Master of Science in Innovation & Management

Developing innovators. Who will shape the future.

Tufts University | Gordon Institute
The M.S. 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 specialized skills you need to be a successful innovator. All in one year of accelerated, hands-on learning.

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

Your career in innovation is calling. And with your MSIM from the Tufts Gordon Institute, you’ll be ready to answer.

Welcome to a community of innovators.

Insatiable curiosity.

Creators. Problem solvers.
One year.
Six core innovation skill sets.

The MSIM program develops the unique abilities every successful innovator needs.
Get hands on.
By getting your MSIM.

Your curriculum:
Innovation Sprints, courses, and seminars.

Definition:
Innovation 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.

Deepen your technical expertise by staying for a second year in our 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
- Digital Marketing and Analytics EM242
- Finance for High-Tech Ventures EM255
- Leading for Impact EM263
- Sprint Lab EM292

Seminars
- 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 sprint project to the test. The final milestone to the fall Innovation Sprint is entering Tufts’ renowned $100K Competition.
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 sprint one 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
- Innovation & Management Special Topics EM294
- Sprint Lab EM292
- Elective 1
- Elective 2

Seminars
- 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
Want to explore urban planning and sustainability? Curious about international business? 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. Whatever best matches your interests and career goals.
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 stand-alone ventures.
- **Consultant:** Join a student consulting team to solve a company’s innovation challenge.

**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.

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

**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.
**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.

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**Kevin Oye**
Executive Director, Tufts Gordon Institute; Director, M.S. in Innovation & Management Program; Professor of the Practice

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.

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**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.”

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**Faculty**

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**FACULTY**

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.

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**Faculty**

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**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.
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.

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

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

Stacy Heen 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.”

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 and have impact.

Rahul Chavan
MSIM '18
Background
B.Tech., Computer Engineering
Position
Product Manager — Financials Technology, Oracle America, Inc.

"The MSIM program has been the most empowering choice I’ve made. When I entered the program, I knew I wanted to do something at the intersection of business, tech and marketing. What the program has helped cultivate in me is that entrepreneurial spirit, and you can take that to any job that you go into."

Brendan Meknavin
MSIM '18
Background
B.S., Mechanical Engineering
Position
Partner Marketing Specialist, Google

"The MSIM program not only built my business acumen but also sparked my interest in effectively solving customer problems by creating compelling products."

Beverly Kodhek
MSIM '19
Background
B.S., Computer Science
Position
Associate Product Marketing Manager, Red Hat

"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."

Sarah Drury
MSIM '17
Background
B.S., Neuroscience
Position
User Researcher, DraftKings, Inc.

"Knowing how to approach a customer and extract insights, conducting both quantitative and qualitative customer research, creating a customer journey map, analyzing data—these are all skills I learned during the program and leverage as a user researcher."

Alex Rappaport
MSIM '18
Background
B.S., Environmental Engineering
Position
Co-Founder, ZwitterCo

"With so many resources and mentors, the MSIM program is the perfect foundation to take your venture as far as you can. The success we’ve seen this year has been incredible. We placed First in Tufts $100K New Ventures Competition in the high-tech track, and we recently secured funding from Massachusetts Clean Energy Center."

Alex
Beverly
Sarah
Rahul
Brendan
Alex
Why Tufts

Classified by the Carnegie Foundation as Tier 1, the highest level for a research university
Ranked 10th for highest salary after graduation by Forbes magazine
Ranked 11th for influencing innovation by the Nature Index
Ranked 27th 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

An international center for education, science, tech, and finance.
Bustling with more than 250,000 students.
Loaded with 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.
### Graduate Outcomes

**96%**

HAD A JOB WITHIN 6 MONTHS AFTER GRADUATING

**$100k**

STARTING SALARY (75TH PERCENTILE)

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### Job Functions

<table>
<thead>
<tr>
<th>Product/Project Manager</th>
<th>Business or Data Analytics</th>
<th>Engineering/Technology</th>
<th>Consultant</th>
<th>Marketing/Sales</th>
<th>Entrepreneur/CEO</th>
<th>Operations/Logistics</th>
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<td>21%</td>
<td>17%</td>
<td>8%</td>
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### 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)

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### 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

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### INNOVATION ASPIRATIONS

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
- American Well, Manager of Clinical Programs
- Didil Chuxing, Data Science Architect
- DraftKings, Inc., User Researcher
- Gemini.com, Business Development Associate
- Google, Partner Marketing Specialist
- iStrategy Lab, Engineer
- Lidl US, Senior Construction Analyst
- LifeSci Capital, Equity Research Associate
- Lux Research, Research Associate
- Onapiss Inc., Innovation Lead
- Oracle America, Product Manager
- Philips, Product Manager
- Red Hat, Associate Product Marketing Manager
- Tencent, Business Analyst
- Uber, Operations Associate
- ZwitterCo, Co-Founder

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### Take the next step today.

**M.S. in Innovation & Management**

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

**MSIM - M.S. in Engineering Dual Degree**

**APPLICATION ROUND** | **APPLICATION DEADLINE**
---|---
Round 1 | December 15
Round 2 | January 15
Rolling Admissions | After January 15*

*International students and scholarship applicants are highly encouraged to apply by Round 2.

*Applications will be accepted on a space-available basis only.
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Tufts Gordon Institute
200 Boston Avenue
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