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COLLABORATIVELY
DESIGNING
OUTCOMES

YEAR IN REVIEW

2019

MIT
MANAGEMENT
CAREER DEVELOPMENT OFFICE

This year has been different by design.

MIT is a hub of innovation, where there is a constant energy for exploring new ideas and a community of talented people with creative solutions who roll up their sleeves and make change happen.

More than a year ago, following changes to both to the hiring market and the needs of our students, we knew it was the right time to reinvent programs and services to better serve the changing needs of students and employers.

We identified **three strategic goals**:

- 1) To re-energize career conversations at MIT Sloan, pursuing a more intentional strategy to spur discussion and information sharing about the Future of Work;**
- 2) Promote the thousands of opportunities for career exploration and connection at MIT; and**
- 3) Create more opportunities for students, alumni and employers to engage.**

We started from the foundation, exploring everything from our physical space to our strategy. We are fortunate that MIT's culture of design thinking made it the perfect place to explore and implement design thinking solutions to some of our biggest challenges.

Along the way, we were grateful to have so much support across the MIT community, from people who are just as energized about careers and our students.

This year's review is dedicated not only to sharing our results, but celebrating the many heroes—including our students, MIT community collaborators, alumni, and employers—who helped make this possible.

Susan Sandler Brennan
Assistant Dean, MIT Sloan Career Development Office (CDO)



MIT SLOAN SCHOOL OF MANAGEMENT

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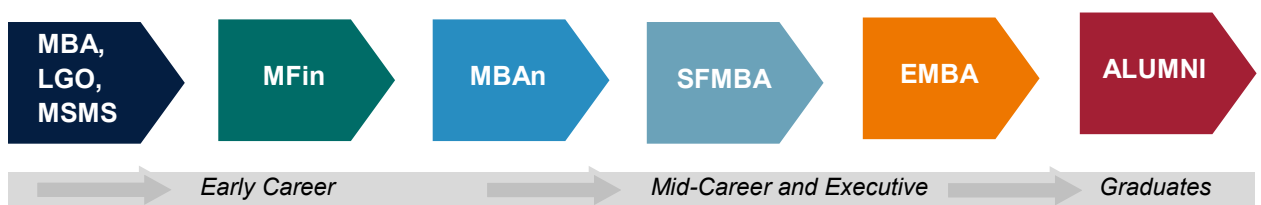
OUR PHILOSOPHY

Our philosophy about careers is that it's an adventure where our **students are the heroes** and **we are the guides**. Any great career adventure involves challenges to overcome, and we are dedicated to helping students and alumni move forward through each stage of the process.

We start by guiding students and alumni to identify their unique talents and potential for impact. Then we work with them to develop and implement successful strategies, while making industry and alumni connections that will provide additional information, feedback and support on their journey.

Our office is particularly unique in the **portfolio of programs** we serve. We offer career support to students and alumni across **eight degree programs**, ranging from **early career to executive**.

Our students benefit from a team that develops career resources, services, and opportunities for all ages and stages, from those engaged in their first professional-level job search to those evaluating advancement opportunities.



The background of the page is a photograph of an office space, likely within the MIT Management Sloan School. It shows a modern desk with a computer monitor, a small potted plant, and some papers. On the wall behind the desk, there are several colorful posters or informational cards arranged in a grid. The entire image is overlaid with a semi-transparent blue filter.

REENERGIZING THE CAREER CULTURE

MIT
MANAGEMENT
SLOAN SCHOOL

CDO CULTURE WALL



The role of a career office is different in every community. Each team has to be intentional about their mission and their message. It's easy to go heads-down into the work and miss important opportunities for collaboration and impact; it's easy for your message to be forgotten by important stakeholders in the daily hustle. That's why we embarked on a **CDO Culture Wall**.

Working together, we identified **21 core values** that drove our work. These are the values we want to share with our team members, our students and our colleagues across MIT Sloan.

We celebrated the installation of our new culture wall artwork with our community, inviting them in to learn more about us and our approach. It's an inspiration to us and to our students.

CULTURE WALL CHAMPIONS

Taking the idea one step further, each team member selected a tile to champion for the office. We embarked on a social media campaign with each team member sharing their tile and its meaning.

The top voted tile selected by our social media followers: **You are the CEO of Your Own Life**.

This is one of our favorites, too. We all have a community of advisors and peers that support and encourage our career success, but knowing each one of us is in the driver's seat is empowering.



Visit our Instagram: <https://www.instagram.com/mitsloan.cdo/>

A photograph of a modern building with a grid of large glass windows, partially obscured by a blue overlay. The building has a mix of glass and stone or concrete panels. The text is centered over the image.

DESIGNING SPACES FOR CAREER CONVERSATIONS

DESIGN THINKING PROJECT #1: CDO SPACES

MIT's Design Club leads an amazing program called **DesignWorks** that matches MIT students studying business and design with real-world business projects. Through the program, students learn design thinking concepts and use them to solve complex problems. In late 2018, we were lucky to be selected for two DesignWorks projects, and worked with dedicated student consulting teams who helped us explore two areas for change: our space and our programs.

DESIGN SPACES TO SUPPORT CONNECTION AND COLLABORATION

With growing demand for our services and new academic programs to serve, our space needed an update to accommodate more collaboration—everything from career conversations to group resume reviews—while welcoming employers to campus. Our DesignWorks team helped us create a plan.

We started 2019 in our newly designed space E52-331, a more convenient location for both students and employers that would offer lots of flexible space to support collaborative work.

CDO Reception and Collaborative Workspace

This dynamic space represents a transformation for the CDO. Now closer to all our partners, we can work collaboratively and facilitate career conversations in the MIT Sloan community.



CDO Career Lounge

The Career Lounge features booths, flexible table and chair configurations, and banquette seating with a high-def screen, to support multi-employer coffee chats and small group presentations.





REIMAGINING CAREER EDUCATION

DESIGN THINKING PROJECT #2: CAREER CORE

This year, the CDO has redesigned student experience around careers, offering students on all career paths more opportunities to customize their career exploration and integrate resources from across the community into their MIT Sloan experience.

We started with a new career model. With approximately 85% of MBAs considering a career change, our redesigned model gave students an efficient and clear method for managing the complex process of choosing and preparing for a new career path.



Our new resources and programs supported students in using this model to explore their needs and strengths, learn about opportunities, and prepare for their desired roles.

In June, we launched **enhanced pre-matriculation resources** for early-career students, including an online summer career course to give MBA students early exposure to self-assessment, resume writing and career preparation resources.

In the fall, we delivered a redesigned **MBA Career Core** that aligned workshops and activities more closely with students' career interests and academic experience. The new program also offered more detailed information about the market and employers' perspectives.

MBA career advisors trained a select group of second-year MBAs—the **MBA Core Fellows**—to support first-year MBAs in their career exploration and preparation throughout their first semester. *Learn more about the MBA Core Fellows on page 14.*

Reimagining Specialty Masters and Executive-Level Career Education Programs

The Master of Finance (MFin), Master of Business Analytics (MBAn), and Executive Career Development teams also redesigned key career education programs and organized several new events.

In July, the MFin career advisors launched a new **MFin Boot Camp** that provided more in-depth information about the range of finance functions, industry developments, and finance employers. The MFin career advisors also hosted industry speakers with valuable insights for job seekers.

New career programming for **executive-level MBAs**, including EMBA and SFMBAs, focused on career advancement and switch strategies. A new program on *Intelligent Networking* shared how to make strategic connections within your network to support career shifts and advancement.

This winter, we delivered an expanded **MBAn Career Core** to meet the needs of the MBAn students in preparing for a growing array of analytics and data science roles.

An aerial photograph of a city street at dusk. The street is lined with tall, modern buildings. In the bottom left corner, there is a clock tower with a large clock face. The sky is a deep purple, and the city lights are visible in the background. The text "ENHANCING PATHWAYS FOR EMPLOYERS" is overlaid in the center of the image.

ENHANCING PATHWAYS FOR EMPLOYERS

EXPANDED EMPLOYER ENGAGEMENT

This year, we piloted two new initiatives designed to boost employer engagement with the MIT Sloan community.

INDUSTRY FAIRS

The CDO Employer Relations and Recruiting team hosted three Industry Fairs this fall to allow students to meet company representatives and learn about new industries and opportunities during their lunch breaks on campus.

FEATURED INDUSTRIES FOR FALL 2019

- **Biotechnology and Pharmaceuticals**
- **Leadership Development Programs**
- **Retail and Consumer Packaged Goods**

PARTICIPATING COMPANIES

EMD Serono & MilliporeSigma
Vertex Pharmaceuticals
Eil Lilly
Biogen
Ancera
Thermo Fisher Scientific



Liberty Mutual Insurance
Johnson & Johnson
Wipro
State Street Corporation
DICK'S Sporting Goods
New Balance

EMPLOYER ADVISORY COUNCIL

In 2019, we convened the inaugural Employer Advisory Council (EAC), a forum for employers and MIT Sloan CDO leadership to discuss the future of work and its impact on career preparation, industry trends in recruiting and hiring, and employer engagement with students—on- and off-campus as well as virtually.

Council members from the CDO and participating partner companies met for the first time in December to share best practices and discuss trends. We were pleased to have Elisabeth B. Reynolds, Executive Director of MIT Work of the Future and MIT Industrial Performance Center, join us as an invited speaker. The day provided us with valuable ideas for enhancing the recruiting experience for employers and students.

EMPLOYER ADVISORY COUNCIL COMPANIES

Amazon
Analysis Group
EY-Parthenon
Fidelity Investments
Google
HubSpot
Microsoft
Toast
Wayfair



A high-angle photograph of a modern, spacious MIT lobby. The walls are clad in light-colored wood panels, and the floor is made of large, light-colored geometric tiles. Several people are seen walking or sitting in the space. In the center, there are several brown armchairs and a small table. To the right, there are more armchairs and a small table. In the background, there are glass doors and a red fire alarm pull station. The overall atmosphere is bright and open.

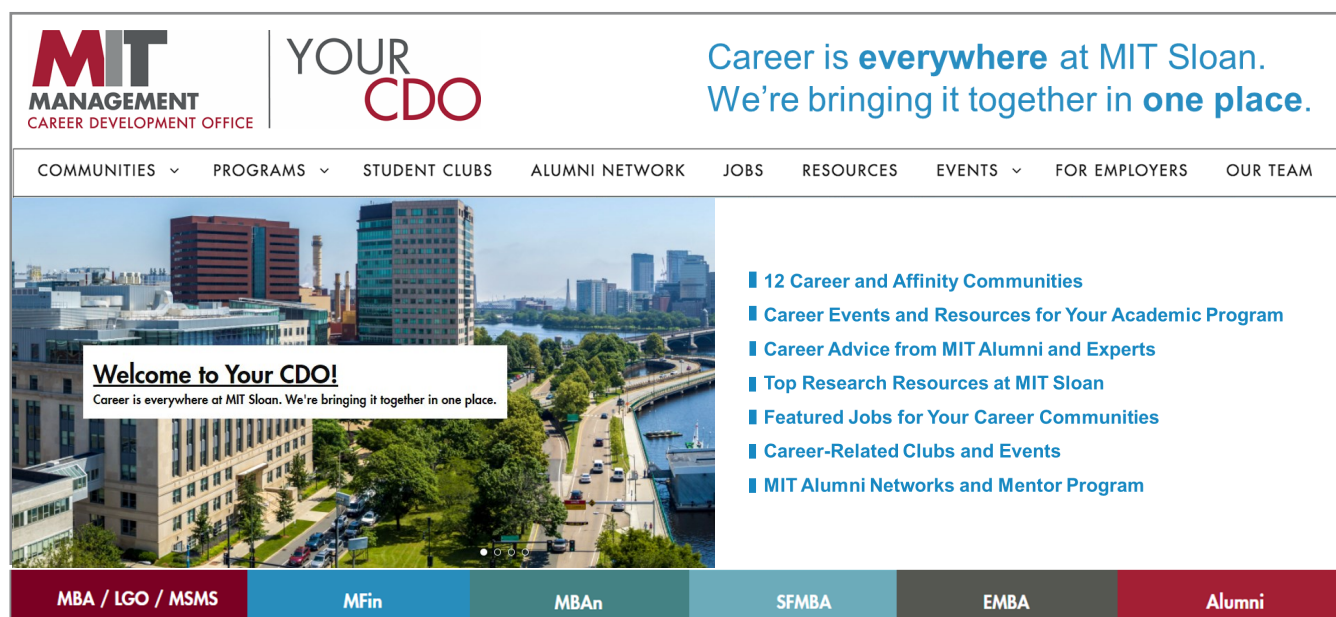
CONNECTING MIT'S CAREER COMMUNITIES

YOUR CDO PORTAL: SHARING CAREER RESOURCES ACROSS MIT SLOAN

MIT is home to thousands of career exploration, career education, and networking activities each year. The CDO saw an opportunity to connect MIT Sloan students with the breadth of opportunities across MIT, and to create an open platform that all members and friends of the MIT community can see.

Bringing MIT Sloan's Career Activity Together in One Place

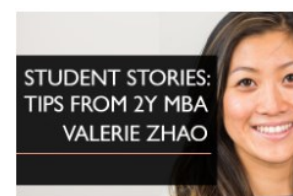
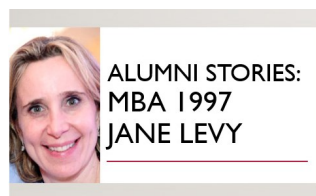
In July 2019, the CDO launched **Your CDO** (<https://cdo.mit.edu>), a collaborative hub for MIT Sloan's career activities and expertise, on campus and around the world. The portal connects students and alumni with career advice, events, clubs, resources, and job postings—customized by their program and career interests.



Your CDO makes it easy for the community to access and share information about career paths and job search preparation, and helps students make well-informed career decisions. **Your CDO** also connects students and alums with the MIT and MIT Sloan networks, by bringing together all the databases and portals that allow them to connect.

Your CDO also features affinity communities for International Students and Diversity and Inclusion, which promotes targeted resources both at MIT and in the larger business community, as well as the latest MIT thought leadership that supports the growth of more diverse and inclusive businesses.

Featured Events and Blogs from Your CDO



SLOAN
INDUSTRY
ADVISORS

ENGAGING MIT'S EXTENDED CAREER COMMUNITY

MBA
CORE
FELLOWS

MIT
Sloan

EXPANDING THE CAREER COMMUNITY WITH PEER AND ALUMNI CAREER ADVISING PROGRAMS

To meet the needs of the diverse and entrepreneurial MIT Sloan student, the CDO expanded the career community, piloting two new peer and alumni advisor programs.

MBA CORE FELLOWS

MBA Core Fellows is a collaboration with the MBA Program Office and the MIT Leadership Center that pairs experienced student leaders with first-semester students for advice, support, and recruiting mentorship.

MBA Core Fellows logged **180 service hours** working with the MBA Career Advising team on Career Day, Resume Reviews, Career Core, Recitations, and career blogs on Your CDO.

43 MBA Core Fellows worked with **400+** first-year MBAs

"Our MBA Core Fellow was so helpful and always available when we needed him."

"Our MBA Core Fellow always kept us up-to-date on key events and offered helpful advice on stressful aspects of student life."

When asked if they recommend this program, MBA Core Fellows rated this program **8.9/10**.

MIT SLOAN INDUSTRY ADVISORS

MIT Sloan Industry Advisors Program is a pilot program that brings senior industry expertise and guidance to students exploring specialized career paths in emerging fields and industries. The program is part of a strategic initiative to bring in more industry advice to help students better align themselves to niche areas of business. Utilizing the robust technology tools of the Your CDO website and MIT Alumni Advisors Hub, MIT Sloan Industry Advisors is a cross-department collaboration designed to build a more customizable and relationship-oriented tool for career success.

MIT Sloan Industry Advisors (MIT SIA) are a select group of alumni willing to share their industry expertise and to provide guidance to students as they navigate their career journeys at MIT Sloan. We launched this program this fall, with an incredible group of MIT SIAs volunteering their expertise.

19 MIT Sloan Industry Advisors; piloted for **900+** MBA and SFMBA students

Areas of Expertise Represented

Artificial Intelligence/Machine Learning	Investment Management
Biotech/Medical Devices	IoT/Mobility Tech
Consumer Packaged Goods	Marketing Tech
Digital Health/Health Tech	Mobile/Communications
Ecommerce	Real Estate Tech
Energy	SaaS
Entertainment/Media/Sports	Social Impact Investing/ESG
FinTech	Venture Capital
Investment Banking	

POPULAR TOPICS

65% Career Conversations
18% Industry Advice
9% Leadership Advice
9% Salary Negotiation

A photograph of two young women sitting on concrete steps in front of a modern building with large glass windows. The woman on the left is wearing a white sweater and blue jeans, and the woman on the right is wearing a dark hoodie and black pants. They are both smiling and looking at each other. The image has a blue overlay.

DESIGNING PATHWAYS FOR SUCCESSFUL OUTCOMES & OPPORTUNITIES

DESIGNING NEW PATHWAYS

EMPLOYMENT TRENDS

In 2019, MIT Sloan graduates accepted positions across a wide range of career paths, from early-stage startups to large, established companies.

While many of our graduates accept positions at companies that hire multiple Sloanes, more than half of MIT Sloan graduates accept opportunities at large, mid-sized, and startup companies as one of the only MIT Sloan hires, often taking on more unique roles within the company.

This is part of a growing trend we are seeing, where students are seeking out roles that fit their unique skill set and choosing opportunities based on their potential for growth.

CAREER PATHS: Large Companies, Mid-Sized Companies and Startups

Sample Top Hiring Companies*

MBA

- › Amazon
- › Amgen Inc.
- › Bain & Company Inc.
- › Boston Consulting Group
- › Didi Chuxing Technology Co.
- › EY-Parthenon
- › Google
- › IBM
- › JPMorgan Chase & Co.
- › McKinsey & Company
- › Microsoft
- › PwC Strategy&

MFin

- › Citigroup Inc.
- › EY
- › Goldman Sachs Group, Inc.
- › Morgan Stanley

MBA

- › Amazon
- › BCG GAMMA
- › McKinsey & Company

* These companies hired 2-10+ MIT Sloan graduates across the portfolio of programs.

Sample Companies Hiring One MIT Sloan Graduate

- | | | | |
|-----------------------------|------------------------------|--------------------------|-----------------------------|
| › AlphaSimplex Group, LLC | › Grab | › nuTonomy | › Routable AI |
| › Arctaris Royalty Partners | › Greentech Capital Advisors | › Palantir Technologies | › SpaceX |
| › Arterys | › Lionsgate | › Peak6 Investments, LLC | › Spherical Analytics |
| › Barings | › Mount Sinai Health System | › Pivotal Commware | › Stitch Fix |
| › Chewy | › Noctua Partners | › pymetrics | › Underscore VC |
| › Coursera | | › Rent the Runway | › Quantbot Technologies, LP |
| › frog design inc. | | | |

Entrepreneurs

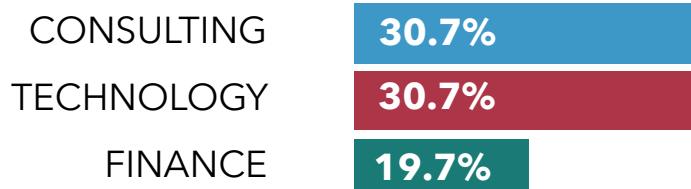
MBA graduates are the most likely to start their own company after graduation. In 2019, **27** MBA graduates reported they are pursuing an entrepreneurial path after MIT Sloan.



44.3 % of MBAs chose their full-time position for its growth potential.

MBA HIGHLIGHTS

TOP INDUSTRIES



BASE SALARY

\$140K
MEDIAN BASE SALARY

SIGNING BONUS

\$30K
MEDIAN GUARANTEED
BONUS COMPENSATION

72.1%
OF STUDENTS
ACCEPTING AN OFFER
REPORTED RECEIVING
A SIGNING BONUS

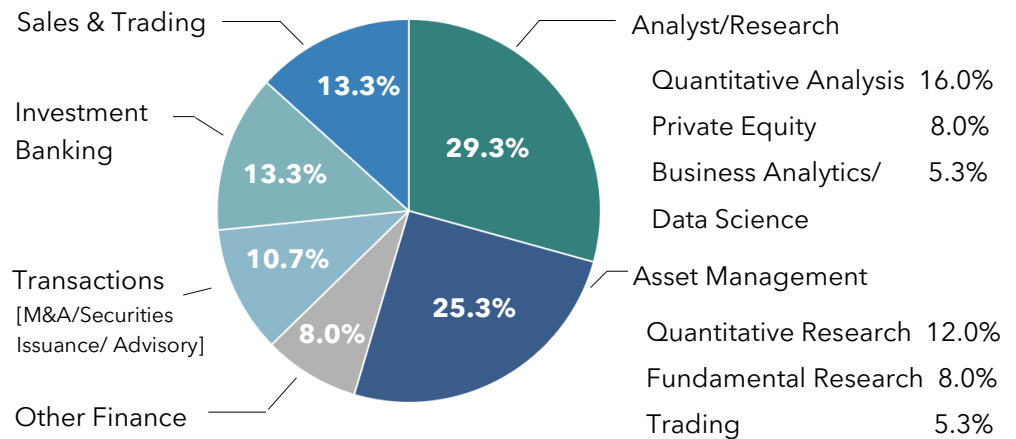
OFFERS

95.7%
RECEIVED FULL-TIME
OFFERS WITHIN THREE
MONTHS OF GRADUATION



MASTER OF FINANCE HIGHLIGHTS

TOP FINANCE FUNCTIONS¹



¹ Percentages are based on Finance functions; excludes Consulting/Strategic Planning functions.

BASE SALARY

\$96K

AVERAGE BASE SALARY

\$15K

AVERAGE SIGNING/
STARTING BONUS ²

² Based on 54% of students who reported receiving a signing or starting bonus.

OFFERS

99%

RECEIVED FULL-TIME
OFFERS WITHIN SIX
MONTHS OF GRADUATION

72%

ACCEPTED FULL-TIME
OFFERS IN THE U.S.

MASTER OF BUSINESS ANALYTICS HIGHLIGHTS

At the time of this publication, employment data for the Class of 2019 is being collected and analyzed. We are excited to share the latest outcomes in the MBAn Employment Report in March 2020.

We know MBAn graduates have exceptional value in the market, with **100%** of 2018 graduates securing offers by graduation. Last year's average base salary was **\$110,000+**.

The **Data Science and Analytics Career Fair and Networking Night**, organized by the MBAn Program, offers an excellent example of the range of companies seeking the skills and expertise of MBAn graduates. In 2019, the event attracted over 60 employers and 800 MIT students.

COMPANIES ATTENDING THE 2019 DATA SCIENCE AND ANALYTICS CAREER FAIR AND NETWORKING NIGHT

AB-InBev
Amazon Robotics
Analysis Group
Ancestry
Arrowstreet Capital
Auction.com
Bain & Company
Barclays
BCG GAMMA
Bertelsmann
Blue Cross Blue Shield NC
BMW Group
Capital One
Citadel & Citadel Securities
Citi
Credicorp
DeepMind
Dell
Digitas, Inc.
End-to-End Analytics
EY (Ernst & Young)
Fidelity Investments
FM Global
General Motors
Ginkgo Bioworks
Huawei
Interpretable AI
iRobot
ISN Software Corp.
Jobcase, Inc.
MBTA

McKinsey & Company
MFS Investments
MIT Lincoln Laboratory
National Security Agency (NSA)
Nielsen
Oracle
Oscar Health
P2 Analytics
QPX
QuantCo
QuantumBlack
Quest Diagnostics
Raytheon BBN Technologies
Raytheon Integrated Defense Systems
REX
Rue Gilt Groupe
Sabre
Salesforce
Schlumberger
Spacemaker AI
Starbucks
Swiss Re
Synopsis, Inc.
The MITRE Corporation
TripAdvisor
Vanguard
Walmart
Wayfair
WEX, Inc.
Xyleco



MID-CAREER AND EXECUTIVES

Candidates in the Sloan Fellows MBA and Executive MBA programs have a range of career goals—including advancing in their current roles, preparing for a new role, or exploring the entrepreneurial or startup path.

EXECUTIVE CAREER PATHS

ADVANCE

Stay with a company and move up

SWITCH

Change industry, function, or both

LAUNCH

Become an entrepreneur or work in a startup

The Executive Career Development team takes a customized approach in coaching candidates and developing events and networking opportunities to meet the career needs of students in these mid-career and executive programs.

SLOAN FELLOWS MBA HIGHLIGHTS

CAREER PATHS FOR SFMBA 2019

29% sought to advance their careers

65% sought to make a career switch

6% sought to pursue entrepreneurship

TOP CAREER PROGRAMS

Architecting Your Career Path

Getting AIR (Advice, Information, and Referrals) for your Career Transition

Leveraging LinkedIn

Technology Jobs Landscape Alumni Panel

Resume Reviews

EXECUTIVE MBA HIGHLIGHTS

CAREER TRANSITIONS FOR EMBA

69% of the class made at least one job change or were promoted
1 year out from graduation

TOP CAREER PROGRAMS

Navigating Your Career While in the EMBA Program

What's Your Why? Values and Vision

Architecting Your Career Path

Discovering Your Strengths

Intelligent Networking

A low-angle photograph of modern glass skyscrapers reaching towards a blue sky with scattered white clouds. The buildings are covered in reflective glass panels. In the foreground, there is a field of tall, dry grass.

WHAT'S NEW FOR CAREER DEVELOPMENT

CDO DEVELOPMENT

SUCCESSFUL STRENGTHS COACHING PROGRAM

In July, the CDO completed **Successful Strengths Coaching**, a two-day workshop offered by Gallup that helps teams explore their individual strengths and identify innovative ways of leveraging these to benefit the entire team. This workshop helped the team delve more deeply into how we each can add value as career coaches to our students and as colleagues in a strengths-focused organization.

As we look back on the year, we identified the top three strengths our team successfully leveraged that allowed us to achieve all we have this year:

Top Themes for 2019

WOO—Winning Others Over. Meeting new people and winning them over.

We leveraged this strength in building new relationships with students, companies, and colleagues that allowed us to launch new programs and events, and engage the MBA Core Fellows, MIT Sloan Industry Advisors, and the Employer Advisory Council to support new career conversations at MIT Sloan.

Activator—Make things happen by turning thoughts into action.

Activator was in full gear as we created a new online summer course, launched CDO's social media and ran campaigns, and developed a new online career portal to connect students with events, jobs, and advice.

Learner—Great desire to learn new things and continuously improve.

The team implemented two new technology systems this year to support career education and career communities. We built out our content on these new systems and customized them to meet students' needs.

CAREER COACHING MODEL FOR EXECUTIVES AND ALUMNI

This year, the **Executive Career Development Team (ECDT)** completed leadership coaching certification with the Co-Active Training Institute, the world's largest in-person coach training and leadership development organization. They implemented a comprehensive coaching model in their work with Sloan Fellows MBAs, Executive MBAs, and alumni.

CDO Executive Career Coaches guide students and alumni through an introspective process of transformation that helps them identify their strengths, core values, and priorities and then examine how they align with potential opportunities. It combines self discovery with exploration, experimentation, accountability, feedback, and support to execute a networked job search.

Essential Elements of the Coaching Model

Vision and Values: Build a vision of your ideal career future that incorporates your most important values.

Your Aspirational Value Proposition: Identify the leading strengths you want to leverage to make a meaningful impact.

**POWERFUL
QUESTIONS
UNLOCK
THE FUTURE.**

The background of the page is a photograph of a multi-story building, likely a MIT building, with many windows. In the foreground, there are trees with autumn-colored leaves in shades of red, orange, and brown. The image is slightly blurred and has a dark blue overlay.

Thank you for a great year!

We began the year with three goals for change.

These big changes required both the commitment of our team, but also the support of those in the community who care deeply about careers and were willing to share their time with us, which turned out to be hundreds of people across the community. The success of this year would not have been possible without those **relationships**.

We are grateful to be part of a community that fearlessly pursues new ideas with enthusiasm. With the support of the School's **leadership, faculty, our MIT Sloan colleagues, students, employers, and alumni**, we have been able to make great things happen.

With much appreciation,

The MIT Sloan Career Development Team