



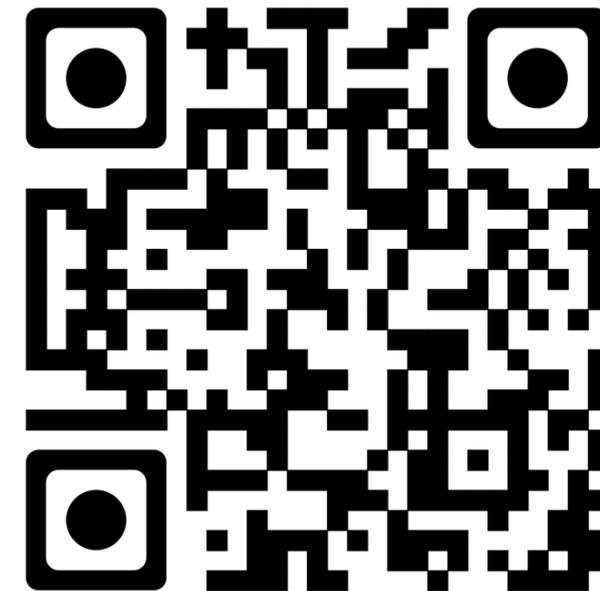
# Industry Advisory Board

Fall 2025 Meeting

## AGENDA

- **Welcome / reconvene**
- **Program updates and Q&A on IAB Matters Pre-reading:**
  - GEL
  - GradEL
- **Subcommittee report outs:**
  - Strengthening enhanced internships
  - Better preparing tomorrow's technical leaders
  - Ideas for the next subcommittee
- **Final Q&A / closing**

Industry Advisory Board webpage



[tlc.mit.edu/iab](https://tlc.mit.edu/iab)

# Industry Advisory Board Update

**November 19, 2025**



# “Engineering” Leads **GELS**

Gordon-MIT  
Engineering  
Leadership

## From Potential to Impact



### UA President

**Alice Hall '26**

Second-Year GEL Student  
MIT Undergraduate Association  
2025-2026



### Astronaut Candidate

**Adam Fuhrmann '11**

GEL Alumni  
NASA 2025



### Founder, CEO, Next Billion-Dollar Startup

**Cameron McCord '13**

GEL Alumni  
Forbes '25  
“Next Billion-Dollar Startups”

# GEL Alumni Founders & CEOs



## Founders, Engineers

GEL Classmates '14  
**Isaac Evans (CEO)**  
**Drew Dennison (CTO)**  
**Luke O'Malley (CPO)**



## Co-Founder, CEO Blue Energy

**Jake Jurewicz '15**

## Co-Founder, VP Eng Encina Therapeutics

**Kyle Pina '18**  
Forbes 30-under-30

# GEL Alumni Senior Leaders



VP Engineering  
Helion Energy

Nicholas Lima '15



VP, UAS Integration  
Reliable Robotics

Brandon Suarez '09



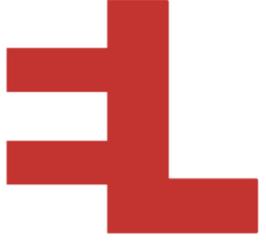
Sr. Manager  
Falcon/Dragon Sourcing  
SpaceX

Elizabeth Sondecker '11



Director, Product  
Apple

Jeremy Franklin '09

**Grad**  **Riccio-MIT Graduate  
Engineering Leadership**

**Industry Advisory Board Meeting, November 19, 2025**

# TLC Distinguished Speaker Series

October 16, 2025: Tang Tan



# North Star

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

## Develop leadership skills through theory and experiential learning

- Launching 3 new courses
  - Personal Engineering Leadership Development Plans
  - Persuasive Communication for Technical Leaders
  - Technical Leadership in the Age of AI

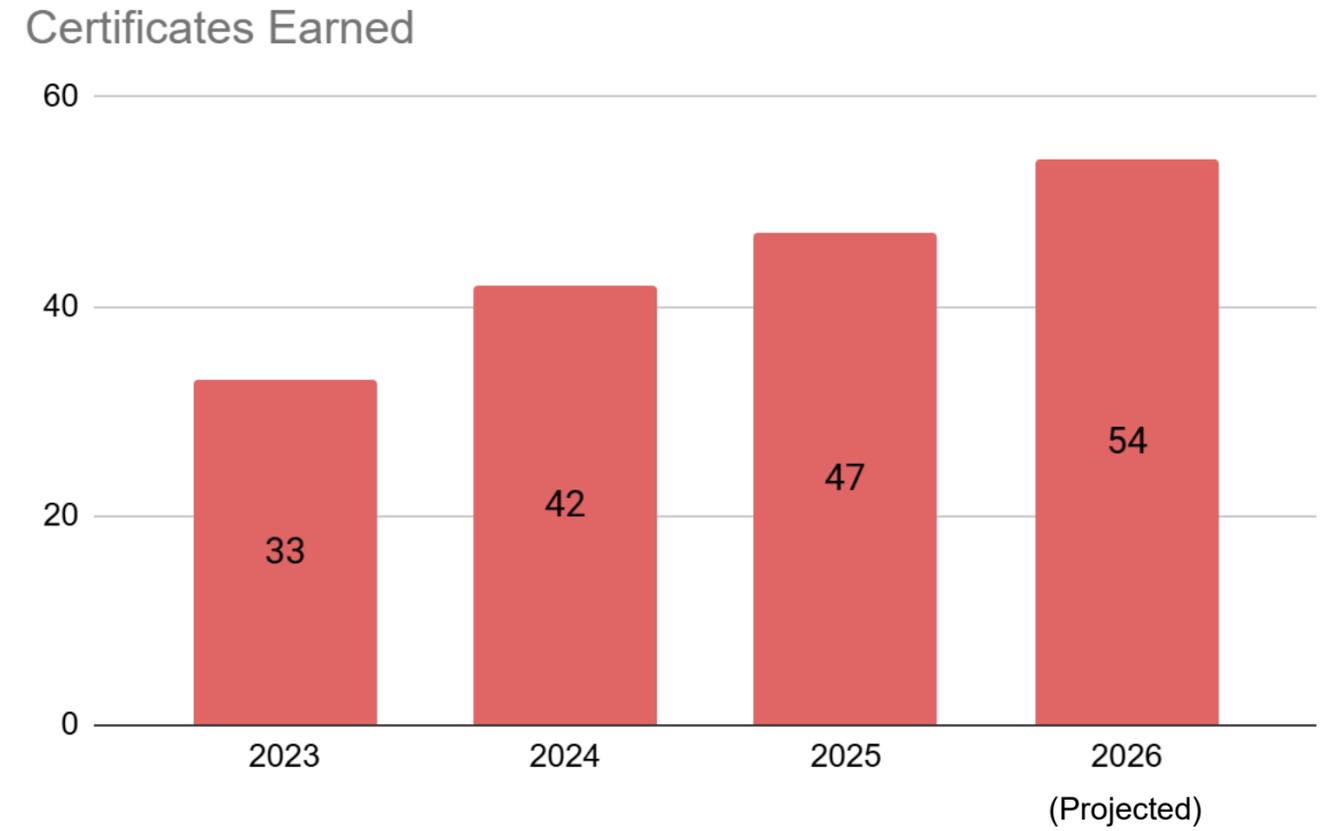
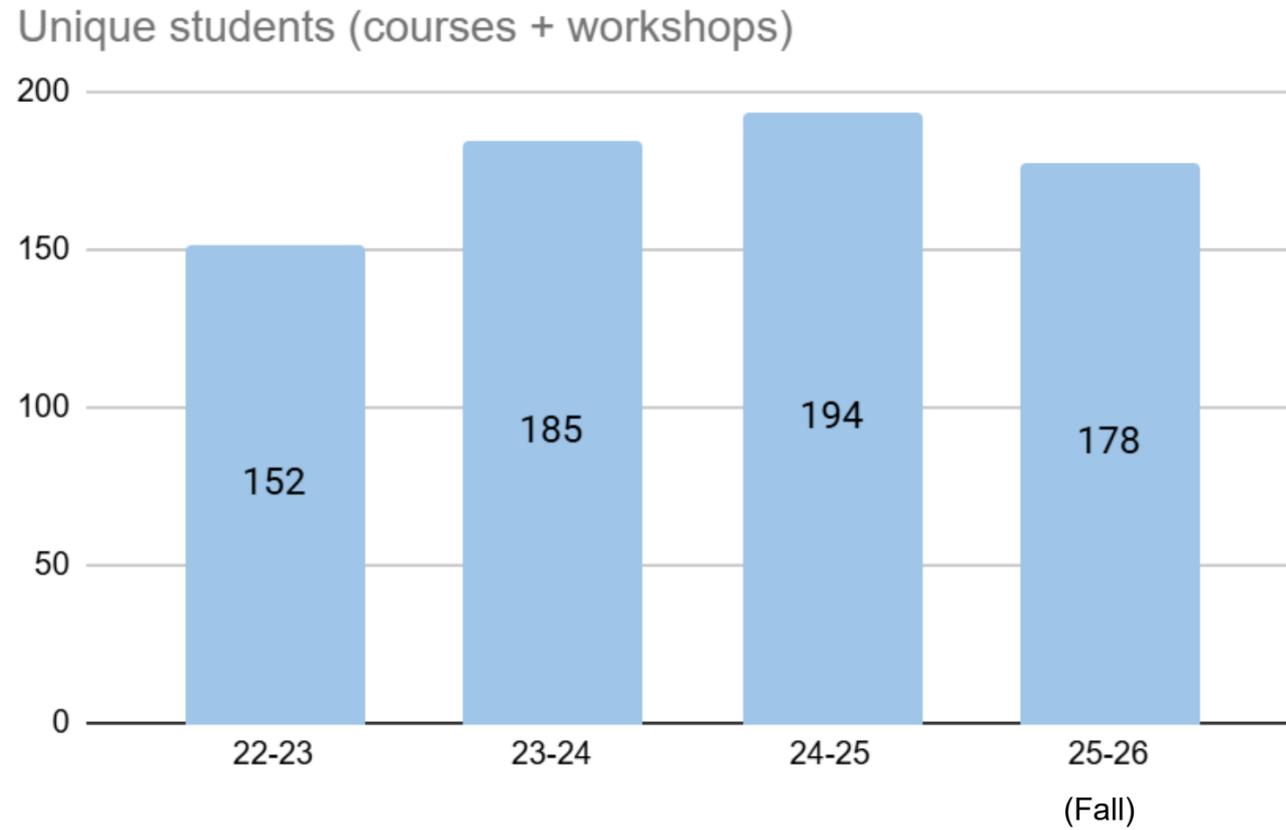
## Focus leadership skills on understanding and creating impact from technology

- Unpacking Impact now permanent course
  - Broadened capabilities coverage including tracking and assessing new technologies

## Practice and further develop leadership skills in real-world environment

- OpenAI joined Residency
- Corning seeking Residents
- IAB subcommittees advising on enhanced internships and workforce needs

# Students and Certificates



# Courses & Workshops

# GradEL Courses

## Original courses

6.9280: Leading Creative Teams  
(David, fall & spring)

6.9270: Negotiation & Influence Skills  
for Technical Leaders (Rachel, fall)  
60 students – up from 43 last year

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

## New for Fall 2025

6.S630: Personal Engineering Leadership  
Development Plan (Monica)

## New for Spring 2026

6.S650: Persuasive Communication for  
Engineering Leaders (Rachel)

## New for IAP 2026

Workshop: Engineering Leadership  
in the Age of AI – prototype for Fall 2026  
course (David)

## New permanent courses for Spring

6.9240: Unpacking Impact:  
Transforming Research into Real-  
World Solutions (Anna Frebel, Tony)

6.9250: Leadership - People,  
Products, Projects (Monica, Tony)



# GradEL Workshops, Fall 2025



57  
attendees

## Exploring Technical Leadership from Exec to Entrepreneur

**Rahul Singhvi, Biotech/Pharma Executive/Entrepreneur**

Explore what it takes to lead in engineering – from the boardroom to the startup garage. [Sept 17, **HEALS** co-host]



40  
attendees

## The Science of Charisma: First Impressions

**Olivia Fox Cabane, Dr Oliver Niebuhr**

You only get one chance to make a first impression. Make sure you never miss, especially when the stakes are high! [Oct 3]



22  
attendees

## Systems Thinking for Technical Leaders

**Dr Emily Moore, Director, Troost ILead, University of Toronto**

Explore the essential systems thinking skills for engineers and engineering leaders. [Oct 30]



56  
attendees

## Persuasive Communication for Technical Leaders

**Rachel Best, Lecturer, GradEL**

Get a sneak peek at a new Spring course to develop persuasive communication skills in a variety of real-world technical scenarios. [Nov 14]

## Workshop Data

*What is the likelihood that you would enroll in one of our GradEL classes?*

**51% are very likely**  
36% are likely

*What is the likelihood that you would pursue our graduate certificate?*

**44% are already pursuing**  
15% are very likely.

\*Individual workshops rated on a 7 point scale, questions relating to learning and development

\*\*Student GradEL interest n=95

## Sloan collaboration

- Dan set up meeting with new Sloan Dean Rick Locke
- MIT Leadership Center
  - Reserving GradEL seats in IAP courses
  - Including GradEL in pitch to donor
- Potential cross-listing of LP3
- Exploring LP3 as elective for Product Management Certificate



# Engineering Residency

North Star: Real-world environment

# Engineering Residency 2024 Cohort

Finished December '25



**Alan Cao, Northrop Grumman**  
1<sup>st</sup> yr PhD ME  
NG Guidance Navigation & Control  
Summer return offer

Finished December '25



**Peter Fisher, Northrop Grumman**  
3<sup>rd</sup> yr PhD ME  
NG Guidance Navigation & Control  
Summer return offer

Finished September '25



**Denise Tellbach, Apple**  
5<sup>th</sup> yr PhD ME  
Apple iPhone PD residency  
Apple EPM AI/ML FTE

Finished February '25



**Katie Chen, Apple**  
3<sup>rd</sup> yr SM CS, IDM  
Apple Data Science & Visualization  
Apple PM Health SW FTE

Finished March '25

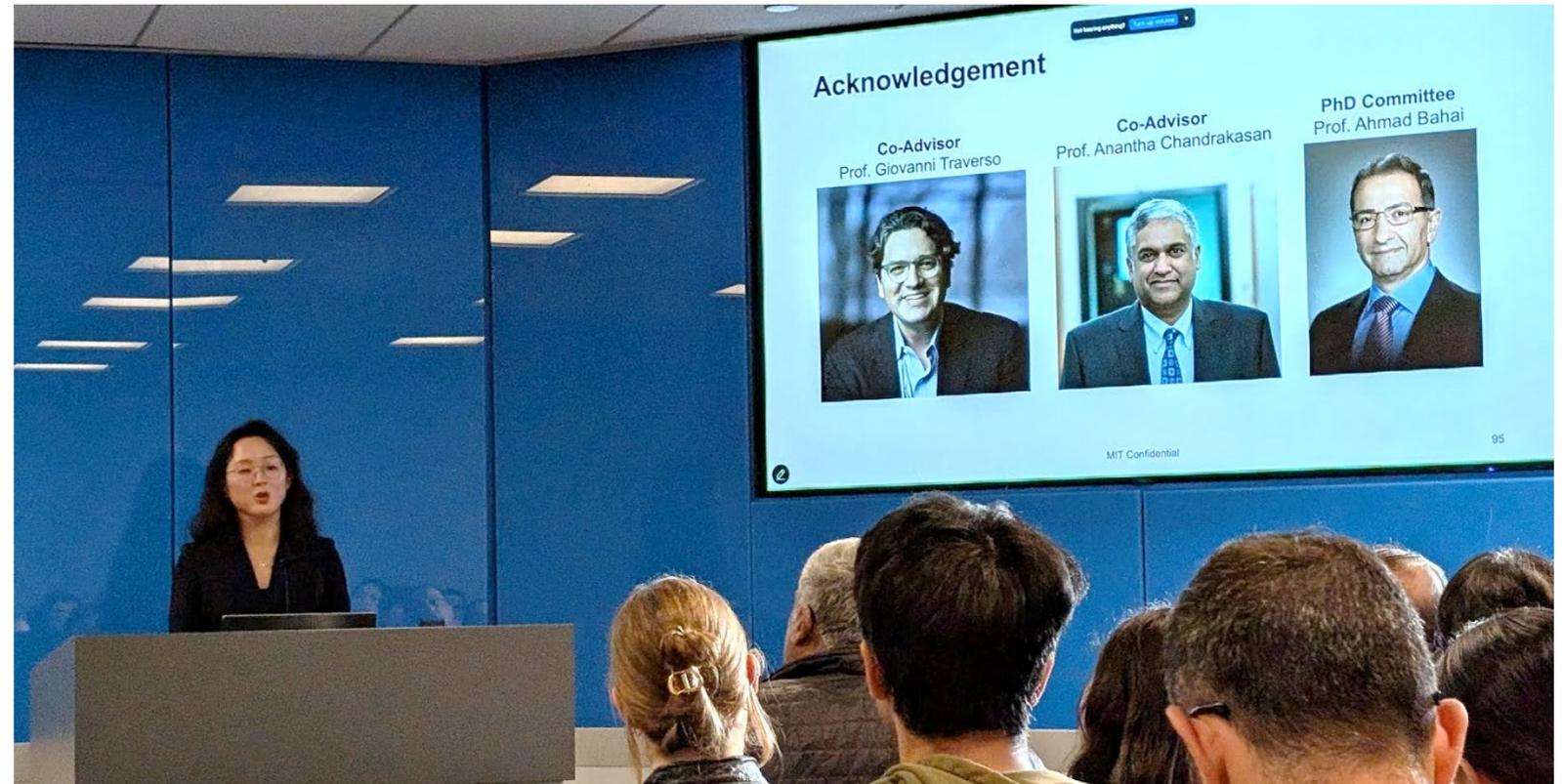


**Somu Dhulipala, Apple**  
4<sup>th</sup> yr PhD ME  
Apple Material PD  
Return offer planned

Finished August '25



**So-Yoon Yang, Apple**  
5<sup>th</sup> yr PhD EECS  
Apple Watch Architecture  
Apple Watch FTE Offer



“I was impressed with her resourcefulness. She saw a need, saw something that could be done better, and did it. She didn't have to do that, but she did.”  
- Apple Manager

“The Residency one-on-one coaching ... played a major part in my growth. I got a chance to reflect and improve, especially for an engineer who never had an opportunity to do this.”  
- So-Yoon Yang

# Engineering Residency 2025 Cohort

Finishing January '26



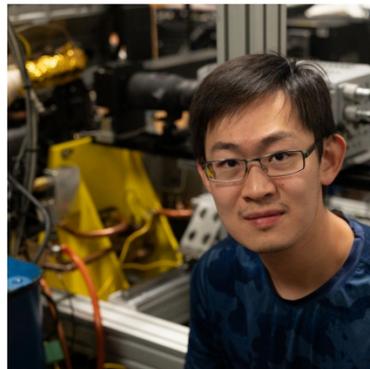
**Ben Arocho, Northrop Grumman**  
1<sup>st</sup> yr SDM  
BS EE & Operations Research  
NG Systems Engineering  
[Verbal return FTE offer](#)

Finishing January '26



**Grace Mao, Northrop Grumman**  
2<sup>nd</sup> yr PhD AeroAstro  
SB SM AeroAstro MIT  
NG Guidance & Navigation Control

Finished August '25



**Mo Li, Apple**  
5<sup>th</sup> yr PhD ME  
BS in Vehicle Engineering  
Apple iPhone Product Design  
[iPad PD FTE Offer](#)

Finishing January '26



**Hiroki Ogasawara, Apple**  
2<sup>nd</sup> yr SDM & EECS  
BE Physical Science and  
Engineering, MEng CS  
Apple iPad Product Design

Finishing January '26



**Vaishnavi Ramaswamy, Apple**  
5<sup>th</sup> yr PhD AeroAstro  
BT ME NIT-Trichy  
MS AeroAstro MIT  
Apple Thermal Product Design  
[Apple Thermal PD FTE Offer](#)

## 2<sup>nd</sup> Cohort Highlights

- Ben received verbal return offer for an FTE role
- Mo accepted full-time offer to join the iPad PD team.
- Vaishnavi accepted full-time offer to join Apple Thermal PD team after graduation
- NG residents in remote part-time portion of their residency. Better clarity around roles, responsibilities, and expectations.
- Mid-point conversations with Residency managers continue to showcase positive feedback:
  - “He took it to another level compared to other interns.”  
– NG Supervisor
  - “Not only is she sharp technically, but she is putting in the effort to gain a sense of the team culture.”  
– Apple Supervisor

## Engineering Residency 2026 Cohort

### 3<sup>rd</sup> Cohort Formation

- 42 applicants across 11 departments
- GradEL forwarded candidates to Apple, Apple Hardware Tech, Northrop Grumman, and OpenAI
  - **Apple:** 5 candidates
    - **Apple Hardware Tech:** 1 non-residency candidate
  - **Northrop Grumman:** 2 candidates
  - **OpenAI:** 6 candidates, 1 non-residency candidate
- Trends / Challenges this year:
  - Uptick in EECS & SMArchS program applicants
  - Decline in MechE candidates specifically interested in product design. More specialists.
  - 6-month contiguous format continues to be a challenge for EECS
- High Level Timeline:
  - November – Company interviews and placement considerations
  - December – Company offers
  - April / May – Pre-Internship cohort training
- Exploring host company expansion:
  - Corning
  - GE Vernova
  - ASML



# Marketing

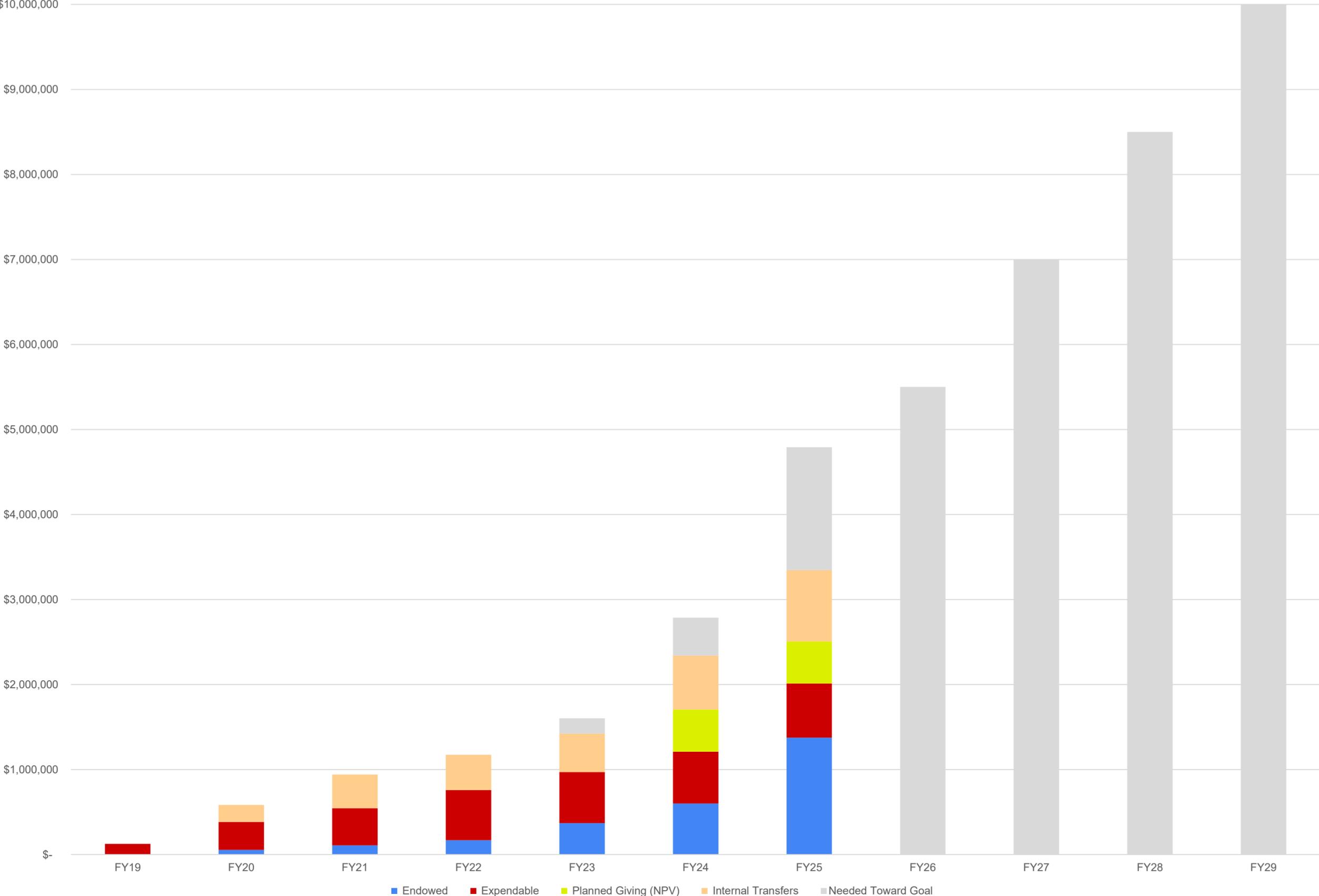
## Marketing

- Over 500 new student emails collected
- Custom sessions & workshops: AeroAstro, ChemE, Civil & Environmental Eng, EECS, HEALS, SCM
- GradEL Student Advisory Group launched
- First GradEL alumni survey launched
- Planning celebration of Founding Cohort in January
- American Society for Engineering Education – Engineering Leadership Development Division
  - Reza on planning committee for Montreal conference, June
  - Jim and Alex presented paper, Monica on panel, June
  - David and Monica presented at divisional offsite at Northeastern University, October



# Fundraising

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



**\$ Raised to Date:**  
\$3,346,369

**\$ to \$10M Goal:**  
\$6,653,631

# Recent Fundraising Highlights

- Individual Prospects
  - ChemE non-donor alumnus: 6-figure verbal commitment to GradEL and ChemE
  - DMSE non-donor alumnus: introductory meeting, deepening engagement

# Strengthening Our Enhanced Internship Programs

## Subcommittee Update to IAB

# Agenda

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- Brief background
- Subcommittee progress on Value Proposition development
- Next Steps
  - Feedback, Validation, & Iteration



# Subcommittee Goals: Strengthening our Enhanced Internship Programs

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- 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

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- Monica Pheifer – MIT GradEL
- Eileen Milligan – MIT GEL
- Jim Cuseo
- Ken Langedoc
- Simon Pitts
- Rahul Saha (NG Rep)
- Kate Bergeron
- Mindy Gallo
- Melody Kuna (Apple Rep)
- Ben Pope (Apple Rep)

## Brief Background:

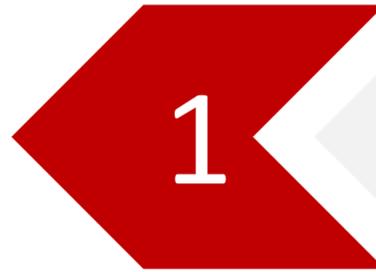
### Our approach and progress to date

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- Reviewed current setup and current challenges with existing enhanced internship programs (GEL Impactship & GradEL Residency)
- Gathered insights from IAB members, and their extended networks, on characteristics of other impactful internship programs
  - 70 insights gathered, synthesized into 11 themes
- Prioritized 11 themes based on what is IMPORTANT and FEASIBLE for this subcommittee to focus on first
  - Aligned on prioritizing **defining what “differentiation” means for GradEL Engineering Residency and GEL Impactship**
- Ideated on defining what “DIFFERENTIATION” could mean for both internship programs
  - Generated 28 ideas
  - 10 ideas identified as low-hanging fruit for GEL / GradEL internal teams to immediately pilot for the next available round of enhanced internships
- Remaining 18 ideas considered, refined, and prioritized with Subcommittee members.
- Presented insights to GEL Impactship & GradEL Residency leadership teams
- Aligned on subcommittee next step to **develop a compelling value proposition for our enhanced internship programs.**

# Results to Date: Low-Hanging Fruit Already Making a Difference

GEL Impactship & GradEL Engineering Residency piloting 10 ideas in next available cycle



## Get more info from Hiring Company: skills, behaviors, JDs

Draft job descriptions and additional details about team needs and candidate profiles helped us narrow down our candidate pools.



## Intern Peer Prep: Connect current interns with candidates

Connecting prior to first round of interviews with companies. Providing clarity on culture and overall experience.



## GradEL: Require Certificate (or at least LCT) for candidacy

3<sup>rd</sup> cohort moved forward 3 candidates who have earned the GradEL Cert. Enhancing quality of reflections and 1:1 coaching.



## GradEL: Required Structured Reflection

Positive feedback from Residents on setup and practice. Enhancing quality of 1:1 coaching and cohort learn & share.

### Remaining 6 Low-Hanging Fruit Ideas to be Piloted:

- More variety & flexibility in roles, work-arrangements
- Increase clarity about pay structure, timeline
- GEL: Nomination / references for Impactship candidacy
- GEL: Provide talking points for opportunities to talk with leaders
- GEL: Final presentation showcase to cohort
- GradEL: Standard approval process for final presentation showcase

# Results to Date: Subcommittee Insights on Elements of Differentiation

## Guiding concepts as Enhanced Internship programs evolve through future cycles

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- **Host Company Sponsor Role:** recommended to not just rely one technical leader but multiple – including both Technical and HR
- **Industry Mentorship:** mentorship at company required; consider providing access to additional industry mentors as optional
- **Exposure to Leadership:** provide clearer expectations and guardrails around how students should observe what technical leadership looks like in action to both companies and interns. In their project teams vs senior leadership.
- **Internship Duration:** sub-committee strongly recommends that 6-month contiguous remains the ideal, preferred format despite known challenges. Short-term, work through company (2 3-month summers) and department (exceptions) for case-by-case situations. Long-term, work to influence policy or explore class credit equivalent.
- **Fee Structure for Residency:** watchouts – fee could be off-putting, took 10 years for similar structure to be implemented elsewhere; enablers – clear value proposition that showcases what the fee is used for & what they get in return
- **Aligning MIT and Hiring Manager Expectations:** explore a manager calibration process (piloting now at Apple), provide soft guidance – characteristics of a successful manager, capabilities for development focus, etc – to those who are making the placement decisions

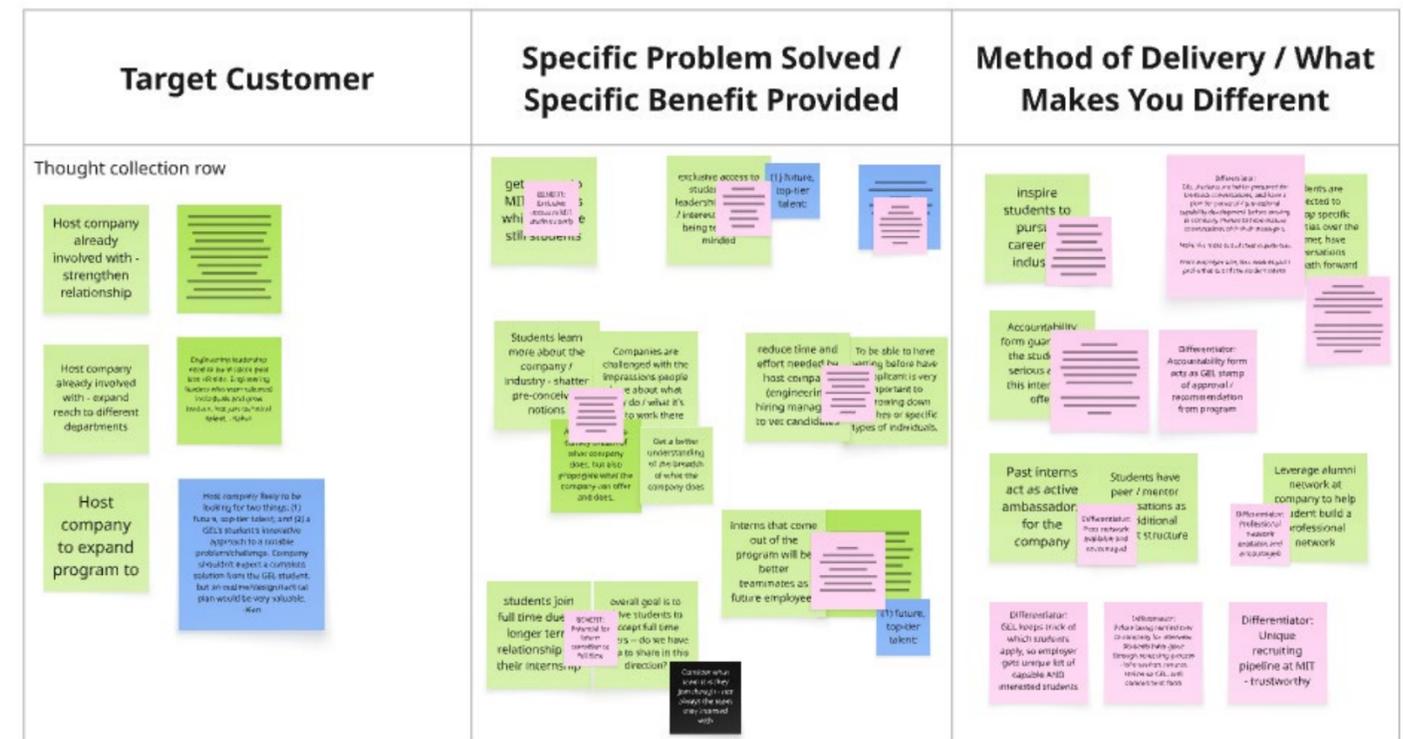
# Our Approach to Value Proposition Development

## Collecting insights and data to inform our story

- Priority: **2 Clearly Defined Value Propositions for a Host Company**
  - Leverage information gathered to-date, insights from existing partners, and insights from non-partners to determine what elements are important to showcase or would be convincing
  - Focus on a “compelling story” and laying out how taking on an MIT EL enhanced intern is a “win-win”
  - Collected insights from existing sponsors on “what data would be compelling”
    - Conversion rate, career trajectory, direct cost savings, indirect cost savings, anecdotes

### XYZ Statement: We help [X] do [Y] by [Z]

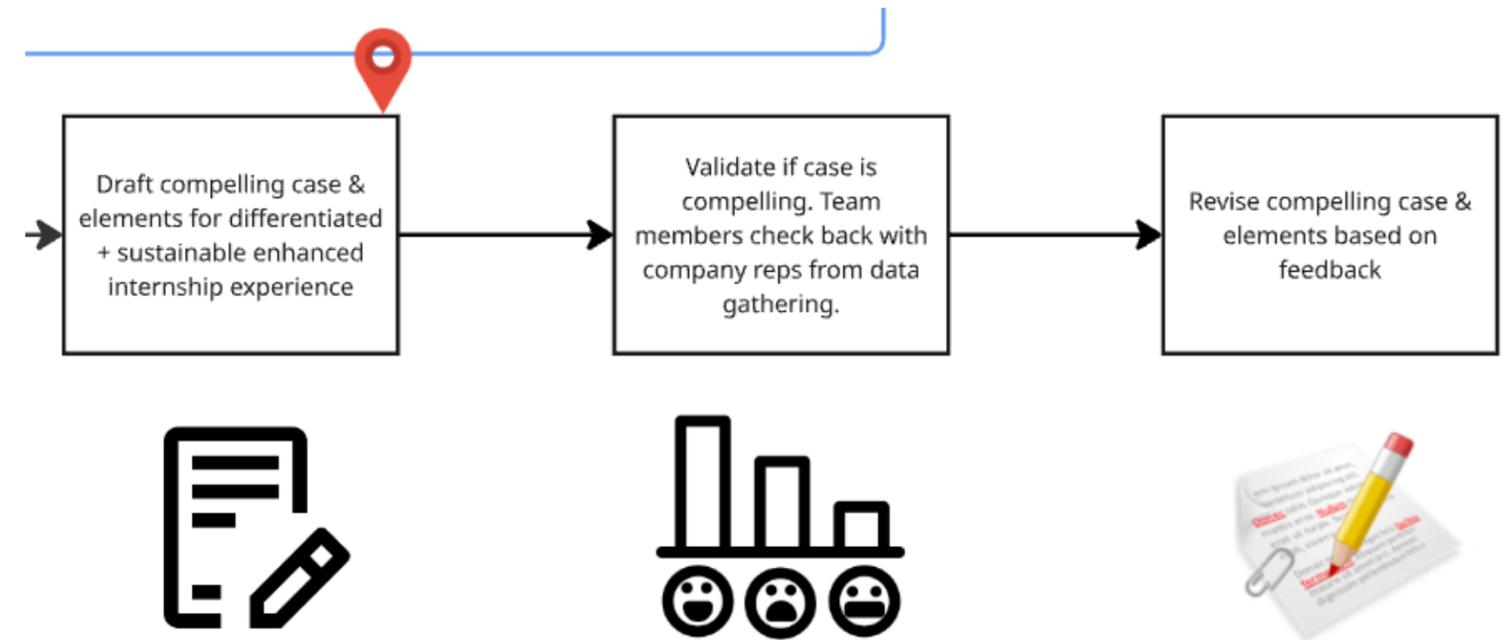
- X = your target customer
- Y = what specific problem do you solve / what specific benefit does it provide?
- Z = what method delivers that benefit or solution? What makes you different?



# Next Steps: Value Proposition Validation

## Collect feedback and iterate

- Finalize drafts
- Sub-committee members share with company / network to validate if the value propositions are compelling
  - Collect feedback and suggestions
- Revise value propositions based on feedback
- **Goal:** Share revised value propositions at next IAB
- Handoff revised value propositions to Marketing / Comms
  - *We recognize that we are a sub-committee of engineers and a marketing professional could really shape up what we produce – make it pop and stand out!*



# Our Ask to You

## Request for feedback

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- We need volunteers!
  - We have a draft of our 2 value propositions
  - Would you like to read them and provide feedback?
  - No more meetings on your calendar – asynchronous feedback



# 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
- 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

# Recap of Last IAB Meeting:

- Identified four key themes related to the challenges with hiring, onboarding, and training new graduates:
  - Persuasive Technical Communication
  - Habits of an Effective Colleague
  - Resilient Project Leadership
  - Interdisciplinary Participation & Facilitation
- Reviewed current, in-progress, and proposed educational elements
- Identified gaps and opportunities to strengthen offerings
- Refined priorities to bring key content forward
- Validated alignment of proposed elements with industry pain points

## Proposed Next Step:

- Gathered subcommittee input on refined plans and near-term proposals

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

# Subcommittee Approach

- **In-Depth Review:** Examined the four priority themes identified by the subcommittee, focusing on their connection to GEL/GradEL educational initiatives that are currently active or in development
- **Engagement:** GEL and GradEL team members participated as guest facilitators in the meetings, posing targeted questions for each theme (e.g., which skills are best learned on the job versus before entering the workforce)

## Meeting Structure:

- *Meeting 1:* Guests introduced questions; subcommittee asked clarifying questions but did not respond
- *Between Meetings:* Members consulted front-line managers and networks for insights
- *Meeting 2:* Members reported findings and reflections; new questions were introduced

**Goal:** Gather input on real-world scenarios and case studies to inform and further enhance educational activities

# Subcommittee Review: Educational Themes & Activities

## Theme 1: Persuasive Technical Communication

- **Activity 1 (Ongoing):**
  - Exploring ways to create a seamless pathway for students to leverage resources from the GEL/GradEL sister program, the SoE Communication Lab
  - **Instructor:** Jac Goldstein, Instructional Designer and Program Admin, MIT Communication Lab
- **Activity 2 (Spring 2026):**
  - Piloting the new GradEL course: Critical Conversations for Technical Leaders
  - **Instructor:** Rachel Moore Best, Lecturer, GradEL

## Theme 2: Habits of an Effective Colleague

- **Activity (Summer/Fall 2025):**
  - Developing a "Personal Leadership Development Plan" for GradEL students, building on the existing model in GEL
  - **Instructor:** Monica Pheifer, Principal Lecturer, GradEL

## Themes 2 & 3: Habits of an Effective Colleague & Interdisciplinary Participation & Facilitation

- **Activity (Spring 2026):**
  - Developing a new Inquiry & Dialoguing role-play scenario for the GEL Engineering Leadership Lab (ELL) focused on hybrid work challenges
  - **Instructor:** John Feiler, Co-instructor, GEL Engineering Leadership Lab (ELL)

## Theme 4: Resilient Project Leadership

- **Activity (IAB & Spring 2026):**
  - Expanding the existing GEL Project Engineering course from 4 to 6 units, renaming it *Fundamentals of Engineering Project Management*. Piloted new version of the course in Spring 2025 with plans to offer it multiple times annually
  - **Instructor:** John Feiler, Co-instructor, *Fundamentals of Engineering Project Management*

# Key Takeaways From Instructors

# Theme: Persuasive Technical Communication



**Jac Goldstein**  
Instructional Designer and  
Program Admin,  
MIT Communication Lab

*“The most valuable insights came from the IAB’s personal stories about developing technical communication skills. While their recommendations aligned with current best practices, their lived experiences added depth and context to our curriculum.”*

# Theme: Persuasive Technical Communication



**Rachel Moore Best**

Lecturer, GradEL

(Developing new GradEL spring course called Critical Conversations for Technical Leaders)

*“The most valuable takeaway was the importance of preparation and audience awareness in persuasive technical communication. Across the discussion, members repeatedly emphasized that effective persuasion in engineering contexts begins long before a meeting — it starts with doing the work to understand the purpose of the interaction, the expectations of the audience, and the type of scenario at hand.”*

# Theme: Habits of an Effective Colleague



*“Subcommittee members provided valuable insights into the mindset /perspective shift that grad students need to have moving from their academic PhD experience to a full-time position. In particular they called out “Individual to collaborative work” and “Perfection to practicality”. These are simple, easy to remember, and highly impactful.”*

**Monica Pheifer**

Principal Lecturer, GradEL

(Developing a "Personal Leadership Development Plan" for GradEL students, building on the existing model in GEL)

# Themes: Habits of an Effective Colleague & Interdisciplinary Participation and Facilitation



**John Feiler**

Co-instructor for GEL Engineering  
Leadership Lab (ELL)

(Developing new Inquiry & Dialoguing role play  
scenario focused on hybrid work for ELL)

*“My biggest takeaway was finding ways to integrate hybrid work challenges into the Engineering Leadership Lab through realistic role plays that address engagement, favoritism, communication barriers, and cultural differences. These insights will us prepare students to lead effectively in hybrid environments by fostering equity, inclusion, and strong interpersonal communication across in-person and remote teams.”*

# Theme: Resilient Project Leadership



**John Feiler**  
Co-instructor for  
Fundamentals of Engineering  
Project Management

*“We explored expanding the Engineering Project Management course from 4 to 6 units by strengthening content in risk mitigation, stakeholder communication, and managing complex enterprise systems.*

*With the MIT Committee on Curricula approving of the additional units, project management education at MIT is being enhanced through real-world case reading, analysis and discussion, aligned with the subcommittee’s feedback. Importantly, the expanded course will be open to both GEL students and the broader MIT student population, creating new pathways for students to develop project management skills.*

*Additionally, the existing 4-unit GEL Project Engineering course will be renamed Fundamentals of Engineering Project Management.”*

# Subcommittee Key Takeaways

- We are in the “engine room” with the opportunity to understand and appreciate more of what GEL/GradEL are, and how they happen.
- This understanding, together with the guided process and pointed questions seemed an effective way to identify useful insights and experience existing within our networks that were useful to the instructors in program design.
- It can be easy to get off track of the targeted mission, so a planned and guided process is very important (but also one that is not so rigid as to miss more spontaneous discoveries along the way).
- I typically find that the leadership insights that come up in these sorts of exercises are not novel or surprising. The value is really gained in ideating new ways of helping instill and inspire leadership traits and behaviors. Often this comes down to the stories you remember and tell.
- ... we enjoyed being part of the process and interacting with program faculty and staff...

# Next Steps for Instructors

- Plan to incorporate subcommittee insights into curriculum to further enhance and strengthen educational offerings

## Selected feedback from instructors on how they plan to apply insights:

*“We can now illustrate communication skills with **memorable, real-world examples**—like a former Apple VP who practiced presentations until he could visualize every slide, inspired by Steve Jobs’ approach. We plan to **continue to invite future reflections from board members** on what it was like to share their stories, and explore ways to encourage other industry leaders to do the same.”*

SOE Communication Lab

# Next Steps for Instructors

- Plan to incorporate subcommittee insights into curriculum to further enhance and strengthen educational offerings

## Selected feedback from instructors on how they plan to apply insights:

*“I plan to **integrate anonymized examples of development plan actions and job postings** into class discussions to help students see how engineering leaders intentionally build skills and how to interpret real job requirements. I’ll also incorporate guidance on balancing confidence and humility into the mock interview assignment, as this combination strongly influences how grads are perceived during their job search.”*

Monica Pheifer  
Principal Instructor, GradEL

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## Selected feedback from instructors on how they plan to apply insights:

*“I plan to **develop new role play scenario** as part of our Inquiry & Dialoguing ELL that reflects common hybrid work challenges, such as unequal access, communication gaps, and engagement disparities.”*

**John Feiler**

Co-instructor, *GEL Engineering Leadership Lab*

# Next Steps for Subcommittee

- The subcommittee will pause its work and reconvene after the spring semester, following the implementation of the recommended enhancements to the educational activities
- We also had a preliminary discussion about areas of interest for future IAB subcommittees

## Preliminary Areas of Interest for Future Subcommittees:

- Branding
  - Exploring how to best position GEL and GradEL students for the workforce
  - How can MIT's brand align with technical leadership?
- Hybrid work challenges for graduates
- The importance of cross-disciplinary leadership skills and multidisciplinary capabilities for MIT leaders

## Question for IAB:

- *What shared ideas or areas of interest should we consider for a future subcommittee?*



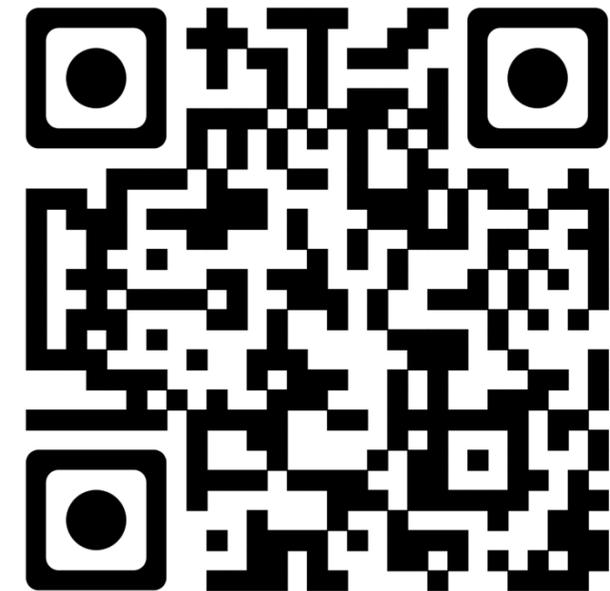
# Industry Advisory Board

Fall 2025 Meeting

Materials from today's meeting will be posted on the Industry Advisory Board webpage soon:

- **IAB Matters Newsletter**
- **Executive Summary**
- **Slides**
- **Transcript**
- **Video Recording**

Industry Advisory Board webpage



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