Master of Finance







"MIT is primely positioned to play a leadership role in shaping the future of finance."

Robert C. Merton, Nobel Laureate and Distinguished Professor of Finance

## MFin Class of 2013 Profile

Female	36%
Male	64%

Average work experience (including internships)	15 months
GMAT range	700–760*
GMAT quant range	48-51*
GMAT verbal range	35-42*
GRE quant range	740-800*
GRE verbal range	530-740*
IELTS range	7.5-8.5*
TOEFL range	104-116*

U.S. citizens	18%
International	82%

#### **Undergraduate majors**

Business and Commerce	49%
Math and Science	21%
Humanities, Arts, and Social Sciences	15%
Engineering	9%
Computer Science	6%

#### Job industry

Investment Banking	30%
Other Non-Financial Services	21%
Other Financial Services	17%
Investment Management	15%
Consulting	10%
Government	4%
High Tech	3%

\*Middle 80% n=124



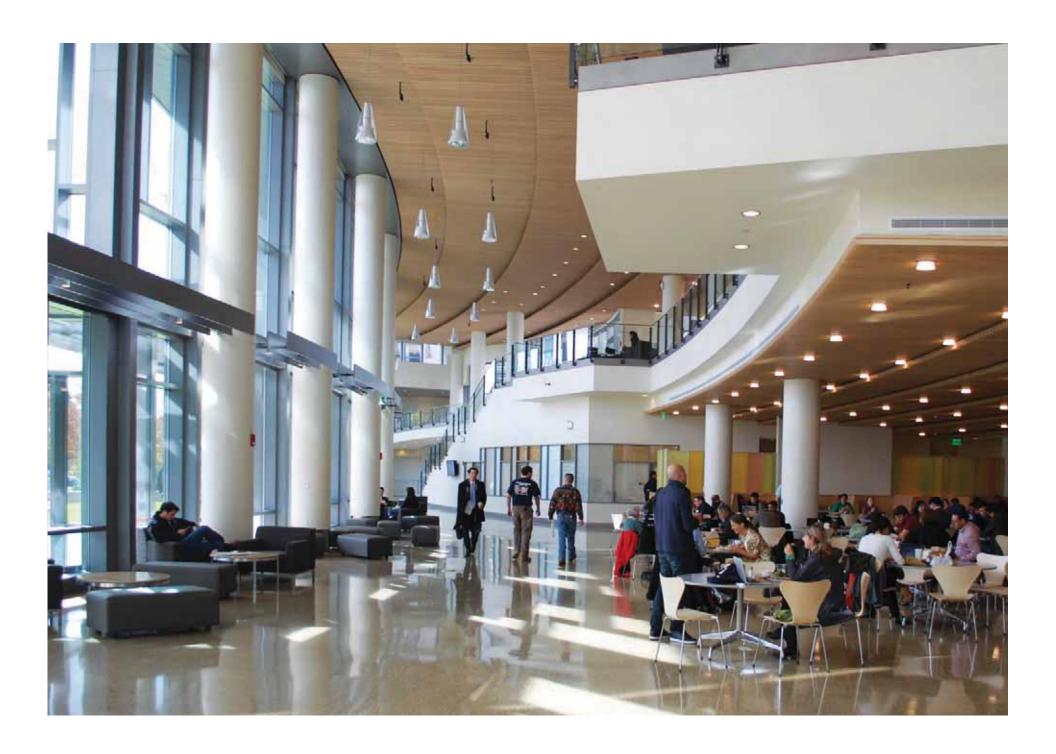
# Guide the evolution of finance

The world of finance is changing rapidly, and global financial leaders must be able to rethink the industry's key instruments and institutions. The MIT Sloan Master of Finance Program (MFin) develops innovative leaders who will build the next generation of markets, organizations, methods, products, and services across the intersecting landscapes of finance and business. If you want to forge a significant career in the realm of global finance, the MFin Program is your best next step.





- 4 Program
- 6 Faculty
- 8 Action Learning
- 10 Shaping Finance
- 12 Career Support
- 14 Community / Alumni
- 16 Apply Now



# Build your career on a powerful foundation

"We are developing a new generation of global financial leaders with an appreciation for the ethical implications of finance, including the profession's responsibility to society. We attract the best and brightest students, and they are going on to advance financial management practice and improve the world."

Heidi Pickett, Director, Master of Finance Program



# The MIT Sloan Master of Finance Program: strategic components

In this intensive one-year program, you integrate the highest level of academic preparation into transformative action learning experiences. This strategic combination provides you with the essential tools to become a highly skilled finance professional with the theoretical and empirical training necessary to make a positive impact on organizations.

#### Program: rigor, ethics, and fresh thinking

The MFin Program prepares you for a broad range of careers requiring analytical rigor and the ability to innovate around market challenges. This landmark graduate program gives you the ability to:

- Reach across MIT and tap pertinent knowledge in finance, mathematics, statistics, operations research, computer science, and engineering
- Delve into the ethical implications of business decisions and the distinct responsibilities of financial professionals
- Investigate leading-edge modeling methodology, apply those models to business problems, and learn how and when to think outside the model

#### Faculty: industry experts and pioneers

As an MFin student, you work with and learn from the legends of modern finance. Members of the program's renowned faculty, drawn from the MIT Sloan Finance Group, are responsible for breakthroughs that have shaped—and continue to shape—finance theory and practice:

- The Black-Scholes-Merton derivative-pricing model
- The Modigliani-Miller theorems on corporate financing and valuation
- The Cox-Ingersoll-Ross model of the term structure of interest rates

# Action Learning: transformative hands-on experiences

Putting ideas into action is the fundamental principle underlying MIT Sloan and the MFin Program. Industry experiences like these give you confidence in the power and versatility of your knowledge:

- Proseminars—collaborate with leading practitioners on current industry problems
- Finance Research Practicum—work with financial institutions on complex challenges
- Treks—visit leading financial executives to learn about global markets

# Immerse yourself in a rigorous examination of finance

"The MFin Program provides us with a very flexible way to tailor our own curriculums. I'm interested in investment banking, so in the fall, I took Advanced Corporate Finance and the Investment Management seminar, which helped me in my preparation for recruitment. My options are incredible here."

Jackie Zheng, MFin '12



# Rigor + flexibility—how the program works

The MFin Program kicks off with a rigorous foundational eight-week term beginning in July. During this immersive period, you take core courses in finance theory and corporate accounting, preparing you for advanced courses in analytics and ethics. You participate in action learning experiences that give you the opportunity to put theory into practice with leading financial institutions. And you personalize your curriculum with a variety of electives, tailoring the experience to the specific area of finance that matches your goals.





"The Master of Finance Program applies legendary MIT rigor to a deeply scientific, practical study of finance. The program is a strategic integration of fundamental knowledge and real-world experience. It starts with the summer session, a sort of 'finance boot camp.' But once you are on the other side of those intensive eight weeks, you will have a powerful knowledge of the fundamentals of finance—fundamentals you will rely on during the action learning parts of the program when you will be working with financial companies on their business issues.

As for the faculty, you will quickly find that your professors—whether Nobel Laureates or past presidents of the American Finance Association—are as passionate about teaching you as you are about learning from them. MFin professors see you as their partners in shaping the future of finance."

**Leonid Kogan** 

Nippon Telegraph & Telephone Professor of Management

## Build a competitive portfolio of skills and knowledge

The Master of Finance Program offers you unparalleled opportunities to explore. In addition to the fundamental courses, you select graduate-level electives in finance or in other departments across MIT, including electrical engineering, computer science, economics, and mathematics. You also may choose to complete a thesis that replaces one or more of the program's general electives.

#### **Required Fundamental and Advanced Courses**

- Finance Theory (summer term)
- Corporate Financial Accounting (summer term)
- Analytics of Finance (fall term)
- Action Learning: Proseminar or Finance Research Practicum
- Fall SIP Fthics

#### Restricted Electives (select 4)

- Practice of Finance: Advanced Corporate Risk Management
- Entrepreneurial Finance
- Investments
- Advanced Corporate Finance
- Options and Futures Markets
- Fixed Income
- International Finance: Capital Markets
- International Finance: Corporate Finance
- Analytics of Finance II
- Business Analysis Using Financial Statements
- Mergers and Acquisitions
- Valuation
- Practice of Finance: Applied Fixed Income Strategies
- Data Technologies for Quantitative Finance
- Retirement Finance
- Functional and Strategic Finance

#### General Electives (select 3)

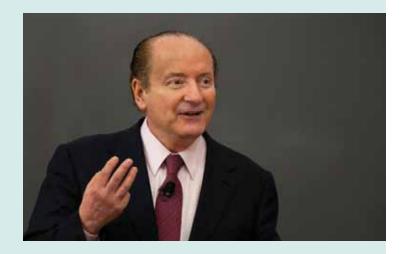
Choose general electives from a wide range of graduate-level finance-related courses. See suggestions at mitsloan.mit.edu/academic/mfin/electives.php.

# Learn from the pioneers of finance

"It's important to customize education to every student's background, experience, and goals, and give them the flexibility to tap the synergies among thought leaders across the Institute."

Andrew W. Lo, Charles E. and Susan T. Harris Professor; Director, Laboratory for Financial Engineering; *Time* magazine's "100 Most Influential People in the World," 2012





## The birthplace of modern finance

Pioneers Fischer Black, John Cox, and Stewart C. Myers, as well as Nobel Laureates Paul Samuelson, Robert C. Merton, Myron Scholes, and Franco Modigliani, all are or have been members of the MIT Sloan Finance Group, a major force of change in the industry.

Formed long before other business schools recognized finance as a distinct field of study, the MIT Sloan Finance Group is responsible for many of the research breakthroughs that have shaped finance theory and practice over the past 40 years, from derivative pricing to corporate financing and stock option valuation.

Building on groundbreaking work in market efficiencies, dynamic portfolio choice, and long-run risk management, the MIT Sloan faculty continues to push the frontiers of finance. They are generating innovations in financial economics and advancing management practices critical for leadership in today's complex global economy. As an MFin student, you have front-row access to their latest research.

Discover more about MIT Sloan's renowned finance faculty: mitsloan.mit.edu/finance/directory/faculty.php

Read about recent faculty honors and awards: mitsloan.mit.edu/finance/about/press.php

## A selection of faculty teaching in the Master of Finance Program

Paul Asquith, Gordon Y Billard Professor of Finance

Nittai Bergman, Associate Professor of Finance

**Hui Chen,** Jon D. Gruber Career Development Professor in Finance

John Cox. Nomura Professor of Finance

Xavier Giroud, Assistant Professor of Finance

Rajkamal Iyer, Assistant Professor of Finance

Leonid Kogan, Nippon Telegraph & Telephone Professor of Management

Andrew W. Lo, Charles E. and Susan T. Harris Professor of Finance

**Deborah Lucas, Sloan Distinguished Professor of Finance** 

Andrey Malenko, Assistant Professor of Finance

Robert C. Merton, School of Management Distinguished Professor of Finance

Konstantin Milbradt. Assistant Professor of Finance

John Minahan. Senior Lecturer. Finance

Stewart C. Myers, Robert C. Merton (1970) Professor of Finance

Jun Pan, School of Management Distinguished Professor of Finance

Stephen Ross, Franco Modigliani Professor of Financial Economics

Antoinette Schoar, Michael M. Koerner (1949) Professor of Entrepreneurship

Adrien Verdelhan, Assistant Professor of Finance

Jiang Wang, Mizuho Financial Group Professor

Haoxiang Zhu, Assistant Professor of Finance



## Focus on faculty

John Cox. Nomura Professor of Finance

John Cox has developed an intertemporal financial model broad enough to include the underlying forces affecting financial markets. His bond-pricing model is widely used on Wall Street, and his principle of risk-neutral valuation has become an essential feature of subsequent work on derivatives.

**Stewart C. Myers**, Robert C. Merton (1970) Professor of Finance Past president of the American Finance Association, Stewart C. Myers is an elected fellow of the Financial Management Association and coauthor of the iconic textbook *Principles of Corporate Finance*, the world's leading text on the theory and practice of corporate finance.

**Antoinette Schoar**, Michael M. Koerner (1949) Professor of Entrepreneurship An expert in corporate finance, entrepreneurship, and organizational economics, Antoinette Schoar researches entrepreneurial finance, corporate diversification, governance, and capital-budgeting decisions. She has been honored with the Ewing Marion Kauffman Prize Medal for Distinguished Research in Entrepreneurship.

Watch "The Evolution of Financial Technology" with MIT Sloan finance professors Andrew W. Lo, Stewart C. Myers, Myron Scholes, Robert C. Merton, Stephen A. Ross, and John Cox. video.mit.edu/watch/the-evolution-of-financial-technology-9650/





# Put your knowledge to work in the world

"Action learning gave me the chance to test my knowledge and analytical skills on the front lines of finance. Hearned to thrive in a team and communicate with people across the industry—and with a new level of confidence"

Hualei Zhang, MFin '12





#### It's all about mens et manus

MIT's motto mens et manus (mind and hand) is very much a working credo. Putting ideas into action is the fundamental principle underlying the Institute's approach to knowledge creation, education, and research. In the MFin Program, mens et manus manifests itself in a rigorous hands-on curriculum. You build a deep reservoir of finance knowledge and immediately put that knowledge to work in the world through action learning experiences like these:

#### **Proseminars**

Collaborate with leading practitioners on authentic industry problems in proseminars, which bridge the gap between theory and practice and introduce you to the broader financial community. Upcoming proseminars will focus on capital markets and investment management and on corporate finance and investment banking.

#### Finance Research Practicum

Work with leaders in the industry on significant financial challenges. The practicum is offered during MIT Sloan's month-long Independent Activities Period (IAP).

#### Treks

Sit down with executives across the country and around the world to learn more about markets and working environments during experiences like the Asia Trek, the Warren Buffett Trek, the IT Trek, and New York Capital Markets Day.



"In proseminars, a sponsor requests help in finding a solution for a real company problem. The sponsor of my team, Pacific Management Investment Company (best known as PIMCO), asked us to study the dynamics of the term structure in a low-rate environment and estimate volatility in developed markets' sovereign debt. During the three weeks that we were given to propose a solution, we worked really hard reading the new developments in the field and using our skills to apply these models to our data.

The interesting part is that you might not be familiar with the topic or have all the information you need, so you put all your efforts into learning by yourself and using all the resources at hand. In the end, it is very rewarding to see your work reflected in a report that solves a real-life problem using the technical rigor you developed. You learn a lot in a short period of time and realize that you didn't even know how much you were capable of."

Rodolfo Lazo, MFin '12, excerpts from his blog mitsloanblog.typepad.com/mfin2012/

# Shape the practice of finance

"Over the years, MIT has produced many leaders in the financial industry. As the field progresses, there is a growing demand for professionals with rigorous finance training who also can master specialized technologies. This program is a response to that demand."

Jiang Wang, Mizuho Financial Group Professor; Faculty Director, Master of Finance Program



### Creating vehicles that promote the evolution of finance

In the MFin Program, you will find a community of active learners—students who are creative, hands on, and passionate about finance. That passion lends an additional dimension to the already robust finance community at MIT. MFin students contribute their energy and expertise to the clubs and conferences on campus, building essential leadership experience, professional expertise, and a broad network across the larger financial community.



## MIT Sloan Quantitative Finance Club (QFC)

With a rich heritage that includes the introduction of the Black-Scholes-Merton model and continuous time finance, MIT Sloan has served as a key architect in the creation and development of modern theories in mathematical finance. In the spirit of this tradition, a group of MFin students launched the OFC to augment the professional development of students who are interested in quantitative finance careers—and to foster the sharing of information around technically oriented financial topics across the MIT community.



"Having a role in the Investment Management Conference was exciting on many levels: working with students and alumni to organize high-impact panels, coordinating experts in academia and industry to share what they know, and helping to bring to the industry crucial cutting-edge thinking about the practice of finance during a time of crisis. I feel we made an important contribution to the industry with this conference.

And that experience was transformational for me, too. When I return to my position at the Central Bank of Chile, I will be able to apply this knowledge with a clearer idea about how the market works at an international level and how this can affect my country in particular. I feel I will be leaving the MFin Program with a real ability to contribute to the development of my industry."

Natalia Gallardo Schnettler, MFin '12

# The MIT Sloan Investment Management Club

The MIT Sloan Investment Management Club (IMC) provides a forum for idea exchange and collaboration among members of the MIT Sloan and investment management communities. The club leverages MIT Sloan's reputation in finance as well as the School's extensive alumni network to foster relationships and increase the visibility of its members. The IMC hosts lectures and meetings with industry practitioners, stock pitch sessions, and visits to investment management firms, and helps to strengthen relationships with recruiters.

# The MIT Sloan Investment Management Conference

Members of the Investment Management Club and Quantitative Finance Club pool their knowledge and their networks during the organization of the annual MIT Sloan Investment Management Conference. The 2012 event focused on "Fundamental and Quantitative Strategies for Turbulent Markets" and featured the candid wisdom of keynote speaker Congressman Barney Frank, ranking member of the House Financial Services Committee, and other industry leaders. Learn more: mitsloaninvestment.com/index.html

## The quantitative value of clubs

At last count, MIT Sloan students were operating nearly 65 organizations, clubs, and conferences, including:

- Business in Gaming Club
- Finance Club
- Investment Management Club
- Quantitative Finance Club
- · Sales and Trading Club
- · Venture Capital and Private Equity Club

Read more about MFin students' favorite organizations: mitsloan.mit.edu/academic/mfin/clubs.php

# Launch your career in finance

"The Asia Finance Trek is one example of how the CDO leverages MIT's tremendous global relationships for the benefit of students. During the trek, financial institutions host formal receptions and presentations and set up meetings with individual students for specific positions."

Glenn Cunningham, Master of Finance Advisor, Career Development Office



### An extensive, robust, and dedicated support system

By graduation, MFin students are sophisticated finance professionals who understand the evolution of finance, have the preparation and applied experiences to meet market challenges. and aspire to be leaders in the world of finance.

As an MFin student, you begin your career planning before you arrive on campus with a career survey and access to finance career exploration tools. Once at MIT Sloan, you have direct access to dedicated Master of Finance career advisors and a team of career resource and recruiting professionals at MIT Sloan's Career Development Office (CDO).

The CDO plays a vital role in connecting you with leading firms. domestically and globally, on and off campus. In addition, the CDO helps you articulate your individual story, build your résumé, network effectively, interview well, conduct a successful job search, and manage your career.

You also have the benefit of recruiting services at the MIT Global Education and Career Development Center (GECD) on the main MIT campus.



## The timing is right

- 85% of Class of 2011 job seekers received an offer by graduation
- 91.5% received an offer within three months of graduation
- 89.4% received and accepted offers within three months of graduation

## Strategically positioned

MFin students graduate into significant positions across the financial industry spectrum.

#### Class of 2011 job acceptances by functional area



\*Other includes business development, venture capital, and private equity.

Visit the MFin website to review the full employment report.



## Top hiring organizations

Bank of America Merrill Lynch Barclays Capital BlackRock BNP Paribas

Boston Consulting Group (BCG)

Cambridge Associates

**ICICI Equity Research PRTM** Raymond James Credit Suisse Jane Street RBS Deloitte JP Morgan Deutsche Bank McKinsey & Co. Scout Capital Feis Trading Morgan Stanley Standard Chartered Wholesale Banking GETCO Oliver Wyman UBS Goldman Sachs **Opera Solutions** 



"I knew that I wanted to go into consulting, so I sat down with the CDO to strategize about how to get into the firms I'd targeted. They helped set me up with MIT resources to train for interviews. I worked with management and engineering students on case studies to prep for the recruitment process, and I felt well prepared to move forward.

I reached out to 200 or so people across the MIT network who were working at my target firms. A full 90% of the people I emailed to responded—and every one of them actually wanted to talk with me. And those who responded were often at the executive level. I ended up with offers from several firms, including BCG, one of the top companies on my list—and in my preferred location, the Netherlands. I just have to say that this is no ordinary network!"

Robin Vogelaar, MFin '12

# Join one of the world's most dynamic communities

"Everyone here is an equal—no matter their background."

Marie-Anne Bazerghi, MFin '12



## No ordinary community

MIT is a place for visionary pragmatists and hands-on thinkers. It attracts those with the vision to change the world and those with the drive and discipline to make it happen. As a Master of Finance student, you will fit right in to this vibrant and collaborative community. You will join peers from diverse backgrounds and from every corner of the globe. You will learn together and from one another. And you will graduate from the program with lifelong friendships and a powerful network.



"Most people at MIT Sloan are keen on networking and meeting new people, so we have community events like the monthly OneSloan meet-ups; food, drink, and activities where people from different programs can mingle. Then we have 'The Weave.' Sign up every week and they randomly match you with someone. So you go grab a coffee with a total stranger. I've met really incredible people through that program.

Then there are the C-Functions every Thursday, where I met two students in the Executive MBA Program. One of them is a managing director of Morgan Stanley. Over drinks and a slice of pizza, we talked as equals. That's the thing. Everyone here is an equal, no matter their background." Marie-Anne Bazerghi, MFin '12



### Grow a powerful network

As an MFin student, you will graduate into one of the most connected and collaborative alumni communities in the world:

• MIT Sloan alumni: 22,000 in 90 countries

• MIT alumni: 120,000

• MIT Alumni Association clubs worldwide: 84

"I am the captain of the varsity rowing team here at MIT, and our biggest race of the year is the Head of the Charles Regatta, a weekend-long contest that attracts more than 8,000 athletes and thousands of spectators. It's the single largest regatta in the world, and we get to race against some of the best crews on Earth."

Rishi Dixit. MFin '12

#### **Around town**

MIT is located at the nexus of one of the most exhilarating urban centers in the country. Boston is distinguished by its architectural beauty, dozens of museums and parks, and a sports fever that grips the town every season of the year. Skiable mountains are within easy driving distance, and the beach is just a subway ride away. Cambridge, home to MIT Sloan, has enumerable riches of its own, including great music, adventurous food, and an incredibly diverse and educated population. Several other vibrant urban centers and financial hubs are within commuting distance.

"A Master of Finance from MIT Sloan distinguishes me among my peers and has made me visible to both seniors within the firm and among clients. Working as a management consultant, I have been singled out within the practice as the go-to person for finance-related questions.

Among clients, my degree from MIT Sloan establishes confidence and trust that is all too important in my industry. It has given me the freedom to focus on finding solutions rather than proving credentials or qualifying the credibility of my recommendations."

James Saliba, MFin '10, Consultant, Booz & Company

# Take the next step

"MIT Sloan is a relatively small community, so it is easier to get to know everyone and to stay closely connected. Talking to other students is an excellent opportunity to learn from their rich and diverse experiences. More than that, it's just always fun to talk to a Sloanie."

Tong Chen, MFin '12



#### **Experience the program**

Come to an on-campus information session with admissions representatives. Find out what sets MIT Sloan apart, get a firsthand feel for the dynamic MIT culture, and learn the ins-and-outs of the application process.

### Apply online

The application process is an opportunity for you to tell us how you think, lead, and pursue your goals. The application includes three recommendations, your academic transcripts, GMAT or GRE results, and responses to these two essay questions:

**Essay 1:** The mission of the Master of Finance Program is to create the next generation of global financial leaders with state-of-the-art training in modern finance theories and methods and an appreciation of the ethical implications of finance. Our program attracts the best and brightest students who go on to advance financial management practice and improve the world. Please tell us about past experiences, accomplishments, and personal qualities that will enable you to contribute to the advancement of this mission.

**Essay 2:** What type of career are you looking for upon completion of the program? What have you done to prepare, and how will this program help you achieve your career aspirations?

**Supplemental information:** Address whatever else you want the Admissions Committee to know to help distinguish your application and your qualifications for this program; this may be in written or multimedia format.

You will find all the specifics you need to apply—including the application itself—at mitsloan.mit.edu/academic/mfin/admissions.php.

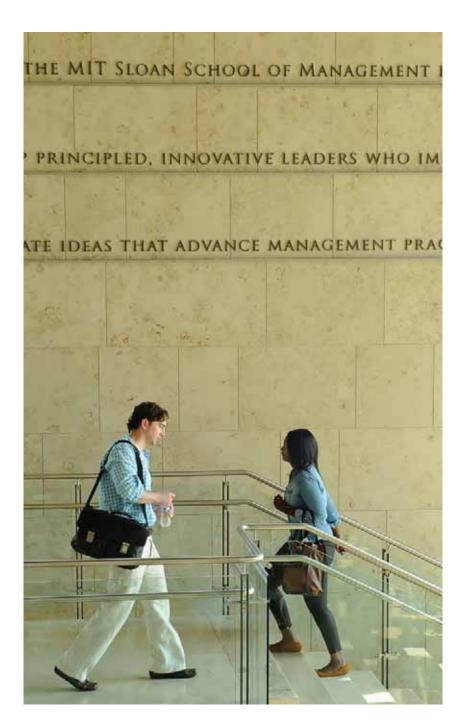
## **Application deadlines**

November 8, 2012	Decisions released by January 15, 2013
January 7, 2013	Decisions released by March 14, 2013

#### Meet an ambassador

One of the best ways to assess your fit with the MIT Sloan Master of Finance Program is to visit campus and attend an Ambassadors Program event. During a highly interactive session hosted by current students, you will attend an MFin class, join a group information session with a member of the Admissions Committee, and enjoy a casual informational lunch with students.

Read more about events and visiting campus: mitsloan.mit.edu/academic/mfin/events.php



#### **Estimated tuition and costs**

(for a single student for one year)

Tuition	
Summer	13,920
Fall	30,290
Spring	30,290
Books and supplies	2,247
Computer	2,000
Food	5,250
Personal (incl. medical insurance)	5,775
Housing	16,170
Transportation	2,912
TOTAL	\$108,854

Tuition costs quoted above are for 2012 – 13. Costs for the 2013 – 14 academic year will be posted online as they become available at mitsloan.mit.edu/academic/mfin/tuition.php.

## Finance your MFin degree

The goal of the Admissions Office is to admit the most qualified candidates regardless of their financial means. Additional information on funding is available here: web.mit.edu/sfs/loans/graduate\_loans.html

### **MIT Sloan Finance Fellowships**

#### **Dean's MFin Fellowships**

A limited number of Dean's MFin Fellowships are available and awarded to MFin candidates. All admitted students are considered for these fellowships, which are awarded to individuals with outstanding academic records, personal achievements, and professional promise. Additional consideration will be given to candidates who enhance the geographic diversity of the MFin class.

#### **Legatum Fellowship**

The Legatum Center at MIT administers a competitive fellowship program for incoming and current MIT graduate students across all academic and professional disciplines. Candidates must demonstrate the potential to create innovative and sustainable for-profit enterprises that promote prosperity in low-income countries and must be committed to implementing their business plans upon graduation. The application deadline is typically in early February. For information, please visit legatum.mit.edu/fellowship.

# MIT-China Scholarship Council (CSC) Fellowship

Incoming first-year students accepted to an MIT graduate program who are citizens of the People's Republic of China are eligible to apply for the MIT-CSC Fellowship. The fellowship covers a standard stipend, full tuition, international round-trip airfare, and appropriate fees. To apply, you must submit your application directly to the MIT-CSC Fellowship Program. Interested candidates must apply at apply.csc.edu.cn/csc/main/person/login/index.jsf.

#### OneSloan

MIT Sloan's OneSloan initiative promotes community and cross-program collaboration, strengthening personal and professional networks of MIT Sloan students from all programs, industries, and social groups.

MIT Sloan Program Portfolio Educational opportunities for leaders through all stages of their careers.

**Master of Finance** 

**MBA** 

**Leaders for Global Operations** 

Master of Science in Management Studies

MIT Sloan Fellows Program for Innovation and Global Leadership

**MIT Executive MBA** 

**PhD Program** 

**Undergraduate Program** 

#### **Nondiscrimination Policy**

The Massachusetts Institute of Technology is committed to the principle of equal opportunity in education and employment. The Institute does not discriminate against individuals on the basis of race, color, sex, sexual orientation, gender identity, religion, disability, age, genetic information, veteran status, ancestry, or national or ethnic origin in the administration of its educational policies, admissions policies, employment policies, scholarship and loan programs, and other Institute administered programs and activities, but may favor US citizens or residents in admissions and financial aid.

The Vice President for Human Resources is designated as the Institute's Equal Opportunity Officer and Title IX Coordinator. Inquiries concerning the Institute's policies, compilance with applicable laws, statutes, and regulations (such as Title VI, Title IX, and Section 504), and complaints may be directed to the Vice President for Human Resources, Room E19-215, 617-253-6512, or to the Manager of Staff Diversity and Inclusion, Room E19-215, 617-452-4516. In the absence of the Vice President for Human Resources or the Manager of Staff Diversity and Inclusion, inquiries or complaints may be directed to the Executive Vice President, Room 3-211, 617-253-3928, or to the Director of Labor and Employee Relations, Room E19-235N, 617-253-4264, respectively. Inquiries about the laws and about compliance may also be directed to the Assistant Secretary for Civil Rights, US Department of Education.

