



Both



And

2016–2017 ANNUAL REPORT

Sustainability Initiative
at MIT Sloan

MIT
MANAGEMENT

Imagine a world
with zero waste.

No wasted energy.

No wasted water.

No waste in human
vitality or potential.

THIS IS THE FUTURE WE ENVISION.



A WORLD WHERE
BOTH HUMANS AND
NATURE CAN THRIVE

As we look back over the past year, and mark the beginning of the second decade of the Sustainability Initiative at MIT Sloan, we are more certain than ever that this future is possible. We're optimistic for many reasons. Over the past 11 years, we have institutionalized sustainability as a core part of the MIT Sloan experience—today, nearly 95 percent of all MIT graduates complete at least one sustainability course. We have supported projects with more than 120 companies, fueling sustainability-oriented innovation worldwide. We've designed an interactive role-playing game that simulates United Nations climate change negotiations and deployed it to more than 30,000 players in more than 54 countries since 2015. We've created a new online platform that allows corporate sustainability practitioners, sustainability-oriented entrepreneurs, and impact investors to easily navigate the wide range of sustainability tools available. And we've partnered with an increasing number of leaders ready to create positive economic conditions that take into account both the good of humanity and the health of the environment.

Simply put, we're proving that it's possible to both do good and do well in business.



Building an Ecosystem for Change

Next-Level Impact

Today, we are ready to scale our insights to every boardroom, factory floor, and C-suite—and to the leaders everywhere ready to effect global change. We have developed an ambitious new strategy, and to ensure its success, we seek the sustained investment of our engaged alumni and like-minded supporters.







With an eye on the next decade, and the decades to come, we are prepared to take our impact to the next level. We will accomplish this by continuing to harness MIT's reputation, resources, and capabilities to solve big problems in innovative ways. We will focus on leveraging MIT Sloan's strengths in system dynamics, operations and supply chain, innovation and entrepreneurship, and economics and finance. We will develop an increasing number of tools for measurement and analysis and teach leaders to apply systems thinking to management practice. And we will support innovation in our key impact areas of climate, energy, good jobs, and water. To this effort, we will bring together researchers, practitioners and students—building an ecosystem for change. Our goal is to increase awareness, foster engagement, secure commitment, and inspire action. We believe our successes will cause a ripple effect and motivate others to join our cause.

Picture a day when sustainability is a core operating principle for every business—when both humans and nature can thrive. We believe it's possible. Let's make it real in our lifetimes.

Our Mission

Deliver the best education. Apply academic rigor to real-world problems. Empower leaders everywhere to take action, professionally and personally, so that humans and nature can thrive for generations to come.

Our Values

| | | |
|---|--|---|
|  |  |  |
| COURAGE Think big; take risks; cross boundaries; speak truth to power | CURIOSITY Learn and reflect continuously | EMPATHY Meet people where they are; strive for win-win solutions |
|  |  |  |
| INTEGRITY Keep our word; live by our values; clean up our messes | RIGOR Ground claims in evidence; challenge each other's assumptions; pursue the highest standards in all we do | ZEST Bring enthusiasm; enrich human connection; foster vibrant conversation |

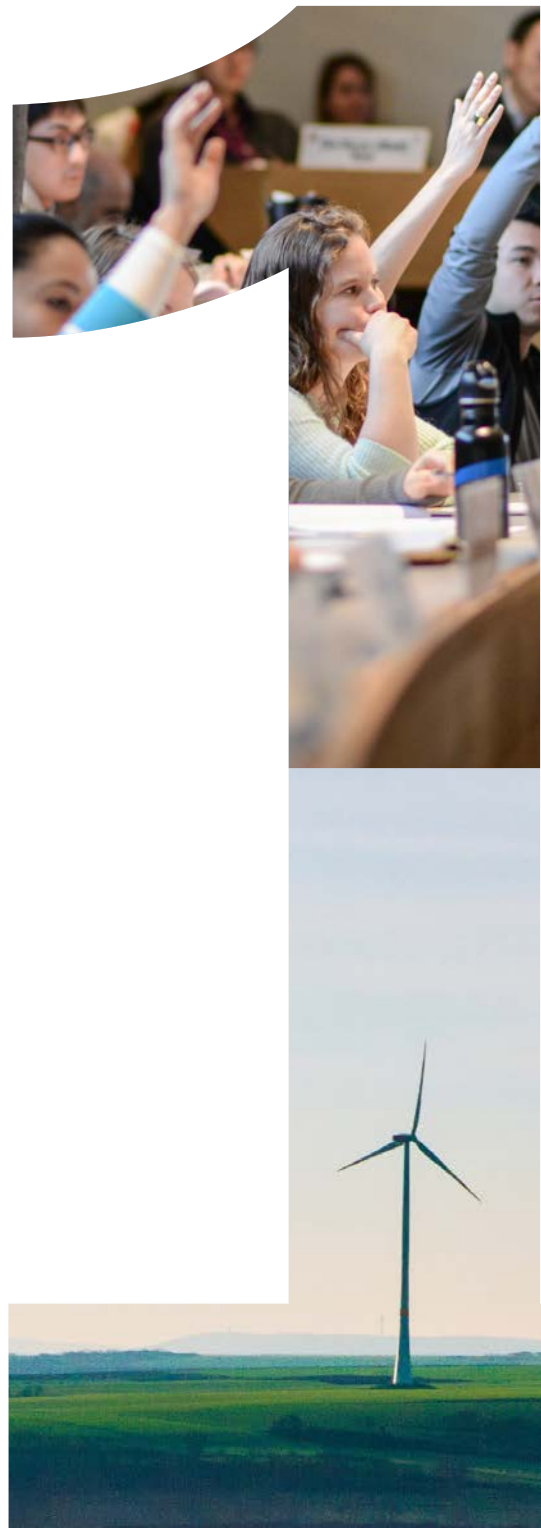
Our Theory of Change

We strive to understand the intrinsic motivations of our audiences, and relate the critical issues, threats, and opportunities facing our way of life to these concerns. By showcasing avenues for action grounded in research, we empower our audiences to allocate their effort and capital in ways that make a better world.



Deliver the
Best Education

Our students are prepared to succeed because they employ both mind and hand. They evaluate business-critical questions with a sustainability lens in the classroom, and then test their knowledge in real-world experiences and projects. Partnering with organizations around the globe, our students are transformed. By the time they leave here, they're practiced in putting their ideas about sustainability into action to improve the world. Delivering the best education is critical to our future success.





Growth in Student Engagement

Interest in sustainability is growing at MIT Sloan. More students every year are making sustainability a core part of their education. They are engaging more deeply in individual classes, at events like the Sustainability Lunch Series, in summer internships and Sustainable Business Lab (S-Lab) courses, and in the Sustainability Certificate program.

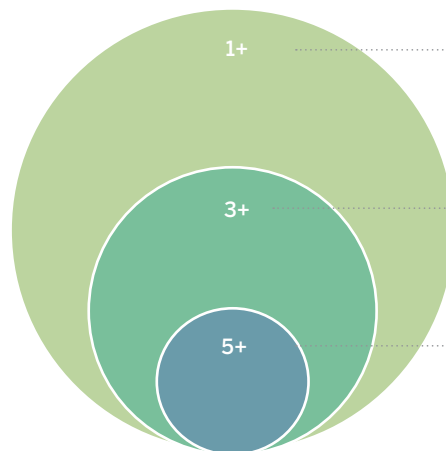
SUSTAINABILITY COURSEWORK

95%

of all MIT graduates
completed at least one
sustainability course
in 2016-2017

66

courses offered in
Sustainability in 2017



706 Students took
1+ class

224 Students took
3+ classes

48 Students took
5+ classes

Graduating students from MIT Sloan's six full-time master's programs.

Sustainability Lunch Series

Drawing from more than 25 MIT academic programs and departments, the Sustainability Lunch Series brings staff and students across the Institute together with sustainability leaders from innovating organizations, such as Patagonia, the National Hockey League, 1% for the Planet, and NextEra Energy, Inc.

16

OF EVENTS
2016–2017

33

AVERAGE EVENT
ATTENDANCE



Cristina Logg

MCP '18

"My Biogen S-Lab project really helped me understand what it takes to make the business case for sustainability. My work through the Department of Urban Studies and Planning thus far has been largely theoretical or focused on communities. S-Lab has given me a way to apply my coursework outside the classroom to a private sector context."



Lucy Wong

M.Arch '06, EMBA '17

NYC Department of Design and Construction,
Program Director of Police Unit

"Working on the Grupo Familia Foundation S-Lab, I learned firsthand that recycling to reduce waste is a worldwide endeavor. Visiting facilities in Medellin, Colombia, and Brooklyn, New York, my perspective on sustainability changed. Not only are recycling programs necessary for urban living, but they also enable families to prosper in an otherwise contained environment. Meeting these hardworking families inspires me to incorporate sustainability excellence into urban projects."



Michael Schember

MBA '17

Consultant, Bain & Company

"In my S-Lab, we worked with an international conservation organization, helping them develop an impact investing strategy to complement their traditional nonprofit model. This was not only a rewarding and engaging experience, but also ideal preparation for me as I begin a career working with and advising investment firms of all types."



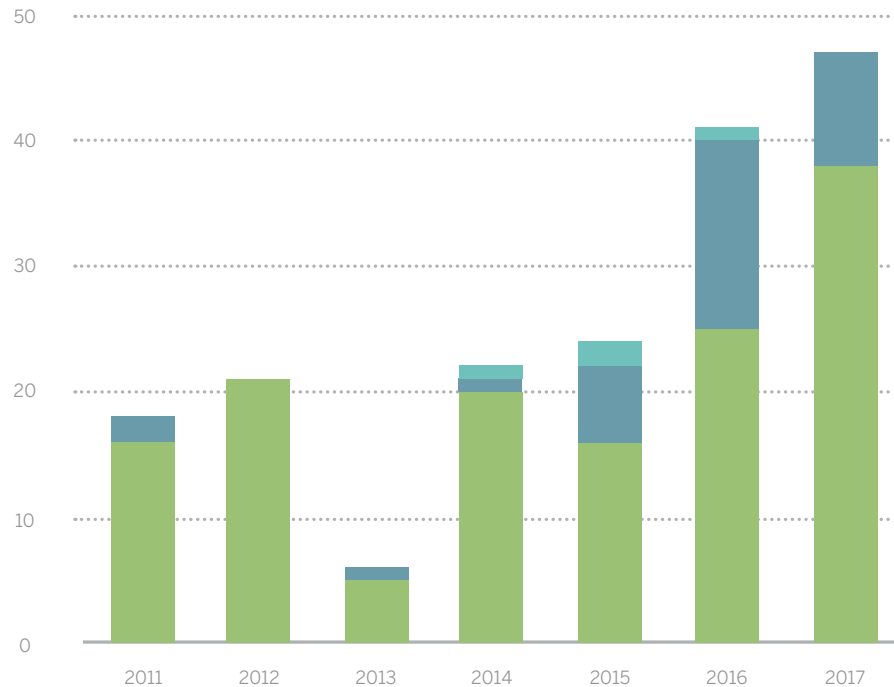
SUSTAINABILITY CERTIFICATE

25%

In our first year offering the Sustainability Certificate to Executive MBAs, EMBAAs comprised nearly a quarter of our graduating class.

179

Since 2011, 179 students received the Sustainability Certificate.



Certificate graduates include students from both MIT Sloan and MIT master's programs.



Leading the Rankings for Social and Environmental Impact



#1

BUSINESS SCHOOL IN THE U.S. FOR SOCIAL IMPACT
(*BusinessBecause*, 2017)



#1

AMONG TOP TIER BUSINESS SCHOOLS IN THE U.S.
FOR ENVIRONMENTAL SUSTAINABILITY
(*Net Impact's Business as UNusual*, 2016)



#2

BUSINESS SCHOOL IN THE WORLD FOR SOCIAL,
ETHICAL AND ENVIRONMENTAL IMPACT
(*Corporate Knights*, 2016)

Accomplishments 2016–17

Continued to grow enrollment in sustainability programming across the Institute. Raised matriculation in the certificate program by 15 percent, with a particular focus on recruiting Executive MBAs. Boosted MIT Sloan student enrollment in Sustainability Certificate electives by 10 percent.

Integrated sustainability content into the core curriculum by introducing a new sustainability-related case in MIT Sloan's first-semester strategy class. Launched the Nike sustainability case in all Organizational Processes classes.

Expanded sustainability-focused experiential learning opportunities across MIT Sloan through action learning projects and labs, with a focus on collaboration with the Finance Research Practicum and the Leaders for Global Operations internship program.

Effectively piloted a finance/sustainability elective, the outcome of a successful collaboration with MIT Sloan Finance faculty.



Goals 2017–18

Continue to grow and diversify Sustainability Certificate cohort, increasing MBA and Department of Urban Studies and Planning enrollment.

Infuse sustainability projects across the action learning portfolio of MIT Sloan, working to make sure more people at MIT Sloan are thinking about sustainability as an integral part of a 21st century management education, an obvious part of business.

We understand that the problems of our natural, social, and economic systems are inextricably linked. There's a fundamental alignment connecting a healthy environment, a healthy society, and healthy companies. And we believe it is our responsibility—as the management school of MIT—to use our collective intelligent to help global leaders create a better world. In the Sustainability Initiative at MIT Sloan, we work across disciplinary boundaries to solve the most complex challenges facing our planet. Focusing on the sectors where we believe we are best-equipped to make the greatest impact, we will seek to initiate profound transformations in the core areas of climate, energy, good jobs, and water.





Climate

A CLIMATE IN WHICH
BOTH HUMANS AND
NATURE CAN THRIVE

PROBLEM

Ensure a stable climate by beating the aggressive 2 degree target set out in the Paris Accord. This challenge is complex, requiring broad and deep engagement with people and organizations to make real change.

VISION

Influence corporate, state and local policy to support aggressive action on climate change.

HOW WE DO IT

We are collaborating with industry leaders and making our research-grounded models and policy analysis available to decision makers. We aim to make MIT the destination for answers on climate policy, and a convening point for leaders across sectors.

IMPACT

More companies will set and achieve aggressive greenhouse gas (GHG) mitigation targets, and more states will establish aggressive policies reduce emissions.



We have only one Earth, so we can't run controlled experiments or reverse course after climate change harms human welfare. More important, public opinion, public policies, and personal behavior don't change just because scientists tell us about the risks. Research shows that showing people research doesn't work. For climate change, and many pressing issues, simulation is the only way people can learn for themselves.



John Sterman,

Jay W. Forrester Professor of Management at MIT Sloan, Director of MIT's System Dynamics Group, and Faculty Director of the Sustainability Initiative. Sterman's 40 years of research focuses on systems thinking and organizational learning, computer simulation of complex systems, sustainability, and climate change. At the heart of his work is a deeply held conviction that to change the world, we must change the way people think.

Climate Media Mentions

SELECTED MEDIA, BLOGS, AND VIDEOS

John Sterman, Jay W. Forrester Professor of Management at MIT Sloan, Director of MIT's System Dynamics Group, and Faculty Director of the Sustainability Initiative

Fake climate negotiations produce real impacts (Ars Technica, June 26, 2017)

Stopping Climate Catastrophe [podcast] (Data Made to Matter, June 6, 2017)

Trump cited MIT climate data. Not so fast, researchers say (Boston Globe, June 2, 2017)

The US is the Biggest Carbon Polluter in History. It Just Walked Away From the Paris Climate Deal. (New York Times, June 1, 2017)

Trump's reasons for leaving the Paris climate agreement just don't add up (Washington Post, June 1, 2017)

Chris Knittel, George P. Shultz Professor, Professor of Applied Economics

Legal challenge to clean power plan will have global ramifications (Huffington Post, January 18, 2017)

Turns out wind and solar have a secret friend: Natural gas (Washington Post, August 15, 2016)

Thomas Malone, Patrick J. McGovern (1959) Professor of Management, Professor of Information Technology, Director of MIT Center for Collective Intelligence
Engaging the Public to Tackle Climate Change (Discover, April 20, 2017)



"As a not-for-profit organization aiming for big results, we've seen our climate outcomes increase significantly from working with the Sustainability Initiative. The team boosts our scholarly excellence and also engages diverse new partners with our shared tools. They multiply our impact."

Drew Jones SM '97,

Co-director, Climate Interactive
Jones worked with MIT Sloan to develop C-ROADS (Climate Rapid Overview and Decision Support) a free, award-winning climate simulation used by analysts, governments, and businesses around the world as they work to understand the long-term climate impacts of actions that reduce greenhouse gas emissions.



FOR CLEAN ENERGY
INFRASTRUCTURE
EVERYWHERE



"The MIT Power Summit is bringing together MIT innovators with the power sector's most influential leaders to chart a course forward for the industry that will see it thrive by seizing on the opportunities arising from decarbonization, and the transition to a more sustainable power system."

Francis O'Sullivan
Director of Research and Analysis,
MIT Energy Initiative
MIT Sloan senior lecturer and the
catalyst for the MIT Power Summit
to be held this year.



Energy

PROBLEM

Electric utilities face a dizzying set of changes and existential threats. They are the tip of the spear for clean-tech adoption, but are often treated as reactionary monopolists who need to be manipulated by regulation to serve the public good.

VISION

Reimagining the future of the electric grid. Our goal is to support the creation of innovative, thriving utility business models that drive rapid adoption of 21st century clean energy infrastructure.

HOW WE DO IT

Our main effort here is a global Power Summit and a subsequent Utility of the Future action research process, engaging C-suite leaders from electric utilities around the world. The Summit presents a unique opportunity to make sense of technological and regulatory change, and create pathways forward for industry and policy. This work will build on our experience convening alumni on topics related to renewable energy finance.

IMPACT

Thriving, profitable utility companies, whose business models create good jobs, improve grid reliability, and adopt a clean energy infrastructure.

MIT works to bring knowledge to bear on tough global challenges, and addressing climate change while meeting the world's energy needs is a key focus for the Institute. It's clear that electric utilities will play an increasingly critical role in the clean energy transition. That's why we are creating this new effort to convene, challenge, and support utility companies as they develop business models for a clean, smart, reliable energy future. This work, core to MIT's climate action efforts, builds on the strengths of the MIT Energy Initiative, the Sloan Sustainability Initiative, and a diverse group of faculty and industry leaders.



Maria Zuber,
E.A. Griswold Professor of Geophysics,
Vice President for Research, MIT

Good Jobs

PROBLEM

According to research by MIT Sloan Professor Paul Osterman and Beth Shulman, nearly one in four American working adults has a job that pays less than a living wage. Labor conditions for workers in global supply chains have been slow to improve. And automation and the gig economy are disrupting the concept of work. The good news is more and more companies and investors want to provide good jobs across the whole value chain. This means work that improves both the lives of their employees and the company's financial performance. However, leaders need a roadmap to help them understand what changes to make and when, and how to achieve lasting transformation.

VISION

We have helped identify Good Jobs strategies that will boost productivity and job quality while reducing waste. Our goal is to accelerate the adoption of high performance work systems (Good Jobs Strategies) to American service sector contexts and to global manufacturing and supply chains in emerging markets.

HOW WE DO IT

We will translate relevant research into actionable management practice and spread this knowledge to companies and organizations through student action learning projects, internships, and conferences like the MIT Sustainability Summit.

IMPACT

Drive change in retail, apparel, and other sectors toward better jobs, better business performance, and better environmental outcomes.



The good news is, good jobs are possible and highly profitable even in low-cost retail. The Good Jobs Strategy is a workable and very sustainably strategy in which everyone wins—customers, employees, and investors.



Zeynep Ton,
Adjunct Associate Professor of Operations Management,
is showing how operational choices enable companies to offer the lowest prices to customers, good jobs for their employees, and superior results for their investors.

WORK THAT'S GOOD FOR BOTH PEOPLE AND THE BOTTOM LINE



"This is a foundational challenge in sustainable supply chains—the problem of low wages, which in turn promote extremely long work hours and high levels of worker stress in many export factories. If Patagonia can develop and publicly validate a model, we hope to see ripple effects throughout global manufacturing."

Greg Distelhorst,
Mitsubishi Career
Development Professor in
International Management,
mentored an S-Lab team working
with Patagonia to promote fair
wages in its contract factories.



Water

SO EVERY
WATERSHED IS
MANAGED
SUSTAINABLY



“WRI and the Sustainability Initiative are developing an innovative approach to collecting locally relevant information on public water management worldwide. The results will identify new opportunities for private sector engagement on water, and help scale impactful public policy solutions to the largest challenge underpinning the global water crisis.”

Paul Reig
Manager, Corporate Water
Stewardship, World
Resources Institute



PROBLEM

The World Economic Forum has identified water supply crises as one of the highest impact risks facing our planet. Growing water consumption, declining groundwater resources, increased pollution, and climate variability are pushing river basins towards greater water scarcity. This causes increasing conflicts among water users and impacts the economy. It's widely recognized that effective governance of water resources is crucial to maintain long-term water security. However, there is currently limited agreement on how best to assess public water management.

VISION

Widespread adoption of improved watershed governance. Our goal is to improve the quality of water risk assessment and management by corporations and investors, and empower them to improve public water management in the watersheds where they operate.

HOW WE DO IT

We will help companies gather higher-quality data about public water management, in close collaboration with the World Resource Institute. Together we can build an infrastructure for global action by companies and investors on water sustainability.

IMPACT

We will help businesses mitigate water stress and risk and engage with other policy makers to enhance water governance and ensure sustainability.

Experts agree that the world faces water risks, but currently it is uncertain just where and how large the economic risks are. My goal is to provide better data and analysis of water risks to CEOs and policymakers so they will have a better basis for deciding how to approach the world's water risks.



Julian Köbel
Postdoctoral Fellow, Behavioral and Policy Sciences, Sustainability

Disciplines

The Sustainability Initiative builds on world-class teaching, research, and engagement across sectors, disciplines, and impact areas—and across MIT. Our faculty members propel innovation in products and services, management practices, business models, market infrastructures and institutions, and public policy. This work happens in the functional disciplines of strategy, research and development, finance, operations, supply chain, entrepreneurship, and innovation. In all our efforts, we strive to connect practitioners with leading research through our students and faculty, as together we work toward a more sustainable world.



Analytics and Finance

The Aggregate Confusion Project, led by Society of Sloan Fellows Professor of Management and Professor of Applied Economics Roberto Rigobon, aims to improve the quality of data used by investors to make sustainability-informed investments.

Innovation and Entrepreneurship

We wrote “Seven Lessons for Sustainability-Oriented Entrepreneurs” to help sustainability-oriented innovators unlock the capital necessary to achieve both meaningful scale and impact. The guide is based on a review of academic research, combined with insights gained from interviews with over 75 entrepreneurs and investors in the cleantech, foodtech, and agtech industries.

We have also translated our SOI insights into a robust collection of resources for SOI entrepreneurs and investors. This curation work yielded the first wave of content in our new <http://shift.tools> platform—a site that helps people find, compare, and choose Sustainability Help, Information, Frameworks, and Tools.



Roberto Rigobon

Society of Sloan Fellows
Professor of Management

“I am convinced that the only way we can change our behaviour as a society is to measure our impact on communities much better and in a transparent way. Our objective with the Aggregate Confusion Project is to produce open source data and procedures that will allow firms and investors to share a common view about ethical and environmental issues.”



Accomplishments 2016–17

Extended our influence in the business world by developing a more strategic approach to corporate engagement. We deepened our existing corporate relationships and cultivated new collaborations with key companies, like Patagonia, that can offer S-Lab projects, internships, jobs, sponsorships for conferences, research funding, and executive learning participants.

Strengthened our role as thought leaders, enriched the academic literature, and advanced the conversation on climate change. John Sterman participated in COP22 in Morocco, submitted a technical paper about the En-ROADS energy system simulation tool, and wrote a paper evaluating outcomes of the World Climate interactive simulation game. A paper on the simulation tool C-Roads (Climate Rapid Overview and Decision Support) won paper of the year at the Alliance for Research on Corporate Sustainability (ARCS) conference. Our work was published and cited in leading global media outlets.

Expanded the public's knowledge of the alternative fuel vehicle (AFV) industry by launching a new AFV simulation tool on MIT Sloan LearningEdge, which is publicly available.

Goals 2017–18

Develop an approach to studying the sustainability orientation of startups, to help assess the efficacy of SOI education, acceleration, and policy. It will also help us measure the MIT entrepreneurial ecosystem for SOI, with the help of a post doctoral fellow coming fall 2017.

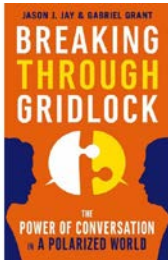
Design a model for execution of multi-year impact projects, with course-based and internship sub-projects.

Pilot test this model in global water and energy impact areas, and develop a pipeline of four to six impact projects with collaborators in our extended network (e.g., good jobs, aggregate confusion, power summit).

Develop and pilot a consistent and effective model/process for connecting sustainability focused MIT researchers with research sites and practitioner and policymaker audiences.

Host the ARCS conference in June 2018 to draw together leading researchers on corporate sustainability from around the globe.

Selected Publications on Sustainability at MIT Sloan



Jay, Jason and Grant, Gabriel 2017

**Breaking Through Gridlock:
The Power of Conversation in a Polarized World**

BERRETT-KOEHLER



When advocating for sustainability, our passion can too often tilt toward self-righteousness. Then we stop being effective and end up stuck ‘preaching to the choir’ of fellow advocates. *Breaking Through Gridlock* addresses this challenge and gives people tools for effective conversation. In this project, we have been so grateful to learn from the efforts and achievements of our students and alumni. Now we get to bring this toolset to the curriculum, empowering S-Lab students to have tough conversations and to reach across organizational and political lines.



Jason Jay

Senior Lecturer, MIT Sloan;
Director, Sustainability Initiative at MIT Sloan

Luo, Xiaohu; Caron, Justin;
and Karplus, Valerie et al. 2016
**Interprovincial migration
and the stringency
of energy policy in China**
ENERGY ECONOMICS
58:164-173

Amengual, Matthew
and Fine, Janice 2017
**Co-enforcing Labor
standards: the unique
contributions of state
and worker organizations
in Argentina and the
United States**
REGULATION AND
GOVERNANCE 11(2)

Wen, Yuan; MacKenzie,
Don; and Keith, David 2016
**Modeling the Charging
Choices of Battery Electric
Vehicle Drivers by Using
Stated Preference Data**
TRANSPORTATION RESEARCH
RECORD: JOURNAL OF THE
TRANSPORTATION RESEARCH
BOARD

Morris, Jennifer;
Srikrishnan, Vivek; Webster,
Mort; and Reilly, John 2017
**Hedging Strategies:
Electricity Investment
Decisions under Policy
Uncertainty**
ENERGY JOURNAL

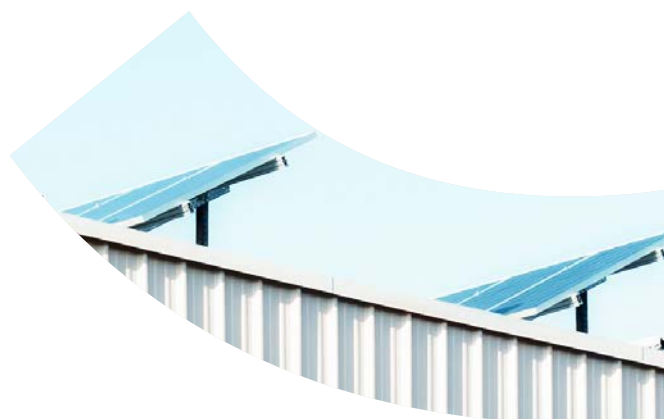
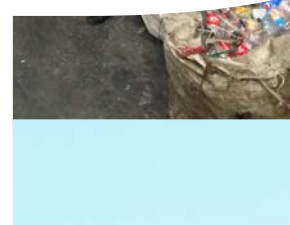
Rahmandad, Hazhir;
Henderson, Rebecca; and
Repenning, Nelson 2016
**Making the Numbers?
“Short Termism” and
the Puzzle of Only
Occasional Disaster**
MANAGEMENT SCIENCE

Rumore, Danya;
Schenk, Todd; and
Susskind, Lawrence
**Role-play simulations for
climate change adaptation
education and engagement**
NATURE CLIMATE CHANGE 6(8)

Gaddy, Benjamin;
Sivaram, Varun; and
O’Sullivan, Francis 2016
**Venture Capital and
Cleantech: The Wrong
Model for Clean Energy
Innovation**
MIT ENERGY INITIATIVE
WORKING PAPER

Macpherson, Ryan;
Kearney, Sarah; and
Murray, Fiona 2017
**Donor-Advised Funds:
an underutilized
philanthropic vehicle
to support innovation in
science and engineering**
PRACTICE BRIEFING, MIT
INNOVATION INITIATIVE

We believe companies that are both profitable and sustainable are those best positioned for long-term success—it's not a zero sum game. Our goal is to help leaders everywhere move from interest in sustainability to action—it is these leaders who will ultimately drive meaningful progress. Leveraging the MIT brand and platform, we widely publish cases, ideas, tools, and research to empower global leaders across nations and sectors. We do this work because we can envision a day when leaders everywhere take action in personal, professional, and policy spheres. We are ready to bring our insights to all industries and all next-generation practitioners who can use them to move the entire field forward.





Our Methods

S-LAB

a business project course in which leaders work with MIT Sloan student teams to take concrete actions to improve social, environmental, and economic outcomes in the long-term.

MIT SUSTAINABILITY SUMMIT

the annual student-led gathering for industry leaders, researchers, students, and expert practitioners from across the globe.

WORLD CLIMATE GAME

an interactive role-playing simulation that lets leaders learn about global climate change negotiations.

CLIMATE COLAB

a web-based ideas community that inspires people to share solutions to climate change.

SHIFT (SUSTAINABILITY HELP INFORMATION FRAMEWORKS AND TOOLS)

a web-based platform that helps decision-makers evaluate the business and societal case for sustainability related investments, and build a roadmap to successful implementation.

LEARNINGEDGE

a website linking leaders to MIT Sloan's latest innovative research and teaching on a range of management issues, including sustainability.

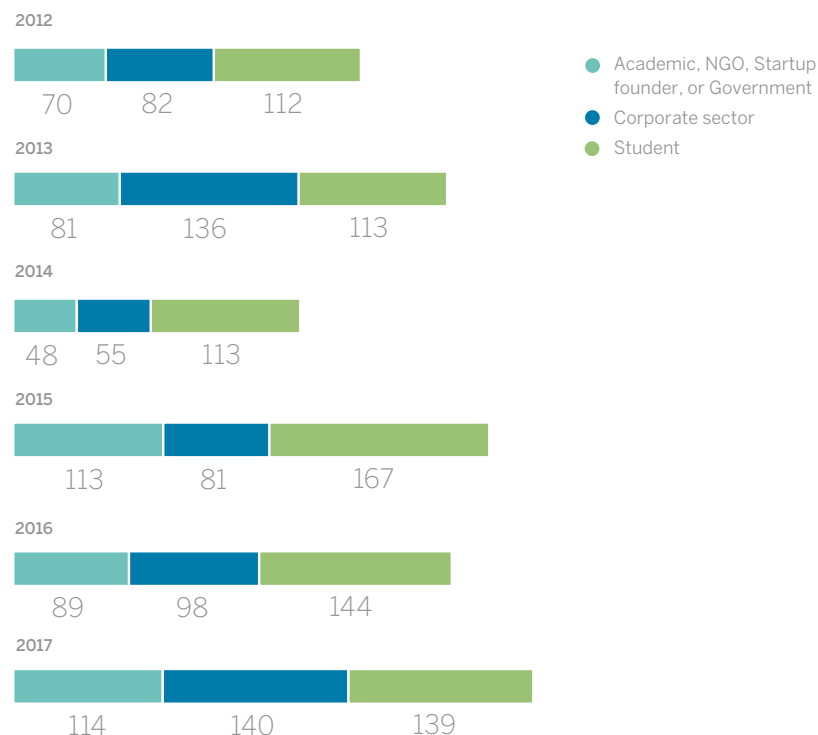


"There are so many avenues for companies to work with us. Whether through executive education, collaborative research or action learning projects with our students, we inspire and enable professionals to increase their impact on society and the bottom line."

Bethany Patten

Associate Director,
Sustainability Initiative
at MIT Sloan

SUSTAINABILITY SUMMIT ATTENDANCE BY SECTOR



Alumni Leaders Making an Impact



Ricky Ashenfelter

MBA '15,

and **Emily Malina**

MBA '15,

Co-Founders, Spoiler Alert

Spoiler Alert is a Boston-based software company helping food businesses manage unsold inventory. Their largest customers have donated more than half a million meals to charity and kept millions of dollars worth of product out of landfills.

"The combination of the Sloan Sustainability Initiative and Martin Trust Center for MIT Entrepreneurship gave us the training to position sustainability as a value driver, the network to test our business model, and the confidence to launch a new company."



Patrick Flynn

MBA '12,

Sustainability Senior Director, Salesforce

A global leader in CRM, Salesforce recently achieved net-zero greenhouse gas emissions for its operations and now provides a carbon neutral cloud to its customers. Last year the company signed two 12-year agreements for wind projects in Texas and West Virginia. Salesforce is committed to achieving 100 percent renewable energy for its global operations.

"The MIT Sloan Sustainability Initiative introduced me to the technical and non-technical tools and skills needed to drive organizational change. Now I'm able to drive sustainability innovation at Salesforce, one of the fastest growing and most innovative companies in the world."



Catherine Wright

MBA '18,

Patagonia, Intern

Catherine Wright's project at Patagonia focuses on wage data in the company's contracted manufacturing factories, and specifically on the correlation between good wages and other factory performance factors, such as low defect rate.

"I feel fortunate to have the opportunity to work at a company that makes social and environmental responsibility central to all they do, a company that lists hours biked and dollars donated to environmental causes before profit figures in its company-wide monthly update. Through my data analysis, I'm setting out to build further evidence that doing good means doing well for companies."



Alice Hartley

MBA '12,

Senior Manager, Sustainable Innovation at Gap, Inc.

In 2017, Gap announced that 100 percent of its cotton will come from more sustainable sources by 2021, a goal that an S-Lab team helped the company to explore. Gap, Inc. recently joined the Better Cotton Initiative, partnering on sustainable cotton farming efforts worldwide with a goal of minimizing their supply chains' social and environmental impacts.

"Working on sustainability at scale means helping an organization learn—we must build the capacity to test ideas and work together in new ways. Sloan helped me build my own skills and confidence in driving this type of change."

Since 2007,

567

students have taken an S-Lab class, completing

144

projects with

115

companies and organizations.

In 2016,

61

students took S-Lab, completing

16

projects with organizations such as Amazon, Patagonia, and Toyota.



World Climate Game's Reach

An interactive role-playing game that simulates UN climate change negotiations.



Climate CoLab Growth

Climate CoLab, a global internet-based community with huge reach, strives for promising ideas to combat climate change, empowering leaders to take action.

4,634,875

MILLION PAGE VIEWS (Sept. 2009–May 2017)

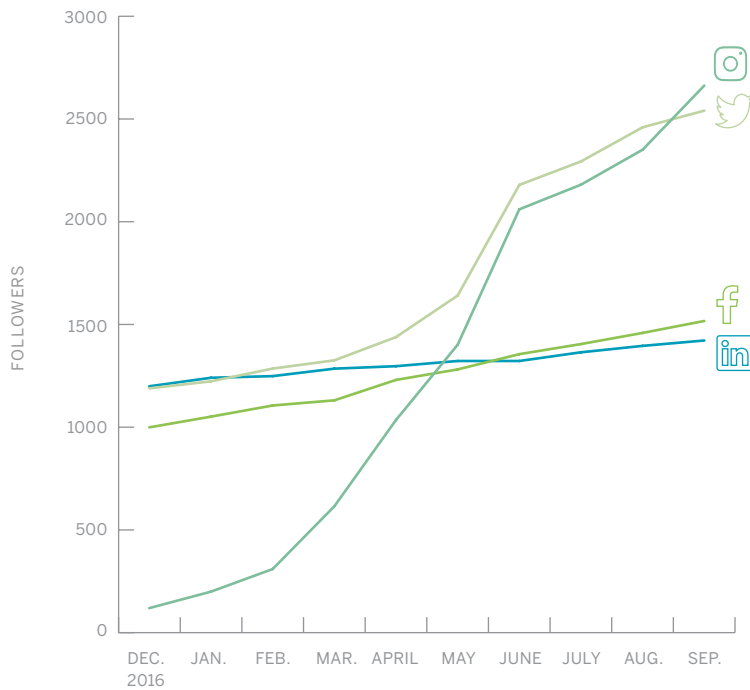
88,084

REGISTERED MEMBERS (Sept. 2009–May 2017)

58

CONTESTS COMPLETED (2014–2017)

WEB AND SOCIAL MEDIA GROWTH



23K+

SUSTAINABILITY
INITIATIVE
WEBSITE VISITORS

63K+

PAGE VIEWS

Accomplishments 2016–17

Continued to develop the SHIFT platform (<http://shift.tools>) by building alliances to support curation of third-party tools, and by incorporating new MIT Sloan-generated content, including system dynamics simulations.

Built a communication strategy and social media presence to highlight our reputation and increase our thought leadership, realizing our success stories will inspire and empower leaders.

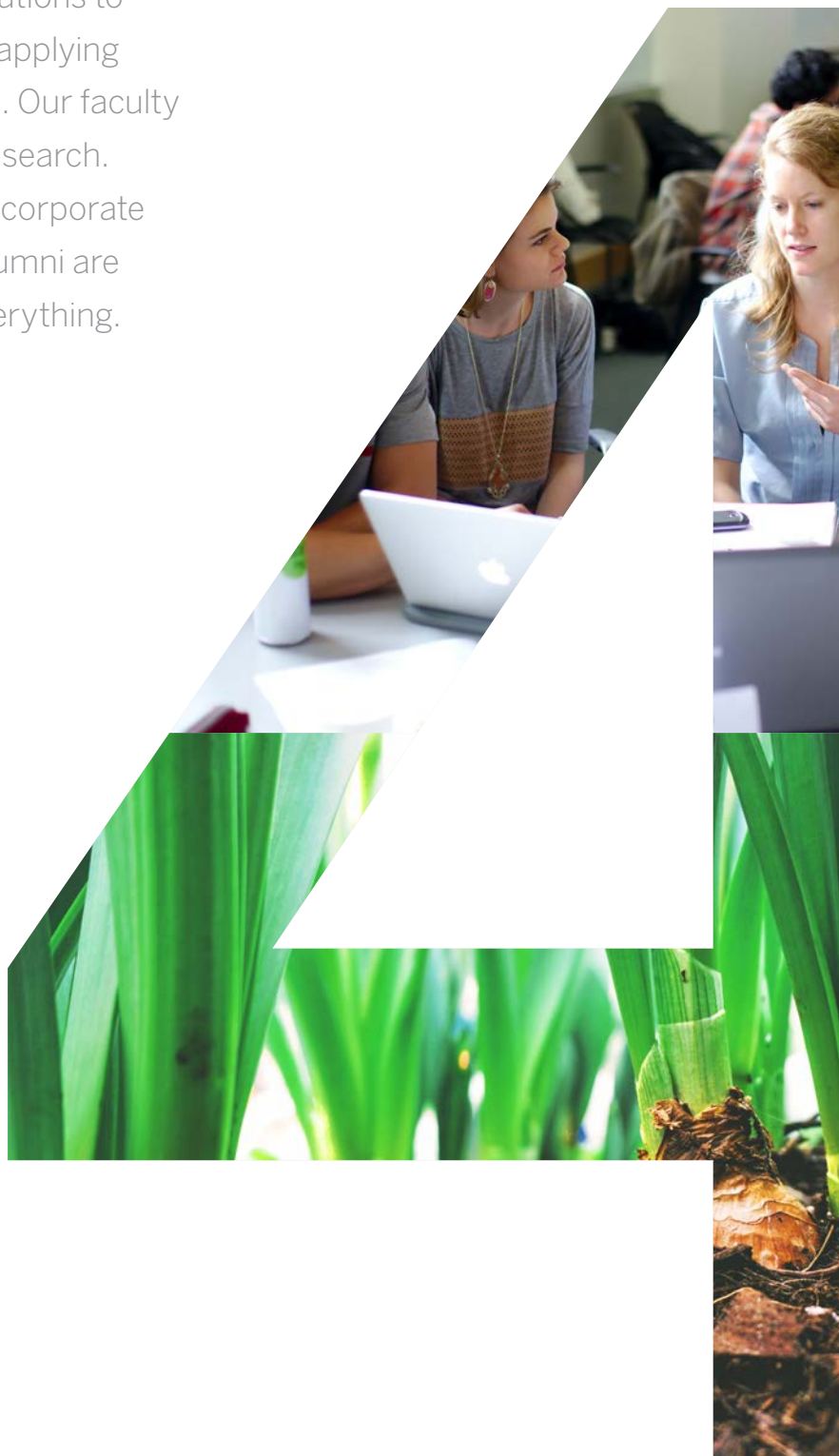
Goals 2017–18

Bring our vision and successes to life for a wider audience by increasing the reach, volume, and quality of our social media presence and traffic to the Sustainability Initiative website.

Generate stories and data to inspire and empower leaders everywhere by conducting a panel study of alumni impact.

Ensure that the SHIFT platform is a key conduit of traffic to the Sustainability Initiative and is essential to our students and alumni.

We believe in the power of efficient solutions to address management challenges—of applying academic rigor to real-world problems. Our faculty members are creating the tools and research. Our students are learning to lead. Our corporate collaborators are taking action. Our alumni are making an impact. Our donors fuel everything.





TO INVEST IN OUR MISSION
TO CREATE A WORLD IN WHICH
BOTH HUMANS AND NATURE
CAN THRIVE, PLEASE CONTACT
sustainability@sloan.mit.edu

Our continued success depends on co-investment: both our expertise and knowledge, and your investment and commitment. With special thanks to contributions from Michael Sonnenfeldt, John McEvoy, John Mazzarino, Ricardo Marino, Robert Ackerley, and Biogen, we achieved our goal to raise \$1 million in pledges last year. Their willingness to co-invest in our future is critical. The funds will help us further develop our courses and programming, make strategic new hires, and expand our marketing capabilities. At the Sustainability Initiative, we are grateful for our passionate and engaged alumni and donor community.

To pursue our new strategic vision and reach next-level impact, we seek an additional \$1.5 million of funding commitments from individuals and organizations over the next five years.

We invite you to catalyze change and find solutions to problems we all care about. We invite you to invest in a world where humans thrive and nature flourishes, preserving this balance for generations to come.

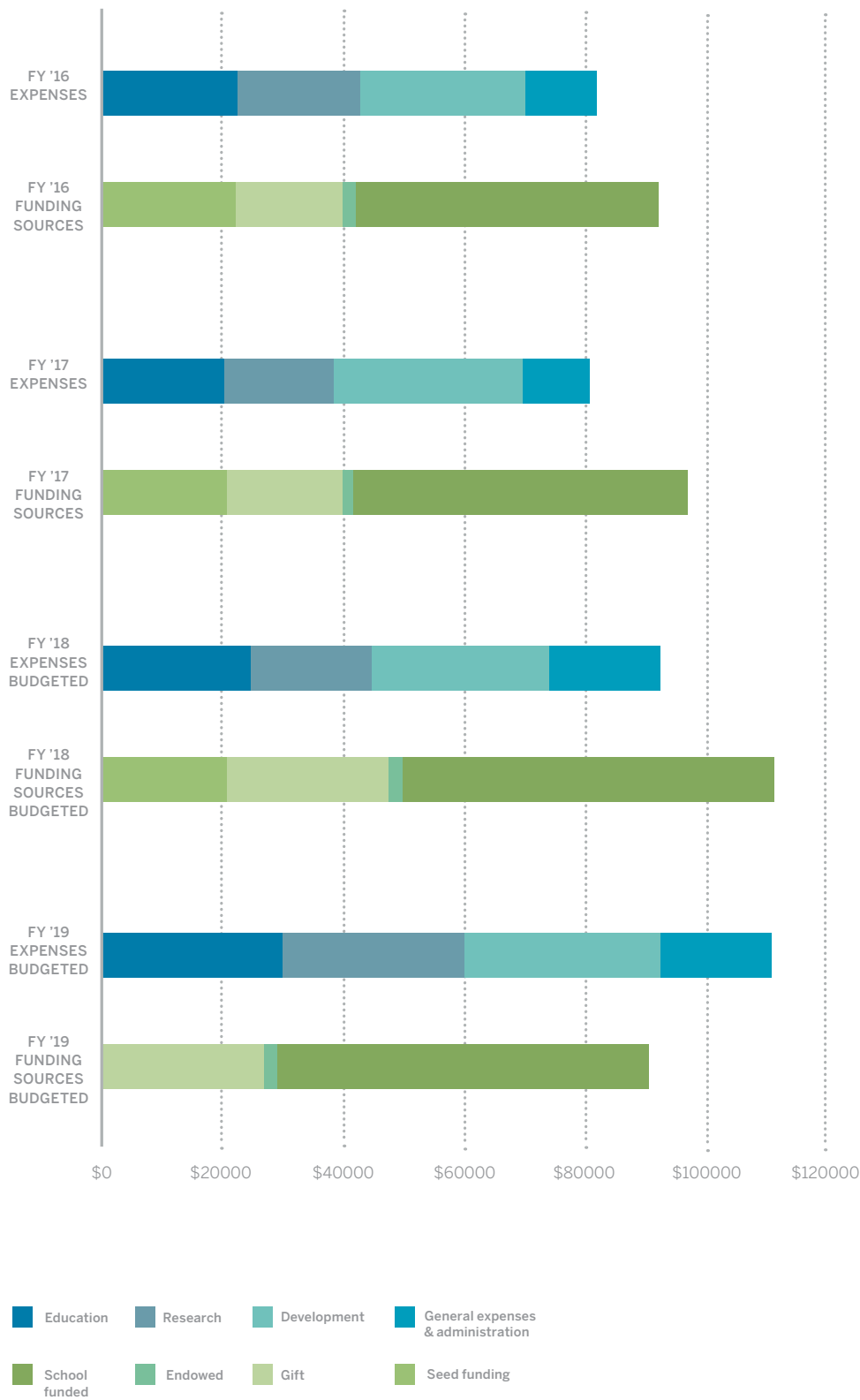
Accomplishments 2016–17

- | Increased giving by 40 percent over last year.
- | Solidified our Sustainability Initiative Advisory Board, and drew on their invaluable guidance and expertise.
- | Hosted our first VIP event, recognizing key donors before the annual Sustainability Summit.

Goals 2017–18

- | Inspire potential donors to co-invest in our mission and motivate existing donors to increase giving levels.

OUR FINANCIAL PICTURE



All revenue listed is restricted, meaning that the gifts were given specifically to the Sustainability Initiative, or its affiliated research projects, as opposed to the Annual Fund, which can be used throughout the school.



Why I Give



With over 25 years in private equity, I've traveled the world working with many different companies and industries. But my interest in sustainability was sparked by my 14-year-old daughter, whose passion inspired me to look for the business synergies and opportunities, and how I could have an impact, too.



John McEvoy, SF '94,
is managing partner of Neponset Bay Capital, and formerly held positions at Wayzata Investments, Lehman Brothers, and the Soros Funds.



Johanna Jobin
Director of Global EHS &
Sustainability, Biogen

"By partnering with the Sustainability Initiative, Biogen is inspiring the next generation of scientists. We are happy to serve as a living lab for MIT interns, researchers, S-Lab students, and pilot programs committed to integrating sustainability thinking into business. This strategic collaboration not only gives us access to great talent, but also let's us harness new approaches and have a larger impact on science that matters to our community and the world."



Rina Kupferschmid Rojas
Head of Sustainable Finance,
UBS & Society

"At UBS, sustainability is part of our DNA and how we do business, serve our clients and engage with our communities. We see collaborations like this as part of our commitment to be the leading bank in sustainable and impact investing."

Our Co-Investors

We are grateful to the following donors who have helped us achieve our mission. These are action-oriented, forward-looking individuals and organizations who share our vision and who are demonstrating their commitment to sustainability with generous financial support. We could not have made such remarkable progress last year without them.

Mr. Robert G. Ackerley '80

Biogen

Ms. Anna Gabriella C. Antici Carroll SM '92

Mr. Joseph D'Arcy Carroll SM '91

Ms. Lam Yiu Chu*

William C Ford Jr. SF '84

General Motors Foundation, Inc.

Mr. Ricardo Marino MBA '00

Mr. John Mazzarino SM '77

Mr. John McEvoy SF '94

Mr. Raymond S. Wood III SM '90

Mr. Michael W. Sonnenfeldt '77, SM '78

Gifts of more than \$10,000 received July 1, 2016–June 30, 2017

*previously endowed gift

Sustainability Initiative Advisory Board

Our esteemed Advisory Board provides guidance on matters of strategy, fundraising, and execution, drawing on their extensive expertise and that of their personal and professional networks.

Robert Ackerley

SB '80,
founder of semiconductor
firm Smith & Associates,
server recycling firm
ServerMonkey, and Rio
Grande Organics, the
nation's largest organic
pecan farming company

Robert Eccles

SB '73,
founding chairman
of SASB, capital market
activist and scholar

John Fernandez,

professor in the MIT School
of Architecture, expert on
industrial ecology, and head
of the MIT Environmental
Solutions Initiative

John Mazzarino

SM '77,
founder and managing
principal of Cherokee,
a private equity fund investing
in real estate and technology
for financial, environmental,
and social return

John McEvoy

SF '94,
managing partner of
Neponset Bay Capital

Cherie Nursalim,

vice-chairman of GI TI group,
diversified business group
in SEA and China including
developer of a sustainable
island in the heart of Bali

Nancy Pfund,

managing partner at
cleantech and impact
investment firm DBL Partners

Michael Sonnenfeldt

SB '77, SM '78,
real estate developer,
cleantech investor, climate
activist, and founder
of TIGER 21, a network for
high net worth investors

Raymond Wood

SM '90,
leader of Bank of America's
renewable energy investment
banking practice



Our Faculty

MIT Sloan is committed to providing thought leadership and management solutions to the complex environmental, societal, and economic sustainability issues facing our world. We collaborate with teaching faculty to ensure that the school delivers the best possible education in sustainability. We connect faculty members with research sites, practitioners, policymakers, and businesses that can both advance their research and impact sustainability. We draw on faculty expertise to drive industry engagement aimed at increasing the impact and visibility of MIT Sloan.

CLIMATE

David Keith

System Dynamics

Chris Knittel

Applied Economics

Thomas Malone

Information Technology

John Reilly

Joint Program on the Science
and Policy of Global Change

John Sterman

Management, System Dynamics

ENERGY

Valerie Karplus

Global Economics
and Management

Don Lessard

Technological Innovation,
Entrepreneurship, and
Strategic Management

Global Economics
and Management

Francis Martin O'Sullivan

MIT Energy Initiative

Maria Zuber

MIT Vice President for Research

JOBS

Matthew Amengual

Work and Organization Studies

Erik Brynjolfsson

Information Technology

Greg Distelhorst

Global Economics and Management

Barbara Dyer

Work and Organization Studies Group

Tom Kochan

Work and Organization Studies Group

Zeynep Ton

Operations Management

WATER

Lawrence E. Susskind

Department of Urban Studies
and Planning

ANALYTICS AND FINANCE

Roberto Rigobon

Applied Economics

INNOVATION AND ENTREPRENEURSHIP

Jason Jay

Technological Innovation,
Entrepreneurship, and
Strategic Management

Fiona Murray

Technological Innovation,
Entrepreneurship, and Strategic
Management

Our Team



John Sterman

Jay W. Forrester Professor
of Management;
Director, MIT System Dynamics Group;
Faculty Director, Sustainability Initiative
at MIT Sloan



Jason Jay

Senior Lecturer, MIT Sloan;
Director, Sustainability Initiative
at MIT Sloan



Bethany Patten

Associate Director,
Sustainability Initiative at MIT Sloan

Karen Horwitz

Strategic Marketing Manager

Gloria Clark

Program Assistant

James Hamilton

Social Media Manager

Tracey Palmer

Project Manager

SUSTAINABILITY INITIATIVE FELLOWS, TEACHING AND RESEARCH ASSISTANTS

Laura Adelman, MBA '17

Jennifer Ballen, MBA '17

Leo Barlach, SDM '17

Nina Birger, MBA '17

Samantha Fahrbach, MBA '17

Hanson Gong, MBA '17

Robin Kazmier, SM '17

Raleigh Elise McElvery, SM '17



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