Master of Science in Innovation & Management

Developing innovators. Who will shape the future.

Tufts University | Gordon Institute
Insatiable curiosity.

Creators. Problem solvers.

Welcome to a community of innovators.

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.
Skill Set 1
**DISCOVER YOUR CUSTOMERS’ UNMET NEEDS**
- Identify the target customer
- Build deep insight into your customers
- Uncover the problems you will solve

Skill Set 2
**CREATE SOLUTIONS CUSTOMERS WILL DEMAND**
- Think bigger with new, not incremental, solutions
- Systematically generate diverse options
- Create products customers care about

Skill Set 3
**DESIGN A SUSTAINABLE BUSINESS MODEL**
- Build a customer-centric business model
- Design new ways to deliver value
- Develop an attractive, sustainable financial plan

Skill Set 4
**CREATE AND DELIVER YOUR IDEA**
- Build and deliver your product or service
- Craft your market positioning and strategy
- Determine sales and customer support strategy

Skill Set 5
**COMMUNICATE AND PERSUADE**
- Communicate concisely, both verbally and in writing
- Develop your own authentic, signature voice
- Persuade customers, employees, and investors

Skill Set 6
**LEAD AND INFLUENCE OTHERS**
- Inspire top talent to join your team
- Unite diverse teams across functions
- Effectively negotiate and resolve conflicts

**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

noun: in-ə-və-tion sprints \ inəˈvəʃən \ 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.
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
- Marketing Strategy and Branding
- Digital Marketing and Analytics
- Finance for High-Tech Ventures
- Leading for Impact

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

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

THE APPROACH
Work with a multi-talented team to ideate, prototype, and synthesize. Develop in-demand skillsets for innovators.
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
- Innovation and Technology Strategy
- Conflict Resolution and Negotiation
- Global Economics
- 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**: Join a company anywhere in the world that is seeking to inject innovation into a project. MSIM students have interned at companies like iRobot, Zeiss Microscopy, KPMG, Clark Construction, and Onapsis.
- **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. Or 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.

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.

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
MSIM Director & 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.”
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.

— Stacy Heen Lennon

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
Alumni spotlight: The new wave of innovators.

Preparing you to innovate and have impact.

Fan Chen
MSIM ’18

Background
Bachelor of Electrical Engineering

Position
Solutions Engineer, 6 River Systems, Inc.

“The sprints really prepared me for my current position. Throughout all of our sprint team projects, I learned to lead, influence, and negotiate effectively.”

Sarah Drury
MSIM ’17

Background
B.S., Neuroscience

Position
Design Researcher, Phillips Lighting/Signify

“I look at the relationship between the customers and the product, and all the stakeholders along the route, and create impactful designs with a people-centric focus.”

Teresita Liebel
MSIM ’18

Background
B.S., Integrated Degree in Engineering, Arts and Sciences

Position
Human Factors Engineer, Farm Design, Inc.

“Working in interdisciplinary teams of designers and engineers, I am responsible for usability testing and design ethnography of our medical and life sciences products. MSIM prepared me to dig deeper to find the root cause of a customer’s potential problem.”

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.”
Why Tufts

Like our students, we get high marks too.

Classified as Tier 1, the highest level for a research university.¹
Ranked 10th for highest salary after graduation.²
Ranked 11th for influencing innovation.³
Ranked 29th nationally.⁴
130+ graduate student and professional clubs and organizations.
Beautiful campus just outside Boston and Cambridge.

1. Carnegie Foundation
2. Forbes magazine
3. Nature Index

The MSIM program is part of the Gordon Institute, the hub for innovation, entrepreneurship and leadership at Tufts, serving more than 700 students each year. So you get the best of both worlds: an innovative program that’s backed by 30+ years of developing tech-focused leaders.

Why Boston

Because it’s more than just a crazy accent.

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 city full of youthful energy, culture, and entertainment.
Big enough to be exciting, small enough to be easily explored.
Leadership starts with seizing the right opportunities at the right time:
Take the next step today.

**Who Should Apply**
The MSIM program is ideal for applicants who:
- Are recent graduates or early career professionals with 0-3 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

If you have questions about the program, application process, or your qualifications, please contact our admissions team at tgi@tufts.edu.

Learn more and apply now: gordon.tufts.edu.

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**APPLICATION ROUND** | **APPLICATION DEADLINE**
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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.

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**INNOVATION ASPIRATIONS**

Various roles, one shared goal:
How MSIM students plan to better the world through innovation.


And where will your passion take you?
The MSIM experience prepares you to innovate in a variety of roles, including:
- Product Manager
- Entrepreneur
- Customer Discovery
- Marketing & Technical Sales Leader
- Engineer
- Management Consultant
- Technology Consulting

To help jumpstart your career, you also get access to:
- 7,000+ jobs through Tufts Career Services.
- 300+ top employers at on-campus career fairs.

Where our students are working today:
Lux Research, Research Associate
ISL, Engineer
Gemini.com, Associate
Navigant, Consultant
Philips Corporate, Product Manager
Clark Construction Group, Virtual Design & Construction Engineer
Onapsis, Director of Innovation
Slalom Consulting, Solution Owner
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“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