

Industry Advisory Board

Agenda - March 12, 2026, Meeting

- Welcome / Reconvene
- Program Updates and IAB Matters Q&A:
 - GEL
 - GradEL
- Longitudinal Assessment Update
- Subcommittee Reports:
 - Strengthening Our Enhanced Internship Programs
 - Understanding Workforce and Workplace Change
 - Defining the Brand of an MIT Engineering Leader
- Final Q&A / Closing



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tell a friend!**

giving.mit.edu/24hc-gradel





Program Update

2026-2027 Annual Recruiting & Admissions Status

GEL 1 Applications:

- Early Application Deadline: **March 8, 2026**
- Regular Application Deadline: **April 12, 2026**
- Received **198** Early Applications (**143** MIT, **55** Wellesley)
- Online application: modified to better screen applicants to determine commitment level and to address attrition
- Past 5 years – Nearly 1,100 applicants

GEL 2 Applications:

- Actively recruiting for April 5 deadline
- Hope to receive ~45 applications, offer admission to ~ 35 students

Current Enrollment

102 GEL 1 students
33 GEL 2 students

Sophomores & Juniors in Engineering and other related majors are welcome to apply.



Gordon-MIT
Engineering
Leadership



Nielsen Euvard '27
Course 2
Mechanical
Engineering

"GEL's interactive labs opened my eyes to real-world problems and taught me to effectively lead in high-stress situations."



Apply to GEL

Application Deadlines gel.mit.edu/apply

Early Application Deadline: March 8, 2026 (Sunday), 11:59 p.m.
Regular Application Deadline: April 12, 2026 (Sunday), 11:59 p.m.

Submitting an Early Action application enables you to receive an earlier admission decision. Applicants who apply later will be considered for a smaller pool of remaining seats.

Sophomores & Juniors in Engineering and other related majors are welcome to apply.



Gordon-MIT
Engineering
Leadership



Brooke Birdsall '27
Course 10-B
Chemical-Biological
Engineering

"My favorite part of GEL is collaborating with others on hands-on projects while building essential leadership skills."



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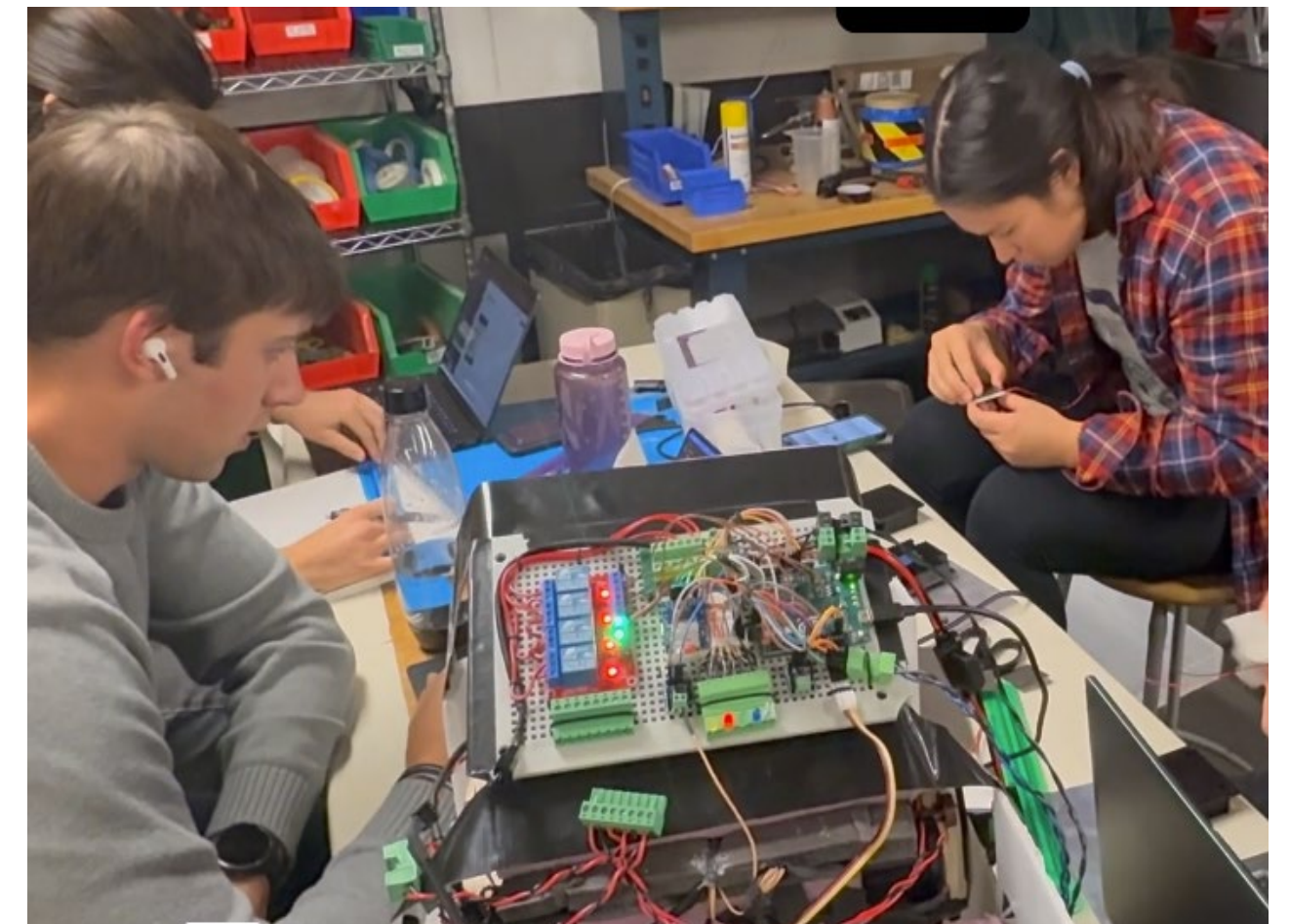
Program Academics – Evaluations, Continuous Improvement, Enhancement

Fundamentals of Engineering Project Management (6.9140):

- MIT Committee on Curricula approved expansion of Engineering Project Management course from 4 to 6 units and renaming to Fundamentals of Engineering Project Management.
- Updated course strengthens content in risk mitigation, stakeholder communication, and managing complex enterprise systems.

IAP Design & Prototyping (16.810):

- Annual course enrolled 30 students this year.
- New team-based project challenge: a thermally-controlled, shock-isolating device for transporting organs.
- Challenge centered on a multi-objective design optimization.
- New project prompted student teams to integrate hardware and software design elements and to submit their working device to testing.



Students in Design & Prototyping work on team-based project challenge.

Engineering Leadership Lab (ELL) Engineering Guests, Spring 2026

- Bose (February)
- Microsoft (February)
- GM (February/March)
- Sanofi (March)
- Blue Origin (April)
- Northrop Grumman (May)
- GEL alum from several companies

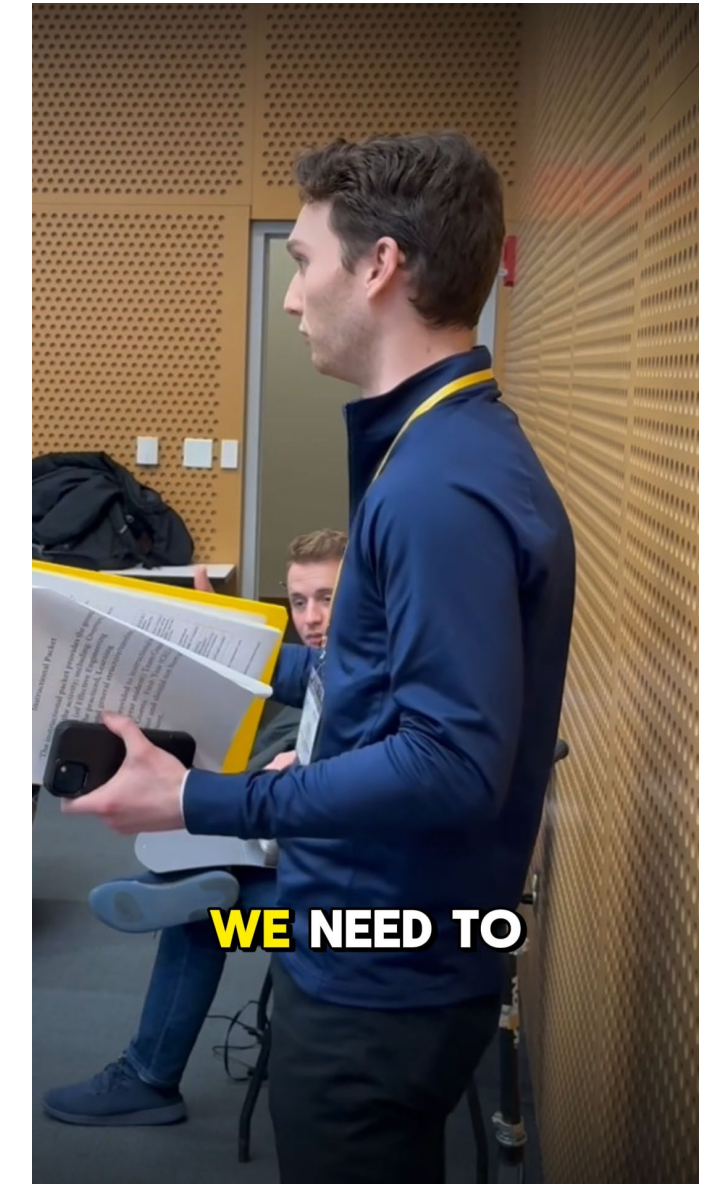
Annual Senior Engineering Leaders Roundtable ELL, March 13

Excellent slate of guests/engineering leaders:

- **Terence Calloway** – Executive Vice President, Global Product Supply, Energizer Holdings
- **Linda DuCharme** – President, ExxonMobil Technology and Engineering Co.
- **Daniel Soffin** – Senior Director, R&D – Grooming Care Platform, P&G
- **Tulani Soffin** – R&D Director / Principal Scientist – Products Research, P&G
- **Mohanan “Moh” Unni** – R&D Director, Schneider Electric

MIT News Article: GEL-Edgerton Collaboration

- GEL’s collaboration with Edgerton Center highlighted in MIT News.
- A win for Edgerton, GEL, and especially MIT project team GEL students.



GEL Alum Evan Hostetler (GM) debriefs students during GM-sponsored ELL.

Upcoming Events

- **Week of April 27:** University of Birmingham (UK) Engineering Science and Leadership Academy
 - 2nd visit as they conceive and design their own Engineering Leadership Education program.
- **May 13:** Annual Program Completion Ceremony (2pm, Killian Hall)
- **June 21-24:** ASEE Annual Conference, Charlotte, NC
 - Jim Magarian and Monica Pheifer attending.
 - Both are coauthors of paper jointly prepared by team of ASEE LEAD members: “Human-Centered Leadership in an AI-Driven World: Practitioner Reflections on Engineering Leadership Education.”

Summer 2026 Impactship Program

- 3 GEL students have been selected for the Northrop Grumman Impactship.
- Apple is still actively reviewing resumes and conducting interviews for those who have applied for the 3-month summer Impactship opportunity. They expect to complete hiring decisions by the end of March.

Summer 2026 Professional Education Courses

- Design Thinking and Innovation for Technical Leaders (July 20-24)
- Engineering Leadership for Emerging Leaders (July 13-15)



Program Update

TLC Distinguished Speaker Series – April 30

Fireside Chat with Astronaut Christina Birch (Phd '15)

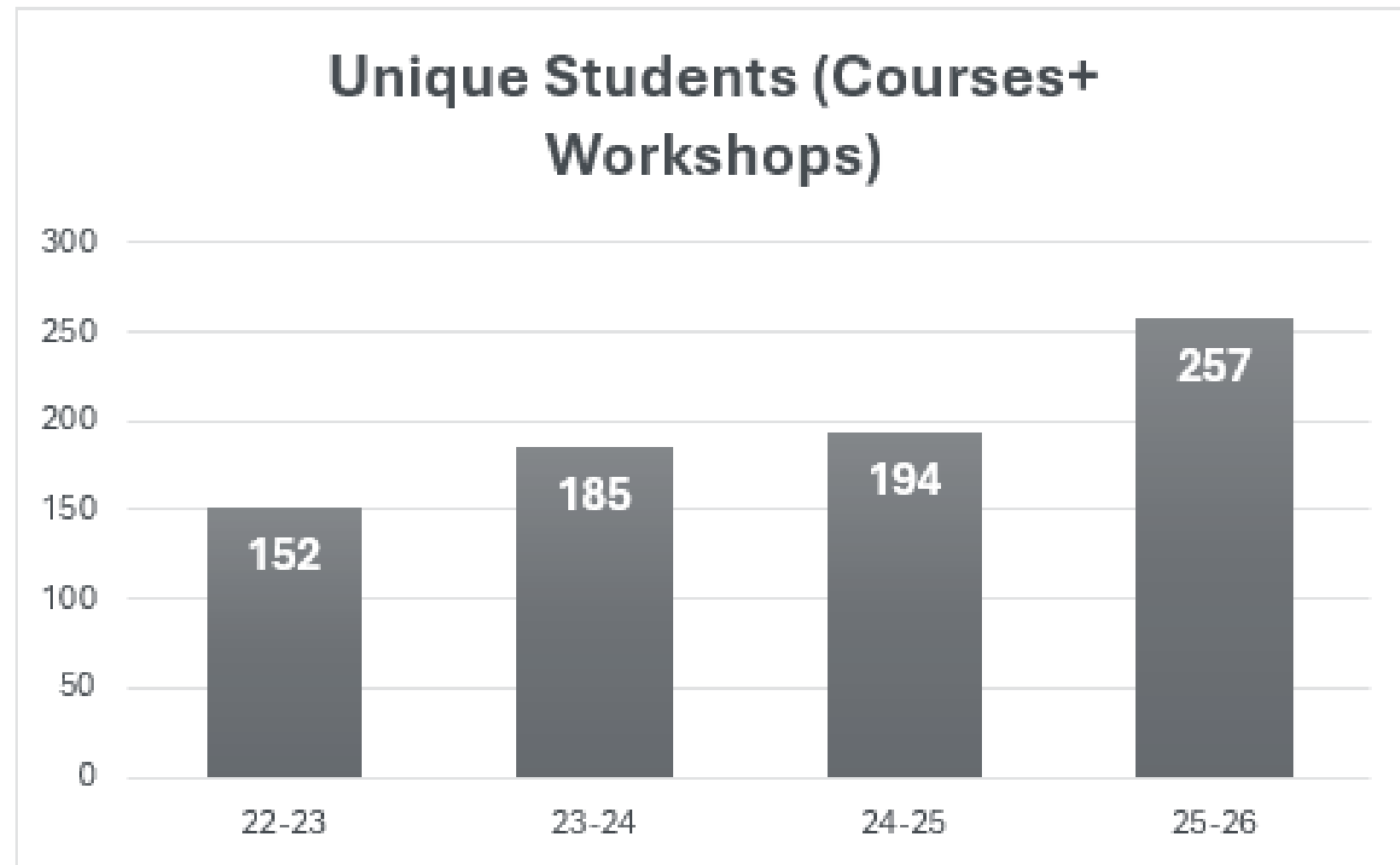
- Birch will also meet with a small student group and possibly hold a third event with students.
- In each event, she will reflect on how she has used leadership and communication skills to navigate her varied career.

Bio:

- Earned a doctorate in biological engineering from MIT in 2015.
- Taught Bioengineering at University of California, Riverside, and scientific writing and communication at Caltech.
- Track cyclist on the U.S. National Team, qualified for Tokyo Olympics.
- Selected as a NASA astronaut candidate in December 2021, reported for duty in January 2022.
- Chris was a Communication Fellow in the School of Engineering Communication Lab, a TLC program



GradEL Students and Certificate Projections



Spring 2026 GradEL Courses

- **6.9240:** Unpacking Impact: Transforming Research into Real-World Solutions (Anna Frebel, Monica, Reza)
 - New permanent course based on successful pilot
- **6.9250:** Leadership - People, Products, Projects (Monica)
 - Opened to GEL 2s for Design & Innovation requirement. Mixed grad & undergrad teams.
- **6.9260:** Multi-Stakeholder Negotiation for Technical Leaders (Mooly)
 - Incorporating AI simulations, getting requests for collaboration from DUSP, HGSD, & others
- **6.9280:** Leading Creative Teams (David)
 - Incorporating 2 new sessions bridging AI & teamwork; Including AI-related skills & perspectives
- **6.S650:** Critical Conversations for Technical Leaders (Rachel)
 - Piloting this spring



Looking Ahead:

- **Focus on increasing enrollment**
 - “Word of mouth” continues to be the method with greatest return
 - Leveraging GradEL Student Advisory Board
 - Enlisting current students to share with their networks / labs / clubs
- **Exploring new Engineering Leadership + AI course AY 26-27** (David)
 - In development with themes of impact, trust, and decision-making
 - Opportunity to partner with SCC

GradEL Workshops – Spring 2026

Key Takeaway: Expanding our variety, ensuring broad coverage of EL Capabilities supplementary and additive to those covered in our curriculum, and leveraging the opportunity to pilot future course content.



Leading Engineering AI and Trust

David Niño & Prof. Brian Subirana

Explore topics and issues related to building trust in a world shaped by AI with thought and industry experts. **[Jan 22, 2026]**

EL Capability Focus: Fostering Trust

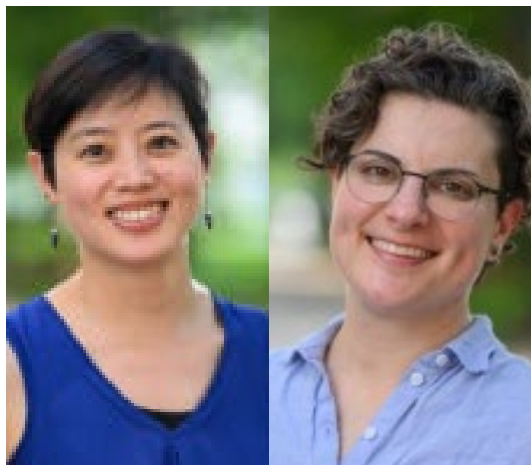


The Power of Storytelling for Technical Leaders

Linda DuCharme & Narayan Nallicheri

Join two industry professionals for insights and skills on how to create stories that make your technical recommendations more readily understood by a novice audience. **[April 01, 2026]**

EL Capability Focus: Developing & deploying structured comms



'Managing Up' Your Advisor or Supervisor

Dr Diana Chien & Dr Jac Goldstein, SoE Comm Lab

Learn the communication skills to create positive working relationships, advocate for your needs, and optimize your day-to-day. **[Feb 20, 2026]**

EL Capability Focus: Managing your relationship with your boss



AI and Your Leadership Toolkit

Kate Bergeron, Apple

Hear from Kate how AI is changing the way teams work and how you can develop the habits, skills, and behaviors that will help you thrive in your future career. **[April 06, 2026]**

EL Capability Focus: Resourcefulness, Flexibility, and Resilience



How Engineering Leaders Make Tough Calls

Karen Anigbo & Kimberly Soter, Johnson & Johnson

Hear from life science leaders about what information and assessments go into making recall decisions about high-risk products. **[Mar 11, 2026]**

EL Capability Focus: Committing to Ethical Action



Exploring Co-Hosted Events!

- Crafting Impactful Op-Eds: Writing Workshop, Co-Hosted with Comm Lab **[Jan 29, 2026]**
- Science of Charisma Workshop 2 w/ Olivia Fox Cabane, Co-Hosting with all TLC **[April 09, 2026]**

More options, variety, and EL Capabilities covered!

Engineering Residency – 2025 Cohort

Finished January '26



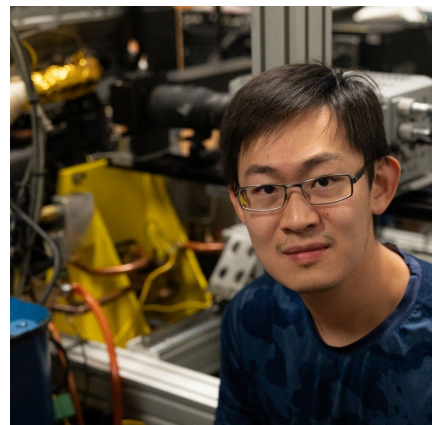
Ben Arocho, Northrop Grumman
2nd yr SDM
BS EE & Operations Research
NG Systems Engineering
Return FTE offer

Finished January '26



Grace Mao, Northrop Grumman
3rd yr PhD AeroAstro
SB SM AeroAstro MIT
NG Guidance & Navigation Control
Return summer intern offer

Finished September '25



Mo Li, Apple
5th yr PhD ME
BS in Vehicle Engineering
Apple iPhone Product Design
iPad PD FTE

Finished January '26



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

Finished January '26



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

2nd Cohort Highlights

- Vaishnavi will be joining the Apple Thermal PD team after graduation
- Mo will be joining the Apple iPad PD team after graduation
- In process compiling and analyzing data from End-of-Residency surveys
- End-point conversations with Residency managers continue to showcase **an impressive perception of Residents / program:**
 - “The amount of emotional intelligence, interpersonal aptitude, and communication skill growth I saw from day 1 to day end was greater than any intern I've seen in my 3 years of hosting interns.” – NG Supervisor
 - “She handled a huge and tough crowd for her final presentation. They asked a ton of questions, with some of them interrupting her every 2 minutes. She carried herself well and handled it with confidence – an amazing trait to showcase in that forum.” – Apple Supervisor
- And continue to reveal **areas for enhancement for Cohort 3 Prep:**
 - “The pace we work with is much faster than at school. Would be great if they could **come in with an understanding of what ‘fast-paced environment’ really means.**” – Apple Supervisor
 - “We talked very early on about **what would change for the remote portion of the internship.** We need to make sure we do that again because it helped set clear expectations.” – NG Supervisor

Engineering Residency – 2026 Cohort

Target May '26 Start



Carissma McGee, Northrop Grumman
PhD AeroAstro
BS Physics
NG Space Systems



Apple Cohort TBA

Target June '26 Start



Annie Doris, OpenAI
PhD MechE
MS MechE, MIT
BA Eng Sciences & Physics, Harvard
OpenAI Consumer Products

Target June '26 Start



Rodrigo Gallardo, OpenAI
SMArchS (Design + EECS)
BArch University of Houston
OpenAI Hardware Team

Target May '26 Start



Regina Lee, OpenAI
PhD MechE
MS MechE MIT
BS MechE Caltech
OpenAI Consumer Products

3rd Cohort Formation

- In-process with Apple additional recruiting and candidate evaluation
 - Targeting specific labs & faculty to source prospective students with relevant skills and supportive advisors
- High Level Timeline:
 - March: Cohort 3 lunch & learn with previous Residents
 - April – May: Pre-Internship cohort 3 training
 - May – June: Resident Start dates
 - Sept: Mid-Point check-ins

Looking Ahead: Cohort 4 & Beyond

- Exploring host company expansion:
 - Corning
 - Formlabs
 - GE Vernova
 - ASML



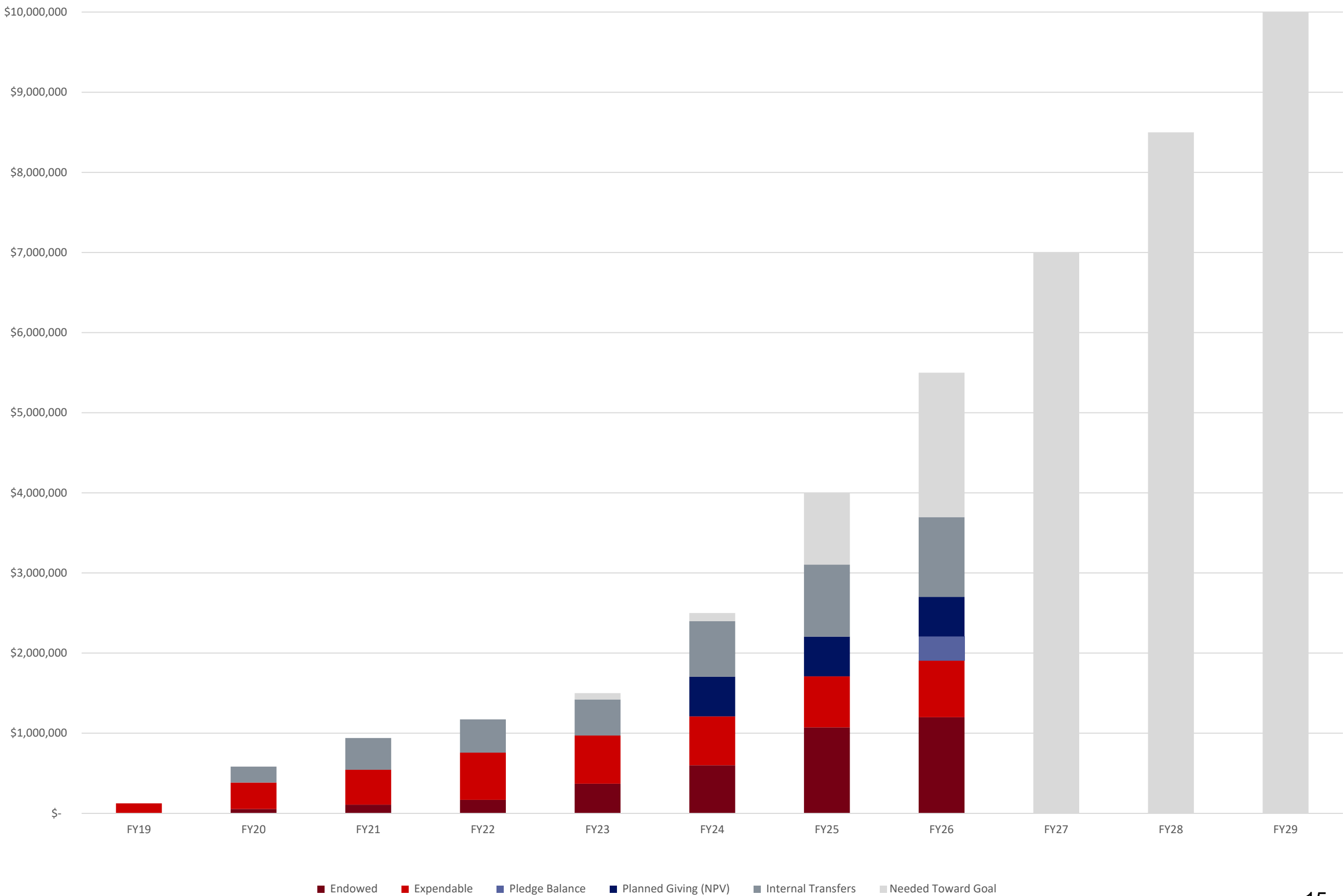
Fundraising Update

Where We Stand Today

- **Current Status**

- \$3.7M raised to date
- \$6.3M remaining to reach \$10M goal by end of FY29

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



What We've Learned

- Initial strategy relied on two lead gifts
- These commitments have not yet materialized as anticipated
- Achieving \$10M will require:
 - Broader and more diversified prospect pipeline
 - More disciplined prospect management
 - Dedicated senior-level fundraising capacity

What We're Changing

- Secured commitment from Resource Development for fundraiser who can commit portion of their time to work with GradEL
- Redefined gift pyramid for a broader prospect strategy
- Expanding prospect pool, particularly corporate
- Reframing naming opportunities, particularly for corporate discussions



The Path to Raising \$10M

Gift Range	Donor Goal	Dollar Goal	Total Prospects Needed	Gift Conversations
\$1M-\$4.9M	3	\$4,000,000	9-10	2 gift conversations ongoing, 2 potential gift conversations to come
\$500K-\$999K	3	\$1,500,000	9-10	2 gift conversations to come
\$100K-\$499K	5	\$500,000	13-15	1 gift conversation ongoing, 1 gift conversation to come
\$50K-\$99K	8	\$400,000	16-24	7 gift conversations to come
Under \$50K	Many	\$100K	Many	

Action Plan

- **Priorities over next 12 months**

- Bring on RD resource and re-launch strategy meetings with key frontline fundraisers
- Finalize strategies for top 25 prospects
- Grow pipeline for prospects \$100K-999K
- Expand corporate engagement
- Close at least one 7-figure gift and multiple 6-figure gifts

- **How you can help**

- Suggest potential individual and corporate prospects
- Facilitate introductions

Longitudinal Alumni Assessment – AY2025-26 Data collection

Alumni survey: In late 2025, GEL and GradEL alumni communities participated in the recurring alumni survey

New this year:

- The GradEL alumni community was invited to be surveyed for the first time in 2025
- GEL alumni responses can be linked back to student assessments for the first time in 2025

Responses received: GEL received 403 unique alumni responses; GradEL received 55 unique alumni responses (representing approximately 30% of program alumni communities in both cases)

Data processing is underway: Results and insights will be featured at the Fall'26 IAB Meeting; Results will also feed into the ongoing IAB subcommittee initiatives

Alumni survey findings will include (in part):

- Program retrospective evaluation and feedback (qualitative and quantitative)
- Career and industry pathways pursued; specific positions held and advancement trajectories characterized; salaries
- Rates of career advancement (promotion frequency)
- Managerial responsibilities (manager, director, executive)
- Engineering-relatedness characterization of alums' careers
- Qualitative reflection on career preparedness (what they wish they knew)



Subcommittee Reports

Strengthening Our Enhanced Internship Programs

Subcommittee Update to IAB

Agenda

- Subcommittee progress to date
- Update on Statement of Program Value development
- Next Steps
 - Finalization and handoff



What We Set Out to Do

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)

In Pursuit of That:

Our Deliverables to Date, shared in detail at previous IAB

- Piloting 10 “low-hanging fruit” ideas in current enhanced internship cycle
- Subcommittee shared valuable insights with Enhanced Internship Program Leadership on elements to be used as **guiding concepts for how to improve, sustain, and establish new partnerships** as these programs continue to grow and evolve in future cycles
 - Definition and expansion of Host Company Sponsor roles
 - Clear expectations on “Exposure to Leadership”
 - Leveraging industry mentorship
 - Aligning MIT and hiring manager expectations
 - Internship duration considerations
 - Considerations for a fee structure
- Our subcommittee **identified a need for the value of these enhanced internship programs to be clear, compelling and understood** by current and future host companies.

Our Recent Focus:

Effectively Communicating What Makes These Programs Valuable



- Leveraged information and insights from existing partners and non-partners on **what elements are important to showcase**
- **Focused on a “compelling story”** and conveying 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, cost savings, anecdotes

- Drafted **multiple Statements of Program Value** for both GEL Impactship and GradEL Residency
- Subcommittee members **collected feedback from existing partners, sponsors, and non-partners** on
 - What resonates?
 - What feels most compelling?
 - What could be clearer / stronger?

- Shared and **synthesized feedback** from stakeholders
- **Revising and iterating the Statements of Program Value**
 - Includes relevant anecdotes / examples
 - Focuses on team impact
 - Makes the program structure visible
 - Avoids buzzwords
 - Reinforces professional maturity and collaboration
 - Preserves executive appeal without sounding transactional

Next Steps:

Finalize & Handoff

- Finalize our incorporation of feedback and recent anecdotes collected
- Handoff revised Statements of Program Value to Marketing / Comms
 - *We recognize that we are a sub-committee of engineers and a marketing professional could really shape up what we produce!*
- Expect to see the results of this effort in company-facing marketing materials and enhanced internship websites in the upcoming Summer '27 recruiting cycle
 - And a final report out at next IAB



A Subcommittee Retrospective

What was this experience like? Why you should get involved!

- Real progress
- Real impact
- Time commitment
- And it's fun!



Jim Cuseo



Ken Langedoc

Understanding Workforce and Workplace Change

IAB Subcommittee Update

Agenda

- Recap of Last IAB Meeting
- Progress Update
- Alignment of Subcommittee Input with Educational Themes & Activities
- Next Steps

Recap of Last IAB Meeting & Progress Update

- **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 activities
- Identified gaps and opportunities to strengthen offerings
- Refined priorities to bring key content forward
- Validated alignment of proposed elements with industry pain points
- Gathered subcommittee input on refined plans and near-term proposals

Progress Update:

- The subcommittee has since paused its work to allow instructors time to integrate feedback into the curriculum and further strengthen GEL and GradEL's educational offerings

Alignment of Subcommittee Feedback with Educational Themes & Activities (1 of 2)

Persuasive Technical Communication

- Exploring ways to create a seamless pathway for students to leverage resources from the GEL/GradEL sister program, the SoE Communication Lab, which specializes in storytelling with data
 - **PROGRESS:** Integrated Tang Tan's story into the Comm Lab Fellow Training on live presentations and networking, paired with a viewing and analysis of Steve Jobs' iconic iPhone launch keynote
- Piloting new GradEL course: Critical Conversations for Technical Leaders
 - **PROGRESS:** Launched the course this spring and subcommittee feedback was considered when designing the flow of the course and some of the specific tools used

Habits of an Effective Colleague

- Developing a "Personal Leadership Development Plan" for GradEL students, building on the existing model in GEL
 - **PROGRESS:** Successfully developed and implemented "Personal Leadership Development Plan" for GradEL students

Alignment of Subcommittee Feedback with Educational Themes & Activities (2 of 2)

Habits of an Effective Colleague & Interdisciplinary Participation & Facilitation

- Developing a new Inquiry & Dialoguing role-play scenario for the GEL Engineering Leadership Lab (ELL) focused on hybrid work challenges
 - **PROGRESS:** Creating new Inquiry & Dialoguing role-play scenario for ELL in April

Resilient Project Leadership

- Expanding the existing GEL Project Engineering course from 4 to 6 units, renaming it Fundamentals of Engineering Project Management.
 - **PROGRESS:** Expanded the existing GEL Project Engineering course from 4 to 6 units, renaming it Fundamentals of Engineering Project Management.
- **PROGRESS:** Enhanced course content with real-world case analysis and **developed three new project seed prompts:**
 - AI-Assisted Quality Control for Fill-Finish Operations
 - AI-Enabled Produce Sorting System Implementation
 - Digital Health Records System Implementation for a Remote Hospital

Next Steps:

- The subcommittee will reconvene after the spring semester, following the implementation of the recommended enhancements to the educational activities

Defining the Brand of an MIT Engineering Leader

IAB Subcommittee Update

New IAB Subcommittee

Defining the Brand of an MIT Engineering Leader

What qualities should make graduates of MIT Engineering Leadership programs uniquely valuable to technical organizations?

Getting insights from industry leaders and alumni on:

1. Define the Brand

- i. What qualities or behaviors should consistently distinguish our graduates?
- ii. What brand clearly signals to employers the value of hiring graduates with these qualities?
- iii. How might this brand unlock meaningful opportunities for engineering leaders who embody these qualities?

2. Understand Current Perception

- i. How do industry partners currently describe MIT engineers and MIT engineering leaders?
- ii. What strengths are already associated with our graduates?
- iii. Where are the gaps between current perception and the brand we aspire to?

3. Identify Levers to Strengthen Brand

- i. Which program experiences most shape how graduates show up in the workplace?
- ii. What program changes would most strengthen the desired qualities?
- iii. How can we ensure these qualities are clearly visible to employers?

New IAB Subcommittee

Defining the Brand of an MIT Engineering Leader

Why This Work Matters

- Clarifies the value MIT Engineering Leadership programs create for industry.
- Guides program design, curriculum priorities, and student development.
- Strengthen how we communicate the program's value to employers and partners.
- Ensure our graduates are recognized for a distinctive set of leadership qualities.

Subcommittee Output

1. A clear articulation of the MIT Engineering Leadership brand.
2. A concise set of defining qualities that distinguish graduates.



Industry Advisory Board

A banner featuring a photograph of the MIT dome at dusk. In the top left corner, there is a white circle containing a stylized '24' made of black and red dots. In the top right corner, a red circle contains the text 'MIT 24-Hour Challenge 3.12.26' in white. In the center, the 'Grad Riccio-MIT Graduate Engineering Leadership' logo is displayed. At the bottom, white text reads 'Help us reach 100 donors on March 12. Every gift counts!'.

 MIT 24-Hour Challenge 3.12.26

Grad Riccio-MIT Graduate Engineering Leadership

Help us reach 100 donors on March 12. Every gift counts!

Happening Now!

Donate today and tell a friend!

giving.mit.edu/24hc-gradel

