
Gim P. Hom
Ilan Kusiatin

Thomas Linkas .
James W. Litchfield
Charles R. Monet
Donovan B. Moore, Jr.
Pertti E. Naulapaa .
John D. Rudolph
R. Gary Schweikhardt .
Alan G. Spoon
John D. Wigodsky
Herbert B. Zien

SF

Charles A. Buchanan, Jr.
Walter R. Herbert III
Haskell P. MacCawatt
Thomas R. Thomsen

SF

Albert J. Kullas
Robert L. Pennock
Noel E. Stasel

PhD

Eric L. Herzog
Sandra W. Morgan
Jorgen Randers

SB

Kenwood Harris, Jr.
Roger D. Lacey ...

1974**MBA | SM | LGO**

William L. Campbell
Alan M. Cody .
Henri de Crouy-Chanel
Jon E. Einsidler
Winford G. Ellis, USN Ret.
John B. Fosseen .
Torben V. Gronning
G. Paul Hendrickson, Jr.
Sharon B. Holcombe
Doron C. Holzer
Edward H. Inman ..
Philip L. Johnson
Robert S. Ludwig
Peter D. Melencio
Stephen B. Miller
Donald V. Murphey
Emmanuel N. Njomo
Odunayo B. Olagundoye ..
David W. Rice
Ernest S. Robson III
James K. Schmidt
Winkie H. Sit
Donn A. Swartz
Michael L. Telson
Jorge A. Villamil
Ian S. Weir
David M. Wexler
Jeffrey M. Witzburg
Richard C. Yonker

SF

Richard P.
de La Chapelle, Jr.
Reinhard Frank
Jerome A. Halperin
B. Jack Risse
Gerhard H. Schulmeyer
John Emil Wolfe

PhD

Bruce L. Golden
Bruce E. Stangle

1975**MBA | SM | LGO**

Edwin M. Arippol
Paul S. Basile
J. Thomas Bentley
Alan J. Berger
C. Ray Britton
Frank P. Carbin
Timothy T. Chan ..
J. Eric Daniels
Fred M. Fehsenfeld, Jr.
Edward J. Filusch .
Ian Fisher
John M. Fox
Charles C. Holcomb
Bruce A. Jamerson .
Sue C. Jones
Phee Boon Kang
Loretta P. Kargol
Norman K. Kidder .
Patrick D. McCabe .
Felipe Ruiz-Lopez ...
Eric L. Schwitzer .
Bradley E. Sparks
Charles R.H. Tsiang ..

SF

Philip M. Condit
Peter D. Fenner
Gordon D. Kirk
Edward W. Kissel
Susan H. Lotz
Raymond D. Mintz
John T. Murray
Richard A. Sorenson .
Maureen C. Stefanini
Joseph H. Viperman, Jr.
Calhoun W. Wick

SE

Steven L. Alter
Masaru Matsuno
Donald E. Ridley, PE

1976**MBA | SM | LGO**

Lee D. Aurich
Giampiero Brentani
Arleen F. Gilliam ...
Burwell B. Goode
Ilene S. Gordon ...
Edward A. Klepacki, Jr. ..
Sigmund Mandelbaum
Stephen E. Mermelstein, Esq. .
R. Scott Morgan
Mary G. Peters
Richard G. Smith
E. Per Sorensen .
Leo T. Sprecher
Charles F. Stone III .
Theresa M. Stone .
John S. Wood

SF

Lincoln D. Cathers
Louis Chertkov

Fredric S. Cohen
Phillip R. Haug
Richard J. Jackson
Dennis H. Vaughn

PhD

Paul L. Eckbo ...
William A. Shaffer

1977

MBA | SM | LGO

George J. Butkovich
Paula B. Cronin
Thomas C. DeCanio
Peter F. DiGiammarino .
Susan J. French .
Robert B. Garman ..
Douglas W. Gorman
Donald M. Hague
Sandra L. Helton .
Judith W. Hertzberg
Deh-i Hsiung
John W. Hussey, Jr.
Michael Jimenez
Barbara D. Kafka .
Michael M. Kaiser ...
Daniel J. Kaplan
Dennis M. Kass
Joan E. Martins
John A. Mazzarino ..
Jonathan P. Moynihan
Lester H. Nathan
Eleanor D. Phillips

Ruth E. Rowan
Leslie Schine
Linda P. Senne
Ellen C. Siever
Robert A. Smith
Anne Symanovich .
Barry A. Zack

SF

Tommy C. Bannister
Robert E. Fenton
Thomas G. Frost
Ryuzo Fujiki
E. Quinton Gordon
William Harral III .
Thomas A. Helmrath
Charles E. Larson .
Richard G. Rhoades
Phillip J. Riese ...

SE

Bernard W. Miner, Jr.

PhD

Judith R. Gordon

1978

MBA | SM | LGO

Steven J. Alexander
William R. Banks
Jesus L. Barrera
Lozano
Satiesh C. Bhargava
Stephen V. Bisceglia
Clifford L. Danbe

James R. Frick
David J. Fullerton
William G. Golush
Paul D. Grabscheid
Sarah L. Green
Debra Greenberg .
Richard H. Grueter
Beverly C. Harman
Erik J. P. Jensen ..
Claire L. Kapilow
Margaret V. Mulley ..
Kenneth M. Neuhaus
Joel Andre Ornstein
Mark H. Schneider
Jo Shute
Seymour N. Small
Leif G. Soderberg
Michael W. Sonnenfeldt
Shivan S. Subramaniam ...
Gerald A. Taylor .
Nils Vogth-Erikson
Harry Wolf

SF

F. Duane Ackerman ...
Gary L. Cowger .
Brian J. Geraghty
Feliciano Giordano
Taieb Hafsi
Thomas M. Perdue
Robert E. Spitzer
Keiji Tachikawa

SE

Leon D. Crossman

PhD

Arjang A. Assad
Paul R. Carpenter ..

SB

Armando Garza
Sada, Jr.
Albert J. Ricciardelli

1979

MBA | SM | LGO

James B. Adelson
Janet E. Andersen
Jerry D. Bailey
Lewis O. Brashares
R. Klaus Brauer
David F. Bunting
Diane Curtis
Michele F. Demarest
Cecilia R. d'Oliveira
Tony Dutra
Gilbert S. Godbold
Michael Randall Graham .
Olivier J. Helleboid
Verne E. Henderson
Linda A. Jensen
Kennebec Kious
Louis R. Kornet
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McLeod
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Michael R. Scoufarides
Thomas M. Scurrah
Charles N. Smart
Stephanie Sonnabend .
Constance L. Stubbs
Juan Carlos Torres
Carretero
Regina B. Wiedenski ..
Mary N. Young

SF

Robert M. Amick .
Richard D. Lewis
Richard J. Santagati
Pascal F. Tone

SE

Otto Berner
Chiswell D. Langhorne, Jr.
Stanley E. McGinley

PhD

Saman Majd
Jay E. Paap .

.....	\$25,000+
....	\$10,000–\$24,999
...	\$5,000–\$9,999
..	\$2,500–\$4,999
.	\$1,000–\$2,499

1980**MBA | SM | LGO**

Grant C. Bennett
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 Peter J. Condakes .
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 Steven A. Frigand
 Michael S. Graff .
 Frank C. Graves ...
 Charles T. Harris III
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 Lawrence A. Krakauer
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 Dean L. Wilde II .

SF

Leonda S. Adler
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 James W. Shaw

SE

Philip S. Allen

PhD

Agustin L. Calvet
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 Toni Y. Shimura
 Debra A. Stabile
 Matthew D. Steele
 Allan Will

SF

Dorothy B. Derick
 Sami L. Goldstein
 Marion M.M. Jacks
 R. Michael Ross

SE

Mike Fillipoff
 Roger P. Onorati

PhD

Alan F. Dowling .

1982**MBA | SM | LGO**

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 Robert H. Brooke
 Panos E. Cavoulacos
 Jonathan R. Cheng
 Martin L. Clubb
 Megan F. Clubb
 Margery O. Cunningham .
 Roger D. Guerin
 Jamie S. Harris
 Victoria M. Johnson
 Michael Kasinkas
 Roger G. King
 Curt P. Kohlberg ..
 Brent Manssen
 Susan E. Martin
 Jay R. Petschek .
 Barbara A. Pugliese
 Robert R. Radcliffe
 John F. Taylor
 Cathleen R. Tilney
 Paul D. Via
 Kayo Yamamura

SF

Christopher J. Amenson .
 Edward E. Heller, Jr.
 Wayne M. O'Connor
 Thomas M. Potrykus
 Kenneth W. Senior
 Takeo Suzuki

MOT

Elliot S. Blackman

PhD

Gregory D. Hawkins
 Themis A. Papageorge ..
 John H. Roberts

1983**MBA | SM | LGO**

William S. Bennewitz
 Ann E. Bublitz
 Steven P. DeRaedt
 Carleton C. Ealy
 Steven P. Fogel

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....	\$10,000–\$24,999
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 Charith Perera
 James F. Reda ...
 Mark Regan ...
 Pamela A. Reid
 William H. Roege
 Frederick J. Ruvkun
 Debra Samuels
 Robert L. Sarno
 Neal P. Savage
 David B. Sayles
 Young K. Sohn ...
 Leland J. Stacy III
 Laura E. Stiglin
 Michael S. Strickland
 Lee J. Tesconi .
 Laurence B. Timm
 Guy M. Vancollie
 David A. Weber
 Richard J. Wolak
 Marc Yagjian

SF

Lily K. Lai
 Marian E. Shepherd

SE

Gai Kobayashi
 Fernando M. Santos
 William G. Scheerer

PhD

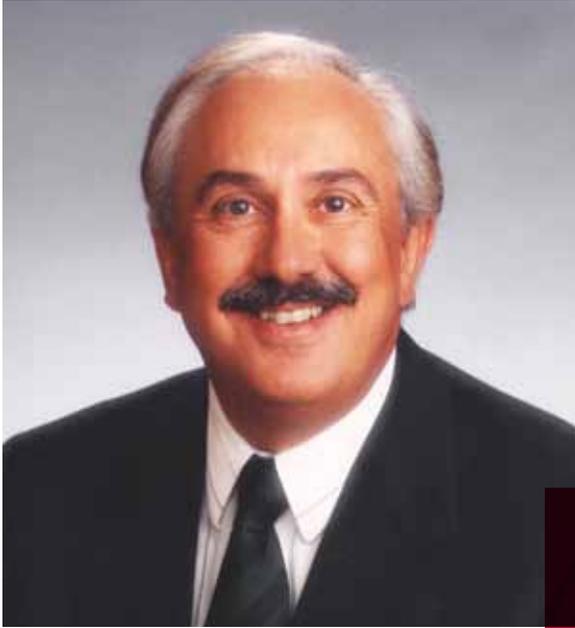
Barbara S. Lawrence

1984**MBA | SM | LGO**

Steven D. Bleiberg
 Christopher G. Bohrsen
 Kathryn K. Bohrsen
 Carol C. Brennan
 Jane M. Burnat Deutsch
 Patricia M. Craig
 Robert J. Eve
 Michael Even ...
 Robert R. Gilbert
 Richard A. Gluck
 Charles R. Goheen
 Laurent Guy .
 Robert B. Hedges, Jr.
 William J. Hilliard ...
 Robert D. Holvey .
 John P. Leake
 Alison Lueders
 Nicholas W. Manganaro
 Thomas P. Matteo .
 Joel D. Mattox .

Michael Johnson, SF '85

Chairman and CEO, Conoco Gas and Power, Retired



- New Mexico declared January 14, 2005 “Michael Johnson Day” for his contributions to the Earth Sciences
- Consults to the Norwegian government on energy issues and technology
- Testified to Congress in the late 1970s regarding opening up Alaska for offshore oil exploration and production, and in the late 1990s on natural gas and energy policy

“Going to MIT Sloan was like drinking from the fire hose.”

Michael Johnson, considers himself first and foremost a scientist. Even in semi-retirement, he spends considerable time with science, from growing grapes in his vineyard to lecturing on climate change. Having studied geochemistry and paleoclimatology, he joined Conoco Inc. as a researcher who could help trace oils back to their source rock using geochemistry, geophysics, and subsurface geology. After becoming the division manager of the Rocky Mountains Region exploration department, Conoco saw MIT Sloan as a way to enable Johnson to take on higher-level management roles in the company and sent him as their representative in the Sloan Fellows Program.

“Going to MIT Sloan was like drinking from the fire hose,” laughs Johnson. “When you are out of college for almost 10 years, you’re not used to reading 300 pages of textbooks a night, and your mind is a little less flexible. Forcing business ideas back into it, especially as a scientist, was like starting from scratch. But it was a great experience—I learned about finance, economics, accounting, and business in general.”

After graduation, Johnson moved to a larger exploration department of Conoco focused on the West Coast and Alaska. From there, he became vice president of International Exploration and Production, or Upstream, which involves finding and producing oil and gas. Johnson then went on to become the managing director of Conoco’s entire subsidiary in Norway, a \$4 billion-a-year operation.

In 1996, he became the chairman and CEO of Conoco Gas and Power, the natural gas and power business for

Conoco, which he ran for over six years before retiring. “This was my favorite job because of its breadth and complexity,” he says. “It was everything from managing processing plants to pipeline and surface transportation to marketing to financial derivatives. There were engineering challenges as well as scientific, commercial, and financial ones. I was able to learn and manage customer service and commercial operations. There was also work to be done with finance, hedging, and derivatives. Nothing ever stood still for more than a few minutes. My education was invaluable as my career progressed and I needed to take on the challenges of running a multibillion-dollar company with hundreds of employees.”

During his time at Conoco, Johnson traveled widely, while doing business in 57 countries around the world. Spending an extended period of time in places such as Angola, Kenya, and Somalia, he took an interest in African scholars coming to MIT Sloan. Currently, Johnson has committed \$325,000 to the MIT Sloan Global Scholars Fund, a fellowship designated to that cause.

“When I was looking at ways to give back to MIT Sloan,” he shares, “this is what caught my attention. If you spend time in Africa, you develop a great appreciation for their needs. They are many, but education is number one. I think that if African scholars gain an MIT Sloan education and then take it back with them to their home countries, it is the best way to spread knowledge and build the education system.”



MIT SLOAN Reunion '10

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calendar!
June 3-6

Reunion 2010 will be here before you know it. Please mark your calendar for a weekend of re-connecting with former classmates and MIT Sloan.

Activities will include:

- Class-specific events
- Alumni workshops
- Back to the Classroom with MIT Sloan faculty
- Consumption function
- Family-friendly activities

Help us plan a great Reunion. Volunteer to be a member of your class reunion committee.

If you would like to participate, please e-mail the Reunion team at mitsloanreunionteam@mit.edu or call **617-253-1557**.

Keep updated on Reunion 2010 at the website:
<https://mitsloan.mit.edu/alumni/reunion.php>



George W. Page, Jr.
 John N. Poole
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 Elizabeth W. Reiland
 Nancy A. Ritzenthaler
 Jason S. Rubin
 Steven H. Ruszkowski ..
 Mark D. Sonnino
 Mary A. Spyropoulos .
 Barbara J. Thornton, AIA
 Sharon E. Tucker Poole

SF

Hideo Aono
 Pentti J. Aula
 G. William Bates
 Dana M. Becker Dunn
 Richmond W. Bourne, Jr.
 Philip A. Cooper .
 Joseph P. Lacher .
 Linda J. Laskowski .
 Charles R. Losasso
 Richard C. Millar
 Frederic C. Schwartz
 Rosemary A. Simmons
 Kent H. Williams
 Ronald A. Williams

MOT

Bruce D. Gobioff

PhD

James M. Lattin

1985

MBA | SM | LGO

Stefanos A. Andreou
 Makoto Baba
 John J. Becker
 Sarah Shoaf Cabot .
 Manuel T. Campos Spoor
 Michael E. Cebry
 Antonio T. Docal
 Eamonn F. Dolan .
 Lynn Garland •
 Francis M. Hawkings
 Benjamin P. Hollin
 Charles M. Iles
 Joseph B. Lehmann
 Jean-Louis Lelogeais ...
 Howard E. Levine
 John S. Lively
 Michael J. Markovits
 Patricia M. McGinnis
 Wade P. Mears
 Sunshik Min ..
 Lance E. Murrah
 C. Sumner Parker
 Carla J. Ponn
 Ellen S. Quackenbush
 Janice V. Rogoff
 Lee E. Russ
 Kim Shah
 Elizabeth A. Smith
 George W. Stairs
 Judy E. Strauss Mast
 Anton P. Teodorescu
 Karen I. Troy
 Douglas Y. Wang
 Suzanne J. Yee

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SF

William L. Bauhard
 John J. Bourneuf
 Benita A. Cooper
 Wallace T. Kido
 Jean S. McKeigue
 William H. Pollock
 Margaret E. Senturia
 Carl E. Swearingen

MOT

John Hallal
 Harry L. Task

PhD

Peter S. Fader
 George P. Richardson

1986

MBA | SM | LGO

Ronald J. Bergamesca
 Dexter H. Charles .
 Edward S. Clay .
 Simon J. Dyer
 Peter Q. Fox
 John J. Frishkopf .
 Bradford S. Greenleaf .
 Jean Hammond
 Stephen E. Leichtman
 Gary D. Levine .
 John R. Macheras
 Richard F. Manhardt
 Mark A. Marasco
 Dennis G. Pratt
 William F. Quinn .
 Albert D. Richards
 David I. Roen
 Pamela G. Ryan
 Steven W. Schroko ..
 Michael P. Schumacher ..
 Eric C. Seale
 Mary Silva Doctor
 John G. Stephens
 Peter G. Tzanetos
 J. Drew Ward
 Bruce D. Werner
 Yoichi Yokomizo
 Chi-Won Yoon

SF

Alphonso V. Diaz

MOT

Milton Baker

SE

Federico Aimone
 Joseph A. McCue
 Kiran J. Randeri

1987

MBA | SM | LGO

Paul E. Appleby
 Susan W. Bailey
 Daniel J. Balkin
 Bruce S. Baron
 Guy M. Barudin
 William J. Beckeman
 David E. Canuel
 Elizabeth R. Coley
 Timothy D. Conners
 Thomas C. Cronin
 Ellen D. Erhardt
 Elise L. Erler ..
 David S. Gill
 J. Thomas Gormley III
 Robert W. Gref II
 Eugene N. Harris
 Donald M. Hill IV
 David R. Hooke
 Martha R. Jones
 Bao Lamsam
 James C. Leu, Jr.
 Shirish T. Malekar .
 Joseph L. Massimo III
 Paul G. Milde
 Takashi Miyake
 Howard S. Newberg
 Alan S. Orloff
 Thomas L. Pappas ...
 Gustavo A. Pierini
 Gustavo A. Pinto
 Karen Winter Reynolds .
 Thomas P. Ruddy
 Anthony F. Scolaro
 Timothy J. Seelaus
 Melinda C. Skaar
 Edgardo R. Sternberg
 John B. Thorsen
 David L. Verrill
 John L. Weisz
 Christopher Z. Zannetos .

SF

Harvey M. Donaldson
 Edward J. Zellner

MOT

Glenn E. Nedwin
 James G. Timmins

PhD

Martha Amram
 Simeon Chow .
 Deborah J. Dougherty
 Rita Vachani

1988

MBA | SM | LGO

Joshua D. Adelson
 Jamil M. Baz ...
 Daniel J. Busby
 Jean-Paul Calamaro ..
 Marla Choslovsky ..
 Jeremy M. Cohen
 Elizabeth A. Downie
 David H. Epstein .
 Michael F. Falvey .
 Bradley A. Feld

B. Joseph Pine II, MOT '91

Co-founder, Strategic Horizons LLP

- Has taught at Penn State, Duke Corporate Education, and the Harvard Graduate School of Design
- His book *The Experience Economy* was named one of the 100 best business books of all time by 800ceoread
- Co-founded Strategic Horizons LLP, a thinking studio for businesses to add value to their offerings



“We’ve shifted from an agrarian society trading in commodities to manufacturing industrial goods to delivering intangible services and now to memorable experiences.”

When Joe Pine buys coffee at Starbucks, he doesn’t consider himself purchasing a mere product. Rather, he is paying for an engaging experience culminating from all elements in the coffee house—the music, the comfy chairs, the interactions with staff, and the time to contemplate. Pine coined the phrase “Experience Economy” to describe this phenomenon in his book of the same name, coauthored with Jim Gilmore and published in 1999. *The Experience Economy* has since become a staple in the business world, shifting perspective to acknowledge that firms offering memorable experiences over mundane goods and services gain greater value.

It was his work at MIT Sloan in mass customization that led Pine to the discovery of the Experience Economy. While at the School, he began his first book, *Mass Customization: The New Frontier in Business Competition*, as an extension of his thesis.

“One day I was teaching IBM consultants how whenever you mass-customize a good, it automatically turns it into a service and gives it greater value,” recalls Pine. “Then someone asked, ‘What happens when you mass-customize a service?’ I replied without thinking, ‘That makes it an experience!’”

Pine was surprised by his response and began developing his concept of the Experience Economy, where more value is being created today from experiences, memorable events that engage each person in an inherently personal way. With this knowledge, Pine hopes firms can better assess their business and discover how to add more value to their offerings.

“Companies must recognize how our economy has progressed,” he explains. “We’ve shifted from an agrarian society

trading in commodities to manufacturing industrial goods to delivering intangible services and now to memorable experiences. Nowadays, why sell the eggs, flour, and milk for someone to make a birthday cake from scratch when you can offer the entire party experience at a much higher margin?” After *The Experience Economy* was published, the University of Amsterdam asked him to become a visiting professor, which resulted in his co-founding of the European Centre for the Experience Economy for ongoing research and education.

In 1996, Pine co-founded Strategic Horizons LLP, a thinking studio that helps companies conceive and design new ways to add value to their economic offerings. Through this business, he gives speeches, runs workshops, and develops frameworks for the newest concepts in management. His latest co-authored book, *Authenticity: What Consumers Really Want*, was featured in a *TIME* Magazine cover story, “10 Ideas That Are Changing the World.”

In September 2009, Pine’s work came full circle. Named a visiting professor of the MIT Design Lab, he focuses on smart customization, applying the right level of customization at the right time. “Studying at MIT Sloan was the most intellectually stimulating time of my life. And every time I come back, it gets the creative juices flowing,” he says. Pine is working on his next book, which will explore the use of digital technology to create more innovative experiences. “There is great literature about management out there,” he says, “but there still needs to be a greater effort to translate research into practical guidance for managers.”

Zachary J. Fisher
 Kerry F. Gardiner
 George S. Gavis .
 Paul E. Greenberg ..
 Bob Greene .
 Philip R. Hampson
 Edward J. Hennessy
 Michael Lavdas
 Cynthia Lavoie
 David J. Lemus
 Douglas M. Leone
 Haruyoshi Mabuchi
 James E. Maurer
 Ryosuke Mizouchi
 Laurence J. Nath ...
 Anurag Pandit
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 Mark R. Proft
 Manuel E. Pumarada-
 O'Neill
 Karen E. Randig
 Max S. Senter
 Tomaso C. Spingardi
 Cheena Srinivasan
 Jillian B. Temkin
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 John Van Opdorp
 Kent A. Wallgren
 Thomas G. Weld

SF

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 Robert L. Capell III
 B. Declan Murphy

SE

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 Donald D. Dea
 Peter A. Rosenblatt
 Heinz C. Rothermund

PhD

John R. Minahan

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1989

MBA | SM | LGO

Philip V. Adams
 Lambros G.
 Anagnostopoulos .
 Christopher N.
 Argyrople
 Luca Battaglini
 Steven J. Bernard
 Lyndon D. Braun .
 Scott M. Brazina
 Ruby R. Chandy .
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MOT

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 Akio Mitsufuji

SE

R. Dean Buchanan
 William R. Shover

PhD

David B. Godes
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 Jeongsuk Koh ...
 Lakshmi Shyam-Sunder

1990

MBA | SM | LGO

Karl-Christian Agerup .
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 Almudena Arcelus
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 Mark E. McDonough

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 Ronald R. Schneider
 Gabriela M. Soppelsa .
 Shankar Suryanarayanan
 Carolyn A. Theodore
 Marco A. Viola
 Julia T. Wada
 Russell A. Wenger

SF

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 Heber R. Norckauer, Jr.
 Karl A. Reuther II
 Diana W. Tremblay
 Paul Vogel

MOT

Goban Arasu
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SE

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 Ighor Uzhinsky

SB

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1991**MBA | SM | LGO**

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SE

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PhD

Lloyd Brodsky
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1992**MBA | SM | LGO**

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SB

Andres Calderon

1993**MBA | SM | LGO**

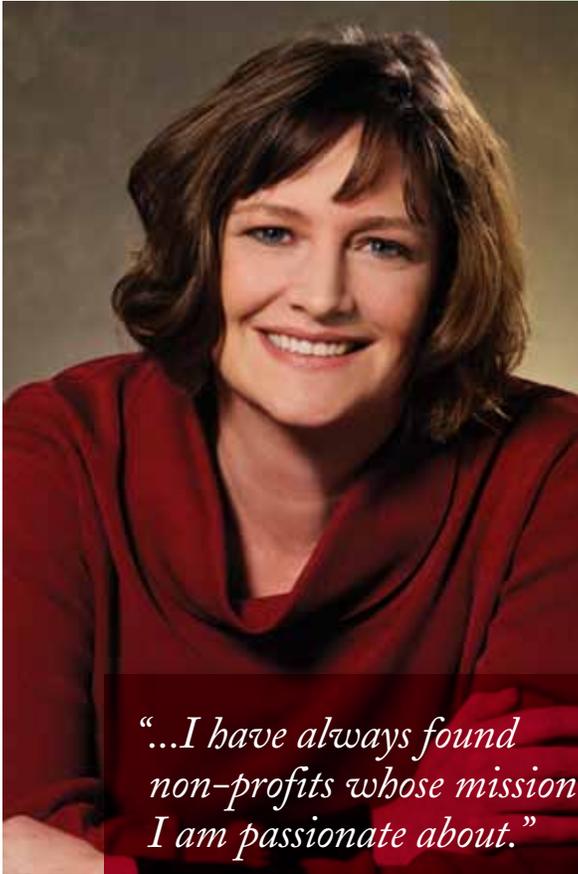
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“...I have always found non-profits whose mission I am passionate about.”

Carol Fabbri, SM '98

Partner, Fair Advisors LLC

- Recipient of the 2009 TIAW World of Difference Award for her economic empowerment of women
- Managing Partner of Fair Advisors, LLC—an advisory firm dedicated to reinventing individual investing from a mathematical foundation
- Active supporter of non-profits including the Women's Foundation of Colorado and the Cancer Support Community

“Frequently these ideas drive their decisions, rather than logic. For example, if you talk with someone who grew up during the Depression, they are likely to avoid financial risk because of their experiences. Everyone has some issues with money, regardless of when they grew up and how educated they are.”

Seeking to make investments manageable for more people, Fabbri has written *Personal Investing: The Missing Manual* (to be published in May 2010 by O'Reilly) with MIT alumna Bonnie Biafore, SB '77, and Amy Buttell. The book offers straightforward and implementable investment solutions, while clarifying the cluttered and opaque world of investments. She is regularly quoted in national publications such as *Forbes*, *The Wall Street Journal*, and *Smart Money*.

In 2008, Fabbri teamed up with MIT alumnus and mathematician Michael Edesess, SB '65, to create Fair Advisors LLC, a Denver-based financial advisory firm, because they wanted to create an offering that did not exist in the industry. Fair Advisors provides clients with the confidence and knowledge needed to understand their investments and create a plan to achieve their financial goals.

Fabbri also advises midsize non-profits. “Whether I’m helping open a cancer support organization in Denver, working with the Women’s Foundation of Colorado, or the Benjamin Franklin House in London, I have always found non-profits whose mission I am passionate about,” she shares. “Because of our personal interest in non-profits, we developed an offering to help non-profits. We study their mission, review the investment policy statement and their investments, and make sure they are aligned.”

Fabbri remains an active alumna of the Institute—for three years serving as president of the MIT Sloan Club of Denver and now as a class agent. “The community is made up of such intelligent people with such unique life experiences,” she says. “It’s a pleasure to stay connected.”

A skirmish with uterine cancer in 2004 catalyzed Carol Fabbri to refocus her personal mission to empower individuals and improve their relationship with money through education. She had already transitioned from management consulting to financial advising, but her struggle with the disease reenergized her to deepen the direct beneficial impact her work has on people’s lives. Today, she pursues this mission through frequent speaking engagements, webinars, one-to-one conversations, and her writing.

“Many individuals don’t understand how finance can be a tool to achieve their goals,” Fabbri explains. “Everyone is intelligent enough to make the right choices for themselves, but with investments people tend to be their worst enemy.”

Fabbri believes that the biggest roadblocks to making good investment decisions are emotional baggage regarding money and a lack of clarity in the industry—both of which can be improved with financial education. By combining her background in management consulting and the finance education she gained at MIT Sloan, Fabbri replaces people’s preconceived ideas about finance with knowledge and breaks down the psychological barriers hindering good investment choices.

“People enter a relationship with an advisor with a set of preconceived notions about finance and investments,” she says.

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PhD

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1994

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1995

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1999

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2000

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SDM

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PhD

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2002

MBA | SM | LGO

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MOT

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SDM

Richard L. Howe
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2003

MBA | SM | LGO

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2004

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SF

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MOT

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SDM

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2005

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- 1939 Mr. Charles F. Freyfogle, Jr., SB — November 18, 2009
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- 1942 Mr. Malcolm M. Anderson, SB — July 11, 2009
- 1946 Mr. John A. White, SB — January 12, 2010
- 1947 Mr. William K. Adams, SB — September 7, 2009
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- 1948 Mr. John S. Barry, SM — July 3, 2009
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- 1949 Mr. Robert H. Hair, SB — September 4, 2009
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- 1950 Mr. Claus G. Manasse, SB — January 3, 2010
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- 1951 Dr. Victor E. Saulnier, SB — October 3, 2009
- 1952 Mr. William E. Moss, SB — September 9, 2009
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- 1954 Mr. George Philips, SM — September 19, 2009
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- 1955 Mr. Eldon C. Heaton, SB — August 10, 2009
- 1956 Mr. Harry W. Buchanan, SF — August 28, 2009
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- 1960 Mr. Donald G. Raymer, SF — November 7, 2009
- 1961 Mr. Ted D. Mason, SF — October 21, 2009
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Mr. Christopher J. Ward, SB — September 10, 2009
- 1963 Mr. W. George Gress, SE — January 17, 2010
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- 1964 Mr. Geoffrey A. Dickins, SE — October 18, 2009
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- 1966 Mr. John P. Windle, SM — October 15, 2009
- 1968 Mr. Stanley R. Adams, SM — September 2, 2009
- 1972 Mr. Robert S. Kleppe, SE — January 25, 2010
- 1974 Dr. Charles R. Grader, SF — February 12, 2010
- 1975 Mr. Itsuo Murakami, SF — January 10, 2010
- 1976 Mr. Andrew C. Knowles, SE — July 24, 2009
- 1977 Mr. J. Ernest Gross III, SB — December 9, 2009
- 1979 Ms. Ruth L. Clinton, SM — December 26, 2009
Ms. Patricia A. Garrison-Corbin, SF — October 17, 2009
- 1980 Ms. Ellen M. Bard, SM — October 28, 2009
Ms. Jolene Larson, SM — July 3, 2009
- 1981 Mr. Leo T. Jackson, SE — October 20, 2009
- 1996 Dr. Alan P. Rimm-Kaufman, PhD — July 18, 2009

Stephen Marcus, MBA '08

Venture Partner, New Atlantic Ventures

- Founded and served as CEO of three companies while a junior in college
- Had one of his companies acquired by a wireless carrier at age 19
- Served as a co-president of the Venture Capital Private Equity Club while at MIT Sloan



“The MIT Sloan community has been unbelievable to be a part of,” he says. “It’s a rich culture full of the best and brightest minds from around the world.”

Stephen Marcus began his entrepreneurial career at age 14 when he founded an IT consulting business. He went on to found three more companies in the wireless industry by the time he was 21, and was an angel investor in several other companies before attending MIT Sloan. Although he had 12 years’ experience when he enrolled, the School and its network opened up new opportunities for him in later-stage investing and company evolution.

“Attending MIT Sloan was the best thing I ever did,” says Marcus. Tim Rowe, MBA ’95, founder of the Cambridge Innovation Center (CIC), as well as a friend and colleague, recommended that Marcus apply to MIT Sloan.

“I was already familiar with the early-stage life of a company after founding and investing in so many but became enthralled with more later-stage companies,” Marcus says. “I decided to take Finance II in my second year, and I honed my ability to break down financial statements and company valuations, especially public equities. This was one of those ‘Aha!’ moments where I realized that I could leverage nearly a decade and a half of startup experience to turn around and reinvigorate a larger, already established company.”

During his second year, Marcus looked into buying a company. Through the MIT Sloan network, he pitched the idea of acquiring a 20-year-old wireless company to a group of private equity investors and to a potential partner who could be the company’s new CEO. They all agreed to pursue it with him. With the capital teed up for the deal and a suitable management team, he began negotiating with the company. “In the end, we just couldn’t get there on the price but it was a lot of fun,” reflects Marcus.

“Buyouts are attractive because I love problem solving,” says Marcus. “I’ve been through many of those growing pains. Fixing problems is a large part of being an early-stage entrepreneur and a CEO, but established companies have to be proactive and anticipate what problems are going to come up and solve them ahead of time.”

Taking a step back from starting companies himself, Marcus has remained in the startup community as a venture capitalist. In 2009, after pursuing the buyout, Rowe and his partners asked him to become a venture partner at their firm, New Atlantic Ventures. “I enjoy being in a venture fund because I have extensive experience starting companies,” explains Marcus. “I know where the speed bumps and potholes are and can quickly identify the types of people who can lead a company around them.”

Still in the Boston area, Marcus remains connected to MIT Sloan. He judges the \$100K Elevator Pitch Competition and the MIT Venture Capital Competition, is a guest lecturer, and serves as an advisor to Admissions. “MIT Sloan is an unbelievable community to be a part of,” he says. “It’s a rich culture full of the best and brightest minds from around the world. I met some of my closest friends while at MIT Sloan—and I constantly meet new and amazing people when I get back on campus.”

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The following organizations have made philanthropic contributions up to \$9,999 for which we are grateful. These gifts support various research, educational, and community activities at MIT Sloan.

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Matching gifts provide increased leverage and greater impact to those individual contributions made by our alumni and friends. In the following list, we gratefully acknowledge those organizations that have matched individual contributions to MIT Sloan by their employees.

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Sponsors for the MIT Sloan Fellows Program in Innovation and Global Leadership

The following organizations have sponsored executives in the MIT Sloan Fellows Program in Innovation and Global Leadership, our full-time master's program for high-performing, mid-career managers with 10 to 20 years of experience.

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13

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Save the date
May 13, 2011
Cambridge, MA



In the World for the World: MIT Sloan's Celebration of MIT at 150

During the Institute's sesquicentennial, the MIT Sloan School of Management is honored to recognize the extraordinary achievements of the last 150 years. Through a day of presentations and conversations featuring faculty and leading practitioners from around the globe, May 13 will highlight the areas of academic excellence that underscore our commitment to being *in the world, for the world*—and to being MIT's school of management.

This event is open to the MIT community. More information will be available in fall 2010.

Visit the new MIT Sloan Alumni Portal and Directory

This year, the School launched a new Alumni Portal and an improved MIT Sloan Alumni Directory. These improvements to the School's website enhance the ability for alumni to keep in touch with friends and classmates, stay current with former professors, and find and contact fellow graduates.

Improvements to the Alumni Website include:

- Single sign-on credential, known as a Sloan Account
- Ability to include links to company and personal websites, and social networking profiles in your profile
- Faster search capabilities
- Enhanced privacy settings
- Access to a broader global network of peers, including affiliates of the MIT Alumni Association—graduates of MIT Sloan's partner educational institutions in China and Korea
- Easier viewing of class notes
- Ability to post your own class notes, photos, and comment on others

This improved platform sets the stage for MIT Sloan to greatly expand online resources in the future.

Alumni who do not know their Sloan Account or have not activated their account should visit the Alumni Directory website, <http://mitsloan.mit.edu/alumni/directory-gate.php>. This page will provide further instructions for graduates to retrieve their Sloan Account username and password.

IMPORTANT: The new Alumni Directory contains improved abilities to suppress your privacy settings. If you have not yet logged in to the new Directory, do so today to make sure your information is current and is as open or as private as you would like it to be to the MIT Sloan community.



“One that would have the fruit must climb the tree.”

—THOMAS FULLER



We provide the ladder.

Challenging economic times present extraordinary opportunities and incentives for companies to innovate. New markets and new business models are taking shape, and those companies who respond effectively will come out stronger than ever. At the MIT Sloan School of Management, we provide organizations and individuals with the latest insights, strategies, and tools to launch disruptive ideas, reach emerging markets, and develop new sources of revenue. From product development to technology strategy to managing change, our programs give you a leg up on the competition.

Alumni Discount

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

Executive Certificates

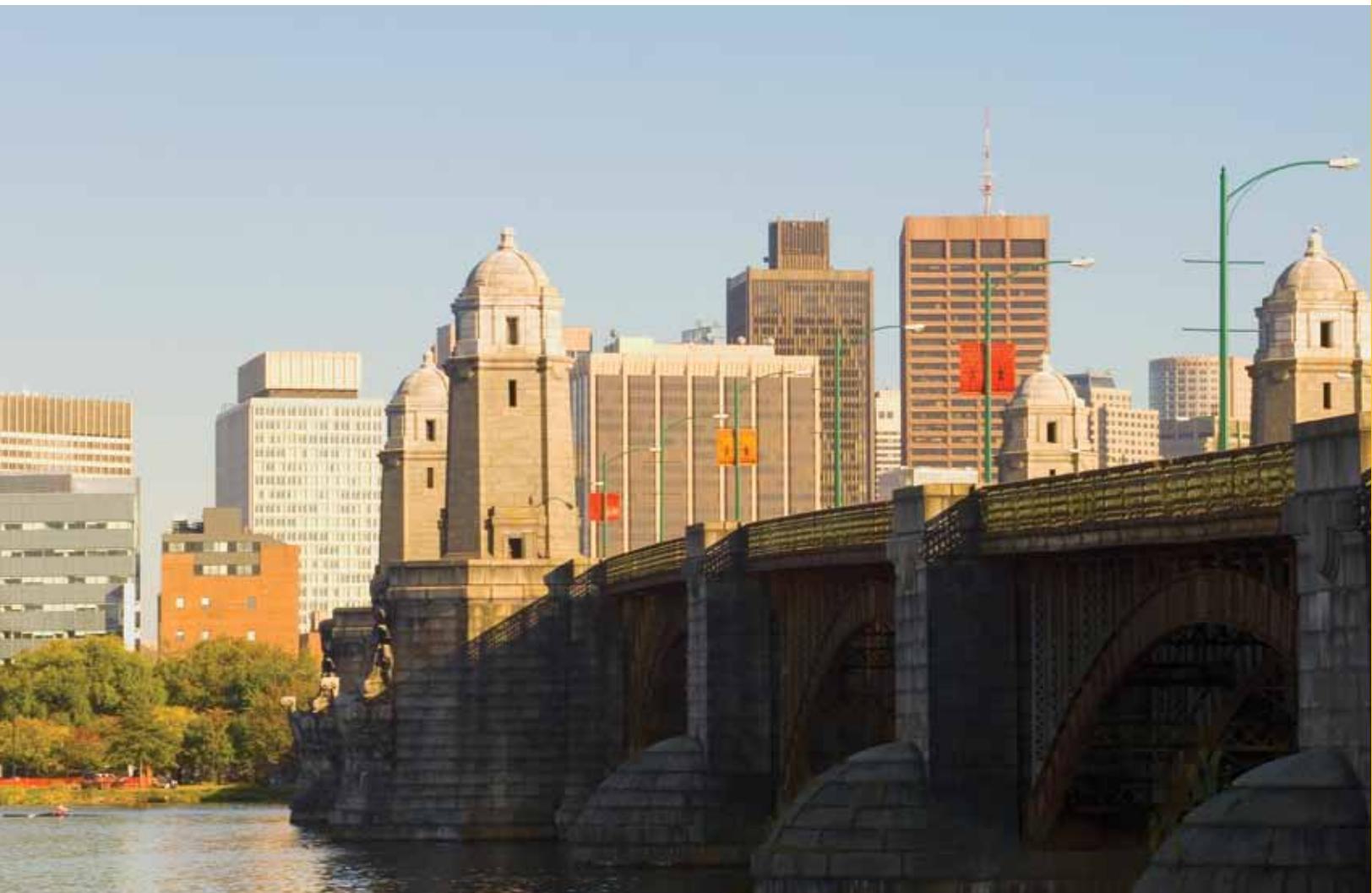
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- Strategy and Innovation
- Management and Leadership
- Technology, Operations, and Value Chain Management

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