



*Master of Science in*  
**Innovation &  
Management**

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Developing innovators.  
**Who will shape the future.**

**Tufts**  
UNIVERSITY

Gordon Institute



*Insatiable*  
**curiosity.**

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Creators. Problem solvers.

# Welcome to a community of of difference makers.

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The MS in Innovation & Management (MSIM) from Tufts University's Gordon Institute is for people who want to make things happen. Who are passionate about science, technology, engineering, or math. Who believe new solutions will solve our toughest challenges—and make this a better world.

Fulfilling your innovation potential requires the unique ability to drive sustainable, high-impact change.

And that's exactly what you get with the MSIM: The skills you need to be a successful whether you launch your own venture or join a organization. All in as little as one year of accelerated, hands-on learning.

Problem solving? Yes. Business modeling? The flow chart also says yes. And leadership? You got it.

Your future is around the corner. And with your MSIM from the Tufts Gordon Institute, you'll be ready.

# One year. Four core innovation skill sets.

The MSIM program develops the unique abilities every successful innovator needs.



**Skill Set**  
**1**

**DISCOVER YOUR CUSTOMERS' UNMET NEEDS**

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Identify the target customer

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Build deep insight into your customers through ethnographic research

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Uncover the problems you will solve



**Skill Set**  
**2**

**IDEATE, CREATE, AND COMMUNICATE SOLUTIONS CUSTOMERS WILL DEMAND**

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Think bigger with new, not incremental, solutions through design thinking

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Prototype, build, and deliver your product or service

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Craft your market positioning, value proposition, and strategy



**Skill Set**  
**3**

**DESIGN A SUSTAINABLE BUSINESS MODEL**

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Build a customer-centric and scalable business model

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Design new ways to deliver value

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Develop an attractive, investable financial plan



**Skill Set**  
**4**

**LEAD AND INFLUENCE OTHERS**

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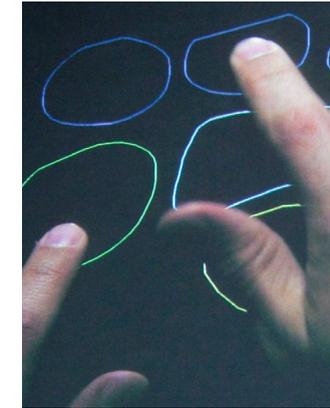
Effectively negotiate, resolve conflicts, and unite diverse cross-functional teams

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Develop your own authentic signature voice

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Persuade customers, employees, and investors



**Embark on a journey of self-discovery and profound purpose.**

In addition to hard skills like data science, finance, new product development, and strategy, you'll discover the innovator's mindset to uncover what drives you.

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**CURIOSITY:** Explore the world around you

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**COMPLEXITY:** Embrace today's interconnected and ever-evolving landscape

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**CREATIVITY:** Welcome diverse ways of thinking

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**CONFIDENCE:** Feel empowered to tackle the unknowns in both your career and the future

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**COMPASSION:** Make the world a better place



# Get hands on. By getting your MSIM.

Your curriculum:  
Innovation Sprints, courses,  
and seminars.

## Definition: Innovation Sprints

*noun:* in•no•va•tion sprints \ inə'vāSH(ə)n \ 'sprints \

Fast-paced and intensive team projects that are the core of your MSIM experience. The real magic happens outside the classroom: Engaging with customers and testing solutions to real-world problems. With each Innovation Sprint, you'll dive deeper into the innovation cycle. Evolve your skills. And develop more sophisticated solutions.

- Apply what you learn in seminars, under active mentorship.
- Collaborate with peers to overcome increasingly complex challenges.
- Gain invaluable experience and demonstrable skills.

### Lecture halls are so 101

You don't need a lecture on the basics. That's why the MSIM program supplements big projects with small, interactive courses. It's the active, in-depth, and passionate environment you want.

### Exclusive MSIM seminars

Network with industry professionals. Plan your career and build your personal brand. Continue to develop your personal values. You'll even explore your creative side with workshops featuring faculty and professionals from fields such as art, drama, and music.

**Innovation Sprint One** *Fall Semester*



**Innovation Sprint Two** *Spring Semester*



**Innovation Sprint Three** *Summer Semester*



Leverage the program's flexibility to customize your experience and deepen your technical expertise too. Earn a graduate certificate at the same time as your master's with our **MSIM+** program, or stay for a second year to earn 2 master's degrees through our accelerated **Dual Degree** program.

# Get Ready to Run With Your Ideas

## Fall Semester: Innovation Sprint One



For your first Innovation Sprint, you'll work with a team to come up with a meaningful new product or service idea. Maybe something you're passionate about. Partner with Tufts faculty and apply their cutting-edge research to create solutions like using infrared light in a handheld device to detect breast cancer, applying "smart" threads in wearable tech to improve physical therapy treatment, or treating wastewater via nanofiltration membrane technology. Whatever problem you tackle, you'll get world-class mentorship and guidance from your professors.

Your starting point is a real-world challenge. Where will it take you?

### Courses

- **New Product Innovation** [EM221](#)
- **Marketing: Branding and Digital Communications** [EM242](#)
- **Finance for High-Tech Ventures** [EM255](#)
- **Leading for Impact** [EM263](#)

### Seminars [EM292](#)

- **Innovator's Mindset Series:** Divergent Thinking Workshops, Industry Leader Chats, Unbounded Perspectives Discussions
- **Career Development Program:** Year-long comprehensive program supports your professional development and prepares you for your future. Learn how to market yourself and navigate the job search through seminars on topics like resume writing, interviewing and networking.

### \$100K NEW VENTURES COMPETITION

Put your Innovation Sprint project to the test. The final milestone to the fall Innovation Sprint is entering the Derby Entrepreneurship Center's renowned \$100k New Ventures Competition.



### THE GOAL

Identify a problem that matters first. Then, get to work on a technology solution by developing a deep understanding of customer needs.



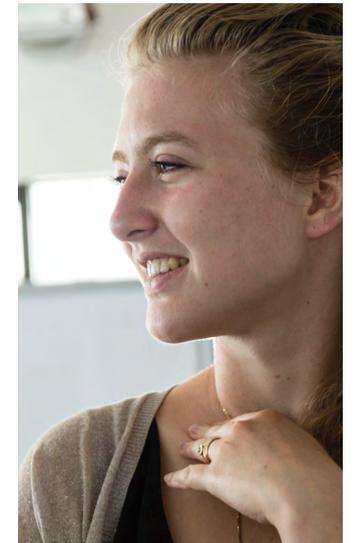
### THE APPROACH

Work with a multi-talented team to ideate, prototype, and synthesize. Develop in-demand skillsets for innovators.



### THE RESULT

You'll experience the entire innovation cycle and end with tangible results. Add that to your resume.



# The Innovation Cycle Continues

*(but even cooler this time).*

## Spring Semester: Innovation Sprint Two

Your second Sprint builds on what you've learned so far. Whether you continue your venture from your first semester or take on a fresh challenge, you'll dive deeper into the innovation process.

Passion, creativity, and teamwork required. High fives optional, though recommended.



### THE GOAL

Stronger validation of your proposed solution from Innovation Sprint One, or the launch of a new venture.



### THE APPROACH

You'll have the option of continuing to push forward with your first semester Sprint, iterating more prototypes and refining your business model to get to investability, or start fresh in a new area.



### THE RESULT

Prove the real-world viability of your new product or service by competing in the Tufts \$100k New Ventures Competition and seeking seed funding.



## Courses

- Applied Data Science [EM212](#)
- Technology & Innovation Strategy [EM253](#)
- Conflict Resolution [EM262](#)
- Special Topics in Innovation & Management [EM294](#)
- Electives 1 and 2

## Seminars [EM292](#)

- **Innovator's Mindset Series:** Explore potential careers through Industry Leader Panels and visits to local companies. Enhance your creativity and see the world in new ways with Unbounded Perspective discussions and trips to places like the Museum of Fine Arts and the Boston Symphony Orchestra.

## PREPARED FOR WHEREVER YOUR PASSION TAKES YOU

Curious about urban planning and sustainability? Interested in taking a deeper dive into data science? Choose your electives from any department within the Tufts School of Engineering, School of Arts & Sciences, or the Fletcher School of International Law & Diplomacy to best match your interests and career goals. Deepen your technical expertise by earning a certificate at the same time as your master's in our **MSIM+** program, leveraging your electives and even waiving some MSIM requirements to complete both in just one year.

# Your Deepest Innovation Experience Yet

## Summer Semester: Innovation Sprint Three



Innovation happens in a variety of environments, thanks to problem solvers in a variety of roles. This Innovation Sprint gives you a choice of hands-on industry experiences to help prepare you for your career. Collectively, all three Sprints will add tangible evidence to your resume, demonstrating your skills at identifying and driving innovation.

Intensive team projects. Engaging seminars. Countless coffee refills. It's all led up to this moment.

### Industry Experience Options

**Intern/Job:** Take on an internship or a permanent role anywhere across the globe. MSIM students have gotten roles at companies like Google, iRobot, Oracle, Slalom Consulting, and Uber.

**Entrepreneur:** Continue working on your previous Sprints with the goal of turning them into standalone ventures.

### WANT MORE TIME AT TUFTS?

Stay another semester to extend your internship, work on your venture or slow down the pace of the program by taking your electives in the fall.

Deepen your technical expertise with our **Dual Degree** program that combines your MSIM with a technical engineering master's, earning two degrees with reduced time and cost.



### THE GOAL

Use your summer to build real-world experience and forge industry connections to provide a foundation for your career. Or take your venture to the next level.



### THE RESULT

Launch your career. It's time to run with your ideas—whether that's through an internship, a new job or continuing to grow your venture.



### THE APPROACH

You're ready to make an impact. Choose how you'll put into practice all that you've learned about the innovation process.



# Earn Two Degrees in Just Two Years

## MSIM + MS in Engineering



Develop your innovation, leadership and management skills and build your technical depth with our Dual Degree master's program. You'll earn two degrees — an MS Innovation & Management (MSIM) and an MS offered by one of the six academic departments within Tufts University's School of Engineering. Best of all, earn both degrees in an accelerated timeframe and at a reduced cost. Take advantage of a faster time to completion, unparalleled savings, and a streamlined application process today.

### Choose from the following School of Engineering programs:

- Bioengineering
- Biomedical Engineering
- Chemical & Biological Engineering
- Civil & Environmental Engineering
- Computer Engineering
- Computer Science
- Data Science
- Electrical Engineering
- Human Factors Engineering
- Human-Robot Interaction
- Materials Science & Engineering
- Mechanical Engineering
- Offshore Wind Energy Engineering
- Software Systems Development

## Alumni spotlight: Tech-Driven Leaders.

Meeting the moment with a technical and innovative skillset.

### Priyanka Ram

MSIM '20 + MSBME '21

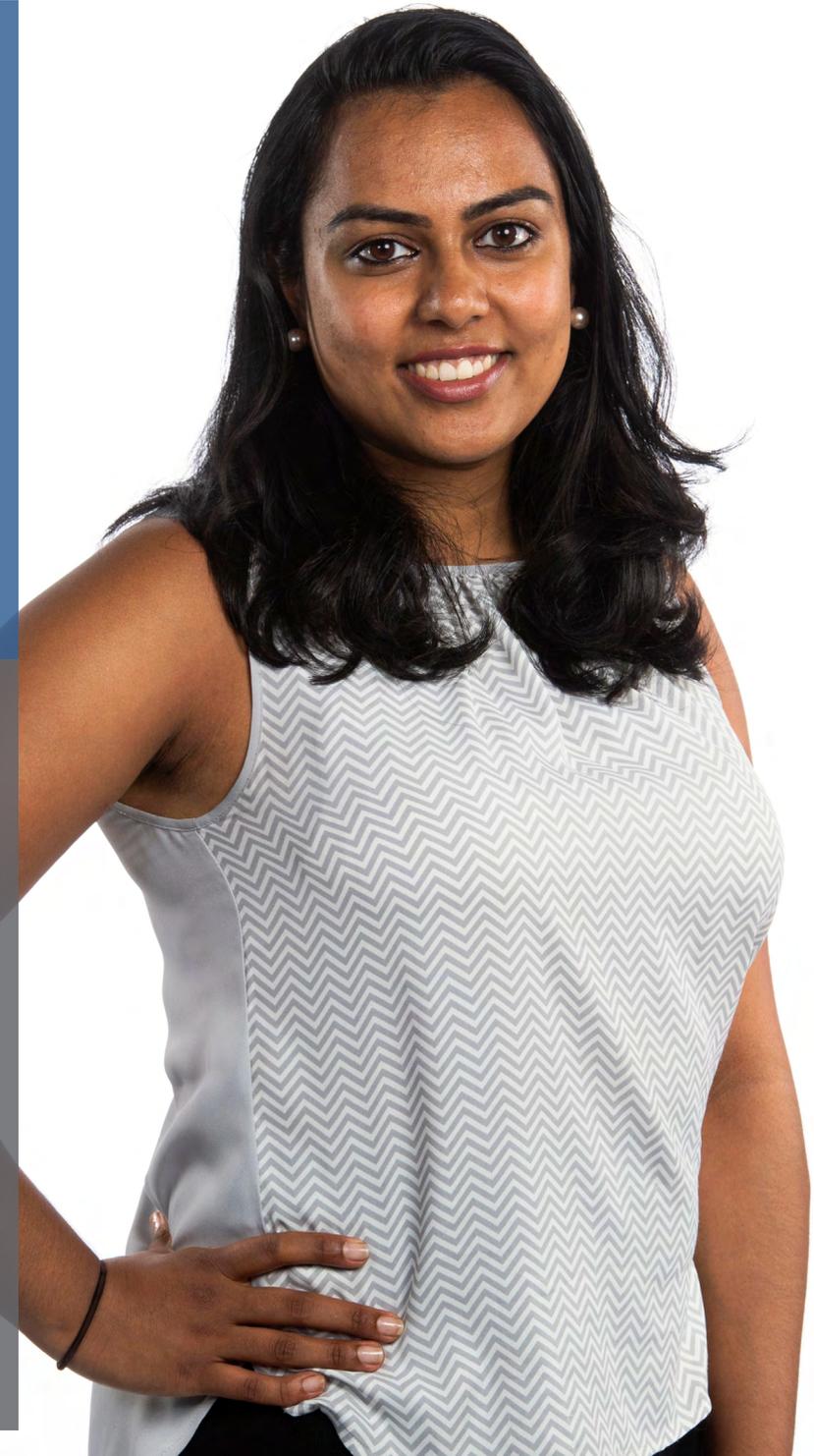
#### Background

B.A., Neuroscience

#### Position

GOglobal Product Manager  
Merck, KGaA, Darmstadt, Germany

“Biotechnology is becoming more integrated; there are no longer scientists and engineers on one side of product development with business leaders on the other. The most transformational leaders can bridge this gap between science and business. The MSIM + Biomedical Engineering Dual Degree has empowered me to challenge the status quo and emboldened me to find innovative solutions to serve patient and industry needs by communicating effectively with all stakeholders.”



# Earn a Certificate While Earning the MSIM

## MSIM + Graduate Certificate



Through the new MSIM+ program, you'll have the same transformative MS in Innovation & Management experience while also earning a technical certificate — all with no additional time or tuition required. In the MSIM+ program, you'll enjoy a fast time to completion and reduced course load. You can choose to complete the MSIM+ program once you're at Tufts. No additional application is required.

### Choose from one of 13 School of Engineering Certificates:

- Assistive Design
- Biomedical Engineering
- Biotechnology
- Civil & Environmental Engineering
- Computer Engineering
- Computer Science
- Data Science
- Environmental Management
- Human-Computer Interaction
- Human Factors in Data Science
- Human Factors in Medical Mevices & Systems
- Manufacturing Engineering
- Microwave & Wireless Engineering



Learn more about our exciting options to build technical depth at: [gordon.tufts.edu](https://gordon.tufts.edu)

# Been there, done that.

## And now teaching it.

To break new ground, it helps to learn from those who've done it before. That's why 100% of our faculty have decades of industry experience.

*"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

## What we do

We develop innovation experiences. The focus is on immersive projects throughout the year-long MSIM program. You take what you learn in small seminars and apply it to solve real world problems. All under expert guidance, where it's safe to learn from mistakes.

## Why we do it

Because sharing our knowledge and experience mentors the next generation of innovators. We'll empower you with the skills needed to take on new challenges that matter to society. Our measure of success isn't your transcript - it's what you accomplish after you graduate.

## How it's possible

Our faculty bring deep industry experience to the MSIM program, and continue to run businesses, serve on boards, and do consulting work. So you can benefit from each professor's real-world learnings: Product development. Marketing and sales. Financial modeling. Leadership and people skills. It's all the context and expertise you need, right from the source.

Plus, while our faculty is industry-based, they're no strangers to the classroom, either. Our professors draw on years of experience teaching courses in entrepreneurship, management, and leadership.



“

If we can inspire 1,000 students over the next 10 years and give them the tools to have a tremendous impact as innovators, then we've done our part to make this a better world.

”

## Kevin Oye

**Executive Director,  
Tufts Gordon Institute;  
Director, MS in Innovation  
& Management Program;  
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.

### Innovation Motto:

"Measure innovation by its impact on society, not just its economic value."

# Stacy Lennon

**Lecturer, Leading for Impact**

**Industry Experience:**

20+ years in negotiation, consensus building, and facilitation.

**Companies Include:**

Boeing, Chevron, Kraft, Pixar, the World Bank, World Health Organization

**Leadership Motto:**

“Becoming a better leader, negotiator, and influencer hinges on practice, discussion, and experimentation.”

“

As important as technical skills are, it will be ever more important to rally others around a vision. When you graduate from the MSIM program, you’ll be able to push forward what you’re trying to accomplish because you’ve experienced what it means to be a leader.

”



“

Many schools are ego-driven. At Tufts, the faculty is student-focused. And we have pragmatic learnings to share with students, based on our decades of industry experience.

”

# Frank Apeseche

**Professor of the Practice,  
Finance for High-Tech Ventures**

**Industry Experience:**

30 years in finance, venture capital, and operations.

**Companies Include:**

Accenture, Amstar, Berkshire Group, Launchpad Venture Group

**Business Motto:**

“Knowing how to build your own tech venture starts with understanding how your investors think.”



# Alumni spotlight: The new wave of innovators.

Preparing you to innovate,  
have impact, and discover  
your purpose.

## Jean Pham

MSIM '21

### Background

B.A., Psychology

### Position

Co-Founder & CEO  
*Cellens, Inc.*

"The innovation program at Tufts is a no-brainer. You gain management skills and you can get your hands dirty trying to build something from the ground up. I wouldn't be able to do all I'm doing now without that hands-on, one-on-one interaction and mentorship here."



## Kushant Sunkara

MSIM '19

### Background

B.A., Biochemistry; M.A.,  
Bioethics

### Position

Sr. Customer Success Manager,  
*H1*



"I chose the MSIM program because of its innovative, hands-on teaching style instead of traditional lecture-based courses. I was able to come out of the program as a strong leader."

## Haiting Chan

MSIM '20 + MSCE '21

### Background

B.S., Computer Engineering

### Position

Software Engineer,  
*Amazon Robotics*



"I was always torn between wanting to follow a deeply technical route versus going into management or leadership. I hoped that the experiences from one degree would inform the other, creating new perspectives. This is definitely true in countless ways!"

## Beverly Kodbek

MSIM '19

### Background

B.S., Computer Science

### Position

Project Manager,  
*Microsoft*



"There's a huge emphasis on personal development in the MSIM program and it is here that I've learnt a lot about working with my personality to find my leadership style."

## Ben Webb

MSIM '21 + MSME '22

### Background

B.S., Mechanical Engineering

### Position

Mechanical Engineer,  
*Manta Product  
Development*



"When I was looking for graduate programs, I knew that I wanted to expand my knowledge of engineering. I had earned a bachelor's in mechanical engineering and then worked in design engineering for four years. What really drew me to Tufts was the dual degree program."

# Why Tufts

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Classified by the Carnegie Foundation as Tier 1, the highest level for a research university

Ranked 11th for influencing innovation by the Nature Index

Ranked 32nd nationally by the U.S. News & World Report

Over 11,449 students from 100 countries

100,000+ alumni from around the world

**The Gordon Institute is the hub for innovation, entrepreneurship, and leadership at Tufts.**

We have a 30+ year track record of building successful leaders for today's tech-driven world. Tap into the rich resources of our Entrepreneurship Center, including business plan competitions and workshops.

# Why Boston

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A short distance away from Tufts University.

An international center for education, science, tech, and finance.

Bustling with more than 250,000 students.

Home to many Fortune 500 companies, startups, non-profits, and more.

Diverse & welcoming city full of youthful energy, culture, and entertainment.

Big enough to be exciting, small enough to be easily explored.

# Take the next step today.

## MS in Innovation & Management

APPLICATION ROUND	APPLICATION DEADLINE
Round 1	January 15
Round 2	March 15
Rolling Admissions	After March 15*

## MSIM + MS in Engineering Dual Degree

APPLICATION ROUND	APPLICATION DEADLINE
Round 1	January 15
Round 2	March 15
Rolling Admissions	After March 15*

International students and scholarship applicants are highly encouraged to apply by Round 2.  
\*Applications will be accepted on a space-available basis only

## Who Should Apply

The MSIM program is ideal for applicants who:

- Are recent graduates or early career professionals with 0-5 years of work experience
- Have an undergraduate degree in science, technology, engineering, or math (STEM discipline)
- Possess a strong motivation to make a difference in the world

To learn more about the application process & requirements, visit: [gordon.tufts.edu/admissions](http://gordon.tufts.edu/admissions)

## Our Admissions Process

We take a holistic and personal approach to considering each candidate:

- Every aspect of your application is carefully reviewed
- Each student is assessed on their individual strengths and potential, not just test scores and GPA
- Campus visits and admissions events provide opportunities for us to learn more about each other

# Graduate Outcomes

91%

HAD A JOB WITHIN 6 MONTHS AFTER GRADUATING

\$87k

AVERAGE STARTING SALARY FOR MSIM GRADUATES

To help jumpstart your career, you get access to:

- 7,000+ jobs through Tufts Career Services.
- 300+ top employers at on-campus career fairs.

Where our students are working today:

**6 River Systems**, Senior Solutions Designer

**Amazon**, Program Manager

**Anodyne Nanotech**, Co-Founder

**Didi Chuxing**, Data Science Architect

**DraftKings, Inc.**, User Research Manager

**Gemini.com**, Business Development Associate

**Google**, Partner Marketing Specialist

**iStrategy Lab**, Engineer

**LifeSci Capital**, Equity Research Associate

**Lux Research**, Research Associate

**Millipore Sigma**, Product Manager

**Onapsis Inc.**, Innovation Lead

**Oracle America**, Product Manager

**Philips**, Product Manager

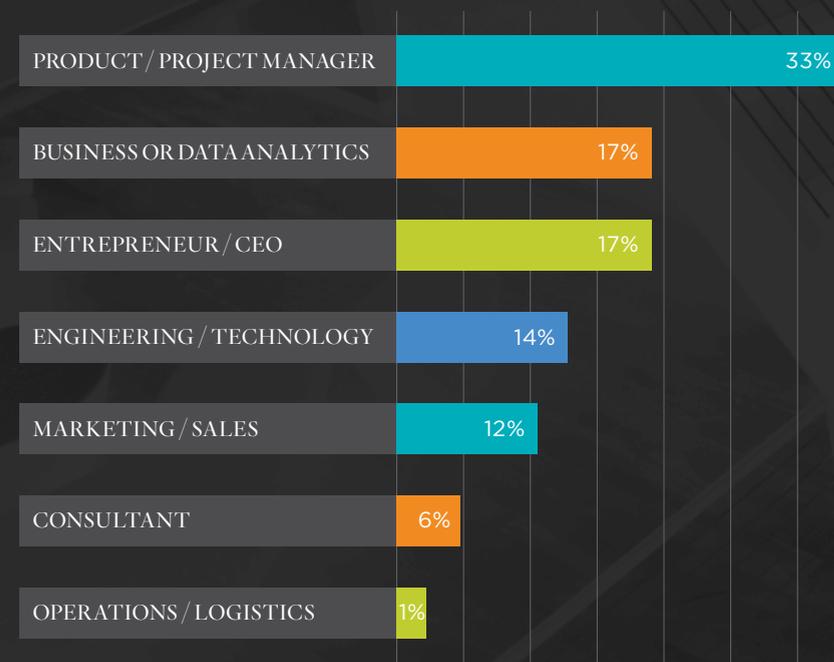
**Potencia**, Co-Founder

**Procter & Gamble**, Brand Manager

**Tencent**, Business Analyst

**Uber**, Operations Associate

## Job Functions



# Master of Science in Innovation & Management

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**Tufts Gordon Institute**  
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**[GORDON.TUFTS.EDU](https://gordon.tufts.edu)**