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# Taking World class Innovation and Making it Real in Mountain Areas

## *Outline of a Conversation*

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# Desired Outcomes of this Talk

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- You receive information and insights which are useful for your future strategy.
- Introduce MIT's broad array of curriculum, student organizations, and other activities which support Innovation, New Product Development and Entrepreneurship at MIT – Lessons learned and adaptations to Mountainous Areas
- We start a conversation about how some of the lessons we've learned may apply to your regions
- Demonstrate our personal commitment to inexorable growth in the value and success of the Mountainous Regions' Entrepreneurial Ecosystems.
- You are convinced to invest in, support or become an entrepreneur
- Answer questions

# MIT's impact

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Research- and technology-intensive universities, especially via their entrepreneurial spinoffs, have a dramatic impact on the economies of the United States and its fifty states. A new report on just one such university, the Massachusetts Institute of Technology, indicates *conservatively that, if the active companies founded by MIT graduates formed an independent nation, their revenues would make that nation at least the seventeenth-largest economy in the world.*

A less conservative direct extrapolation of the underlying survey data boosts the numbers to *25,800 currently active companies founded by MIT alumni that employ about 3.3 million people and generate annual world sales of \$2 trillion, producing the equivalent of the eleventh-largest economy in the world.*

*Profs Ed Roberts, Charles Eesley*

*Impact Report: <http://entrepreneurship.mit.edu/impact.php>*

# The need for Entrepreneurship, Especially in Rural / Fragile Areas

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- In many countries of the world.... (Applicable to the your region?)
- Rapidly rising populations, or shrinking, aging populations
- Even more rapidly rising expectations
- The public sector has reached the limit of its ability to provide fulfilling employment opportunities.
- Chronic unemployment is a recipe for disaster
- Therefore, the need for a vibrant, dynamic, globally competitive and rapidly growing private sector to spawn new companies and jobs.
- That means the need for successful entrepreneurship and venture support systems has never been greater...

# The Entrepreneur:

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- What does the successful high tech entrepreneur look like?
  - Integrity
  - Leadership
  - Impatient; bias toward action (with analysis).
  - Quick clockspeed
  - Modest ego. Seeks and accepts coaching. Recognizes, and hires to overcome weaknesses.
  - Willing to be different, but knows it (not oblivious).
  - Pragmatic; willing to compromise (in order to move forward).
  - Rejoices in others' victories (no petty jealousy).
  - Driven to solve a valuable problem for customers (not driven by money or technology).
  - Able to attract world class talent.

# MIT Entrepreneurship Center Mission

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**The E-Center's mission is to build capability and inspire MIT's men & women to become the next generation of entrepreneurs who create successful, innovation-based, new ventures worldwide.**

# Principles of Operation

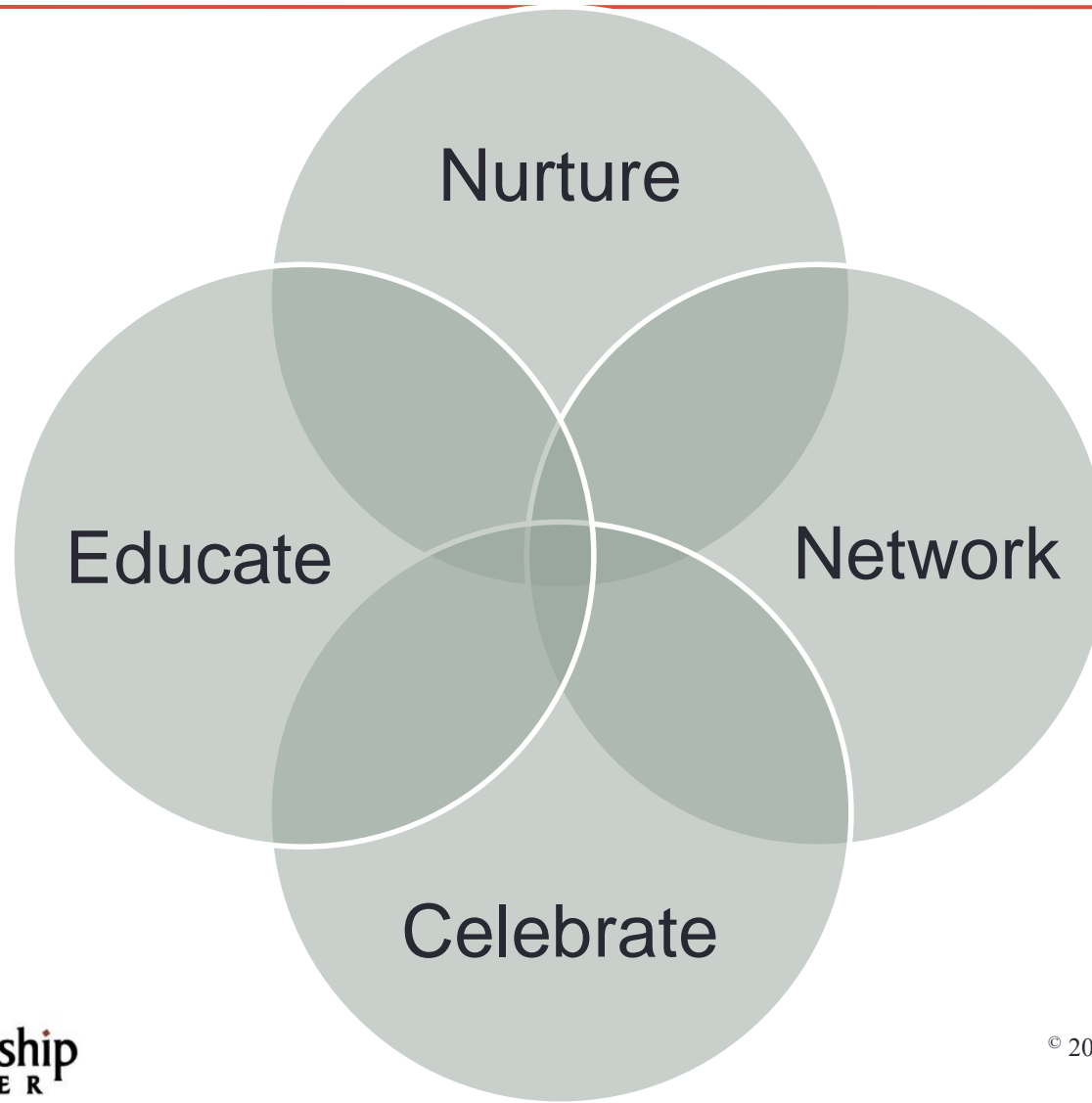
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- Collaboration
- Diversity
- Experimentation
- Honest Broker
- Mens et Manus

# Game Plan: Four Areas (2009-2011)

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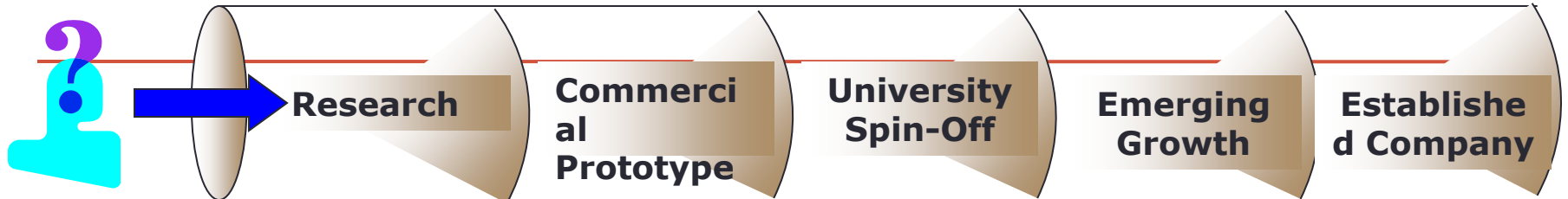


# Our Definition of Innovation:

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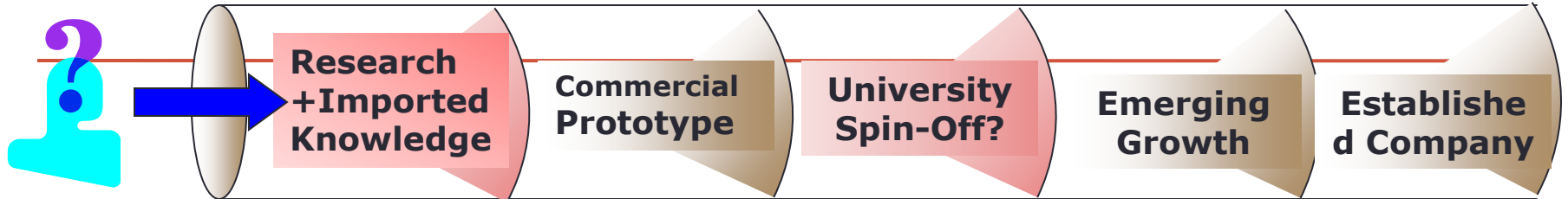
Invention  
+  
Commercialization






# MIT Innovation Pipeline



<b>Prototype</b>	<b>Business Plan</b>	<b>Initial Funding</b>	<b>Liquidity Event</b>	<b>Operating Strategic Milestones</b>
<b>Innovation Teams</b>	<b>New Enterprises</b>	<b>Venture-Ships</b>	<b>E-Lab G-Lab</b>	<b>Tiger Teams</b>
<b>DESHPANDE CENTER</b> FOR TECHNOLOGICAL INNOVATION	<b>MIT Entrepreneurship CENTER</b>	<b>MIT Venture Mentoring SERVICE</b>	<b>MIT Entrepreneurship CENTER</b>	<b>LFM</b>

# What does your Region Innovation Pipeline Look Like?



Prototype	Business Plan	Initial Funding	Liquidity Event	Operating Strategic Milestones
?	?	?	?	?
				

# Overview of MIT Innovation Pipeline

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- Where we are now:
  - 10,000 Students – 4,000 undergrads, 6,000 MSc/PhD
  - World class technical and management schools that collaborate
  - 40+ Courses in Entrepreneurship
  - ~ 80 Startup companies provide projects for our classes
  - 7+ major entrepreneurship clubs, including MIT Sloan Sales Club
  - 200+ formal mentors, countless more informal mentors
  - \$800,000 in annual sponsorship for the student clubs
  - 5 distinct centers focused on different parts of the pipeline
  - 1,000 Faculty, of which ~ 50 have been involved in founding
  - \$450 million in research at the Institute, \$500 Million in surrounding affiliated research institutes + other universities around Boston
- No Incubator – not needed
- No degree in Entrepreneurship
- 20+ licensed spin outs per year
- \$30 million in royalty flow, but aim is not to maximize revenue but to get Knowledge out into the world outside academic labs

# Overnight success of a 100 years

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- How we got here:
  - MIT founded in 1861 - ***Established for advancement and development of science, its application to industry, the arts, agriculture, and commerce***
    - Underscored the importance of education emphasizing laboratory instruction, which requires working closely with Industry
    - First graduating class in 1868 – handful of students
  - First spin-outs were engineering consulting firms in late 1800s – entrepreneurship continued to slowly increase
  - WWII transformed MIT and many other American universities
  - ARD founded in 1950s – provided financing beyond the family fortunes that had provided sporadic seed capital – The beginning of the modern venture capital industry

# Overnight success of a 100 years

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- How we got here (Continued):
  - One entrepreneurship course taught in 1958/61
  - Founded Enterprise Forum in 1960s
  - First Bank of Boston in 1989 found 636 firms in Massachusetts founded by MIT alumni employing more than 200,000 with aggregate world-wide sales of nearly \$40 billion.  
(~1/3 of DR 2007 GDP: PP \$61 Billion)
  - By 1994 - 4,000 existing companies with combined aggregate revenues of \$232 billion with MIT roots

# Overnight success of a 100 years

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- How we got here (Continued):
  - Have seen at least two waves of boom and bust in life sciences, Information/Computing technology – demise of manufacturing since 1960's
  - Founded Entrepreneurship Center in 1990
  - Re-started Entrepreneurship Center in 1996
  - Founded Deshpande Center in 2000
  - Founded Legatum Center for Developmental Entrepreneurship in 2007
  - Next?

# Critical Success Factors at MIT

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- Porous borders between academia and Industry
  - Institution's Self-awareness of its mission
- Faculty-entrepreneurs are welcome and encouraged
- Entrepreneurial role models for students are ever-present on campus
- Collaboration between management school and science /engineering
- Instilling a global outlook from day one



# Critical Success Factors at MIT (Cont)

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- Multitude of Entrepreneurship events, clubs, activities - Mosaic of shiny pieces
- Global Networks
- Engaged Mentors and experienced funding – Angels, entrepreneurs, VC's, services firms
- Commitment to sales – listening to the customer and quantifying the value proposition
- Diversified technical workforce constantly being replenished

# Discussion: Reflections on the Mountainous Regions

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- Cultivate People – The most challenging obstacle is finding world class entrepreneurs
  - The importance of world class technical, business and government, universities, organizations
- Cultivate Diaspora Investments\* and Network:
  - Everything you ever hoped for from a truly value-added VC, PLUS patience and heart
  - Brings talent, know-how and methods
  - Provides access to markets, and money
  - Takes the long-term view
  - Demanding, but fair and forgiving
- The advantage of having a large diasporas in a nearby and large market

# Discussion: Reflections on the Mountainous Regions

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- Cultivate invention + commercialization
- Maintain clear vision and strong, sustained leadership: difficult to unite the many existing initiatives which have their own constituencies, momentum and inertia
- Opportunities:
  - Focus but diversified clusters
  - Energy
  - Design
  - Infrastructure support / IT/ Logistics
  - Services for nearby markets
  - Robotics / Productivity
  - Local specialties – “Unique Flavor to Mass Customization”

# An Example

## Highlands & Islands in Scotland

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- Over 10 years (Last three years)
  - The purpose of this collaboration is to **strengthen** the Highlands & Islands **entrepreneurial eco-system**
  - Building high grow businesses of scale with **global ambition** to become leaders in their field.
  - The E-Center helps HIE assess its eco-system and prioritise efforts on the weaknesses of the eco-system and achieve HIE targets
- **Some SAMPLE TARGETS: Next two years**
  - 200 business participants in international entrepreneurship education programs
  - 50 businesses engaging in international business development
  - 10 new businesses created
  - X new or improved products, processes or services developed
  - X businesses experiencing growth
  - X businesses engaged in Knowledge Transfer activities
  - X businesses implementing change
  - X businesses accessing new networks
  - X businesses accessing new partners
  - X businesses accessing external investment in to the region

# The MIT EDP

MIT Entrepreneurship Development Program  
23 – 28 January 2011 @ MIT

*An intense one-week program tailored to the needs of future entrepreneurs, corporate venturing executives, economic development professionals, and university entrepreneurship faculty and staff.*

- Participants learn from:
  - “Live case studies” of successful MIT entrepreneurs;
  - Our faculty and the MIT entrepreneurial spirit; and,
  - Route 128 venture capitalists, lawyers, and institutional investors.
- In 1999, 25 participants came from Cambridge (UK), Ireland, France, Germany, Thailand, Taiwan, & US.
- In 2000, 65+ persons came from 10+ countries.
- In 2001, 95+ persons came from 16+ countries.
- In 2002, 70 persons from 13 countries.
- In 2003, 93 persons from 9 countries.
- In 2004, 140 persons from 16 countries
- In 2005, 109 persons from 19 countries + storm of the decade
- In 2006, 100 persons from 21 countries
- In 2007, 130 persons from 22 countries
- In 2008, 136 persons from 28 countries
- In 2009, 136 persons from 28 countries
- In 2010, 114 persons from 23 countries

# MIT Global Startup Workshop 2011

March 23 – 25, Seoul, Republic of Korea

14 Years • 6 Continents • 70 Nationalities

*Building the Entrepreneurial Ecosystem*



## Why?

- Learn & be inspired
- Contribute your expertise
- Develop your ideas
- Build your region's ecosystem
- Form lasting relationships
- Have an adventure!

## What?

- Keynote presentations
- Discussions & case studies
- BPC training & elevator pitch competition
- Ecosystem & startup consulting
- Offsite networking receptions
- Gala dinner



Massachusetts  
Institute of  
Technology

[www.mitgsw.org](http://www.mitgsw.org)

서울대학교

SEOUL NATIONAL UNIVERSITY

of Technology

Entrepre  
CE

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# THANK YOU

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Questions?

Jose Pacheco  
[jpacheco@mit.edu](mailto:jpacheco@mit.edu)

2011 Newsletter:

Regional Entrepreneurship Activities

Send your contact information [reap@mit.edu](mailto:reap@mit.edu)

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# THANK YOU

Questions – <http://entrepreneurship.mit.edu>    [ecenter@mit.edu](mailto:ecenter@mit.edu)

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Managing Director - William (Bill) Aulet

AA - Audrey Dobek-Bell

Faculty Director - Prof. Fiona Murray

AA - Pat Fuligni

Chair - Prof. Ed Roberts

Sr. PM - Jose Pacheco

PM - Elliot Cohen

[jpacheco@mit.edu](mailto:jpacheco@mit.edu)



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# SUPPLEMENTARY INFORMATION

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# MIT Entrepreneurship Center Mission

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**The E-Center's mission is to build capability and inspire MIT's men & women to become the next generation of entrepreneurs who create successful, innovation-based, new ventures worldwide.**

# Entrepreneurship at MIT

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*"The ideas that drive the economy and improve our quality of life are increasingly emerging from inventive, interdisciplinary collaborations -- across different fields and with other institutions in the public and private sectors.*

*This spirit of openness, invention and teamwork are hallmarks of MIT and, I believe, are the keys to our future. MIT's intense creativity, passion, intensity and playfulness drive everything here -- the entrepreneurial ideas, the innovations, the discoveries."*

*MIT President Susan Hockfield  
May 2005*



# Mission Statement of the MIT Entrepreneurship Center:

*To educate and develop leaders who will make  
high tech ventures successful*

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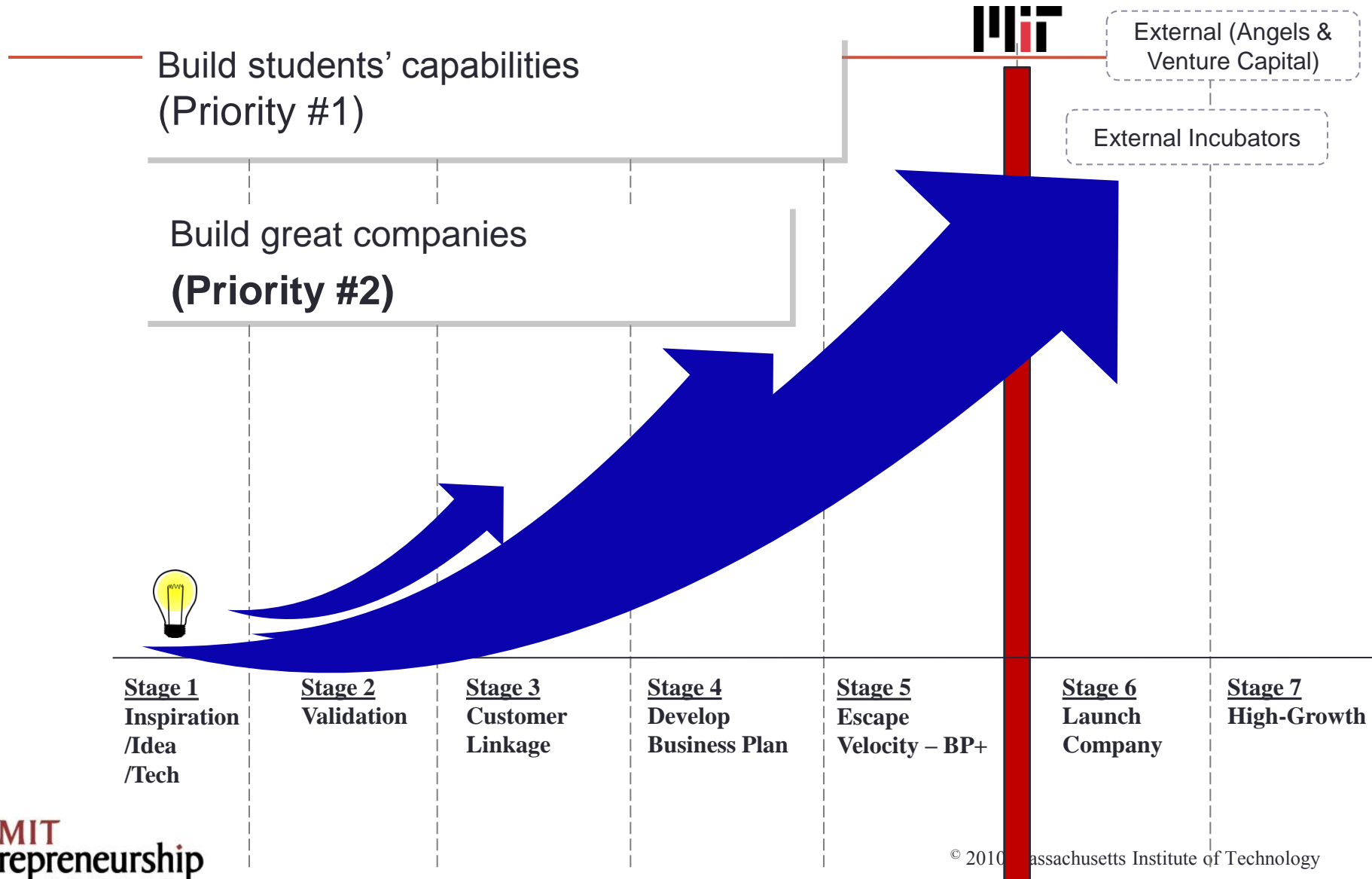
*“I want you to be the premier  
global center for entrepreneurship,  
and to be recognized as such.”*

*“We must not only be the best. We  
must also serve as a model for  
others and ensure that, together,  
we all make a significant global  
impact in this vital field.”*

MIT President Charles M. Vest,  
July 1996



# What Does That Mean?



# Principles of Operation

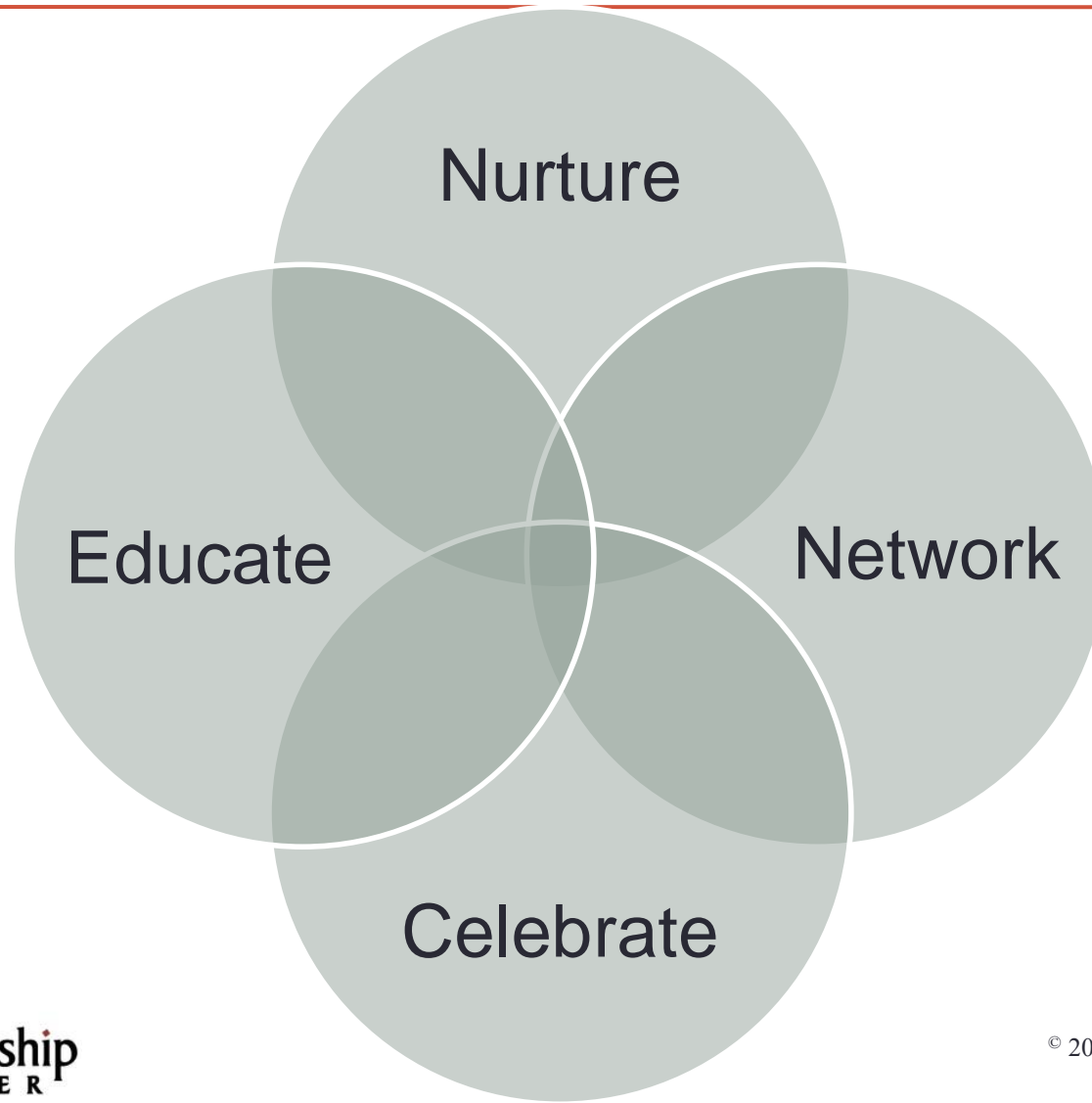
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- Collaboration
- Diversity
- Experimentation
- Honest Broker
- Mens et Manus

# Game Plan: Four Areas (2009-2011)

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# Educate

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- We will deliver and support state of the art, comprehensive education in innovation-based entrepreneurship with a conceptual and practical emphasis.





# Nurture

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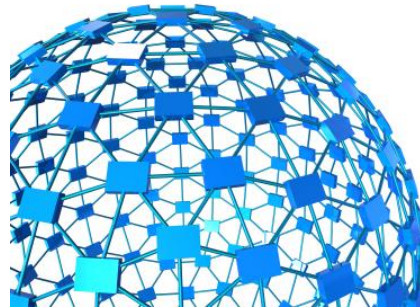
- We will provide the MIT student body with both an environment and support services to accelerate effective entrepreneurial development.



# Network

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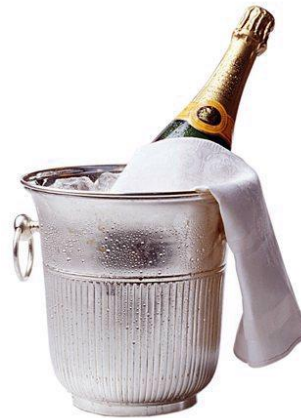
- We will leverage the available resources at MIT to connect the students internally as well as externally to enhance their likelihood of success.



# Celebrate

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- We will work to celebrate entrepreneurial efforts related to MIT through publicity, events and other appropriate means.



# Educate U



# FALL 2019 COURSES



## 15.360 Introduction to Technological Entrepreneurship

Instructor(s): M. Cusumano  
 TA(s): Pedro Santos/ Ivy Cheung  
 Units: 3  
 Prereq(s)/Restr(s): Restricted to those in MIT Sloan MBA Entrepreneurship & Innovation option.

	W	
	4:00	
	7:00	

**Description:** Overview of the field of entrepreneurial theory and practice for development and growth of technology-based new enterprises. Introduction to the MIT ecosystem of entrepreneurship. Weekly lectures by students and practitioner faculty engaged in the MIT Entrepreneurship Program, supplemented by presentations by and discussions with leaders of MIT entrepreneurship-related activities, e.g., Technology Licensing Office, Disruptive Center, Venture Monitoring Service, as well as successful entrepreneurs and venture capitalists. Required entry course for E.8.1 option.

## 15.385 H1 Innovation and Entrepreneurship

Instructor(s): A. Weik  
 Units: 6  
 Prereq(s)/Restr(s): You must pre-register and participate in Sloan's Prioritization process to take this subject.

	T	Th
	10:00	10:00
	11:30	11:30

**Description:** Students work in teams to develop a feasibility plan for a social venture (either a for-profit or nonprofit). Feasibility studies will integrate the marketing, financial, operational and organizational activities required to create an opportunity. Examines the theory and practice of social innovation (e.g., business, environment, education, and human services) and entrepreneurship in the private, public, and nonprofit sectors. Discussion topics include social impact modeling, social capital markets, and social impact assessment. Students gain practical knowledge on how to identify potential social venture opportunities, develop skills and competencies for creating, developing and implementing ideas, and maximize ways to measure the economic and value of social entrepreneurial activity.

## 15.399 Entrepreneurship Lab

Instructor(s): A. MacCormack  
 TA(s): P. Hagan  
 Units: 12  
 Prereq(s)/Restr(s): Graduate student standing

	W	
	9:00	

**Description:** Teams of science, engineering, and management students participate actively one day a week on-site with the top management of high-tech start-ups in order to gain experience in starting and running a new venture. Student projects focus on one aspect of the start-up, such as selection of target market, design of market entry strategy, choice of a value approach to initial customers, etc. In addition to the regular MIT registration process, students should register at the course website one month before class to facilitate formation of student teams and matching of teams with potential host companies. Restricted to graduate students.

## 15.366 Energy Ventures

Instructor(s): T. Hayes/W. Adlet  
 TA(s): A. Sam Path  
 Units: 12  
 Prereq(s)/Restr(s): N/A

	Th	
	4:00	
	7:00	

**Description:** Project-based subject focusing on energy sector companies. Explores how innovation and entrepreneurial concepts apply (or do not apply) to the significant opportunities in this sector. Working in teams, students create new ventures specifically for the energy sector. Lectures guide teams through key elements of their project.

## 15.386 H2 Managing in Adversity: The CEO Perspective

Instructor(s): H. Anderson/P. Kuznetsov  
 TA(s): Chris Mitchell  
 Units: 6  
 Prereq(s)/Restr(s): N/A

	T	Th
	10:00	10:00
	11:30	11:30

**Description:** "Managing in Adversity" places you in the shoes of the CEO of a Fortune 500 Company confronted by a high-adversity situation. We are not talking about "just normal" business problems. The high-adversity situation is the "single whiffing blow," the moment of truth, the critical situation in which a CEO has to quickly define the reasons and take critical and precipitous actions... actions which might well determine the fate of the company... and the CEO. The course uses cases and great CEO speakers who present real-life, high-adversity situations that you will be asked to deal with through role playing. The course brings together the critical skills required for dealing with complex problems under highly adverse conditions.

## 15.615 Basic Business Law for the Entrepreneur and Manager

Instructor(s): J. Aldea  
 Units: 9  
 Prereq(s)/Restr(s): N/A

	M	W
	8:30	8:30
	10:00	10:00

**Description:** One of three alternative courses (15.615, 15.616, and 15.617) each designed to provide managers with the solid foundation in business law needed to exercise judgment and leadership when confronting a broad range of complex law-sensitive issues. Organizing a new company, venture capital, contracts, liability, employment, intellectual property, taking a company public, antitrust, managerial and corporate crime, govt/regional, ending a business, bankruptcy and reorganization, and business disputes. Focus on US law but comparison to other systems.

## 15.369 H2 Corporate Entrepreneurship: Strategies for Technology-Based New Business Development

Instructor(s): V. Lora  
 Units: 6  
 Prereq(s)/Restr(s): N/A

	T	
	4:00	
	6:30	

**Description:** Strategic and organizational issues in the development of new technologies and new business areas for existing firms. Issues examined from the perspectives of both large corporations and emerging technology-based enterprises. Linkages between internal and external sources of technology to major new business development. Examination of internal entrepreneurial ventures, alliances (especially between large and lower companies), joint ventures, acquisitions, corporate venture capital investments, and licensing as alternative business development approaches. Covers aspects of corporate business development (both merger and acquisition (M&A) activities). Outside speakers supplement faculty lectures. Student teams prepare reports on a comprehensive analysis of some aspect of corporate business development.

## 15.387 H2 Technology Sales and Sales Management

Instructor(s): H. Anderson/W. Adlet  
 TA(s): Amanda Poyser/Cater Dizon  
 Units: 6  
 Prereq(s)/Restr(s): N/A

	T	Th
	8:30	8:30
	10:00	10:00

**Description:** Practical and tactical use and use of how-to sell technical products to a sophisticated marketplace. How to build and manage a sales force, building compensation systems for a sales force, using various territories, resolving disputes, and dealing with channel conflicts. Focus on selling to customers, whether through a direct salesforce, a channel salesforce, or building an OEM relationship.

## 15.616 Basic Business Law, Tilted Towards Innovation and Strategy

Instructor(s): A. Axta  
 Units: 9  
 Prereq(s)/Restr(s): N/A

	T	Th
	8:30	8:30
	10:00	10:00

**Description:** One of three alternative courses (15.615, 15.616, and 15.617) each designed to provide managers with the solid foundation in business law needed to exercise judgment and leadership when confronting a broad range of complex law-sensitive issues. Includes most topics covered at 15.615, some in a quicker pace. Extra attention to the legal frameworks of transactions and business, cutting-edge technology and products, and restructuring and reorganizing major corporations. May appeal to students interested in strategic management and consulting.

## 15.371J/ 10.807J Innovation Teams

Instructor(s): P. Murray/L. Perez-Berna  
 TA(s): Ravi Iyengar  
 Units: 9  
 Prereq(s)/Restr(s): Permission of instructor

	M	W
	5:30	5:30
	8:00	8:00

**Description:** Innovation teams of science, engineering, and management students evaluate the commercial feasibility of research generated by groups to School of Engineering faculty by the Disruptive Center for Technological Innovations. Projects cover critical aspects of commercialization such as developing an intellectual property strategy, performing competitive analysis, selecting the target geographic and market for the technology (identifying the appropriate business model for commercialization, designing go-to-market plan, and choosing the sales approach to generate critical customers). Lectures address key issues of technology transfer, new ventures creation, and commercialization. Students develop firm-specific business development plans. Teams and applications including a brief statement of objectives are required in advance of registration to enable the staff to match students to projects. **Do not use the Sloan's Prioritization process.** Please contact the instructor directly for details and application process.

## 15.389 A/B/C Global Entrepreneurship Lab: Latin America

Instructor(s): A. J. Latham/P. Cusumano/S. Loring  
 TA(s): R. Latham/S. Johnson  
 Units: 12  
 Prereq(s)/Restr(s): Restricted to graduate students

	M	T	W	Th
	4:00	2:30	2:30	4:00
	4:00	2:30	2:30	4:00
	5:30	5:30	5:30	5:30

**Description:** Students teams of students to work with top management of global start-ups and gain experience in starting and managing a new enterprise outside the US/Canada. Focus on start-ups operating in various emerging markets. Lectures expose students to the issues and policies that affect the climate for investment and start-up in the emerging markets. Begins all fall term and continues for three weeks during IAP, when students develop ideas in project sites. Candidates with prior work in OLAB may elect to begin of the Spring term. Students must complete all three semesters to receive credit.

## 15.912 Technology Strategy

Instructor(s): J.P. Denis  
 Units: 9  
 Prereq(s)/Restr(s): You must pre-register and participate in Sloan's Prioritization process to take this subject.

	M	W
	A	A
	2:30	2:30
	4:00	4:00
	B	B
	4:00	4:00
	5:30	5:30

**Description:** Defines tools for formulating and evaluating technology strategies including the selection of a competitive posture of technological market change, and the structure and development of organizational capabilities. Topics include making business process innovation, competition between technologies and the selection of a value, managing start-up ventures and collaborative innovation, organization of R&D and technology platforms, and finance of R&D and adoption. Readings and case studies include Intel, Apple, Google, Toyota, IBM, Novartis, and Sun Microsystems, among others.

## 15.375J Developmental Entrepreneurship Ventures

Instructor(s): S. Perelman  
 Units: 12  
 Prereq(s)/Restr(s): N/A

	Th	
	4:00	
	6:00	

**Description:** Seminar on founding, financing, and building entrepreneurial ventures in developing nations. Challenge students to craft enduring and economically viable solutions to the problems faced by three countries. Cases illustrate examples of both successful and failed businesses, and the difficulties in deploying and diffusing products and services through entrepreneurial action. Explores a range of established and emerging business models, as well as new business opportunities enabled by emerging technologies in MIT labs and beyond. Students develop a business plan, executive summary suitable for submission in the MIT \$100K Entrepreneurship Competition. **Slack Warm-Up.**

## 15.390 A 15.390 B/20.290 New Enterprises

Instructor(s): A.J. Anderson/W. Adlet  
 TA(s): P. Lerner/H. Alst  
 Units: 9  
 Prereq(s)/Restr(s): N/A

	M	W
	A	A
	4:00	4:00
	5:30	5:30
	B	B
	6:00	6:00
	8:00	8:00

**Description:** Covers the process of identifying and quantifying market opportunities, conceptualizing, planning, and starting a new, technology-based enterprise. Topics include opportunity assessment, the value proposition, the enterprise, legal issues, entrepreneurial ethics, the business plan, the founding team, seeking customers and raising funds. Students develop detailed business plans for a start-up. Intended for students who want to start their own business, further develop an ongoing business, be a member of a management team in a new enterprise, or better understand the entrepreneur and the entrepreneurial process.

## 15.380 Special Studies in Entrepreneurship

Instructor(s): Entrepreneurship Faculty  
 Units arranged  
 Prereq(s)/Restr(s): Graduate student standing  
 Permission of instructor

**Description:** Addressed work or special investigation of an entrepreneurial topic not specifically covered elsewhere and not qualifying as a thesis. Readings, conferences, laboratory and fieldwork, and reports. Contact: Entrepreneurship Center Faculty.

## 15.391 H2 Early Stage Capital

Instructor(s): S. Loring  
 TA(s): Shihun Uhn  
 Units: 6  
 Prereq(s)/Restr(s): N/A

	T	Th
	4:00	4:00
	5:30	5:30

**Description:** Focuses on the strategy as well as the tactics involved in negotiating and building effective, long-term relationships with investors, including venture capitalists and angels. Other topics include an introduction to understanding venture capital as a business, the legal framework of the investment process and its related jargon, market practice and standards for term sheet negotiation, and strategies in identifying the optimal form of early stage capital. Coursework is team-oriented. In two rounds of simulations, student teams assume the roles of founders of a start-up and first meet with practicing lawyers to gain advice and practical experience working with professional advisors. Teams then negotiate final terms of investment for their company with leading local VCs. Simulations are outside of class, off-campus at lawyers' and VCs' offices.



# Nurture I



MIT GSW



GLOBAL STARTUP  
WORKSHOP



Energy &  
Environment  
Club  
MIT Sloan School of Management



MIT Sloan Biomedical Business Club

mitenergyclub

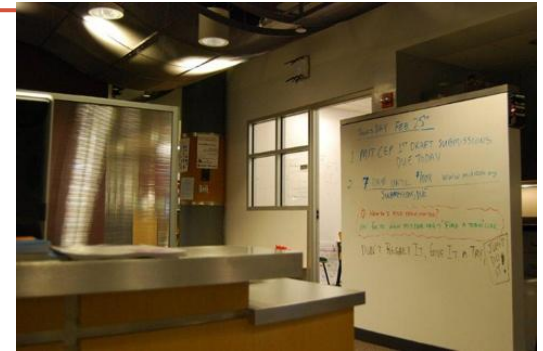
TechLink



# Nurture II



Maddy Ryan  
White Board  
Walls



# Nurture III



Jean Hammond



Katie Rae



Brian Shin



Reed  
Sturtevant



Dharmesh  
Shah



Brian Halligan



Rishi Dean



Susan  
Whoriskey



# Network

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Linked ®

facebook

twitter™



MIT E-Lab CEO  
Reception

# Celebrate

Heller Awards  
McGovern Awards



Heller Award 2009 Recipient  
Meredith Fisher



McGovern Award 2009 Recipients:  
Brian T. Cantwell, Amy M. Fazen,  
Diana M. Huidobro, Sombit Mishra, Lara Pierpoint,  
Pedro Santos, Marcio von Muhlen & The MIT  
Clean Energy Prize, The MIT Energy Club

