

MIT Engineering Leadership Programs

Industry Advisory Board Meeting

May 5, 2025



Gordon-MIT
Engineering
Leadership

gel.mit.edu





Effective Engineering
LEADERSHIP
starts here!



Riccio-MIT Graduate
Engineering Leadership





Professional success.
Powerful impact.

Grad

Agenda

Welcome

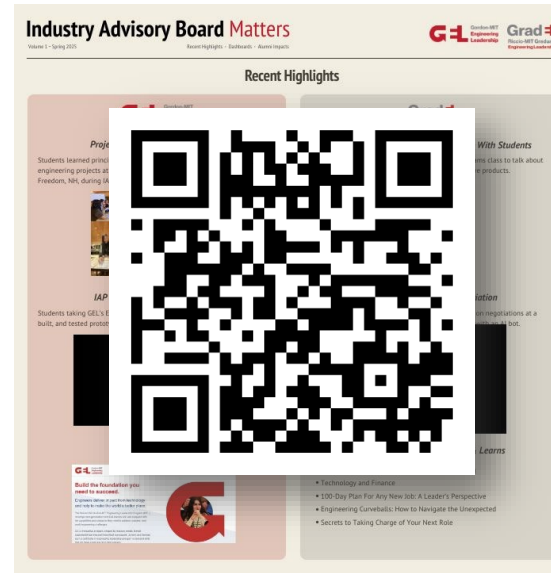
GEL Update

GradEL Update

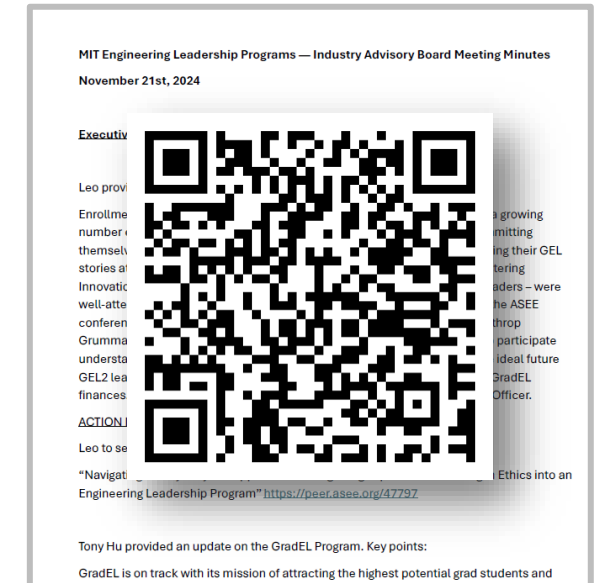
Subcommittee Updates

- **Understanding Workforce and Workplace Change**
- **Strengthening Our Enhanced Internship Programs**

Industry Advisory Board Meeting May 5, 2025



Scan to view:
Industry Advisory Board Matters
Spring 2025



Scan to view:
Executive Summary
Nov. 21, 2024, IAB Meeting

Program Update

Annual Program Recruiting & Admissions Status:

GEL1:

- 268 GEL1 applicants— most since program inception in 2008 (225 last AY). Exceeded our 200 applications goal
- 24% of SoE sophomores applied to GEL1
- 47 Wellesley College applicants
- Applicant pool represents nearly all SoE majors (Course 1), with excellent diversity
- An exceptional GEL2 core leadership team helped to drive this success
- Will offer admission to 195-200 students

GEL2: 54 applications — most since program inception. Will offer admission to 38-40

Current Enrollment:

- 98 GEL 1
- 35 GEL 2s

Program Update

Program Academics – evaluations, continuous improvement, enhancement opportunities

Design & Innovation Leadership (D&ILR) course requirement:

- Modifying the schedule of D-TILE for AY25-26: offering two sections, Fall-only, based on student scheduling feedback
- Adding seats in GradEL's LP3 course for AY25-26 as a new Spring alternative design course for GEL students

Project Engineering Course will remain IAP-based for GEL students; added a new Spring section in '25 as a back-up

Other:

2025 Impactships (summer 2025):

- 1 to Apple (ongoing since February); 2 or 3 to Northrop Grumman
- Company executive sponsorship and supervisor/mentor understanding of GEL continues to be a challenge

GEL Program Update

Other (cont):

- GEL continues to be sought out by / collaborate with other universities developing or engaged in EL programs
- Completed GEL logo and website redesigns (gel.mit.edu)
- Nearly zero staff turnover in 10+years, with new team members added

Upcoming Events:

- Program Completion Ceremony (May 14)
- ASEE Annual Conference, Montreal, CA (June 22-25): Jim Magarian presenting (co-authored with Alex Rokosz) a methods overview on GEL's longitudinal assessment approach

Upcoming Summer Professional Education (PE) Courses:

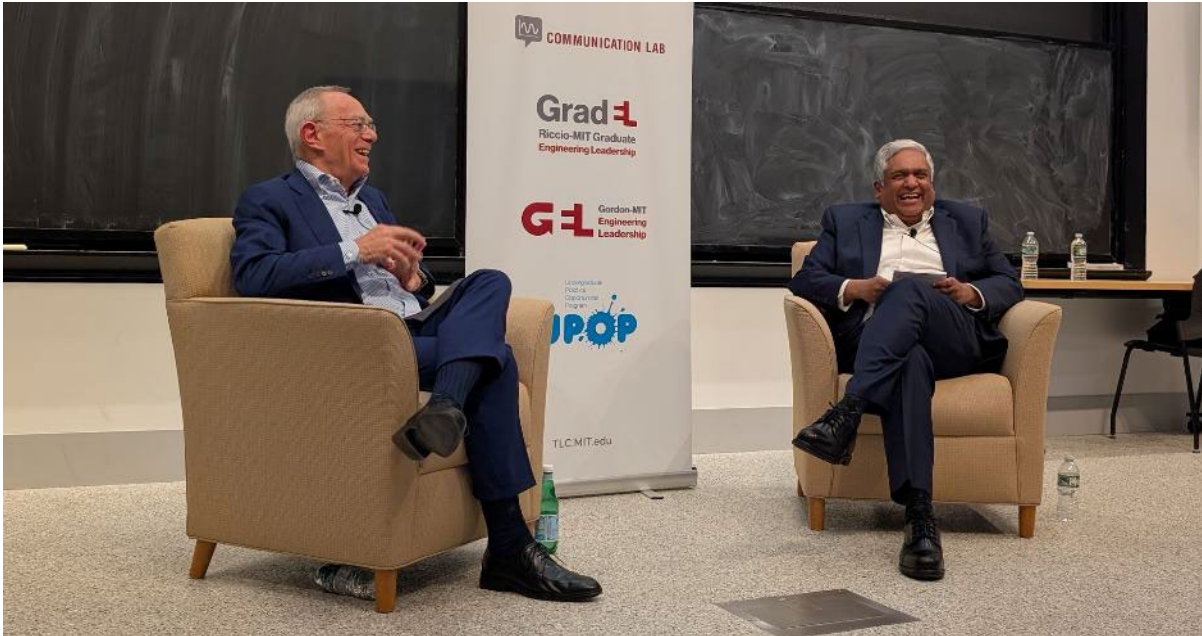
- “Design Thinking and Innovation for Technical Leaders” (July 14-16)
- “Engineering Leadership for Emerging Leaders” (July 21-25)



GradEL Update

TLC Distinguished Speaker Series

April 29, 2025: Rafael Reif hosted by Anantha Chandrakasan



North Star

Develop graduates who become recognized for leadership at every stage of their careers

Develop leadership skills through theory and experiential learning

- Grew from 3 to 6 courses
- Working on 2 additional courses
- Updated list of electives
- Evolving certificate requirements to broaden capabilities coverage

Focus leadership skills on understanding and creating impact from technology

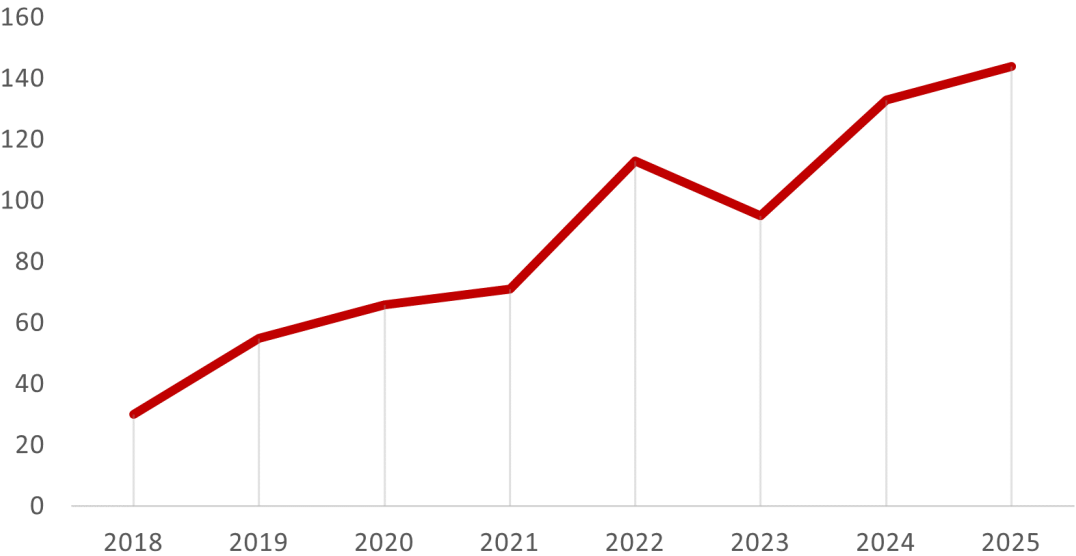
- Petitioning course on assessing real-world impact of research as permanent subject
- Broadened capabilities coverage including tracking and assessing new technologies

Practice and further develop leadership skills in real-world environment

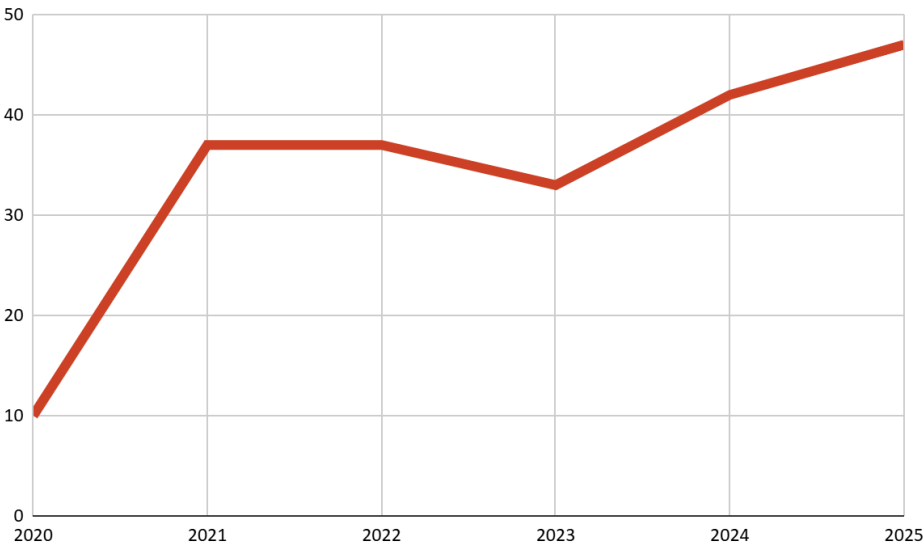
- 1st Residency cohort landing job offers
- 2nd Residency cohort preparing for summer
- IAB subcommittee advising on enhanced internships

Students and Certificates

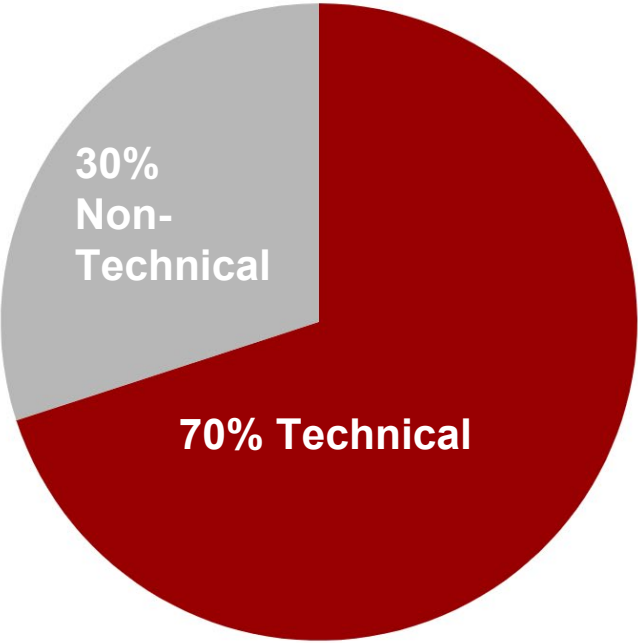
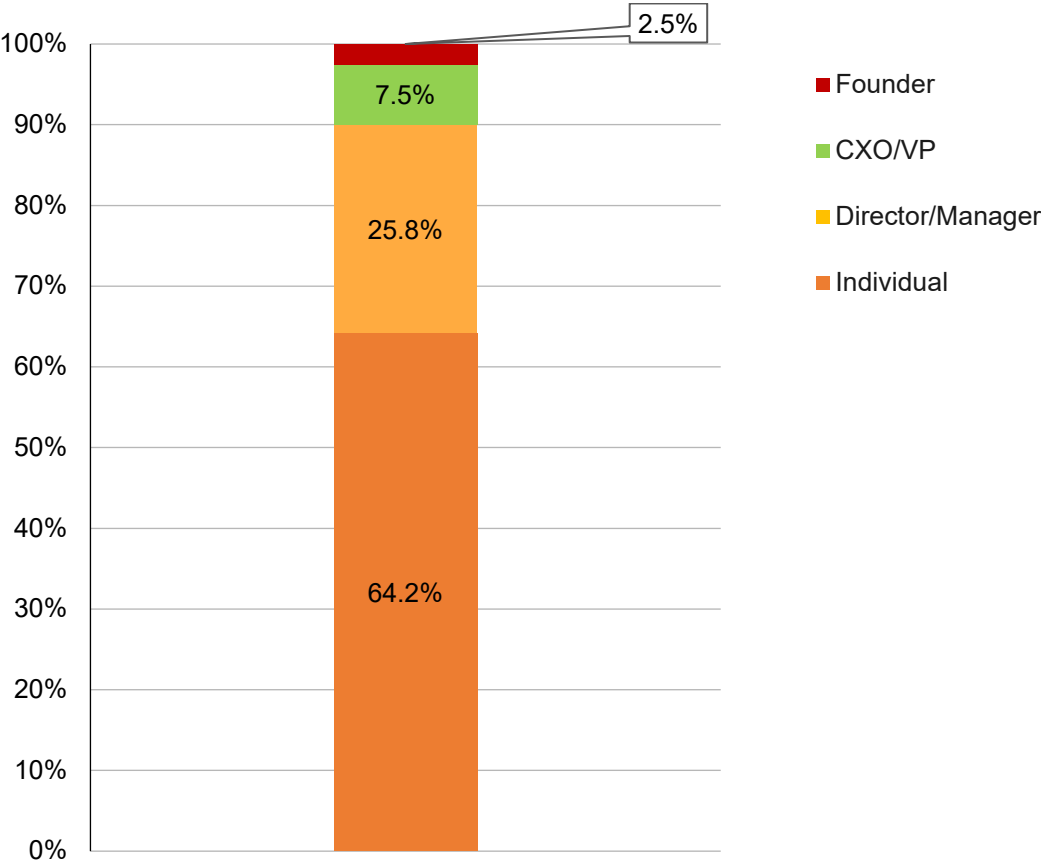
Unique Students in GradEL Courses



Certificates Earned



Alumni Roles



Courses & Workshops

GradEL Electives: New student-facing topic categories

Leadership Fundamentals

Communicating and Negotiating

Understanding and Shaping Organizations

Strategic Thinking and Visioning

Leading Design and Development Projects

Implementing and Deploying Solutions

GradEL Courses

Original courses

6.9280: Leading Creative Teams
(fall & spring)

6.9270: Negotiation & Influence Skills
for Technical Leaders (fall)

6.9260: Multi-Stakeholder Negotiation
for Technical Leaders (spring)

New for Fall 2024

6.S650: Innovating for Improvement

Spring 2025

6.9250: Leadership - People, Products,
Projects (new permanent subject)

6.S640: Unpacking Impact: Transforming
Research into Real-World Solutions
(petitioning for permanent subject)

Future exploration

Persuasive Communication for
Engineering Leaders

Leadership in the Age of AI



Workshops, Spring 2025



Resolving Non-Technical Showstoppers in Complex Systems

Joel Schindall, Prof Emeritus, Sr. VP & Chief Eng Globalstar

Work through challenges in design, collaboration, and strategy with a Globalstar satellite system case study.



100-Day Plans for Any New Job: A Leader's Perspective

Linda DuCharme, former President ExxonMobil Tech & Eng Co

Learn from the Hiring Manager's perspective how to prioritize between gaining job knowledge, developing a peer network, and exceeding expectations.



Technology and Finance

Oli de Weck, Prof AeroAstro, Assoc Dept Head AeroAstro

Practice aligning technology strategy with business success to gain a competitive edge in the market.



Engineering Curveballs: How to Navigate the Unexpected

Monica Pheifer, Principal Lecturer and Panel

Apply problem solving techniques to real, unexpected challenges posed by industry guests who guide students through developing solutions.

Engineering Residency

Engineering Residency 2024 Cohort

Finished December



Alan Cao, Northrop Grumman
1st yr PhD ME
NG Guidance Navigation & Control
Summer return offer

Finished December



Peter Fisher, Northrop Grumman
3rd yr PhD ME
NG Guidance Navigation & Control
Summer return offer

Finished September



Denise Tellbach, Apple
5th yr PhD ME
Apple iPhone PD residency
Apple EPM AI/ML FTE offer

Finished February



Katie Chen, Apple
3rd yr SM CS, IDM
Apple Data Science & Visualization
Apple PM Health SW FTE offer

Finished March



Somu Dhulipala, Apple
4th yr PhD ME
Apple Material PD
Return offer planned

Finishing Summer 2026



So-Yoon Yang, Apple
5th yr PhD EECS
Apple Watch Architecture

What is the data telling us?*

- Resident self-assessment of **all capabilities increased (average 10%)** over course of experience
- On average, **Supervisors rated Residents as high or higher** on capability assessment than Residents themselves
- Supervisors indicate **all Residents are exceeding some to all expectations**
- Residents & Supervisors indicated positive perception of program support and organization, with most indicating **Extremely Pleased overall rating of GradEL**

What are supervisors saying?

"[The Resident] is as dependable as a full-time employee."

- Apple Supervisor

"The IRAD they worked on got re-funded for this year because of their work – that doesn't always happen."

- Northrop Grumman Supervisor

"It's rare to see an intern come in with such a clear mission to learn on so many levels: technical, interpersonal, strategic."

- Apple Leadership

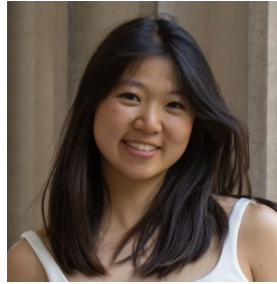
Engineering Residency 2025 Cohort

Finishing January



Ben Arocho, Northrop Grumman
1st yr SDM
BS EE & Ops Research, USCGA
USCG Officer
Avionics Startup Production Manager
NG Systems Engineering

Finishing January

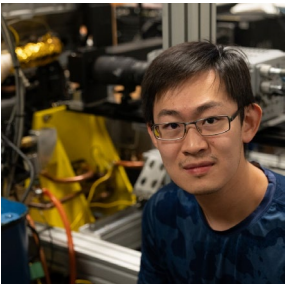


Grace Mao, Northrop Grumman
2nd yr PhD AeroAstro
SB SM AeroAstro MIT
Boeing Aero Models Design, Operational Efficiency
GM Automated Driving & Data Analytics
NG Guidance & Navigation Control

Preparation Highlights

- Residents have kicked off **6-week prep programming** with GradEL coaching staff
- Manager Orientations** at Apple & Northrop Grumman planned prior to Residency internship start dates
- Enhancements** for this year:
 - Start date alignment (per host company)
 - NG specific: planning ahead for 2nd half remote (deliverables & time expectations)
 - Piloting reflection guide, final presentation approval processes, and feasibility of course requirements prior to internship

Finishing Summer 2026



Mo Li, Apple
5th yr PhD ME
BS in Vehicle Engineering,
Tongji University
Apple iPhone Product Design

Finishing January



Hiroki Ogasawara, Apple
2nd yr SDM & EECS
BE Physical Science and Engineering, MEng CS, Nagoya U.
Toyota Asst Mgr Body Design Eng
Apple iPad Product Design

Finishing January



Vaishnavi Ramaswamy, Apple
5th yr PhD AeroAstro
BT ME NIT-Trichy
MS AeroAstro MIT
Apple Thermal Product Design

Finishing August



So-Yoon Yang, Apple
6th yr PhD EECS
MS EE Caltech
BS EE Seoul National U
EE, ME, biosensors
Apple Watch Architecture

Updated Certificates: Fall 2025 Launch

Foundational

Cert Level 1

- Leading Creative Teams (Leadership Fundamentals)
- 2 additional courses from different Elective Topic Areas:

Communicating & Negotiating	<input checked="" type="checkbox"/>
Leading Design & Development Proj	<input type="checkbox"/>
Strategic Thinking & Visioning	<input checked="" type="checkbox"/>
Understanding & Shaping Orgs	<input type="checkbox"/>
Implementing & Deploying Solution	<input type="checkbox"/>

- 4 workshops

Advanced (builds on Foundational)

Cert Level 2

- 1 additional course in Leadership Fundamentals category
- 3 additional courses from different Elective Topic Areas:

Communicating & Negotiating	<input type="checkbox"/>
Leading Design & Development Proj	<input checked="" type="checkbox"/>
Strategic Thinking & Visioning	<input type="checkbox"/>
Understanding & Shaping Orgs	<input checked="" type="checkbox"/>
Implementing & Deploying Solution	<input checked="" type="checkbox"/>

- 2 additional workshops

Practical

Residency Experience

- 6 month internship experience
- Must have completed or be enrolled in LCT with plans to complete Cert Level 1 to be considered
- Not considered an additional certificate, but given a representative title (i.e. Fellow, Practitioner, Wizard)

Redesigned Certificate

Grad



Riccio-MIT Graduate
Engineering Leadership

Riccio-MIT Graduate Engineering Leadership Program

confers on

William Barton Rogers

the

Graduate Certificate in Technical Leadership

for the successful completion of the requirements of the Riccio-MIT Graduate Engineering Leadership Program and having demonstrated excellence in the areas of technical leadership, communication, and strategic decision-making in engineering.

Given this day at Cambridge, Massachusetts.
May xx, 2025

School of Engineering


ANANTHA P. CHANDRAKASAN
DEAN OF THE SCHOOL OF ENGINEERING, CHIEF INNOVATION AND STRATEGY OFFICER, AND
THE VANNEMER BUSH PROFESSOR OF ELECTRICAL ENGINEERING AND COMPUTER SCIENCE

The Riccio-MIT Graduate Engineering Leadership Program is made possible through the generous support of Daniel J. Riccio.

DANIEL J. RICCIO
PROGRAM BENEFACTOR

Honoring Founding Cohort

Grad



Riccio-MIT Graduate
Engineering Leadership

Riccio-MIT Graduate Engineering Leadership Program


hereby honors

William Barton Rogers

for his pivotal role as a member of the

Founding Cohort of the
Graduate Engineering Leadership Program

and the impact of this Program upon the Institute and its graduate students who will benefit the world through their technical leadership of products, processes, and service teams. Our Program in the School of Engineering delivers this honor on this day at Cambridge, Massachusetts. May xx, 2025

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DANIEL J. RICCIO
PROGRAM BENEFACTOR

Marketing

Marketing

- GradEL and GEL websites launched
- New TLC website launching soon
- Newsletters
- Social Media
- TLC speaker series
- American Society for Engineering Education – Engineering Leadership Development Division
 - Reza on planning committee for Montreal conference in June
 - Jim and Alex presenting paper, Monica on panel



TLC speaker series

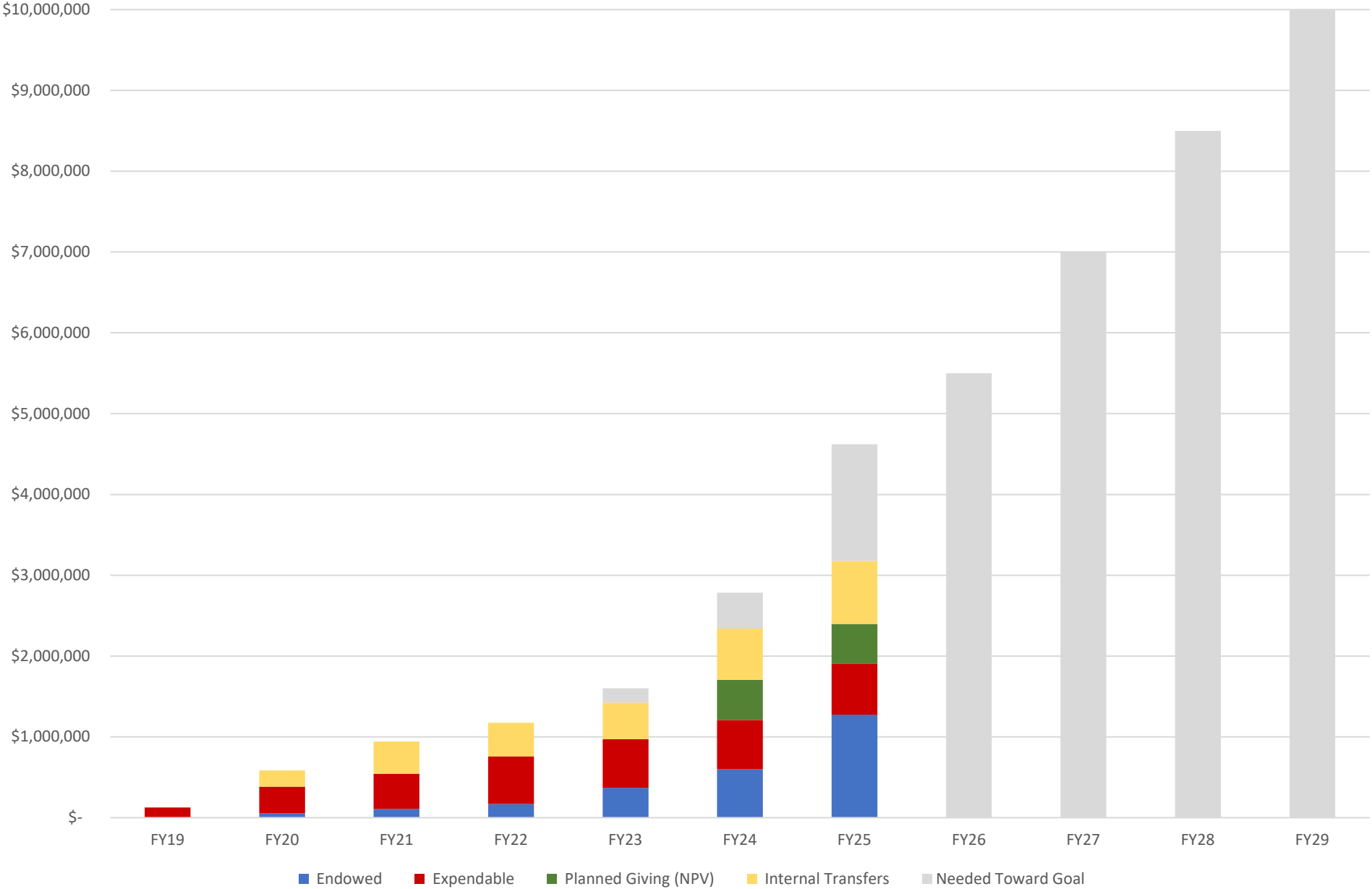
Fall 2025:

Lisa Su
AMD



Fundraising

GradEL Fundraising Progress Toward \$10M Goal
(Excludes Riccio gift)



\$ Raised to Date:
\$3,176,264

\$ to \$10M Goal:
\$6,823,736

Fundraising Update

- ❑ Recent Highlights
 - ❑ Successful participation in 2025 24-Hour Challenge, bringing in 56 mostly new annual fund donors
 - ❑ Reza, Tony, and Joel working with development team on continued outreach to individual and corporate prospects
 - ❑ Discussions with Anantha and leadership of MIT HEALS, MITHIC, and upcoming manufacturing initiative on synergies

Understanding Workforce and Workplace Change

IAB Subcommittee

Aligning on Priorities, Pain Points, and Programmatic Response

Subcommittee members

- Eileen Milligan – MIT GEL
- Monica Pheifer – MIT GradEL
- Terence Calloway
- Tang Tan
- Ed Trautman
- Peter Zeeb

Subcommittee Two

Understanding workforce and workplace change

What does the latest generation of students now need to thrive when they start work?

Getting insights from front line company personnel (e.g., recruiters, managers of entry level employees,...) on:

- How are the skills and abilities expected of engineering professionals changing with the changing nature of industries and of engineering work
- How are engineering professionals today delivering on those changing needs?
 - Do they appear to possess particular strengths that should be spotlighted as key enablers of success?
 - Are there skills and abilities that stand out as opportunity areas for us to supplement?
 - Do you have examples of failure or near-failure? In what skills and capabilities was the lack of proficiency responsible?
 - Are their differences between our MIT graduates and engineering graduate more generally?

Goals

This subcommittee will gather feedback from front-line company personnel (e.g., recruiters, managers of entry-level employees) to...

- Gain insight into the ways today's graduates' compare to those from previous generations in terms of their readiness to handle the challenges of engineering work in today's world
- Ensure that future GEL/GradEL graduates are prepared and will succeed in a rapidly changing engineering landscape

Kickoff Brainstorming Activity

What are the top three challenges keeping you up at night regarding hiring, onboarding, and training today's graduates?

- Initiated brainstorming to gather real-world insight
- Members engaged with frontline managers to validate themes

Emerging Themes

Nine Common Themes Identified:

- Retention challenges
- Adapting to hybrid work
- Communication skills
- Cross-disciplinary skills
- Project skills
- Balancing experience vs. self-gratification
- Soft skills / behavioral engagement
- Understanding business operations
- Workplace technical skills



Prioritized Focus Areas

Top 4 themes selected and refined:

- Communication Skills → *Persuasive Technical Communication*
 - Soft Skills → *Habits of an Effective Colleague*
 - Project Skills → *Resilient Project Leadership*
 - Importance of Cross-Disciplinary Skills + Understanding the Bigger Picture → *Interdisciplinary Participation and Facilitation*
-
- **Solicited examples of themes in action, including related “pain points,” from subcommittee members**
-
- **Explored current, in-work, and future/proposed educational elements**
 - Identified gaps and opportunities where current offerings could be bolstered
 - Revisited priorities to pull related content to the forefront
 - Validated with members that proposed priority elements addressed the themes and pain points

Timeline of Initiatives to Add to Program Coverage in Theme Areas: Active, In Development, and Future

Prioritized Theme	Spring 2025	Summer/Fall 2025	Spring 2026
Persuasive Technical Communication	<ul style="list-style-type: none"> Piloting course content from new GradEL course "Persuasive Technical Communication" in current LP3 course 	<ul style="list-style-type: none"> Exploring ways to establish a seamless pathway for students to leverage resources from the GEL/GradEL sister program, "SoE Communication Lab," which specializes in storytelling with data 	<ul style="list-style-type: none"> Piloting new GradEL course: "Persuasive Technical Communication"
Resilient Project Leadership	<ul style="list-style-type: none"> Expanding the existing 4-unit GEL Project Engineering course to 6 units and renaming it "Engineering Project Management (EPM)." Piloted the new version of the course in Spring 2025 and plan to offer it multiple times a year moving forward 	<ul style="list-style-type: none"> Exploring creating a project management course as a GradEL elective Note: the recently introduced "Leadership- People, Products, Project" (recurring Spring course) includes integral project management coverage 	<ul style="list-style-type: none"> Offering GradEL course "Leadership – People, Products, Projects" (9 units) as an option for GEL 1 students to fulfill the Design and Innovation Leadership Requirement
Habits of an Effective Colleague	<ul style="list-style-type: none"> Plans to enhance and refine existing scenarios within the GEL "Inquiry and Dialoguing" Engineering Leadership Labs 	<ul style="list-style-type: none"> Plans to develop a "Personal Leadership Development Plan" for GradEL students, building on the existing model in GEL 	<ul style="list-style-type: none"> Exploring IAP and summer workshops or activities to develop tactical non-curricular skills in this category.
Interdisciplinary Participation and Facilitation	<ul style="list-style-type: none"> Existing GEL Engineering Leadership Lab on navigating organizational subcultures (across departments) Existing GradEL course focused on "Unpacking Impact: Transforming Research into Real-World Solutions" <ul style="list-style-type: none"> Piloted in Spring 2024 and Spring 2025 	<ul style="list-style-type: none"> Exploring creating GradEL pilot workshop focused on organizational barriers Exploring collaboration with Comm Lab to create opportunities for students to practice cross-disciplinary communication 	<ul style="list-style-type: none"> Opportunity for seminars from different disciplines

Discussion

- **Board member feedback & comments**
 - Subcommittee collaboration process
 - Outcomes/recommendations achieved
- **Next steps**
 - Seek subcommittee input on refined plans for enacting near-term proposals
 - Given the educational themes identified, would any other IAB members like to be involved either by providing related ideas/examples/content or by joining the subcommittee?

Strengthening Our Enhanced Internship Programs

Subcommittee Update to IAB

Agenda

- Subcommittee goals
- Team Members
- Our Approach
 - Existing enhanced internship programs & challenges
 - Insights gathered
 - Prioritization
 - Ideation for “differentiation”
- Next Steps
 - Review and prioritize with Subcommittee and Internship Program Leadership



Subcommittee Goals: Strengthening our Enhanced Internship Programs

- Leverage IAB member connections and experience to identify actionable recommendations for GEL and GradEL enhanced internship programs around:
 - How to improve and sustain partnerships with current host companies
 - How to establish and sustain new partnerships with future host companies
- Out of scope:
 - Significant changes to academic components of the programs (for now)
 - Identify future host companies to target partnerships with (for now)

Committee Members

Core Team Members

- Monica Pheifer – MIT GradEL
- Eileen Milligan – MIT GEL
- Jim Cuseo
- Ken Langedoc
- Simon Pitts
- Rahul Saha (NG Rep)

Extended Team Members

- Kate Bergeron
- Mindy Gallo
- Melody Kuna (Apple Rep)
- Ben Pope (Apple Rep)

Understand our existing enhanced internship programs and the unique challenges we currently face



Engineering Impactship

For Undergraduate Students



Engineering Residency

For Graduate Students

Challenges

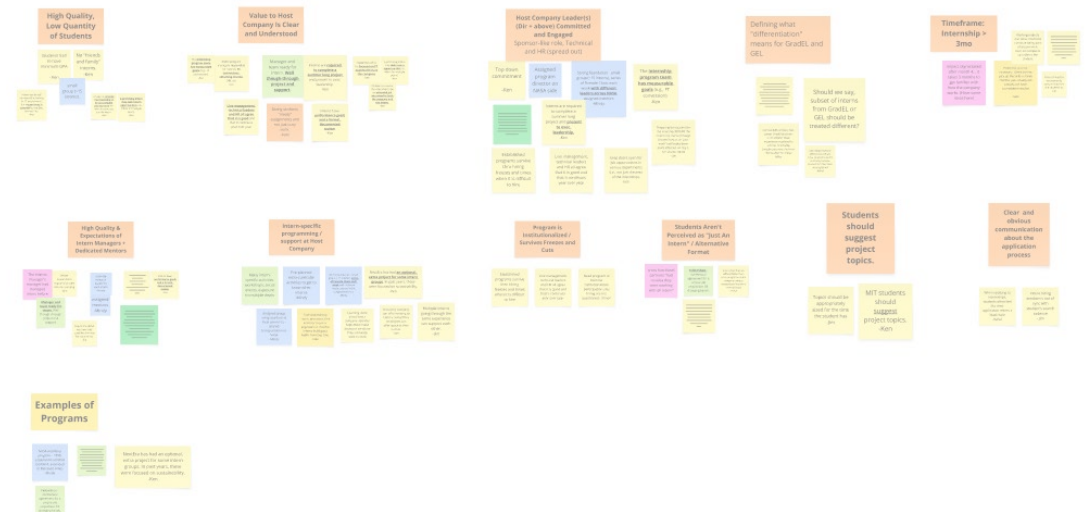
- People / organization changes without transferring responsibility or knowledge of our program (HR, Hiring Manager, Sponsor / Champion)
- Funding for students to stay enrolled at MIT while away on internship during semester (GradEL specific)
- Host company hiring manager readiness to take on high potential intern, understanding difference from typical internship
- Coordinating / aligning start time and duration

Gather insights from IAB members, and their extended networks, on characteristics of other impactful internship programs

We asked...

- What are characteristics of how other impactful internship / talent development programs operated?
- Why did they leave you with a positive impression or the impression that they were “well-established”?

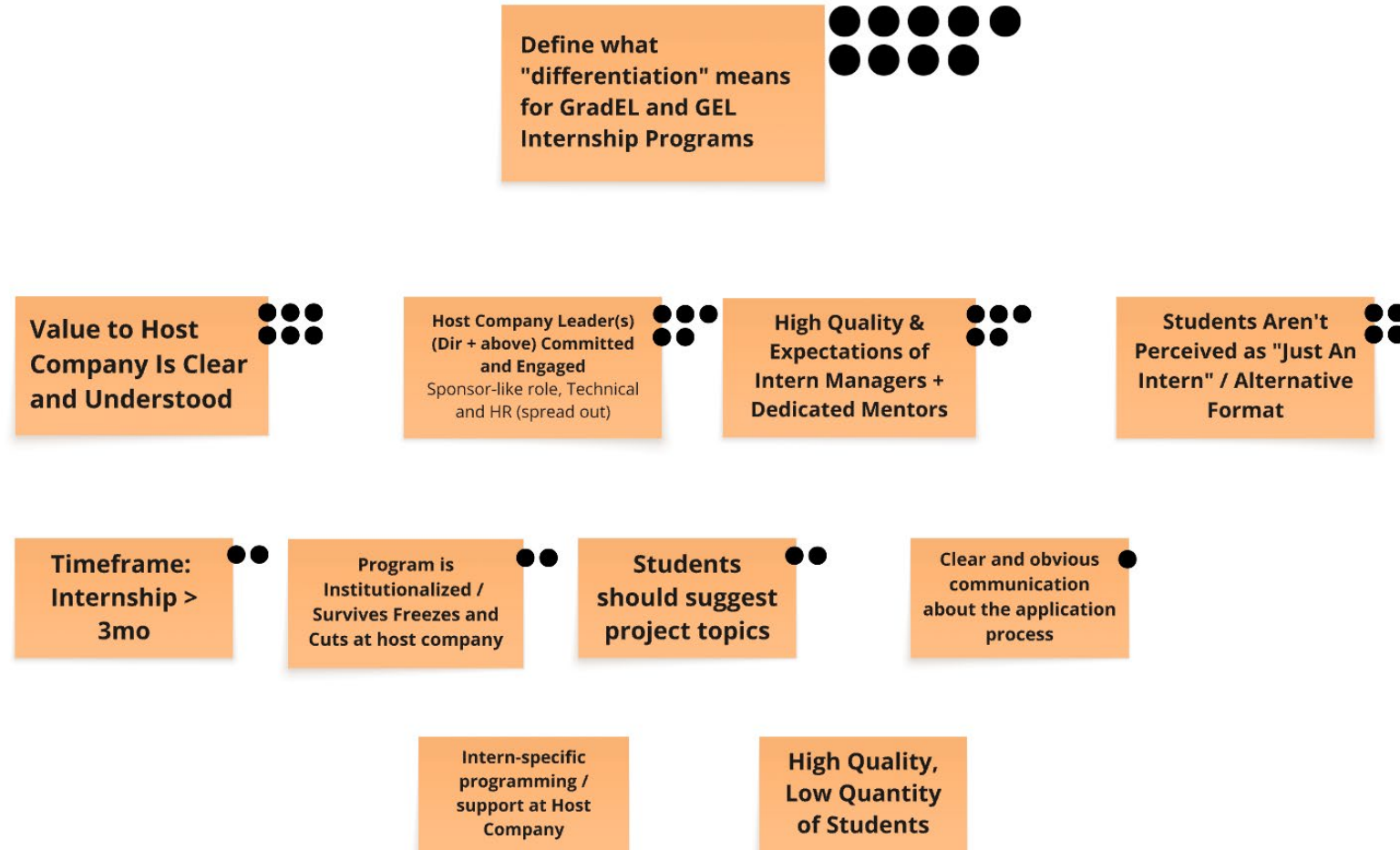
Synthesized those insights
into 11 themes



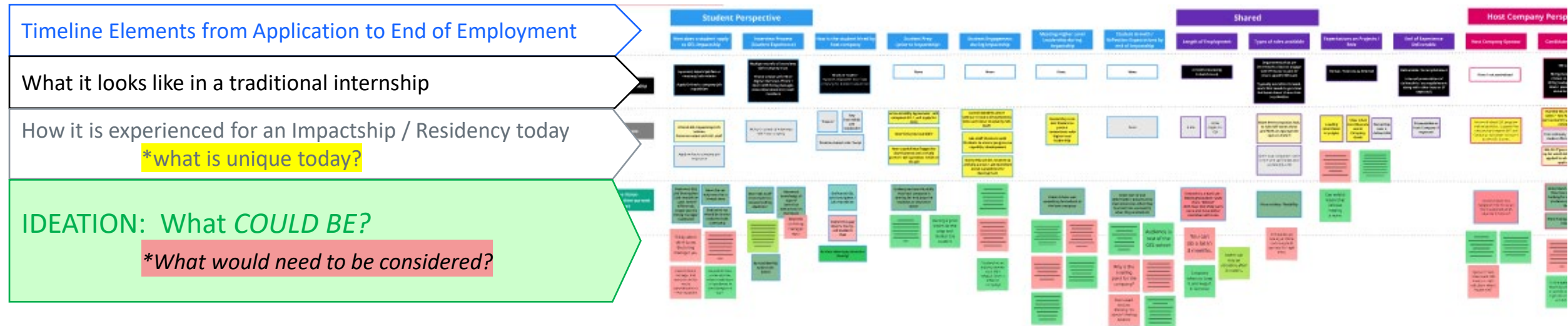
Prioritize the 11 themes based on what is IMPORTANT and FEASIBLE for this subcommittee to focus on first

A clear winner!

- Subcommittee to focus initial efforts on **defining what “differentiation” means for GradEL Engineering Residency and GEL Impactship** as compared to traditional student internship experiences
- Will work to ensure other themes are captured within our ideation for top priority



Ideate on defining what “DIFFERENTIATION” could mean for both internship programs



28 Ideas Generated

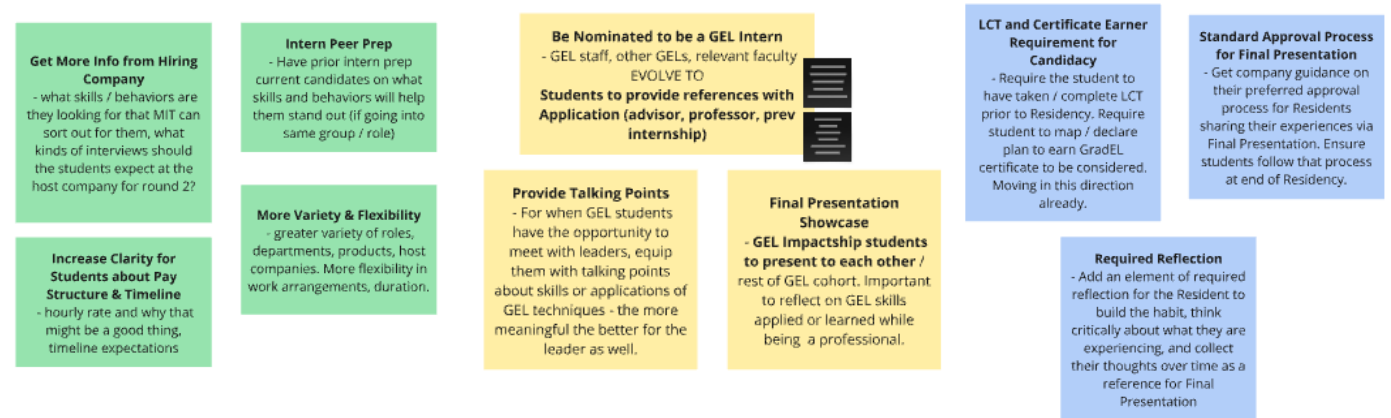
- 9 applicable to GEL Impactship
- 10 applicable to GradEL Residency
- 9 applicable to BOTH

Simplified Proposals for Impactship / Residency Enhancements



Immediate value of initial proposals and subcommittee next steps

- 10 ideas were identified as low-hanging fruit for GEL / GradEL internal teams to immediately pilot for the next available round of enhanced internships
- **Remaining 18 ideas** will be reviewed and prioritized with Subcommittee and Internship Program Leadership
 - Further exploration needed to determine *what would need to be true* for these to be supported at current partner companies and be compelling for future partnerships



Categories of Remaining 18 Ideas Include*:

- Host company sponsor role
- Host company logistics (e.g. job requisition, fee structure)
- MIT program logistics (e.g. assessments, applications)
- Industry mentorship
- Value proposition to Host Company (e.g. pre-vetted candidates)

Discussion

- Board member feedback & comments:
 - Subcommittee collaboration process
 - Outcomes / recommendations achieved
- **What you can expect from us at next IAB:**
 - Subset of enhancements to pursue to improve and sustain our partnerships with host companies
 - Data collection on “*what would need to be true*” both from existing partners and non-partners
 - Action plans with progress, if not complete, towards draft elements that can be leveraged by GEL / GradEL for existing and future partnerships

Thanks for your support!

Backup Slides

Subcommittee One

Strengthening our enhanced internship programs:

Getting insights from companies on what it takes to make our Impactships and Residency programs sustainable for them.

- How do we get one established?
 - What kind of high-level contacts are best to initiate?
 - Setting and documenting expectations especially around differentiation from normal internships
 - What kind of organizational understanding and support is needed to operationalize?
 - How do we ensure that the right managers are assigned?
- How do we make these programs sustainable?
 - How do we ensure that the agreements on the programs are documented appropriately (within/for the companies)?
 - How do we ensure continuity as key players within companies rotate out of their positions, so our programs continue to be appreciated, championed, and supported?
 - How might we work with companies to support the financial needs of students who may need to pay for tuition, insurance, or other expenses while working on an extended internship.

Zoomed in View of 10 Ideas Considered to be Low-Hanging Fruit

GEL Impactship & GradEL Engineering Residency piloting in next available cycle

Get More Info from Hiring Company

- what skills / behaviors are they looking for that MIT can sort out for them, what kinds of interviews should the students expect at the host company for round 2?

Intern Peer Prep

- Have prior intern prep current candidates on what skills and behaviors will help them stand out (if going into same group / role)

Be Nominated to be a GEL Intern

- GEL staff, other GELs, relevant faculty
- EVOLVE TO
- Students to provide references with Application (advisor, professor, prev internship)**

LCT and Certificate Earner Requirement for Candidacy

- Require the student to have taken / complete LCT prior to Residency. Require student to map / declare plan to earn GradEL certificate to be considered. Moving in this direction already.

Standard Approval Process for Final Presentation

- Get company guidance on their preferred approval process for Residents sharing their experiences via Final Presentation. Ensure students follow that process at end of Residency.

More Variety & Flexibility

- greater variety of roles, departments, products, host companies. More flexibility in work arrangements, duration.

Provide Talking Points

- For when GEL students have the opportunity to meet with leaders, equip them with talking points about skills or applications of GEL techniques - the more meaningful the better for the leader as well.

Final Presentation Showcase

- GEL Impactship students to present to each other / rest of GEL cohort. Important to reflect on GEL skills applied or learned while being a professional.

Increase Clarity for Students about Pay Structure & Timeline

- hourly rate and why that might be a good thing, timeline expectations

Required Reflection

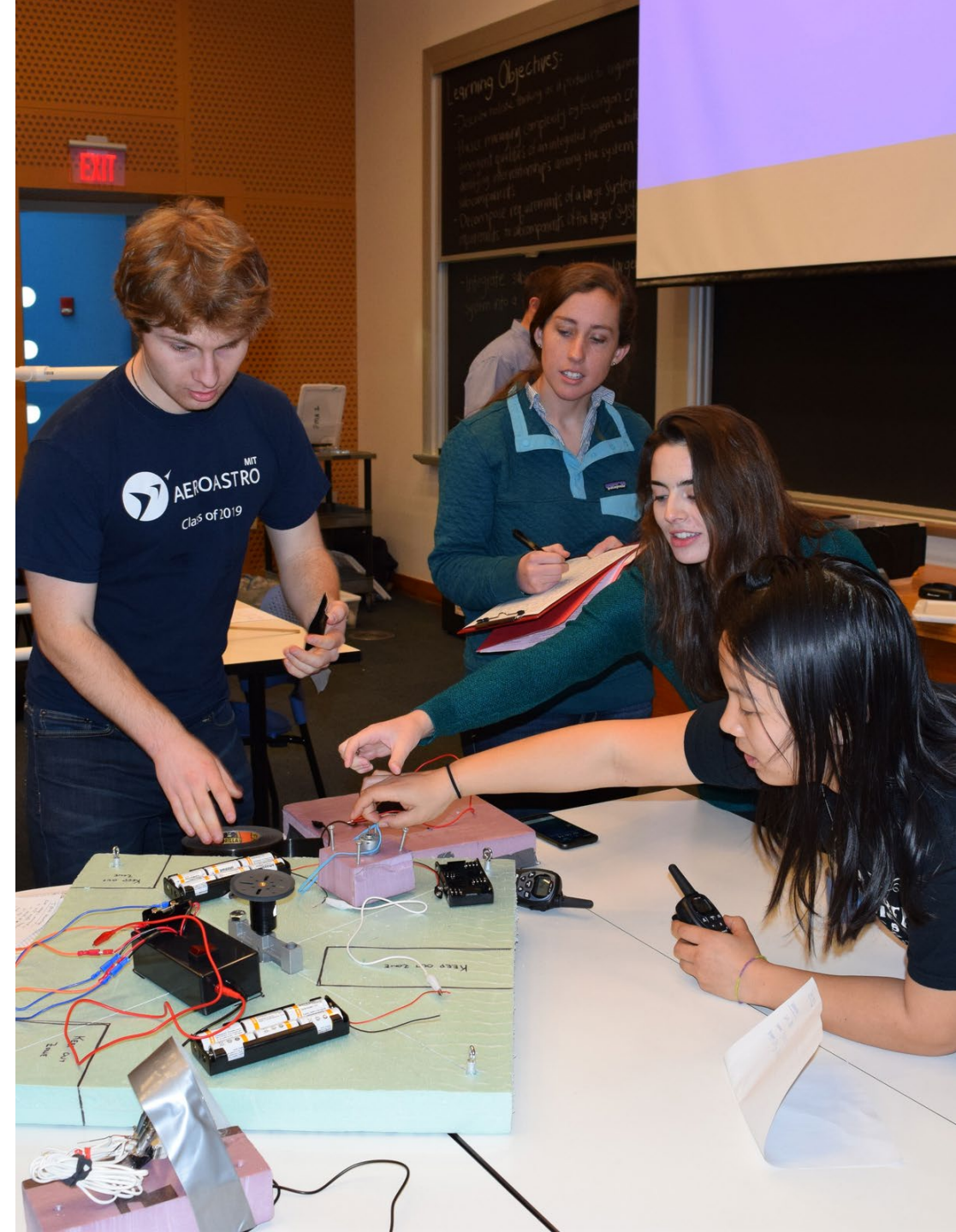
- Add an element of required reflection for the Resident to build the habit, think critically about what they are experiencing, and collect their thoughts over time as a reference for Final Presentation

What is a GEL Engineering Impactship?

Engineering impactships are specialized internships distinguished by their ...

- a.) high-impact assignments
- b.) substantial level of responsibility
- c.) Industry sponsor who helps coordinate opportunity with GEL Industry Impactship Coordinator
- d.) Company supervisor/mentor who understands GEL and is willing to provide mentorship to students

The Impactship experience also includes reflection and personal development components facilitated by the GEL Program.



General guidelines for employers

Employers hosting impactships should....

Offer high - impact assignment opportunities to participants, as marked by:

- Participants can see the “big picture” of how their work contributes to company success
- Assignments include opportunities to practice the capabilities from among Capabilities of Effective Engineering Leaders
- The output of the assignment will be of tangible value to the company

Pair committed and passionate sponsors with participants. Such sponsors:

- Have several years experience in their field and viewed as high-potential technical leaders by the company
- Possess a balance of strong technical and social skills
- Engage with the participant to set goals and discuss progress towards those goals
- Most importantly: are excited (and able) to commit time to a mentoring relationship

Offer serious responsibility to participants, such as ...

- Presenting to key stakeholders
- Possession of schedule or budgetary responsibility on a project
- Interacting with external partners/vendors
- Having ownership over a key work product or deliverable
- Being tasked with leading a small team or coordinating the efforts of others

Engineering Residency



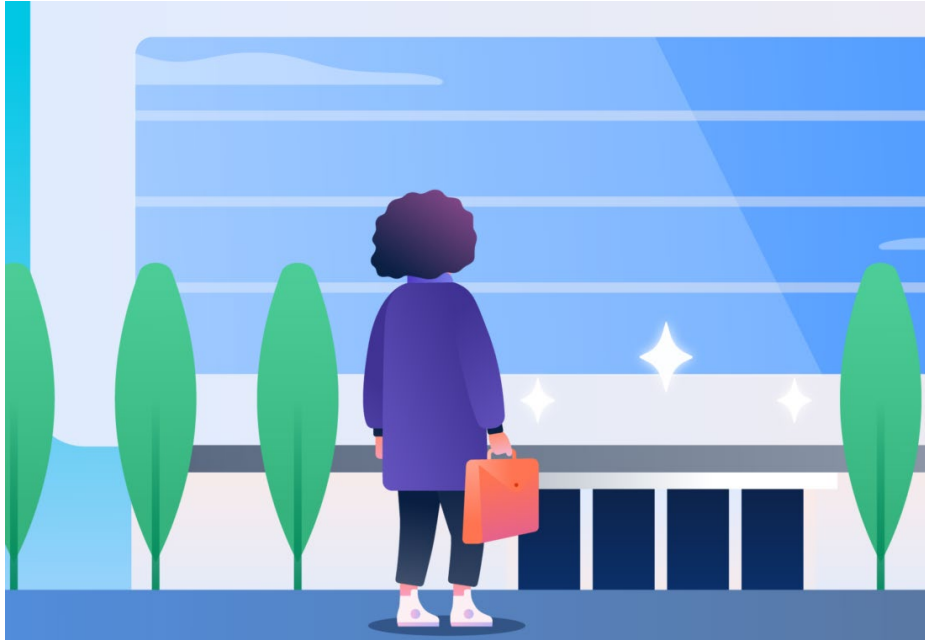
Real-world experience. Real-world impact.

The GradEL Engineering Residency is a six-month, high-impact internship experience that allows students to put their classroom learning into practice as a team member at a leading company. Current partners include Apple and Northrop Grumman.

Participants not only gain valuable real-world on-the-job experience during their internship—they are also supported by supplemental learning programs and one-on-one coaching to help them learn and apply key engineering leadership capabilities in real time.



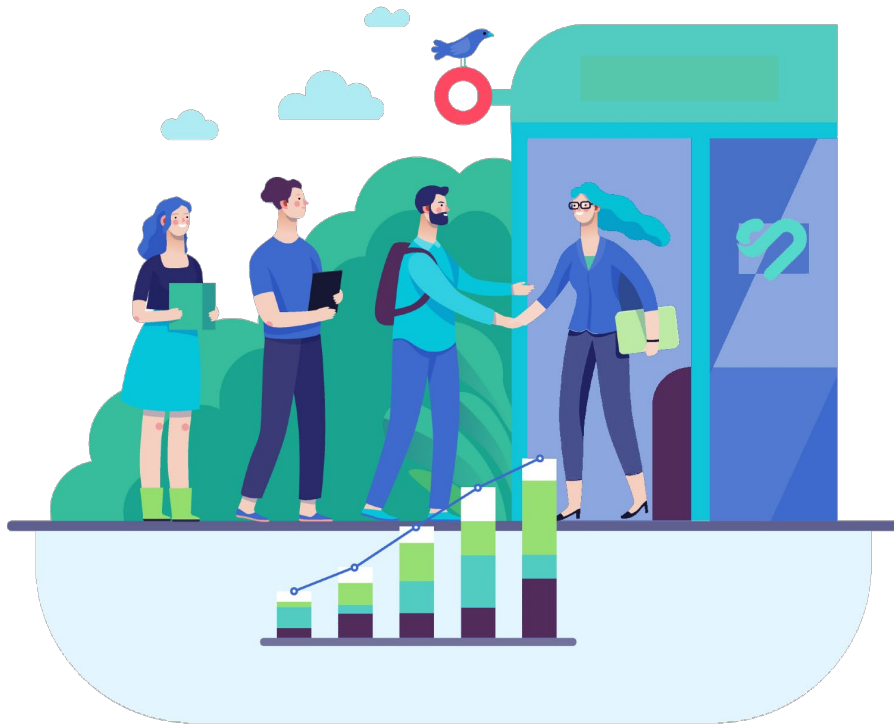
What kind of work do we expect the Residents to do with you?



- Project team member on cross-functional team
- Leading a project / portion of a project
- Own multiple technical deliverables
- Communicate with various internal stakeholders
- Understand how their work & objectives translates to a Key Performance Indicator for the business they support
 - e.g. Financial impact
- Can see the impact of their work / some results during their Residency time frame

Not just ‘another intern’ – treat them like a high potential FTE

Who do we expect the Residents to work / meet with?



On a regular basis throughout their experience:

- Team members within their function – on the job mentorship
- Cross-functional team members – teambuilding & collaboration
- Global partners – remote / international teaming
- Internal Mentor – technical & ways-of-working mentorship
- And you! Regular 1:1s with your direct report – performance feedback & guidance

Sometime during their experience:

- 2-3 one-on-one conversations with Dir, Sr Dir, VP
 - At least their reporting line skip level
 - 1-2 other cross-functional departments
 - Understand the leader's scope, how they make decisions
- 1-2 Fireside Chat events with all company Residents + VP or above
 - Small group conversation on culture of leadership within technical organization
- 1-2 Lunch or Networking events with all company Residents + multiple leaders

Consider inviting Residents to other networking / exposure events being held on the campus

What behaviors do we expect the Residents to exemplify?

And that you can provide feedback on?



These are the Engineering Leadership Capabilities we expect them to practice:

- Taking initiative
- Upholding responsibility
- Exercising resourcefulness
- Understanding group and organizational cultures
- Ascertaining the needs of customers and beneficiaries
- Advocating and influencing
- Building relationships and networks
- Identifying and defining issues & problems
- Thinking creatively
- Exercising project/solution judgment

We also want to understand how well they adopt your company culture and values