



# *Master of Science in* **Engineering Management**

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Preparing leaders for the  
**new world of work.**

A portrait of Marta Asack, a woman with long, wavy brown hair, smiling and wearing a green jacket over a white top. She has her arms crossed.

# A re-envisioned MS in Engineering Management.

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"Tufts MSEM gave me the confidence to take a seat at the table, and it's really shaped me into the leader I want to be."

**Marta Asack** MSEM '11

Vice President of Industrialization,  
*Schneider Electric*

# Think Bigger. *Be Bolder.*

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In today's complex and rapidly changing world, all aspects of work and life are increasingly tech-driven and reliant on digital interactions. To be successful, leaders must be skilled in navigating across digital and physical boundaries, influencing the future of businesses, and managing impactful teams with self-awareness, equity, and confidence. Become that trailblazer with Tufts Gordon Institute's Master of Science in Engineering Management (MSEM).

Offered both 100% online or through a custom hybrid of in-person and online experiences, the MSEM will provide you with the business, strategic, and leadership skills you need to advance your career right now, or kickstart the one you've always dreamed of.

Whether you're an individual contributor who wants to break into management or a manager ready to propel yourself into an executive role, our digital-first, forward-thinking curriculum will give you the confidence to push the boundaries of what you thought possible and seize new challenges and opportunities.

Start your tomorrow today with Tufts' MSEM.

# The Path to Transformative Leadership

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## **An integrated, modern experience that builds leaders.**

The MSEM program is built on a foundation of high-quality, interactive, and collaborative online learning so that you will be prepared for the challenges and opportunities presented by the new world of work. Through a series of 7-week short courses taught by industry-expert faculty, you'll develop the competencies critical for success throughout your career: strategic thinking, data-driven decision-making, leadership ability, business knowledge, and more. Unlike a purely technical master's or MBA program, Tufts' MSEM offers you the complete package for holistic growth and career development.







## A program that provides freedom, flexibility, and convenience.

Not only does the Tufts MSEM deliver relevant content and practical skills you need to thrive, it also provides you with an exceptional part-time graduate experience that you can fit into your busy life. Carefully cultivated to fit into demanding schedules, our MSEM program has been built on 30+ years of award-winning curriculum and a legacy of powerful alumni.

You'll engage in best-in-class learning that features a fully online core curriculum and a robust lineup of online elective courses that provide you with the best of both worlds – the ability to learn on your own schedule along with opportunities to virtually collaborate and connect through team projects, optional live class sessions, individualized leadership coaching, and community events.

Set your own personalized pace of study, earning your degree in as little as 2 years or take up to 5 years to spread out the course load and tuition cost. With small class sizes, personal attention from faculty, and a dedicated administrative team to support you, you're not an IP address; you're a Tufts graduate student engaged in an interactive and rigorous learning experience.

### EXPERTISE GAINED



LEADERSHIP  
ABILITY



BUSINESS  
KNOWLEDGE



STRATEGIC  
THINKING



DATA-DRIVEN  
DECISION MAKING



PRODUCT  
& PROCESS  
DEVELOPMENT

### LEADERSHIP SKILLS GAINED



INTERPERSONAL  
SKILLS



COMMUNICATION  
SKILLS



CRITICAL  
THINKING



EMOTIONAL  
INTELLIGENCE



GLOBAL  
PERSPECTIVES

# A Contemporary, Relevant Curriculum

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**Designed for working professionals anywhere in the world,** the MSEM program allows you to balance your education, career, and budget. You'll learn to influence the future of technology-driven businesses, embrace innovative problem-solving, and manage high-performing teams with confidence, entrepreneurial thinking, and self-awareness.



## FORMAT

Online core courses, virtual office hours, discussion boards, and coaching sessions



## CURRICULUM

Consists of Core Courses, Electives, and Projects



## TIMELINE

Graduate in as little as 2 years



## SCHEDULE

Part-time, self-paced study

## Core Courses

Each core course is delivered online so you can join from wherever your life takes you. These short, 2-credit courses are primarily asynchronous so you can study on your own schedule; however, some may feature an optional weekly synchronous session if you'd like to engage further. We pride ourselves on our courses being designed for an exceptional online experience; you're right in the action, not simply viewing a livestream of an in-person classroom.

### MSEM CORE PART 1

A series of 7-week short courses in which you learn how to lead yourself & others while using technology to develop new products or services to meet customer and business needs.

### MSEM CORE PART 2

A series of 7-week short courses in which you learn to make data-driven decisions and manage change within increasingly complex environments.

## Electives

Electives can be completed at any time during your MSEM experience. Choose electives that deepen your expertise in Engineering Management like applied data science and product management – or explore your own personal interests by choosing electives from across Tufts University. Students who live within commuting distance also have the option to enroll in in-person elective courses offered on Tufts University's campus.

## Real-World Applications

### MILESTONE PROJECT

After completing MSEM Core Part 1, you will apply your learning by working in a small, virtual team to develop the business plan for a new product or service.

### INDIVIDUAL CAPSTONE LEADERSHIP PROJECT

After completing MSEM Core Part 2, you'll put your classroom learning to work for your current employer or a client organization. With the support of your faculty advisor, you'll lead and manage a large-scale project from start to finish.



## TRANSFORMATIVE CORE COURSES

### CORE PART 1

Essentials of Technology Strategy

Leadership: Personal and Team Development

Building Financial Intelligence

Customer Discovery and Solution Design

### CORE PART 2

Introduction to Data Analytics

Solving Complex Problems through Systems Thinking

Essentials of Strategic Management

Program and Project Management

Practice of Ethical Leadership



**CLICK TO  
LEARN MORE:**  
[go.tufts.edu/  
MSEMcriculum](https://go.tufts.edu/MSEMcriculum)

# Optional In-Person Learning Opportunities

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## **Create a blended experience by enrolling in on-campus courses and more.**

Students in the MS in Engineering Management program seeking a hybrid combination of online and on-campus elements are invited to enroll in in-person elective courses as well as leverage Tufts Gordon Institute's all-new weekend immersive experiences.

Each weekend immersive can be leveraged as one credit towards the MSEM's elective requirements. Over the course of your Tufts graduate journey, you're welcome to earn four elective credits via these experiences.





## Immersive Experiences

Open to both students in the local area and those who would like to travel to Massachusetts from around the world, these immersive experiences allow you to explore different topics while earning graduate credit and experiencing all that Boston and the Tufts University campus have to offer.

You'll join classmates, faculty, and industry experts on the Tufts campus in Medford, MA, to learn, network, and collaborate while engaging in interactive experiences, workshops, and social activities focused on a key topic of interest and relevance to tech leaders.

### BENEFITS INCLUDE:

- Building skills through a hands-on, interactive approach to real-world problem-solving
- Networking during social and collaborative activities both in and out of the classroom
- Earning credit towards your MSEM requirements faster

### RELEVANT, CUTTING-EDGE TOPICS

- Business Analytics
- Entre-/Intra-preneurship
- Innovation
- Leadership

Additionally, new topics, sessions, and activities will be announced on an ongoing basis.



**CLICK TO LEARN MORE:**  
[go.tufts.edu/MSEMImmersives](https://go.tufts.edu/MSEMImmersives)



## SAMPLE WEEKEND SCHEDULE

### FRIDAY

Optional Campus Tour  
Opening Speaker & Lunch  
Workshop & Group Exercise #1  
Dinner  
After Dinner Activities

### SATURDAY

Breakfast  
Group Exercise #1, Part 2  
Lunch  
Workshop & Group Exercise #2  
Dinner

### SUNDAY

Breakfast  
Academic Work  
Lunch  
Group Presentations

# Learn from the Best

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In the MSEM program, you'll benefit from learning directly from industry leaders, pioneering innovators, and high-tech professionals who have boots-on-the-ground experience managing, creating, and implementing the global future of technology.

## What we do

We are building transformative leaders prepared for today's new and rapidly evolving landscape – people who have the duality of business and technology expertise with a deep understanding of human and organizational needs. Our faculty bring not only decades of knowledge to the MSEM program, but also real-life case studies and personal examples.

Plus, while our faculty continue to run businesses, serve on national boards, and consult for global organizations, they're also noted academic professionals with decades of wisdom in shaping tomorrow's leaders.

## Why we do it

Technology has permeated every industry you can think of, and we take seriously the job of preparing the workforce of the future – leaders with a common desire to make an impact on the technology that will drive tomorrow's innovations, all with an eye toward self-awareness, moral reasoning, and ethics.

We're focused on delivering practical knowledge and skills, so that you can apply at work tomorrow what you learned in class today.



“

What sets our faculty apart is every one of them has deep industry experiences that provide students with compelling firsthand examples and authentic insight into navigating the ambiguities of the real world. ”

## Kevin Oye

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**Executive Director of  
Tufts Gordon Institute;  
Professor of the Practice**

### **INDUSTRY EXPERIENCE**

35+ years leading product development, corporate strategy and acquisition teams, and launching startups in the U.S., China, and India

### **COMPANIES INCLUDE**

AT&T Bell Laboratories,  
Lucent Technologies,  
Sycamore Networks, Inc.



# Graduate Success Stories

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**Become  
the Leader  
*You Were  
Born to Be***

## Heather Gaylord

MSEM '13  
**Head of the Transformation  
Management Office,  
Takeda**

"The MSEM program gave me vital soft skills that can be difficult to learn on the job. I can build strong relationships, make course corrections when things are going sideways, and resolve conflicts when they arise. In the end, to be an effective technical leader you need to be able to lead people."



## Patrick Roach

MSEM '18  
**Chief Operating Officer,  
Scrum Inc.**

"The MSEM program was a great playground for exploring real-life dynamics and has made an incredible difference on my ability to have impactful interactions that drive organizational outcomes. By giving me the opportunity to learn on the job, I was able to take things immediately back to work. That put me on the company's radar more than I was before, but also brought back a lot of value to the organization."

**Grow Your  
*Resume***

## Syra Arif

MSEM '17  
**Manager, Solution  
Consulting, Integrated Risk  
Management,  
ServiceNow**

"I used to understand only one piece of the puzzle, but now I can see beyond the technical. The MSEM program really elevated my thinking, giving me executive presence and an understanding of the language of business. My return on investment has been 6x, and I'm ready to seize opportunities."







## George Lee

MSEM '14

**Sr. Director, Development  
Program Leadership,  
Xilio Therapeutics**

"I learned how to be comfortable in uncomfortable situations. This skill was essential in my successful transition from a well-established multinational pharmaceutical company like Pfizer to a small biotech start-up with an ambiguously complex and dynamic environment."

## Make Major Career Moves

### Chris Rafferty

MSEM '18

**Program Manager,  
Raytheon**

"Halfway through the program, I was promoted from an individual contributor to an engineering manager. A year after graduating, I made the leap into a program management role, where there's a lot of opportunity for growth. I'm now on the path that I've always envisioned for myself."



 **60%**

were promoted during  
the MSEM program.

 **91%**

feel the program played a  
key role in preparing them for  
leadership positions.

 **95%**

feel they're better positioned  
for a career change.

 **95%**

would recommend the  
program to others.

 **98%**

feel the MSEM was worth  
the cost in time and money.

Source: Data collected from  
2014 - 2019 MSEM graduates

# A Streamlined Admissions Process

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We recognize working professionals have busy schedules. So, we've made applying to Tufts' MSEM as easy as possible with multiple rounds of admissions cycles, no required standardized tests, and a quick admissions decision.

## Requirements

- An undergraduate degree
- At least 2 years of work experience, though some students have decades
- A strong performance record on the job
- Two letters of professional recommendation
- GRE/GMAT scores are NOT required

## What If I Don't Have a STEM Degree?

While candidates with a science or technology background are well suited to the MSEM, we welcome applications and perspectives from people with a range of backgrounds. Students join the program from a variety of professional industries, like biopharma, defense, healthcare, and even the non-profit space.

## Program Dates

- **Flexible Enrollment:** Choose to start in either the fall or spring semester.

For deadlines, visit:

[go.tufts.edu/ApplicationDeadlines](https://go.tufts.edu/ApplicationDeadlines)





A photograph of a brick building, likely a Tufts University building, featuring a cupola on its roof. The building is surrounded by trees with vibrant autumn foliage in shades of orange and yellow. The scene is set against a clear blue sky. A dark gray rectangular box is overlaid on the bottom right of the image, containing white text and a green underline.

[go.tufts.edu/](https://go.tufts.edu/gradadmissions)  
**gradadmissions**

Think Bigger. Be Bolder. **Apply Today.**

# Master of Science in Engineering Management

Preparing leaders for the new world of work.

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**Tufts Gordon Institute**

177 College Avenue, 3rd Floor  
Medford, MA 02155

**GORDON.TUFTS.EDU**

*"We are committed to providing transformative experiences for students and faculty in an inclusive and collaborative environment where creative scholars generate bold ideas, innovate in the face of complex challenges, and distinguish themselves as active citizens of the world."*

– From the Tufts mission statement