Gordon-MIT Engineering Leadership

Riccio-MIT Graduate Engineering Leadership

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

Industry Advisory Board Update

Gordon-MIT Engineering Leadership

November 19, 2025

“Engineering” Leaders

From Potential to Impact

Gordon-MIT Engineering Leadership

UA President

Alice Hall ‘26
Second-Year GEL Student
MIT Undergraduate Association
2025-2026

Astronaut Candidate

Adam Fuhrmann ’11
GEL Alumni
NASA 2025

Co-Founder, CEO, Nominal

Cameron McCord ‘13
GEL Alumni
Forbes ‘25
“Next Billion-Dollar Startups”

GEL Alumni Founders & CEOs

Gordon-MIT Engineering Leadership

Founders, Semgrep

GEL Classmates ‘14

Isaac Evans (CEO)
Drew Dennison (CTO)
Luke O'Malley (CPO)

Co-Founder, CEO Blue Energy

Jake Jurewicz ’15

Co-Founder, VP Engineering Encora Therapeutics

Kyle Pina ’18

Forbes 30-under-30

GEL Alumni Senior Leaders

Gordon-MIT Engineering Leadership

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 Design
Apple
Jeremy Franklin ‘09

Grad EL 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

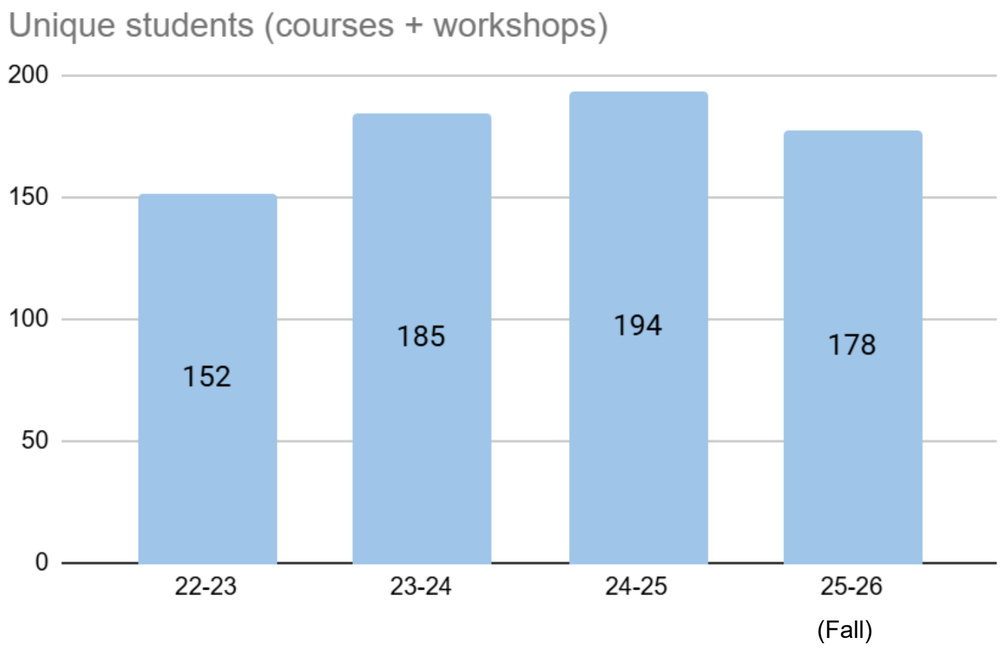
- Unpacking Impact now permanent course
  - Broadened capabilities coverage including tracking and assessing new technologies

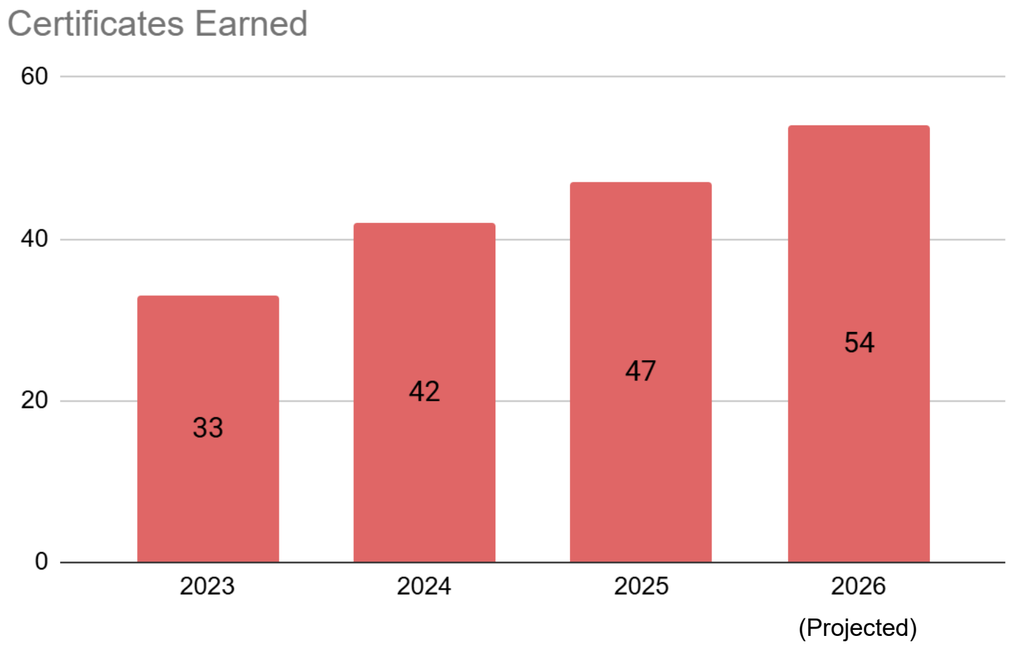
Practice and further develop leadership skills in real-world environment

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

North Star: Certificate traction

Students and Certificates





Courses & Workshops

North Star: Theory & experiential learning

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

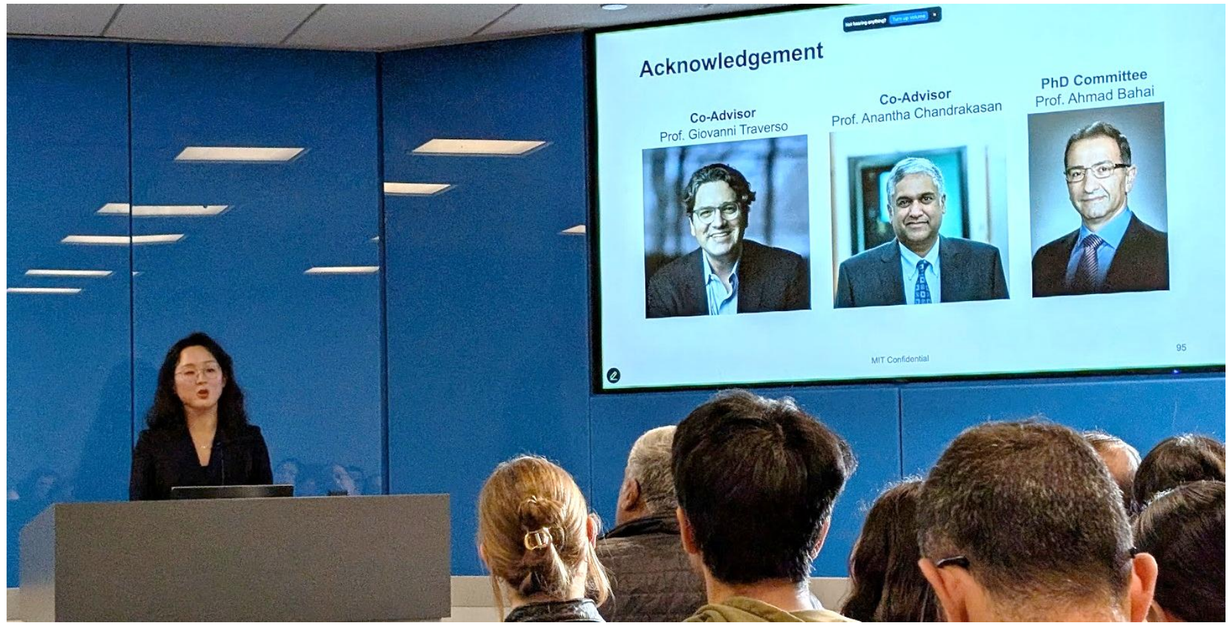
Sloan collaboration

- 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
1st yr PhD ME
NG Guidance Navigation & Control
Summer return offer

Finished December ‘25

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

Finished September ‘25

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

Finished February ‘25

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

Finished March ‘25

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

Finished August ‘25

So-Yoon Yang, Apple
5th 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

Grad EL Riccio-MIT Graduate Engineering Leadership

*data collected from Resident/Supervisor Longitudinal Assessment Survey

North Star: Real-world environment

Engineering Residency 2025 Cohort

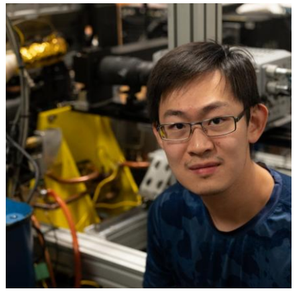
Finishing January ‘26

Ben Arocho, Northrop Grumman
1st yr SDM
BS EE & Operations Research
NG Systems Engineering
Verbal return FTE offer

Finishing January ‘26

Grace Mao, Northrop Grumman
2nd yr PhD AeroAstro
SB SM AeroAstro MIT
NG Guidance & Navigation Control

Finished August ‘25



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

Finishing January ‘26

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

Finishing January ‘26

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

2nd 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

Grad EL Riccio-MIT Graduate Engineering Leadership

North Star: Real-world environment

Engineering Residency 2026 Cohort

3rd 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

Apple

NORTHROP GRUMMAN

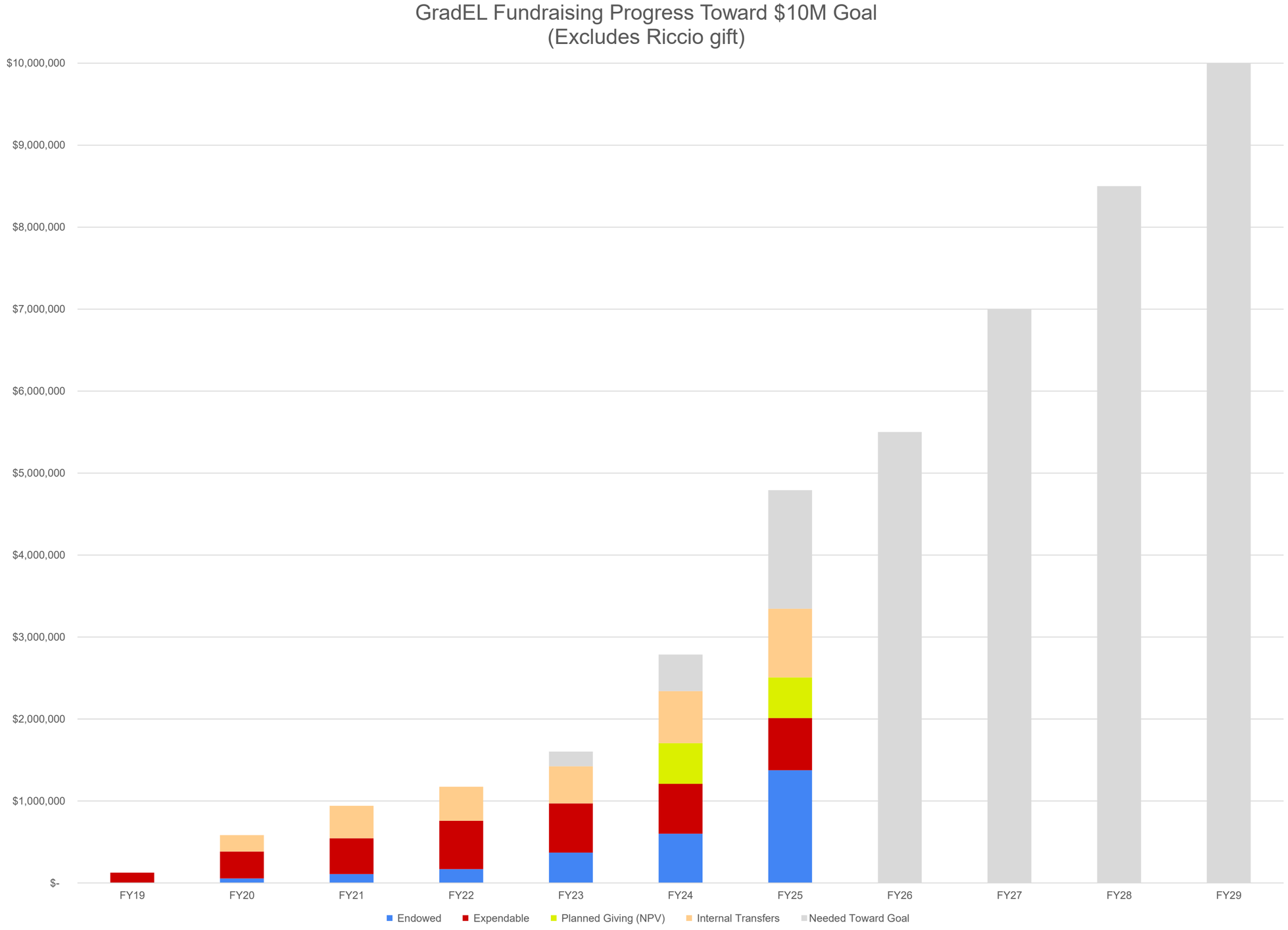
OpenAI

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



$ 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

Grad EL Riccio-MIT Graduate Engineering Leadership

GEL Gordon-MIT Engineering Leadership

Strengthening Our Enhanced Internship Programs

Subcommittee Update to IAB

19 November 2025

Agenda

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

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

- Monica Pheifer – MIT GradEL
- Eileen Milligan – MIT GEL
- Jim Cuseo
- Ken Languedoc
- 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

- 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

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

1

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.

2

Intern Peer Prep: Connect current interns with candidates

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

3

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

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

4

GradEL: Required Structured Reflection

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

Results to Date: Subcommittee Insights on Elements of Differentiation

Guiding concepts as Enhanced Internship programs evolve through future cycles

- **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

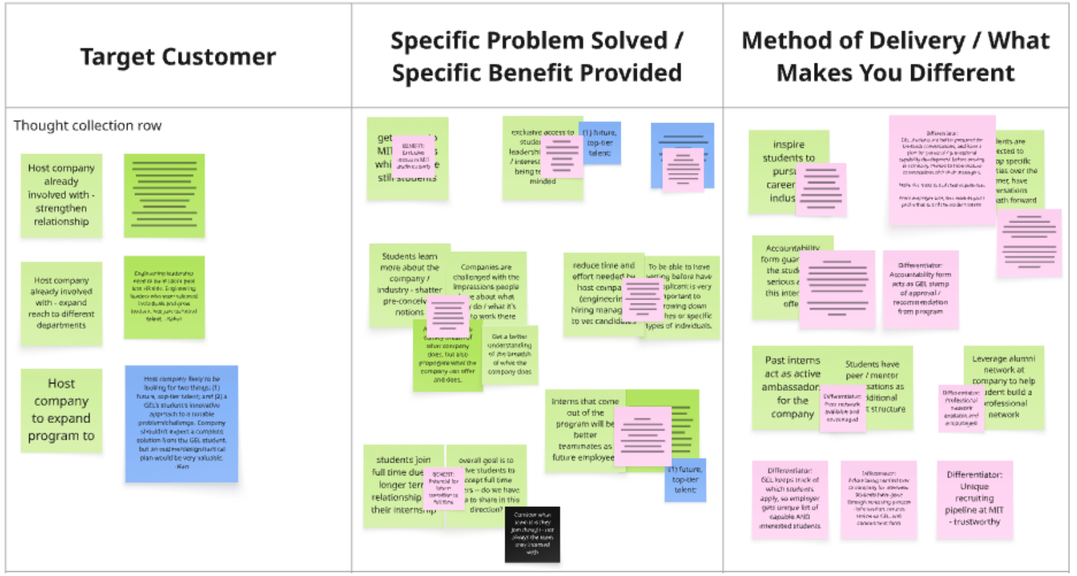
Our Approach to Value Proposition Development

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]

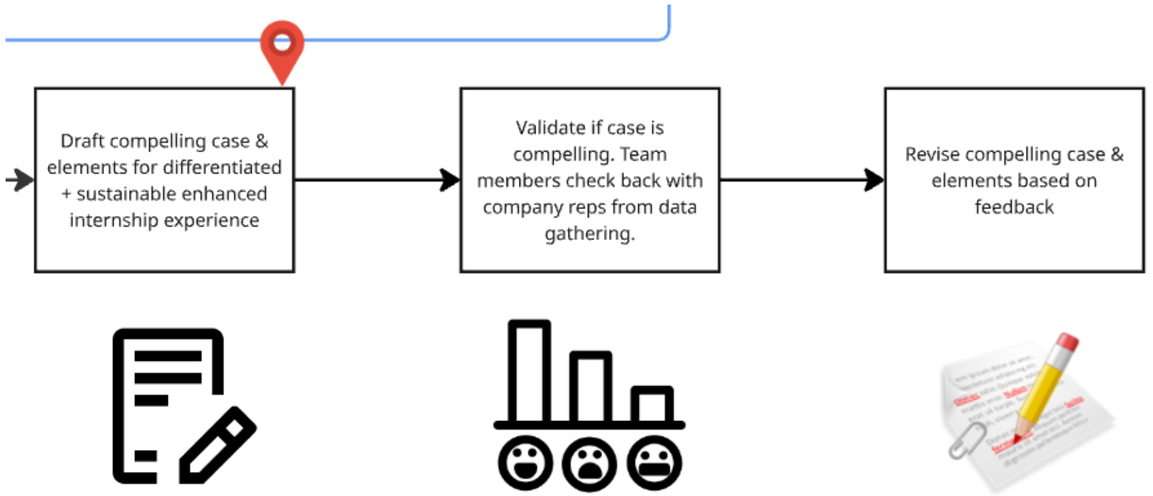
- X = your target customer
- Y = what specific problem do you solve / what specific benefit does it provide?
- Z = what method delivers that benefit or solution? What makes you different?



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

- 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

Gordon-MIT Engineering Leadership

Riccio-MIT Graduate Engineering Leadership

Understanding Workforce and Workplace Change

IAB Subcommittee

Aligning on Priorities, Pain Points, and Programmatic Response

November 19, 2025

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
Persuasive Technical Communication	• Piloting course content from new GradEL course "Persuasive Technical Communication" in current LP3 course	• 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	• Piloting new GradEL course: "Persuasive Technical Communication"
Resilient Project Leadership	• 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	• 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	• 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	• Plans to enhance and refine existing scenarios within the GEL "Inquiry and Dialoguing" Engineering Leadership Labs	• Plans to develop a "Personal Leadership Development Plan" for GradEL students, building on the existing model in GEL	• Exploring IAP and summer workshops or activities to develop tactical non-curricular skills in this category.
Interdisciplinary Participation and Facilitation	• Existing GEL Engineering Leadership Lab on navigating organizational subcultures (across departments) • Existing GradEL course focused on "Unpacking Impact: Transforming Research into Real-World Solutions" • **Piloted in Spring 2024 and Spring 2025**	• Exploring creating GradEL pilot workshop focused on organizational barriers • Exploring collaboration with Comm Lab to create opportunities for students to practice cross-disciplinary communication	• Opportunity for seminars from different disciplines

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

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

"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."

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 the 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

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 **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?*

Gordon-MIT Engineering Leadership

Grad EL Riccio-MIT Graduate Engineering Leadership

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

tlc.mit.edu/iab