MIT EXECUTIVE MBA
Negotiating Sponsorship

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5 Things to Know About the MIT EMBA

1. E should not = easy (or electronic)
2. Do it for the education
3. Apply what you learn immediately
4. Your classmates should impress you
5. You’re “already successful”: a good sign
An EMBA On A Mission

Mission of MIT

• “To advance knowledge and educate students in science, technology and other areas of scholarship that will best serve the nation and the world in the 21st century”

Mission of MIT Sloan

• “To develop principled, innovative leaders who improve the world”

Mission of the MIT Executive MBA

• “To equip principled, innovative, senior leaders with the skills, perspectives and habits necessary to transform the world’s important organizations and institutions.”
MIT EMBA at a Glance

- October 2018 through May 2020
- MBA Degree from MIT
- Course requirements are equivalent to other MIT Sloan MBA Programs
- 15-20 hours/week of coursework beyond class

<table>
<thead>
<tr>
<th>20 months</th>
<th>26 weekends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-career MBA</td>
<td>Classes every third week on Friday/Saturday</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4 one-week modules</th>
<th>1 week-long international project trip</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week-long module every 6 months</td>
<td>March 14-21 2020</td>
</tr>
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</table>
Education Philosophy

• Science of management
• **Action Learning**
  • Grounds students in theory
  • Integrates real world practice
• Address **unstructured problems**
• Produce **systemic change**
• **Principled** leaders
## Key Facts: Class of 2019

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage or Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global executives</td>
<td>126</td>
</tr>
<tr>
<td>Director-level and above</td>
<td>82%</td>
</tr>
<tr>
<td>Average age</td>
<td>40</td>
</tr>
<tr>
<td>Average years of work experience</td>
<td>17</td>
</tr>
<tr>
<td>Non-local (outside of MA)</td>
<td>62%</td>
</tr>
<tr>
<td>International origin</td>
<td>44%</td>
</tr>
<tr>
<td>Advanced degrees</td>
<td>52%</td>
</tr>
<tr>
<td>Employed full-time</td>
<td>100%</td>
</tr>
</tbody>
</table>
Key Facts: Geography

- 56% Northeast
- 5% Mid-Atlantic
- 10% West
- 9% Southwest
- 5% Midwest
- 6% South
- 9% International
Key Facts: Organization Size

- 40% 10,001 +
- 21% 2,501 - 10,000
- 12% 501 - 2,500
- 12% 101 - 500
- 10% 25 - 100
- 5% Fewer than 25
Key Facts: Industry Areas

Broad spectrum of **industries**:
- **Healthcare**: 18%
- **Bio/Pharma**: 12%
- **Software / Technology**: 24%
- **Financial Services**: 13%
- **Education / Not-for-Profit**: 6%
- **Other Industries**: 27%
  - Food / Hospitality
  - Government / Military
  - Transportation
  - And more
Agenda

1. The MIT Executive MBA at a Glance
2. Navigating the Sponsorship Landscape
3. Putting it All Together: Tips & Resources
4. Your Questions – use the Q&A function
Sponsorship

TIME

• Time away from the office*
• Apply new learning
• Delegate/develop staff
• Keep key stakeholders interested & engaged
• Preserve your PTO

*MLetter of recommendation from boss, business partner, Board of Directors

MONEY

• Financial Sponsorship NOT needed for admission
• Formal company program
• Candidate-driven program selection
• Negotiate unique sponsorship package
• Employment contract
### Key Facts: Funding

<table>
<thead>
<tr>
<th>Source</th>
<th>% of Class of 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Funded</td>
<td>36%</td>
</tr>
<tr>
<td>Sponsored</td>
<td>64%</td>
</tr>
<tr>
<td><strong>Sponsorship: 100% of tuition</strong></td>
<td>24%</td>
</tr>
<tr>
<td><strong>Sponsorship: 50-99% of tuition</strong></td>
<td>8%</td>
</tr>
<tr>
<td><strong>Sponsorship: 10-49% of tuition</strong></td>
<td>32%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Loans</th>
<th>Estimate 45%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sloan Leadership Fellowships</td>
<td>20%</td>
</tr>
</tbody>
</table>

About 1/3 of candidates are unsure of funding at time of application.
Sponsorship Avenues

- Formal enterprise-wide leadership development or succession process
- Formal LD program, candidate-driven program selection, corporate or business unit level
- Candidate negotiates unique sponsorship package outside of a formal program
- Prepare for this conversation
- **ROI:** Your sponsor will want to ensure ROI on their investment in you. Financial sponsorship may include an employment contract
What are the organization’s goals?

What are my boss’s priorities?

Does my organization have a formal MBA/EMBA financial sponsorship process? Or, on a case-by-case basis?

What processes/procedures should I note, align with, work around and/or leverage?

When should I make my proposal?
Political Lens

Who are my **key stakeholders**?

What is important to them?

How do I frame this request as a win/win?

Who has the decision-making **power**? What **alliances/relationship** exist? What can I leverage?

Are there leadership changes on the horizon? What is the likely impact on my request? Who may resist or support my request?
Key Stakeholders

- HR/Talent Management
- Formal Succession Process
- Business Unit Leader
- Direct Boss
- CEO
- Mentor
- Other
- Single Source
- Multi Source

Other: Owner, BoD, VP Business Development, Founder, Chairman, Physician-Scientist-Entrepreneur
# Tool: Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Time</th>
<th>Money</th>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boss</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Staff/Co-workers</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>C-Level Executive</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>HR/Talent Management</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Business Unit Executive</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Partner</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family/Significant Other</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Tool: Authority/Interest Grid

- **Boss, Spouse**
  - Level of Authority
  - Staff

- **Spouse, Family**
  - Level of Interest
  - Friends

- **Keep Satisfied**
- **Manage Closely**
- **Mentor**
- **Keep Informed**
Cultural Lens

What is my organization’s culture?
- Competitive or collaborative?
- Secretive or open?
- Values innovation and independent thinking?

Does my organization value professional development on an enterprise-wide level? Or are employees encouraged to take ownership for their own development?

Do we prefer to develop or hire talent?

Has a sponsorship precedent been set? Are there heroes or villains?

Understand this is a process which can take time.
Frame Your Request to Leverage Courses & Projects that will directly impact your organization.

15.717 Organizational Processes (First Fall Term)
15.714 Competitive Strategy (First Spring Term)
15.736 Introduction to System Dynamics (Summer Term)
15.734 Introduction to Operations Management (Summer Term)
15.705 Organizations Lab (Second Fall Term)
15.s17 Analytics Edge (Elective in Second Spring Term)
### Financial Considerations

#### Class of 2020 Tuition Payment Schedule

<table>
<thead>
<tr>
<th>Semester</th>
<th>Payment Due</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Fall 18</td>
<td>10/1/18</td>
<td>$28,000</td>
</tr>
<tr>
<td>Spring ‘19</td>
<td>1/1/19</td>
<td>$38,000</td>
</tr>
<tr>
<td>Summer ‘19</td>
<td>7/1/19</td>
<td>$22,000</td>
</tr>
<tr>
<td>Fall ‘19</td>
<td>8/1/19</td>
<td>$33,000</td>
</tr>
<tr>
<td>Spring ‘20</td>
<td>1/1/20</td>
<td>$38,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$169,000</strong>*</td>
</tr>
</tbody>
</table>
Calculating Personal ROI

\[ ROI = \frac{\text{Gain from Investment} - \text{Cost of Investment}}{\text{Cost of Investment}} \]
Key Factors to Consider

What level of sponsorship do you want to negotiate?

What precedents exist? How do you align your needs with the priorities of your key stakeholders?

What leverage points, enablers or de-railers does your 3 Lenses analysis reveal? How does this affect your strategy/approach?

Who are your key stakeholders at each level of interest and authority?

Create action plans to strengthen your support network.

Keep yourself whole and healthy as well.
Negotiating Sponsorship: Top 5 Tips

5. Start Early

4. Make Your Case

3. Sell Benefits, Not Features

2. Frame Your Financial Request

1. Be Persistent & Follow Through
The MIT EMBA: In Brief

CHALLENGE

BROADEN

IMPACT