Addressing the world’s most challenging operations problems
“I’m convinced the importance of LGO has never been greater. Better operations-intensive companies yield higher standards of living for consumers, better shop-floor jobs, and increased global trade.”

Jeff Wilke, LGO ’93, Senior Vice President for North American Retail, Amazon.com

MIT Leaders for Global Operations (LGO) is dedicated to generating knowledge at the intersection of engineering and management, and to educating leaders to address the world’s most challenging operations problems.

Originally created to help increase the competitiveness of U.S. companies, today LGO has a global focus—yet the program remains committed to the concept that society’s welfare depends upon excellence in manufacturing and operations. The program is dedicated to discovering the principles that produce world-class, operations-oriented companies and leaders, and to translating those principles into teaching and practice.

The LGO community includes a diverse mix of students and alumni; senior executives at companies such as Amazon, Boeing, and Cisco; and faculty from the MIT Sloan School of Management and the MIT School of Engineering. This partnership develops, designs, and implements LGO’s top-tier engineering and management program which provides the knowledge, tools, and support to transform industry and its leaders.
Leaders
MIT Leaders for Global Operations is a cutting-edge, integrative engineering and management program that prepares some of the world’s best and brightest students to lead, strengthen, and transform industry.

Effective operations leaders need a wide range of knowledge and expertise in technology and management science. LGO draws upon courses and research conducted by world-renowned MIT faculty and taps industry partners for seminars, plant visits, and special events that regularly expose students to a broad range of operations, leadership, and business issues. Throughout the two-year, dual-degree program, students engage in team projects and focused activities that help them hone their management skills and grow as leaders.

Global
Founded in 1988 as MIT Leaders for Manufacturing, the LGO program adopted its present name in 2009 to reflect a broader understanding of manufacturing that includes worldwide suppliers and a global marketplace.

LGO focuses on theory and practice from concept development through product delivery, including challenges faced on factory floors and in global supply chains. Students examine the impact of globalization, participate in international plant treks, and partner with students and faculty from other universities across the nation and around the world.

Operations
The field of operations encompasses a broad range of issues related to the production and distribution of goods and services—from the flow of material from supplier to customer, to deciding when to outsource manufacturing. Operations represents a significant portion of any society’s economic activities, and understanding how to manage operations is fundamental to development.

LGO develops executives who are solidly grounded in technology, engineering, manufacturing, and management. Graduates are prepared to become agents of change and leaders of industry.
“As a manager in clinical manufacturing, I am responsible for introducing new products to our clinical production line, improving manufacturing processes, and developing our new technology investment strategy. My diverse experiences and close relationships with incredible classmates have given me great cross-industry knowledge, leadership skills, and a global perspective.”

Leigh Hunnicutt, LGO ’08
Strategic Planning and Operations Manager, Amgen Inc.
The LGO Difference

- Two degrees in two years: MBA or master of science in management from the MIT Sloan School of Management and master of science from the MIT School of Engineering
- An integrative curriculum that builds leaders
- Extended internships at partner companies
- Ongoing opportunities to interact and collaborate with top executives from partner companies
Academic Program

LGO’s academic program is designed to provide students with an appreciation for continuous, incremental improvement and for groundbreaking innovation—as well as the tools to accomplish both. In addition to full participation in the MBA program, students acquire a solid background in engineering, operations management, information technology, teamwork, change management, and systems thinking. The curriculum blends classwork, research, an internship, interaction with partner company executives, and opportunities to lead and learn by doing.

THE LGO ACADEMIC PROGRAM CONSISTS OF THE FOLLOWING:

- Coursework (20+ courses), comprising the complete curricula for the MBA and the engineering master of science
- Two-year leadership sequence that includes classes, seminars, and other activities, such as participation in LGO program management
- Internship (6 months) at a partner company leading to a dual master’s thesis
- Engineering and management electives
- Experiential learning through internships, plant tours, and other real-world opportunities
LG0's curriculum is designed to build leadership from the ground up, beginning with a broad academic foundation in a range of disciplines necessary for world-class companies to excel in manufacturing and operations—from finance to marketing, and from engineering to statistics.

**Students select a discipline from among seven MIT engineering programs affiliated with LG0:**
- Aeronautics and Astronautics
- Biological Engineering
- Chemical Engineering
- Civil and Environmental Engineering
- Electrical Engineering and Computer Science
- Engineering Systems
- Mechanical Engineering

Within these programs, LG0 offers several technology tracks focused on specific areas. These include supply chain, energy and the environment, biomechanics, and semiconductors. The tracks provide students with the opportunity to focus their engineering program and to develop knowledge and skills valued by companies and required in today's global environment.

Students are also expected to integrate knowledge from both the technical and the management spheres for a variety of practical applications—from designing a product to creating and implementing an operations strategy.

Skills learned in class are finally put to the test during the LG0 internship, where students are challenged to employ their leadership skills to tackle projects for partner companies and conduct research contributing to the master's thesis.
## Academic Timetable & Curriculum

### YEAR ONE

#### Summer

<table>
<thead>
<tr>
<th>LEADERSHIP WORKSHOP</th>
<th>COURSES</th>
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<tbody>
<tr>
<td>- The Universe Within</td>
<td>- Engineering Probability and Statistics</td>
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<td></td>
<td>- High-Velocity Systems and Organizations</td>
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<tr>
<td></td>
<td>- Operations Management</td>
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<tr>
<td></td>
<td>- Organizational Leadership and Change (Part I)</td>
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<tr>
<th>LOCAL PLANT TOURS</th>
<th>LGO PROGRAM MANAGEMENT</th>
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#### Fall

<table>
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<tr>
<th>COURSES</th>
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<tbody>
<tr>
<td>- Communication for Managers</td>
<td>- Global Operations Leadership Seminar</td>
</tr>
<tr>
<td>- Economic Analysis for Business Decisions</td>
<td>- Engineering and management electives (3)</td>
</tr>
<tr>
<td>- Financial Accounting</td>
<td>LOCAL PLANT TOURS</td>
</tr>
<tr>
<td>- Leadership Seminar in Management and Ethics</td>
<td>LGO PROGRAM MANAGEMENT</td>
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<tr>
<td>- Organizational Processes</td>
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#### January

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<tr>
<th>INDEPENDENT ACTIVITIES PERIOD</th>
<th>DOMESTIC PLANT TREK</th>
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#### Spring

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<tr>
<th>COURSES</th>
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<tr>
<td>- Global Operations Leadership Seminar</td>
<td>- Engineering and management electives (3)</td>
</tr>
<tr>
<td>- Marketing Management or Finance Theory I</td>
<td>INTERNSHIP PREPARATION AND INITIAL SITE VISIT</td>
</tr>
<tr>
<td>- Product Design and Development or other design course</td>
<td>OPTIONAL INTERNATIONAL PLANT TREK</td>
</tr>
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YEAR TWO

Summer–Fall

INTERNSHIP
• LGO Partner Company (6 months)

THESIS RESEARCH BEGINS

MIDSTREAM REVIEW
• Students return to MIT campus to share internship findings to date with peers, faculty, and partner companies.

RECRUITING BEGINS
• LGO partner companies are on campus to interview students for full-time positions. Students may also participate in recruiting through the MBA program, as well as pursue independent job searches.

January

KNOWLEDGE REVIEW
• Students share final internship research with peers, faculty, and partner companies.

Spring

COURSE
• Organizational Leadership and Change (Part II)
• Operations Strategy

• Electives

THESIS COMPLETED

COMMENCEMENT
“LGO combines theory with hands-on experience and constructive feedback to lay the groundwork for true leadership acumen.”

Jeremy Stewart, LGO ’10, Manufacturing Manager 787 Program, The Boeing Company

LEADERSHIP

Defining and developing leadership is fundamental to the LGO program. Throughout their two years at MIT, students are challenged to identify and enhance their innate leadership capabilities through skill development, practice, and reflection.

LGO takes a two-pronged approach to teaching leadership:

Innovative coursework

• LGO exposes students to the latest research and management tools to help them gain critical skills in communication, motivation, and change management.

• Students are deliberately afforded time, often in groups, to discuss, evaluate, and absorb new theories of leadership, learning, and organization. This emphasis on reflection encourages students to integrate new ideas and mental models, providing them with fresh perspectives on the leadership issues that lie ahead.

Real-world experience

• Team projects, role playing, and case studies allow students to work together to tackle challenges in an environment where they can safely take risks and learn from mistakes.

• Students help manage the LGO program; they organize plant treks, recruit new students and partners, and participate in curriculum reviews.

• Ultimately, students apply their skills to critical issues facing partner companies during their internship.
Global Operations Leadership Seminar

One benefit of the LGO experience is the opportunity to work with classmates, faculty, staff, and industry representatives on governing and operating the LGO program. A stellar example is the Global Operations Leadership Seminar, a series of weekly seminars planned by students that bring faculty and industry experts to campus to present specific, real-world challenges for discussion.

These small-scale gatherings give students the chance to gain insight from a wide range of industry leaders on topics related to leadership, operations, or the global business environment. Since students organize the events, presentations are geared toward current interests, ranging from sustainability initiatives to leading innovation to making the decision to outsource.

Global Operations Leadership Seminars incorporate plenty of time for questions and answers, engaging students fully in the problems presented. Speakers come to MIT from the top ranks of industry to discuss issues and information that cannot be found on any company website or annual report.

Recent seminar speakers include:
- Ron Bloom, Senior Counselor to the U.S. President for Manufacturing Policy
- Matthew Bromberg, Vice President and General Manager of Customer Service, Hamilton Sundstrand
- Kay Hagan, U.S. Senator from North Carolina
- Larry Loftis, Vice President and General Manager of 777 Program, The Boeing Company
- Mike McNamara, CEO, Flextronics International
- Doug Smith, Senior Vice President of Technology, The Timken Company
- Tana Utley, CTO and Vice President of Product Development, Center for Excellence, Caterpillar Inc.
PLANT TREKS

LGO plant treks expose first-year students to the inner workings of 12 to 15 partner companies around the United States, including a whirlwind two-week trip planned by students. These visits typically include detailed tours of production facilities, the chance to see Lean concepts in action, and opportunities to discuss strategy with plant managers and other high-level executives. For example, students were recently treated to a 45-minute sit-down with Michael Dell, the founder of Dell Inc. The 2010 trek also visited Cisco, Ford, Novartis, Intel, and Amazon.com, among other major companies.

An optional international plant trek further expands students’ understanding of manufacturing and operations by introducing them to diverse facilities abroad. In 2010, students visited the birthplace of the Toyota Production System in Japan and got an inside perspective on Hitachi’s Power Plant Production Facility, which makes turbines and steam generators. They also toured Caterpillar’s Medium Wheel Loader/Motor Grader plant in Suzhou, China, where they learned how the company is applying Lean concepts in its newest facility and discussed some of the strategic aspects of Chinese export policy.

Other recent international treks have visited facilities in Germany, Poland, the Czech Republic, Malaysia, Singapore, and Thailand.
“LGO prepared me for my current role by strengthening my business and financial acumen, polishing my leadership skills, and enhancing my strategic agility, which complemented my strong technical background.”

Ghassan Awwad, LGO ’09
The LGO Internship

A guaranteed six-month internship at a partner company is a cornerstone of the Leaders for Global Operations program—both from an educational and a career development perspective. Invigorating and enlightening, the internship plunges students into the workplace to deliver a high-impact project for a real company—with the support and guidance of MIT faculty.

Partner companies serve as laboratories for the LGO curriculum and as living classrooms for interdisciplinary teams of faculty, students, and seasoned operations practitioners. Students tackle projects that integrate management and engineering, often working with a network of LGO alumni who mentor them through the experience. LGO alumni also provide perspective on how to maximize the effectiveness of the internship and influence the company.

THESIS

While the internship gives LGO students practical experience applying their newly acquired skills in an industrial setting, the thesis gives them an opportunity to reflect and summarize the experience while making an intellectual contribution to the field of operations.

Academically, the internship project serves as the source of the research for the dual-degree program, incorporating both engineering and management issues. Once assigned to the internship, students sculpt the scope and content of their projects to address the particular interests and requirements for their chosen major.

Detailed and rigorous, LGO theses serve both to transfer knowledge to all partner companies as well as to inform future LGO projects. Students share their results with peers, faculty members, and partners at a two-day conference. Internship findings and recommendations are often implemented by the companies, ultimately improving company operations.
Identifying Sustainable Practices at Raytheon

Mark Chew, LGO ’10, spent his internship at Raytheon SAS (Space and Airborne Systems) researching solar and fuel cell technologies, defining optimal installations for two buildings, and working with vendors to execute the projects. He investigated how continuous improvement in energy efficiency could produce both energy and financial savings for the company, and he explored both the option of installing solar energy panels and of using biofuel to offset carbon emissions. Chew discovered that the biofuel system would provide electricity that was cheaper per kilowatt hour and more productive than solar energy.

“Raytheon can see not only the energy savings, but also the emissions savings by using the biofuel system,” he said. “They are going to install it in the building I worked in and five others.”

Speeding Production at Amazon

During his internship at Amazon.com, Rob Jackson, LGO ’11, was tasked with improving the speed of the company’s conveyor system, which sorts all the items in an order, packages them, and ships them out. He found that human packers had to decide which of eight boxes to use for each order, creating a bottleneck. Jackson therefore designed a new system that limits each packer to three box choices and uses color to code orders to box size. His project resulted in a 23 percent improvement in packaging times.

“Combining the leadership training at Amazon and LGO with the operations management tools that are part of the LGO curriculum has been the recipe for success for the project I’m doing,” Jackson said, noting he made use of Lean manufacturing principles, flow management tools, and problem-solving skills taught in LGO. “The internship has been the best part of the program for me. It’s just long enough that you actually make a real impact.”
Improving Quality at Sikorsky

Dave Larson, LGO ’09, interned at Sikorsky, a United Technologies Company that manufactures helicopters for industrial, commercial, and military use. In the post-9/11 environment, Sikorsky has been hard-pressed to keep pace with demand, so Larson was asked to improve processes in order to reduce mistakes, thus saving the time and labor involved in rework.

Larson watched the mechanics’ line to see how parts were installed. He found that when an inspector discovered a problem with a part, the mechanic involved often would not learn of the mistake; a different mechanic made the fix. Larson and his team brought the mechanics and the inspectors together to devise a new system. At the beginning of every shift, the supervisor distributed problem reports so that mechanics could repair their own work. Both teams reported improvements. “The real win was that the mechanics were thrilled that they did not have to fix other people’s mistakes anymore,” Larson said. “They thought it was about time.” This allowed operators to focus on their own continuous improvement.

Long-range Planning for Novartis

Angela Thedinga (pictured below, second from right), along with five other LGO ’10s, headed to Switzerland for her internship at Novartis Biologics, where she created a long-range planning model to estimate the headcount, plant capacity, and financial resources required to fulfill upcoming project requirements. Built upon the work of a previous LGO intern, the model includes all the tasks needed to produce a “standard” product, as well as a Monte Carlo simulation to project the product pipeline across current and future products. The model will be used by management to plan laboratory and plant expansions, and to outsource tasks strategically.

Thedinga, who was hired as a project manager at Novartis Vaccines following graduation, said, “Gaining that multicultural, international experience was the biggest takeaway for me.” Working in a diverse environment, traveling to different plants, and collaborating with multi-site teams was an “amazing personal experience,” she said.
“LGO helped me understand the bigger picture. My current job requires me to develop and test strategy for the entire company across many varied products, locations, and even cultures. Understanding manufacturing, engineering, and business is key.”

Missy Brost, LGO ’09, Program Manager for Design for Ergonomics and Workplace Safety, The Boeing Company

CHINA LEADERS FOR GLOBAL OPERATIONS

Modeled after LGO and developed with the academic support of MIT, the China Leaders for Global Operations Program (CLGO) is based at Shanghai Jiao Tong, a top-ranked university in China known for its strong schools of engineering and management. CLGO is China’s only dual-degree, graduate-level manufacturing/operations program.

LGO students are able to work with CLGO students on joint industry projects, travel together on plant tours, participate in mixed-team case competitions, and socialize with one another at a variety of events. The CLGO relationship is a key element of LGO’s global focus, ensuring MIT students are exposed to the way industry operates in one of the world’s largest manufacturing centers. CLGO also affords LGO students unique opportunities to experience China’s operations environment.
LGO Alumni

After Commencement, LGO graduates become part of an extended community of LGO alumni that offers a lifetime of networking opportunities and events that span the globe. LGO alumni support one another throughout their careers—with their own page on the LGO website, events and activities, employment opportunities, and more. Several partner companies that employ dozens of LGO grads, such as Raytheon and Intel, also have internal networks of LGO alumni.

Denise Johnson, LGO ’97, President and Managing Director for GM Brazil, gives LGO much of the credit for helping her rise through the ranks at General Motors. “If I had to pick out a two-year period that made the biggest difference in my life, it would be the time I spent in the [LGO] program,” she said. “The thing I like about the program is that it teaches you to learn through other people’s experiences, listening and asking questions. You tackle things you couldn’t imagine and get this idea not to be afraid of change.”

Jeff Wilke, LGO ’93, Senior Vice President, North America Retail at Amazon.com, has stayed involved with LGO for the past 17 years as an industry partner both at Amazon and at his previous company, AlliedSignal. In March 2010, he was named cochair of the program’s Governing Board. “I continue to be active in the LGO community because most of the leading-edge thinking about business in general and operations in particular is coming out of MIT and LGO,” he said. “In addition, my most trusted personal advisors and benchmarking partners are my LGO classmates.”

Tanja Vainio, LGO ’04, works in Switzerland as Vice President and General Manager of ABB’s Service Power Electronics. She still makes time to represent her company on LGO’s Operating Committee and to find internship opportunities for LGO students, as ABB has found great value both in these relationships and in the knowledge sharing that takes place. “As a manager, it is important to be innovative and to be able to solve complex tasks,” she said. “However, successful execution requires a great deal of leadership and change management skills as well as having an amazing network. I value the LGO experience because it gives you an incredible tool set to utilize later in your work.”

Patrick Shanahan, LGO ’91, Vice President and General Manager of Airplane Programs for Boeing Commercial Airplanes, said LGO’s integrated approach to learning has served him well in his career—helping him to face a range of challenges in product development, process improvement, and attracting and retaining talent. “The tailored Leaders for Global Operations curriculum provided me with the foundation to bring to Boeing practical solutions to complex, real-world problems. LGO’s advanced education has proven, over time, to be robust and enduring. I continue to leverage what I learned in my work today.”
PARTNER COMPANIES

Dedicated to advancing operations science and practice, LGO’s partners work closely with one another and with members of the MIT LGO community to address industry’s current and future needs. Partners participate in all key aspects of the program, from plant tours to internships. They provide generous financial support for all LGO students, as well as recruit and hire LGO graduates.

LGO’s partners form a highly select group of global manufacturing and operations companies, providing students with a unique link to real-world challenges and industry trends. But perhaps most important, LGO partners give students the chance to learn directly from today’s top executives—who lead seminars, mentor interns, and advise the program on what industry needs from the curriculum.

THE FOLLOWING COMPANIES PARTNER WITH LGO (as of July 1, 2010):

3M Company
ABB
Amazon.com, Inc.
Amgen Inc.
The Boeing Company
Caterpillar Inc.
Cisco Systems, Inc.
Dell Inc.
General Dynamics
General Motors Corporation
Genzyme Corporation
Honeywell
International Inc.
Inditex, S.A. (Zara)
Intel Corporation
Kimberly-Clark Corporation
National Grid
Nokia Corporation
Northrop Grumman Corporation
Novartis AG
Raytheon Company
SanDisk Corporation
Spirit AeroSystems
United Technologies Corporation

“For more than 20 years, LGOs have had an enormous impact in manufacturing and operations worldwide. Today our alums are at the top levels at a range of companies, including our partners.”

Don Rosenfield, Director, Leaders for Global Operations Program
RECRUITING & CAREER DEVELOPMENT

LGO, MIT Sloan, and MIT all help LGO students to achieve their career goals by providing advice, assistance, and a wealth of opportunities to meet with company representatives and explore career options. Most LGO students pursue careers in manufacturing and operations companies; new graduates work as product managers, directors of supply chain development, or operations analysts, among other positions.

**LGO Recruiting** LGO’s own unique recruiting program brings interested students together with representatives of companies that already have a vested interest in the program. All LGO partner companies are invited to visit the MIT campus in November to interview second-year, non-sponsored students (http://lgo.mit.edu/mba-recruiting.htm).

**MIT Sloan Recruiting** Second-year LGO students who are not sponsored by their employers are also eligible to participate in MBA recruiting through MIT Sloan’s MBA Career Development Office (mitsloan.mit.edu/cdo).

**MIT Recruiting** LGO students are welcome to seek services from MIT’s Career Development Center, which offers career counseling, job listings, and a variety of opportunities to meet with on-campus recruiters (careers.mit.edu).

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**EMPLOYMENT OF RECENT GRADUATES**

LGO PARTNER COMPANIES (includes sponsored and non-sponsored students)

- **48%**
- **25%**
- **2%**
- **25%**

OTHER OPPORTUNITIES (includes banking and consulting)

OTHER MANUFACTURING AND OPERATIONS COMPANIES

NOT SEEKING EMPLOYMENT/NOT EMPLOYED


Data reported in August of each year of graduation.
Admissions

Each year, LGO enrolls between 45 and 50 students. Candidates to the LGO program must apply through either the MIT Sloan School of Management or the MIT School of Engineering.

Qualifications

Competitive candidates for the LGO program:

• Hold an undergraduate or graduate degree in engineering or physical, life, or computer science
• Satisfy admissions requirements of the MIT Sloan School of Management and a participating MIT engineering department
• Demonstrate a strong interest in a career in operations
• Possess the ability to lead and to work effectively in teams
• Have at least two years of full-time work experience following university graduation

LGO welcomes international applications. Although all applications are carefully considered by the LGO Admissions Committee, preference may be given to those who are legally authorized to work in countries where our partner companies have major facilities.

Application Instructions

For application instructions, visit lgo.mit.edu.

Campus Visits

LGO encourages applicants to visit in the fall. Participants in the LGO Ambassadors program attend classes, have lunch with current students, and meet faculty members and staff. To arrange a visit, please email visit-lgo@mit.edu.

Prospective applicants may also participate in one or more of MIT Sloan's informational programs. Sloan on the Road events, held in cities around the world, present opportunities to learn more about MIT Sloan by speaking with faculty, staff, students, and alumni. For more information, visit mitsloan.mit.edu/mba/admissions and click on "Attend an Event."

Financial Aid

LGO academic and corporate partners provide generous fellowships for all current students. In recent years, the fellowship has covered approximately two-thirds of total tuition cost. Students are responsible for their own living expenses, laptop, books, course packets, and other fees.

For information regarding additional support, contact the MIT Financial Aid Office at web.mit.edu/sfs/financial_aid/index.html.

Sponsorship

Applicants whose employers are LGO partners are encouraged to discuss sponsorship with their human resources department or their company's LGO Operating Committee member.

Information and Contacts

The LGO program resides within the MIT Engineering Systems Division (ESD). ESD's interdisciplinary academic programs and research initiatives address the technical, managerial, and sociopolitical challenges of large-scale, complex engineering systems. For more information, visit the ESD website at esd.mit.edu.

FOR FURTHER INFORMATION, PLEASE CONTACT:

Leaders for Global Operations
Massachusetts Institute of Technology
77 Massachusetts Avenue, Building E40-315
Cambridge, MA 02139-4307
Telephone: 617.253.1055
Fax: 617.253.1462
Email: lgo@mit.edu
Website: lgo.mit.edu

MIT Sloan School of Management
MBA Admissions
Massachusetts Institute of Technology
50 Memorial Drive, Building E52-126
Cambridge, MA 02142-1347
Telephone: 617.258.5434
Website: mitsloan.mit.edu

MIT School of Engineering
Massachusetts Institute of Technology
77 Massachusetts Avenue, Building 1-206
Cambridge, MA 02139-4307
Telephone: 617.253.3291
Email: engineering@mit.edu
Website: web.mit.edu/engineering

Departmental Offices
Aeronautics and Astronautics
617.253.0043

Biological Engineering
617.253.5804

Chemical Engineering
617.253.4577

Civil and Environmental Engineering
617.253.7119

Electrical Engineering and Computer Science
617.253.4603

Engineering Systems Division
617.253.1182

Mechanical Engineering
617.253.2291
About MIT

The mission of MIT is to advance knowledge and educate students in science, technology, and other areas of scholarship that will best serve the nation and the world in the 21st century.

The Institute is committed to generating, disseminating, and preserving knowledge, and to working with others to bring this knowledge to bear on the world’s great challenges. MIT is dedicated to providing its students with an education that combines rigorous academic study and the excitement of discovery with the support and intellectual stimulation of a diverse campus community. We seek to develop in each member of the MIT community the ability and passion to work wisely, creatively, and effectively for the betterment of humankind.

Today, MIT is a world-class educational institution. Teaching and research—with relevance to the practical world as a guiding principle—continue to be its primary purpose. MIT is independent, coeducational, and privately endowed. Its five schools and one college encompass numerous academic departments, divisions, and degree-granting programs, as well as interdisciplinary centers, laboratories, and programs whose work cuts across traditional departmental boundaries.

Sixty-one current faculty and staff members belong to the National Academy of Engineering, 78 to the National Academy of Sciences, 30 to the Institute of Medicine, and 142 to the American Academy of Arts and Sciences.

Seventy-three present and former members of the MIT community have won the Nobel Prize. Thirty-three current and former members of the MIT faculty have received the National Medal of Science, and two were awarded the National Medal of Technology and Innovation.
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The Vice President for Human Resources is designated as the Institute’s Equal Opportunity Officer and Title IX Coordinator. Inquiries concerning the Institute’s policies, compliance with applicable laws, statutes, and regulations (such as Title VI, Title IX, and Section 504), and complaints may be directed to the Vice President for Human Resources, Room E19-215, 617.253.6612, or to the Coordinator of Staff Diversity Initiatives/Affirmative Action, Room E19-215, 617.253.1594. In the absence of the Vice President for Human Resources or the Coordinator of Staff Diversity Initiatives/Affirmative Action, inquiries or complaints may be directed to the Executive Vice President, Room 3-211, 617.253.3928, or to the Director of Labor and Employee Relations, Room E19-235N, 617.253.4264, respectively. Inquiries about the laws and about compliance may also be directed to the Assistant Secretary for Civil Rights, US Department of Education.

* The ROTC programs at MIT are operated under Department of Defense (DoD) policies and regulations, and do not comply fully with MIT’s policy of nondiscrimination with regard to sexual orientation. MIT continues to advocate for a change in DoD policies and regulations concerning sexual orientation, and will replace scholarships of students who lose ROTC financial aid because of these DoD policies and regulations.

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