
Stanford Graduate School of Business

MSx Program
Master of Science in Management for Experienced Leaders
Like every great enterprise, the Stanford MSx Program started with a simple idea: bring together experienced leaders and distinguished academics to challenge the status quo and develop innovative ways to build and grow successful organizations.

Since its creation in 1957 with just 12 Fellows, the Stanford MSx Program has rigorously pursued this idea. The format and curriculum have significantly evolved—iterated—leading to growth in the program’s offering and its enrollment.

The MSx Program plays a central role at the Stanford Graduate School of Business (GSB). It is one of two general management degree options at the GSB and is uniquely designed for mid-career leaders with at least eight years of experience, who are seeking to further challenge themselves. Its flexible curriculum is designed to assure that accomplished leaders leverage the school’s many resources to strengthen their core business knowledge and explore emerging issues and trends.

The Stanford MSx Program offers a unique value proposition to Fellows. It brings together a diverse global cohort of remarkable Fellows in a one-year, full-time immersive experience. Fellows develop deep meaningful relationships within their cohort while being able to tailor their academic programs.
The Stanford MSx Program is a one-year, full-time general management degree program, specifically designed for professionals with at least eight or more years of work experience. At the Stanford GSB we believe that a small, experienced cohort of business, public, and social sector executives, brought together and immersed in shared academic and social experience, will leave better prepared to further change lives, change organizations, and change the world.

Within the Class of 2016 there are senior managers of regional and global organizations, investment managers, entrepreneurs, engineering project managers, senior marketing managers, strategy consultants, active duty military officers, lawyers, and a medical doctor. Fellows in the 2016 cohort come from 25 countries, 71 different undergraduate institutions, and 43 sub-industries.

The diversity of their professional experiences, world views, and individual passions is what makes the Stanford MSx experience special. To gain the most out of your year as a Fellow, you will have to immerse yourself.

Stanford MSx Class of 2016 Demographics:
- 92 Fellows
- 43 sub-industry types
- 31 different job functions
- 25 countries represented
- 12 years average work experience

71% Male 29% Female
35% U.S. and U.S. Residents 65% International

Steven Cesar Acosta, Class of 2015
United States
Commander Acosta, an active military officer with the U.S. Coast Guard, was an organizational force manager for over 400 personnel and has managed over a billion dollars in projects. He says of his Stanford MSx experience, “I wanted open-minded people. I wanted experienced professionals. I wanted a strong rigorous academic setting. I wanted opportunities to explore the unknown—my unknown.”

Carolyn Ting, Class of 2015
United States
Carrie was the regional program manager for the Bill & Melinda Gates Foundation, facilitating the China strategy and investment plan. While at Stanford she earned a Certificate in Social Innovation. “How do you develop a business model in an emerging market? How do you design for the world’s poor? The curriculum here empowers you to have those conversations and gives you those tools. Stanford is on the leading edge of innovation in the social sector.”
The Stanford MSx Program’s core curriculum grounds Fellows in business fundamentals, providing an introduction to accounting, finance, marketing, and operations for some and accelerated coursework for those with years of work in those fields. The Stanford GSB offers over 150 electives that further stretches Fellows beyond their past experiences and knowledge, helping them learn new frameworks and theories that drive sound practices and fuel innovation.

To enhance their academic studies, the MSx Program pushes Fellows to think deeply about their own beliefs, values, and skills and further develop the interpersonal and leadership skills necessary to be successful. Fellows work together in study groups, participate in executive skill-building exercises, and engage with industry, public, and social sector leaders. Fellows learn from members of their experienced cohort, MBA students, faculty, and the broader Stanford University and Silicon Valley communities. As a Fellow, you will learn more than you expected both inside and outside the classroom.

“I am not going to give you a recipe for a particular negotiation. Rather, what I want to do is give you the structure of a negotiation so that you can be successful regardless of what you face.”

Margaret Neale
Adams Distinguished Professor of Management

Mike Cagney, Class of 2011
United States

One year can change everything. It did for Mike Cagney, cofounder and CEO of SoFi. The idea for disrupting the student loan market hit him during finance class. He worked with classmates in entrepreneurship to revise and refine the business. He raised seed capital from alumni in Silicon Valley. Today, SoFi is the largest provider of student loan refinancing, with a revolutionary approach to underwriting and a unique investment model that creates a positive social impact.

Kamal Kaur, Class of 2015
United States

From analytical modeling of optimization algorithms to leading all aspects of mobile business at an advertising company, Kamal has a stellar track record in the Silicon Valley technology community. At Stanford she took a number of strategy courses. “I now have a better appreciation for the risks I took, things that I have done right, and awareness to why they worked, which has been enriching.”

The Stanford MSx curriculum includes an accelerated core and the opportunity to customize your academic program.

* = Fellows are able to place into an advanced section based on their experience or by passing a placement exam.
At the Stanford GSB, feedback is a gift! At every turn—in classes, study groups, and clubs, on global study trips, and during company visits—Fellows have a chance to receive and share feedback with members of their cohort, challenging themselves and others to improve.

During first quarter at Stanford, Fellows share their personal and professional stories during informal “brown bag lunches.” The culmination of the quarter is a study trip to New York City and Washington D.C., which allows for both formal and informal connections to be made. Trust is built and strong bonds are created during this period, laying a foundation for feedback to have its desired impact.

Fellows in the Stanford MSx Program challenge each other and grow wiser together over the course of their year. Additional support comes from executive coaches, communications specialists, Career Management Center advisors, and alumni mentors selected by the Center for Social Innovation and the Center for Entrepreneurial Studies.

“Very few people arrive at our doorstep fully developed.” Giving them feedback is one of the best ways to help them develop and “be even more efficient and better at what they do.”

Carole Robin
Dorothy J. King Lecturer in Leadership

Ken Cai, Class of 2015
China
Ken cofounded and sold ShanghaiNing.com, once ranked the No. 1 social network in Shanghai. He was also the head of IT at Norges Bank Investment Management in Asia. “After taking Professor Rohan’s class, Creating a New Venture, I have a clearer picture of how to apply my experience in technology to form a new business and create something that will have an impact.”

Teresa Elder, Class of 1997
United States
Within three years of graduating from the Stanford MSx Program, Teresa led the turnaround of a P&L with revenue of $4 billion, and then became the first female CEO of a Vodafone operating company. When her son was diagnosed with a rare form of cystic fibrosis, she used her acquired strategic knowledge and network to raise millions for research that helped him and others successfully battle the disease.
“There are moments in our lives and careers when we should pause and reflect, not only about who we want to be and what kind of impact we want to have, but what this will take. It is through this process that you can become the leader that you’d choose to follow.”

Michael Hochleutner
Director, Stanford MSx, and Stanford MBA Class of 2001

The Stanford MSx Program asks Fellows to reflect on their past experience and consider where they want to go, what they want to do, and who they want to be. As a Fellow, you will have access to courses at the d.school (Hasso Plattner Institute for Design), all six graduate schools (the Stanford Engineering School, Medical School, Law School, Graduate School of Education, School of Earth, Energy and Environmental Sciences, and School of Humanities and Sciences), as well as other institutes. This allows you to customize your experience at Stanford, fill gaps in your own knowledge, and satisfy an intellectual curiosity.

Breakthroughs, professional and personal, happen when people see opportunities to make a lasting impact on an industry, within an organization, or in solving a critical social need. By taking advantage of what Stanford has to offer and tapping into the experiences of the cohort, faculty, and the broader community, Fellows can achieve both their career and personal goals. Self-reflection is also a critical part the MSx experience.

Julie Oberweis, Class of 2015
United States
Julie was not only the cofounder and CFO of a digital analytics company she was also raising five children with her husband. The Stanford experience broadened her views of the world, gave her a greater understanding of culture differences, a greater understanding of others’ perceptions of her leadership, and an understanding of the venture capital industry. “Throughout the year, I focused a lot on gaining those insights.”

Korin Crawford, Class of 2015
United States
As managing partner of Ekology Infrastructure, Korin worked with investors, utilities, and governments to build innovative portfolios of sustainable infrastructure and critical services for local communities. “The innovation cycle—prototype, learn, and iterate—instinctually resonates with a lot of people. But it wasn’t until somebody at the Stanford d.school modeled the processes, showing how business and experimentation can be woven together, that it clicked. That was powerful stuff!”
You may wonder why the Stanford MSx Program asks prospective candidates to share their professional and personal stories during the application process. The answer is that we aim to build a community of people that will develop deep, life-long relationships with each other through their experience at Stanford. Your academic and professional accomplishments matter a great deal to us—and your passions and interests are equally important. Use the application to give the admissions committee a 360-degree picture of yourself. Share with the committee what you hope to learn and what you want to do next in your career. Each Fellow brings her or his unique perspective on the world to the MSx Program.

The Stanford MSx Program looks for people who are seeking intellectual challenge, have a desire to lead a life of meaning and impact, and, at this stage in their career, have clarity of purpose as to what he or she wants to achieve. If you are interested in an immersive experience where you will be challenged and have the opportunity to reflect, we encourage you to apply.

“Never in my wildest dreams did I imagine that in one short year I would be calculating unleveraged betas and grappling with game theory as seamlessly as I could run meetings and set budgets.”

William Shaw, Class of 2008
One year at Stanford can change everything. It has for so many of our distinguished alumni. Whether they are looking to disrupt established sectors or significantly improve a business or social enterprise, our alumni embody the Stanford GSB’s tagline, Change lives, Change organizations, Change the world.

William Amelio
Class of 1989
President & CEO
Lenovo Group
China

Jean-Pierre Dupret
Class of 1980
Chairman
ROVA
Belgium

Kirk Hawkins
Class of 2005
Founder & CEO
ICON Aircraft
United States

Scott Brady
Class of 2000
Founder & CEO
Fiber Tower and Slice
United States

William Easter III
Class of 1991
Chairman, President & CEO
Duke Energy Field Services
United States

Brigadier General
Lee Hsiang Yang
Class of 1980
CEO
SingTel
Singapore

Lord John Browne
Class of 1981
Member of the British House of Lords
United Kingdom

Teresa Elder
Class of 1994
CEO
Vodafone
Ireland

Katsumi Ihara
Class of 1989
Executive Deputy President, GSO, & CFO
Sony Corp.
Japan

Michael Scott Cagney
Class of 2011
Founder & CEO
SoFi
United States

Thomas Falk
Class of 1989
Chairman, President & CEO
Kimberly-Clark Corp.
United States

Hon. Regina Ip
Class of 1987
Secretary for Security
Hong Kong

Lars Daalgard
Class of 1999
General Partner
Andreessen Horowitz VC
United States

Robert Joss
Class of 1966
CEO
Westpac Bank
Australia
&
Dean Emeritus
Stanford GSB
United States

Sir Howard Davies
Class of 1980
Director
London School of Economics &
Deputy Governor
Bank of England
United Kingdom

Farhad Forbes
Class of 1991
Director
Forbes Marshall Companies
India

Hon. Swee Say Lim
Class of 1991
Minister for the Environment
Singapore

Sebastien Lepinard
Class of 2007
Founder & Managing Partner
Next World Group
United States & Belgium

Dr. Chris Gibson-Smith
Class of 1985
Chairman
London Stock Exchange
United Kingdom

Hon. Howard Davies
Class of 1980
Director
London School of Economics &
Deputy Governor
Bank of England
United Kingdom

Alan Giles
Class of 1988
CEO
HMV Media Group
United Kingdom

Paul Deneve
Class of 2010
CEO
Yves Saint Laurent
France

Charles Griffith
Class of 1984
Managing Director
Arcapita
United States

Design: Foug Design, fougdesign.com
Photography: Toni Bird, Stacy Gelkin, Ricardo Netto (MSx 2015), Kenny Tan (MSx 2015), Andrew Wan (MSx 2015), and Elena Zhukova
Writing and Editing: Mike Hochleutner, Alison Rousse, and Janet Zich
Printing: Almaden Press, almadenpress.com

“Finding meaning in your work is the surest way to love what you do.”
Garth Saloner
Philip H. Knight Professor and
Dean of the Stanford Graduate
School of Business

Visit.
Stanford Graduate School of Business
655 Knight Way
Stanford, CA 94305-7298
USA

www.gsb.stanford.edu/MSx
stanfordmsx@gsb.stanford.edu
+1.650.723.2149

Twitter
twitter.com/StanfordBiz

Facebook
facebook.com/StanfordGSB

LinkedIn
stanford.io/LinkedIn

Instagram
instagram.com/stanfordbusiness

Printed with soy-based inks on New Leaf Reincarnation Silk Cover, made with 100% post-consumer fiber, processed chlorine free, and manufactured using renewable green energy.