RAVI K.
MEHROTRA INSTITUTE FOR BUSINESS, MARKETS & SOCIETY

ANNUAL IMPACT REPORT

Academic Year 2025-2026

BOSTON UNIVERSITY

Boston University Questrom School of Business


RAVI K.
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INSTITUTE
FOR
BOSTON UNIVERSITY
Boston University

TABLE OF CONTENTS


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A LETTER FROM OUR LEADERSHIP

To our donors, board members, partners, and community:

The Ravi K. Mehrotra Institute for Business, Markets & Society concluded its second full academic year with momentum that exceeded our own early projections. What began in September 2024 as an ambitious framework for connecting research, education, and public discourse has matured into a recognized voice in the national conversation about business and society.

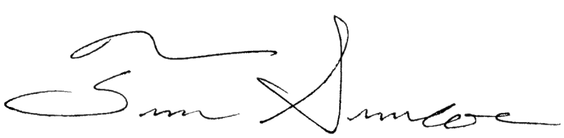
This report documents what we built together in AY 2025-2026. It is a story told in numbers (1,271 student forum participants, 66,731 podcast downloads, 400 freshmen reached through a redesigned curriculum, two Signal Awards) but more importantly in outcomes. Students who think more rigorously about markets. Executives who engaged with Questrom's next generation in rooms where real conversations happened. Researchers whose work is now connected to a dissemination infrastructure designed to reach the people who can act on it.

This year also brought meaningful leadership continuity and transition. We are deeply grateful to Prof. Marcel Rindisbacher, our founding Faculty Director and now interim Dean of Questrom, for the strategic foundation that he built. I am proud to now serve as the institute's newest Faculty Director. I am deeply committed to the Institute's mission and am confident that we will continue to build on the foundation Marcel has developed.

We are also pleased to welcome Chelsea Houlihan as Director of Administration, who joins us as we continue to grow our operational capacity. And we are actively recruiting a Director of Marketing and Communications, a role that will be essential in ensuring our research and programming reach the practitioners, policymakers, and public audiences who benefit most from our work.

We enter Year Three with a clear-eyed view of where we are strong, where we are growing, and where the most meaningful work remains ahead. This report is offered in that spirit: honest about what we have accomplished and direct about where we are headed.

With gratitude,



Timothy Simcoe
Interim Faculty Director,
Ravi K. Mehrotra Professor of Strategy & Innovation

OUR TEAM

The Mehrotra Institute is led by a small, high-impact team that bridges academic leadership, operational management, and external engagement. Year Three will bring expanded team capacity to support our growing ambitions.

Prof. Tim Simcoe
Interim Faculty Director

David J. McGrath Jr. Professor of Strategy and Innovation at BU Questrom. Research focuses on innovation, industry standards, intellectual property, and technology policy. Former Senior Economist on the President's Council of Economic Advisers. Published more than 50 articles and papers; widely recognized as one of the foremost academic experts on the economics of innovation and antitrust. Publications include the American Economic Review, Management Science, and the RAND Journal of Economics.

Tim succeeds Prof. Marcel Rindisbacher, who served as Faculty Director since the Institute's founding while simultaneously serving as Acting Dean of Questrom. Marcel's strategic vision and operational leadership built the Institute's foundation, and Tim will build on that legacy with a focus on deepening research impact and external reach.

Dr. Kris May
Executive Director

Kris May serves as Executive Director, a role she assumed in October 2025. Kris brings a diverse professional background spanning customer success leadership in the EdTech sector, MBA program administration, research, and teaching over the past 24 years. She holds a PhD in Communication from the University of Utah, and her research focuses on the persuasive power of storytelling. Her MBA education prepared her for organizational leadership, executive administration, and strategic planning. Outside her professional work, Kris serves as Board President of YWCA Vermont Camp Hochelaga and adjunct faculty at DePaul University.

Chelsea Houlihan
Director of Administration

Newly appointed Director of Administration, joining the Institute to support operational management and administrative infrastructure as the Institute scales its programs and partnerships. Chelsea brings more than five years of higher education experience to the role, with a proven track record in program operations, student services, and financial management. Prior to joining the Institute, Chelsea served as Program Manager for Specialty MBA Programs and Curricular Initiatives within the Questrom MBA Center, where she oversaw graduate case competitions and signature events, managed multi-program budgets, and led data systems work across Salesforce and Qualtrics. She also held administrative and program management roles in BU’s Department of Computer Science. Chelsea holds an M.Ed. in Educational Leadership and Policy Studies and a B.A. in English, Rhetoric and Communications.

COMING IN YEAR THREE: DIRECTOR OF MARKETING & COMMUNICATIONS

The Institute is actively recruiting a Director of Marketing and Communications. The Director will be responsible for building a strategy to ensure that the Institute's research findings, event outcomes, and thought leadership reach the audiences who matter most: industry leaders, policymakers, the media, and the broader public. We are committed to hiring someone who understands both the academic context and the practitioner audience and can serve as a bridge between the two.

MEHROTRA INSTITUTE ADVISORY BOARD MEMBERS

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Kate Barton

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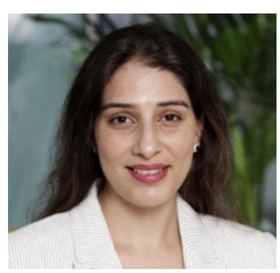
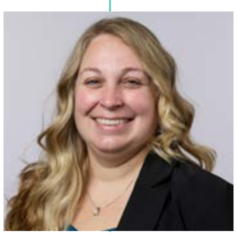


Manjari Seth

MEHROTRA INSTITUTE ORGANIZATIONAL CHART

Prof. Tim Simcoe
Interim Faculty Director

Roy Shapira
(and other postdoc or visiting researchers)



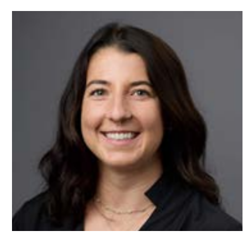
Dr. Kris May
Executive Director

Debashrita Mohapatra
Postdoc Researcher

TBD
SENDEX Research Assistant

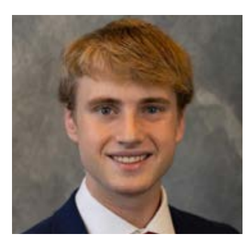
TBD
SENDEX Research Assistant

TBD
Director of Marketing & Communications



Chelsea Houlihan
Director of Administration

Anna Welsh
(and other student assistants)



John Lyons
(and other student assistants)

MEHROTRA INSTITUTE FACULTY AND RESEARCH FELLOWS


Michel Anteby


Sarah Armitage


Paul Carlile


Iain Cockburn


Rena Conti


Patricia Cortes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Jeff Furman


Sami Karaca


Andrew King


Nalin Kulatilaka


Mario Leccese


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Ravi K. Mehrotra
Institute for
Business, Markets & Society
Through a transformative gift, business pioneer Dr. Ravi K. Mehrotra established and endowed the Ravi K. Mehrotra Institute for Business, Markets & Society at the Questrom School of Business. Dr. Mehrotra's investment highlights his lifelong belief in the role business and markets do, can, and should play in creating lasting societal prosperity, and demonstrates his dedication to educating future generations of business leaders to create value for the world through their work.


BOSTON UNIVERSITY
Boston University Questrom School of Business
RAVI K. MEHROTRA INSTITUTE FOR BUSINESS, MARKETS & SOCIETY

OUR MISSION

> ***"Our goal is to help students, industry leaders, regulators, and the broader public understand and appreciate the role business and markets do, can, and should play in creating lasting prosperity, advancing societal goals, and solving global challenges."***
>
> ***— Ravi K. Mehrotra Institute for Business, Markets & Society***

The Ravi K. Mehrotra Institute for Business, Markets & Society at Boston University's Questrom School of Business was launched in September 2024 with $51 million in total raised endowment, the largest portion from Ravi Mehrotra, founder and executive chairman of the Foresight Group, a London- and Dubai-based global shipping, drilling, and private equity firm. The Institute operates as the signature institute of the Questrom School of Business, dedicated to making capitalism work better for businesses, for society, and for the world.

We pursue that mission across three interconnected pillars:

EDUCATION

Educating students, leaders, and the public to understand —and critically engage with — the role of business and markets in creating long-term societal value.

DISCOURSE

Convening constructive, cross-ideological dialogue that challenges orthodoxies and elevates debate on both the virtues and failures of modern capitalism.

RESEARCH

Advancing rigorous, evidence-based research that informs real-world decision-making and delivers actionable insights for business and government.

The Institute's unique value lies in the integration of all three: research informs what we teach and what we discuss; discourse connects our work to the audiences who can act on it; and education ensures that the next generation of business leaders carries this systems-level thinking into the world.

OUR STORY: YEAR TWO IN CONTEXT

When the Mehrotra Institute launched in September 2024, the central challenge was one of translation: how do you take a $51 million endowment, a bold mission, and a faculty network with deep expertise, and turn them into programs that reach students, practitioners, and the public? Year One was about proving the concept. Year Two was about proving the model.

Across 2025-2026, we moved from launch mode into operational rhythm. We expanded our curriculum reach to 100% of incoming Questrom undergraduates through the redesigned SM131 course. We built a student-led speaker series that grew into a signature program, now supported by a named fund from alumnus Raif Ali Dinçkök. We produced a podcast that won a Signal Award, earned a Webby nomination, and reached a national audience with guests including a sitting Federal Reserve governor and the current BU President. And we funded our first full cohort of Institute research projects, organized into four thematic areas that define our scholarly identity.

The data in this report makes clear that the Institute's impact is not theoretical. Students who took SM131 this year left with measurably different and more sophisticated views about how markets work and where they fall short. Executives who participated in our events gave students access to thinking and networks that do not exist in any classroom. Research funded this year is on pathways to publication and to practitioner audiences.

We also navigated transition thoughtfully. Prof. Marcel Rindisbacher, who built the strategic and operational foundation of the Institute while simultaneously serving as Acting Dean of Questrom, has handed the Faculty Director role to Prof. Tim Simcoe, whose research on innovation economics and technology policy aligns naturally with our core themes. The Institute enters Year Three with continuity of mission, renewed research leadership, and a growing team.

AY 2025-2026 AT A GLANCE

$51M Total Endowment Raised	**2nd** Full Year of Operations	**3** Interconnected Pillars	**2024** Year of Launch
1,271+ Student Forum Participants	**10** Student Forum Events	**400+** SM131 Freshmen Reached	**~1,800** Issue360 Students (FY24–FY26)
~970 Annual Summit Attendees	**~300** Stephen Miran Event Attendance	**~200** Bell Commemoration Attendees	**400+** WBUR Breakfast Club Attendees
66,731 Podcast Downloads (2025)	**1.7M+** WBUR.org Impressions	**5.1M+** On Point Story/Roll Impressions	**4** Student Podcast Episodes Live
16 Podcast Episodes (2025)	**12** Mehrotra Ledger Articles	**179K+** Student Forum Social Media Views	**2** Signal Awards Won
1 New Team Member	**4** Research Themes	**6** Research Projects Seeded	**31** Total Events Hosted

PILLAR ONE: EDUCATION

The Institute's education pillar is grounded in a conviction that preparing the next generation of business leaders is not peripheral to our mission, it is central to it. This year, Mehrotra Institute investment reached students at every stage of the Questrom academic journey, from freshmen encountering the course for the first time to seniors presenting original research to business leaders.

SM131: BUSINESS, MARKETS & SOCIETY

SM131 is the required introductory course for all Questrom undergraduate freshmen. This year, the course reached more than 400 incoming students, meaning that 100% of Questrom's incoming class began their business education grounded in questions of market function, corporate purpose, and societal responsibility. The course, developed by Professors Nalin Kulatilaka, Jeff Furman, and Becky Nicols with Mehrotra Institute support, has become a key differentiator in Questrom's competitive positioning and undergraduate rankings narrative.

The course was also selected as the launch platform for Issue360, the Institute's AI-powered civil discourse simulation (described in detail below), giving freshmen access to an innovative pedagogical experience from their very first semester.

SM131 PRE- AND POST-SURVEY: MEASURING WHAT STUDENTS LEARN

In Spring 2026, the Institute conducted its first systematic pre- and post-survey of SM131 students, measuring changes in understanding across five topic areas: Market Efficiency, Value Creation vs. Capture, Corporate Purpose, Innovation and Competition, and Role of Government. The survey represents one of the first efforts by any business school institute to measure curricular impact with rigorous, matched longitudinal data.

384 students completed the pre-survey and 206 completed the post-survey. Of these, 163 students were matched by BU email address for individual-level analysis, providing a sharp test of whether the course itself, not cohort differences, drove the results.

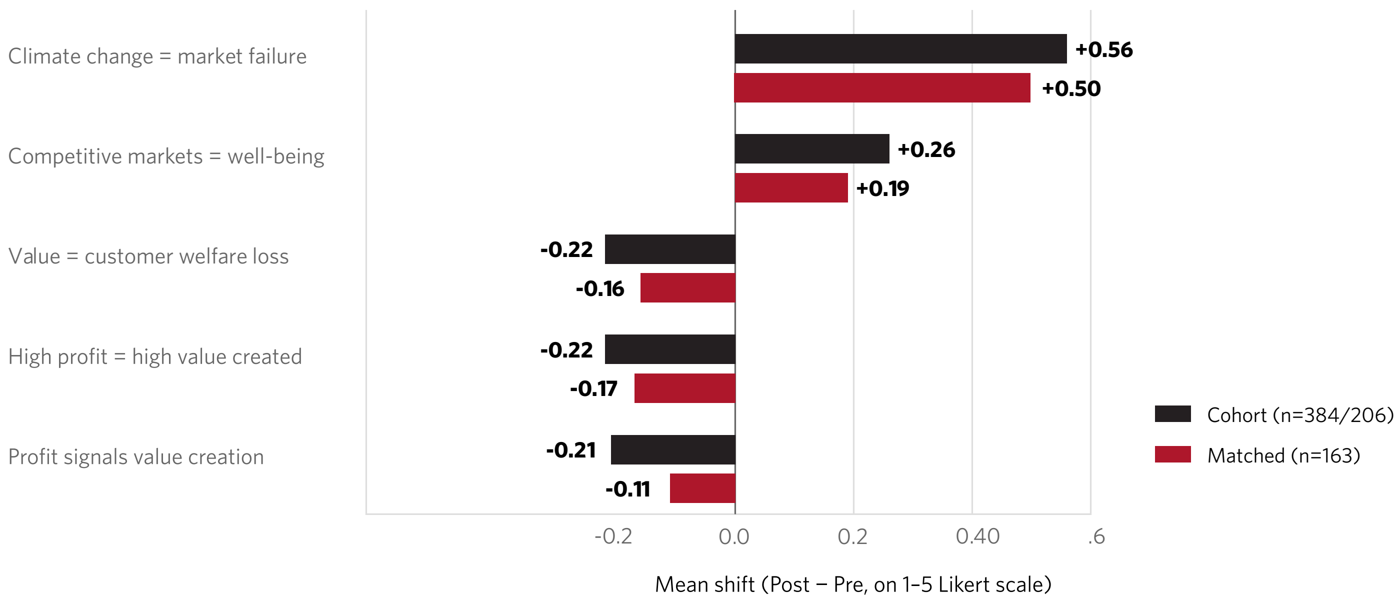
FINDING	KEY METRIC
Market failures became more visible	**Climate change as market failure: +0.56 (Very Strong significance)**
Confidence in competitive markets grew	**Competitive markets improve well-being: +0.26 (Very Strong)**
Profit no longer reads as proof of value	**High profit = high value: -0.22; Drug pricing 'value capture' framing +7.6 pts**
Nuanced, not contradictory, thinking	**Students more confident in markets AND more skeptical of profit signals simultaneously**
Long-term thinking deepened	**Long-term over short-term: +0.19 (Strong significance)**
Same students genuinely changed views	**163 matched students confirm findings (cohort correlation 0.92); 51% more convinced climate is market failure**
Conceptual knowledge internalized with confidence	**'Strongly Agree' on externalities: 14% to 36% (+22 pts); market power: 16% to 34% (+17 pts)**

> ***"Students grew more confident in markets while becoming more careful about what profit actually proves which is a sign of deeper understanding, not contradiction."***

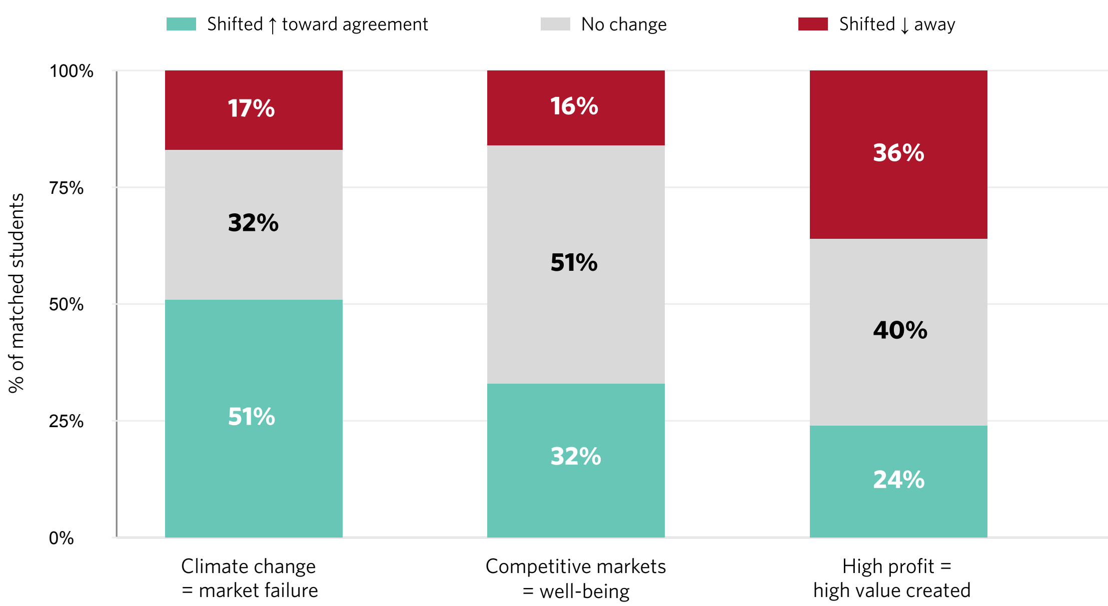
The survey's most striking finding is also its most important: students did not simply absorb a pro-market or anti-market message. They developed the kind of nuanced economic reasoning the course is designed to produce, growing more confident that competitive markets improve well-being while simultaneously growing more skeptical that profit alone signals value creation. This is the intellectual independence that a business education at its best should produce.

Domestic students showed larger shifts than international students on most questions particularly on climate as a market failure (domestic +0.73 vs. international +0.28). Sophomores deepened stakeholder thinking more than freshmen. Female students shifted more substantially on profit-skepticism. These cohort differences offer useful hypotheses for further study and curriculum refinement.

Cohort vs. matched deltas — top 5 movers



Where did individual students actually move?



LAUNCH OF MH810 FOR MBA STUDENTS

In Spring 2026, the Mehrotra Institute launched its first co-branded MBA elective, MH810: The Purpose and Future of the Corporation: Corporate Governance in Times of Change. The course represents a milestone in the Institute's education pillar moving beyond the undergraduate curriculum to bring the Institute's core questions directly into Questrom's MBA program.

The course was taught as a weekend intensive by Professor Roy Shapira, a corporate governance scholar whose research focuses on how reputation, litigation, and regulation interact to shape corporate behavior. The curriculum is organized around three interconnected challenges facing business leaders today: understanding how nonmarket forces, from regulatory capture to geopolitical disruption to political polarization, shape corporate strategy; analyzing how boards, executives, and governance institutions succeed or fail under pressure; and navigating the growing tension between profit maximization, corporate purpose, and social accountability. Case studies anchored the course in real-world consequences, including the Boeing 737 Max disaster and DuPont's decades-long environmental crisis, giving students a grounded and often uncomfortable look at what happens when governance breaks down.

What makes MH810 distinctively a Mehrotra course is its design as a bridge between the classroom and the broader world. The Friday evening session of the weekend intensive was held not at Questrom but at the Charles River Museum of Industry and Innovation, where students attended a Mehrotra Institute event featuring panelists on the intersection of innovation, patents, and corporate strategy, with student questions counting toward course participation. The following morning, students debriefed the event in a shared session with PL710, connecting the prior evening's practitioner perspectives to the governance frameworks introduced in class. The result is a course where the Mehrotra event series is not supplementary enrichment but load-bearing curriculum.

Topics covered across the three days ranged from board composition and oversight duties, to sustainability and greenwashing, to AI governance and algorithmic accountability, to how companies navigate geopolitical disorder and trade conflict. The course concluded with individual reflection papers in which students applied the course frameworks to the governance challenges most relevant to their own industries and career paths.

MH810 is the first of what the Institute envisions as a growing presence within the MBA curriculum, with additional course development planned as part of the five-year strategy.

QUESTROM HONORS PROGRAM

In parallel with the SM131 redesign, the Institute has invested in restructuring the Questrom Honors program to center questions of firm purpose, corporate governance, and stakeholder capitalism. Honors students follow a distinctive curriculum arc that culminates each year in the Mehrotra Institute Annual Summit, creating a through-line between their coursework and real-world public engagement.

This year's Summit, the second in the series, focused on corporate governance and drew approximately 900 attendees, including BU alumni, Boston-area business leaders, and younger Questrom students from SM131 courses who attended as observers. The Summit has been designed as an annual event with growing scope; Year Three planning is already underway.

Last year's Summit proceedings can be found at: ibms.bu.edu/2nd-mehrotra-summit-focuses-on-corporate-governance/

ISSUE360: AI-POWERED CIVIL DISCOURSE SIMULATION AND SHIPLEY AWARD

Issue360 is an innovative GenAI-powered simulation platform developed by Professor Paul McManus (Questrom'86) with Mehrotra Institute support. The platform enables students to practice civil discourse and stakeholder perspective-taking on complex business-society challenges by taking on assigned roles, government regulator, financier, technology company, public interest advocate, and engaging in structured deliberation on real-world dilemmas.

In AY 2025-2026, Issue360 was deployed in SM131 courses across both the fall and spring semesters, reaching approximately students in total. The platform has also been expanded into select MBA courses, and the Institute is collaborating with the Shipley Center to measure its educational value rigorously.

The underlying platform is built on a Claude-based, 7-layer logic architecture with 27 integrated agents, currently running an 8M token proprietary LLM model being live-tested against a custom-built real-time data stream for a 7,500-company database. The Institute's Advisory Board has been invited to participate in or suggest members for an advisory committee to guide the platform's development and assess its market potential both inside and outside BU.

Issue360 is designed to be reusable across multiple scenarios and course levels, from clean energy transitions to healthcare access, and positions Questrom as a forward-thinking institution in the application of AI to business education. Prof. McManus was awarded the Shipley Center Academic Innovation Award for developing this tool, further showcasing the product's contributions to students and the broader BU community.

~1,800	27	7,500	7,500
Students Using Issue360 (FY24 - FY26)	Integrated AI Agents	Companies in Live Database	Companies in LLM Database

PILLAR TWO: DISCOURSE

The Institute's discourse pillar is built on the premise that rigorous public conversation is itself a form of impact. Our programming reaches students, executives, policymakers, and the public through an award-winning podcast, a growing student-led speaker series, signature convening events, and a new publication platform.

IS BUSINESS BROKEN? PODCAST

Is Business Broken? is a nationally distributed podcast produced in partnership with WBUR, hosted by Curt Nickisch (Questrom'13). The show brings together academics, industry leaders, and policymakers to examine the most pressing questions about business and society. It is distributed via NPR's national network and available wherever podcasts are found.

	2024	2025	2026 YTD (May)
Episodes Aired	11	16	6
Downloads for Full Length Episodes	4,695	66,731	15,638
Trailer Downloads	1,108	2,010	67
Events at CitySpace	3	2	2
Display Impressions on WBUR.org	240,003	840,003	346,951
Native Impressions on WBUR.org	229,640	864,650	328,877
In-Banner Audio impressions	323,917	770,152	330,902
ROP Pre/Mid Impressions	1,224,651	1,651,819	816,652
Storyroll Impressions	3,400,583	12,552,487	7,244,812
Storyroll ROP listen-through rate	93%	90%	85%

THE NUMBERS IN CONTEXT

At 66,731 full-length downloads across 16 episodes, Is Business Broken? averaged approximately 4,170 downloads per episode in 2025. To reach the top 1% of podcasts, a show needs to exceed approximately 4,615 downloads in the first seven days of an episode's release. The median podcast receives 421 downloads per episode per month, meaning Is Business Broken? is producing roughly 10 times the median podcast's output per episode. Podcasts in the top 50th percentile average just 32 downloads, so the show is performing at more than 100 times the midpoint of the entire industry.

Downloads tell you how many people started. Listen-through rates tell you how many people stayed. And this is where Is Business Broken?'s numbers become genuinely remarkable.

The podcast's On Point listen-through rate of 88% and Run of Podcast listen-through rate of 93% both refer to the percentage of listeners who remained engaged through the StoryRoll, WBUR's branded content segment embedded within the episode. These are not generic completion rates; they measure whether an audience that voluntarily tuned into a public radio program stayed engaged through a deliberately placed branded segment. That is a harder test than simply finishing an episode.

Branded podcasts achieve completion rates of up to 90%, compared to 60–70% for typical B2B podcasts. Is Business Broken?'s 88–93% StoryRoll retention rates sit at or above the best-in-class ceiling for the entire branded podcast category. A desirable benchmark for listen-through rate is 70–90%, indicating that audiences are completing most of an episode. Both of the show's listen-through figures exceed this range. Best-in-class branded podcasts generate a retention rate of more than 80%. Is Business Broken? exceeds that threshold across both distribution channels.

Put plainly: when listeners tune in, they stay. That is the metric that matters most for a branded podcast, because it determines whether the investment in production translates into actual time with the audience.

The raw download figure of 66,731 significantly understates the podcast's total reach. The WBUR distribution partnership multiplies the show's audience through two additional channels:

The 5.1M+ On Point StoryRoll impressions represent the show's content being heard by On Point's existing national audience of 2.5M+ weekly listeners across 340 stations, who encounter Is Business Broken? content as part of their regular listening. The 2M+ Run of Podcast StoryRoll impressions add further reach through WBUR's broader podcast distribution network. Combined with 1.7M+ impressions on WBUR.org, the total impression footprint of the podcast and its associated content exceeds 8.8 million in 2025 alone, a figure that dwarfs the headline download number and reflects the actual scale of the Institute's media presence.

For a two-year-old academic podcast without celebrity hosts, a major publisher, or a true crime hook, these numbers describe a show that is punching well above its weight. Its listen-through rates exceed industry best-in-class benchmarks. And its distribution through WBUR's national infrastructure extends its reach into the tens of millions of impressions.

The Signal Awards Silver Medal and Listener's Choice Award, along with the 2026 Webby nomination, provide third-party validation of what the numbers already suggest: this is a quality program finding a real audience. The more meaningful question for Year Three is not whether the podcast is working but how to accelerate the growth trajectory as the Institute's guest relationships, research profile, and brand recognition continue to compound.

Signal Awards (2025): The podcast earned a Silver Medal in Genre-Business for Brand Storytelling and the Listener's Choice Award in Genre-Business for Brand Storytelling, recognition that validates both editorial quality and audience engagement.

Webby Award Nomination (2026): The podcast received a Webby Award nomination, placing it among the most recognized podcasts in business and society media.

NOTABLE EPISODES AND LIVE EVENTS

Federal Reserve Governor Stephen Miran (February 9, 2026):
Fed Governor and BU alum Stephen Miran (CAS'05) recorded a live episode at WBUR's CitySpace, addressing his unconventional views on inflation, tariffs, and the Fed's role in markets. The event drew approximately 300 attendees and was covered by BU Today, generating significant national financial media attention. Miran also participated in two separate fireside chats with Questrom finance and BU students. The event received significant national media coverage including Yahoo Finance, Reuters, WSJ, Barron's, and others.

Corporations in Politics (March 25, 2026):
Jane Adams, SVP of Global Government Affairs & Policy for J&J, Matteo Gatti, Professor of Law from Rutgers Law School, and David Webber, Professor of Law at Boston University School of Law participated on a panel moderated by Roy Shapira, Mehrotra Visiting Professor of Law at Boston University. The discussion focused on the role of the corporation in politics.

WBUR Festival Live Taping (May 30, 2026):
The Institute sponsored a live episode of **Is Business Broken?** at the WBUR Festival celebrating WBUR's 75th anniversary. The episode featured BU President Melissa Gilliam, Kendalle Burlin O'Connell (CEO and President of MassBio), and Elizabeth Jurinka (operating director of healthcare policy at Vistria PRG), hosted by Curt Nickisch. The episode, titled 'The High Stakes of the AI Economy,' was featured on BU Today.

Fireside Chat with the CEO of ButcherBox (June 11, 2026):
In partnership with Conscious Capitalism Boston, we were able to host a fireside chat with our affiliated faculty member, Prof. Remi Trudell, and CEO and Founder of ButcherBox Mike Salguero. The partnership with Conscious Capitalism is one we have developed to create deeper connections with industry. This conversation is the beginning of our work with them and we hope it will lead to deeper connections to industry and leadership of organizations around the country.

STUDENT VOICES PODCAST

This year the Institute launched a student-produced spinoff of "Is Business Broken?", funded in part by the Raif Dinçkök Student Forum Fund. The initiative gives BU students a platform to bring their own questions and perspectives to national audiences.

The first student-produced episode was released on June 26, 2025, featuring Questrom sophomore Grant Corbett (Questrom'27) interviewing JD Chesloff, President and CEO of the Massachusetts Business Roundtable, on the topic of global tariffs. The episode was produced by a cross-disciplinary team: Jack O'Sullivan (COM'27), Izzy Victoria (COM'27), Anna Welsh (QST'27), Sean Champa (QST'27), and John Kim (CAS'27). By the end of AY 2025-2026, four student-produced episodes were live. The series is becoming a talent pipeline that turns student from observers of public discourse into contributors to it.

> *"Students are now active contributors to public discourse, not passive observers of it."*

RAIF ALI DINCKOK STUDENT FORUM: STUDENT-LED SPEAKER SERIES

In July 2025, the Institute announced the establishment of the Raif Dinçkök Student Forum Fund, created by a generous gift from Raif Ali Dinçkök (QST'94), Chairman of the Board of Akkök Holding. The fund advances student-led engagement initiatives and supports both the speaker series and student podcast production in addition to roundtable events and student-facing initiatives.

The strongest initiative to grow out of this fund is the student-led speaker series. Students did not just attend the speaker series, they ran it. Across AY 2025-2026, ten student-organized events grew the participant base to more than 1,200. The more telling outcome is what that involvement produced: students moved from attendees into event curators, hosts, and organizers.

10	1,271+	179K+	5,500+
Events Hosted	Total Participants	Social Media Views	Social Media Engagements

Speaker series participants in AY 2025-2026 included:

- **Will Ahmed,** Founder and CEO of WHOOP (565 participants)
- **Bill Gurley,** General Partner at Benchmark Capital, with book signing (200 participants)
- **Stephane Bancel,** CEO of Moderna (120 participants)
- **Alex Sacerdote,** Founder of Whalerock Capital Management (110 participants)
- **Joe Terino,** Partner at L Catterton (90 participants)
- **Howard Marks,** Co-Founder and Co-Chairman of Oaktree Capital (86 participants)

SIGNATURE CONVENING EVENTS

2nd Annual Mehrotra Institute Summit (November 2025):

The Summit, now in its second year, drew more than 900 attendees including BU alumni, Boston-area business leaders, and Questrom students from both the Honors program and SM131 courses. Honors seniors developed original research content, served as hosts and facilitators, and presented their work on corporate governance and short-termism to an industry audience.

150th Anniversary of the Telephone Patent (March 2026):

The Institute organized a commemoration of the 150th anniversary of Alexander Graham Bell's telephone patent. Bell was a BU professor from 1874 to 1879, and his telephone research was funded by BU. The event was held at the Charles River Museum of Industry and Innovation and brought together descendants of both Bell and Watson for the first time, alongside current business and technology leaders. Approximately 200 people attended. The event generated BU Today coverage and multiple media placements.

WBUR Breakfast Club (Spring 2026):

The Institute partnered with WBUR on the Breakfast Club, an event series at CitySpace bringing together Boston decision-makers to explore the most pressing issues facing business today. In AY 2025-2026, the Institute sponsored four Breakfast Club events with 400+ total Boston business community attendees. Institute leadership provided opening remarks at each event, gaining prominence in newsletters, social media, and press coverage. The series will continue with an additional 4 events in the 26-27 academic year.

Breakfast Club speakers in AY 2025-2026 included:

- **Ryan Gellert,** CEO of Patagonia (January 22, 2026)
- **David Heath and Randy Goldberg,** Co-Founders of Bombas (March 18, 2026)
- **Will Ahmed,** Founder and CEO of WHOOP (April 16, 2026)
- **Joanna Geraghty,** CEO of JetBlue (May 12, 2026)

~1,500	400+	~900	~300
Total Signature Event Attendees	Breakfast Club Attendees	Annual Summit Attendees	Miran Live Episode Audience

THE MEHROTRA LEDGER

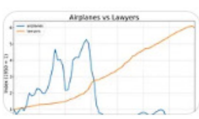
The Institute launched The Mehrotra Ledger, a Substack publication designed to bridge the gap between academic research and practitioner audiences. In AY 2025-2026, the Ledger published 13 articles. Top traffic sources and readership metrics are being tracked to guide content strategy as the publication grows.

The Ledger has been designed as an open submission platform, with a goal of growing a regular contributor pipeline of Questrom faculty, graduate researchers, and external thought leaders. Its readership and contributor base will be a key growth metric for Year Three.

~2,560	60%+	13	5
Article Views	**Average Open Rate**	**Articles Published**	**Student Editors and Authors**

The Cost of Corporate Obscurity
November 18, 2025 • The Mehrotra Ledger
♡ 6 💬 0

5 Subs | 728 Views | 50% Opened



From Builders to Legislators: The Death of Progress
Jan 20 • The Mehrotra Ledger
♡ 2 💬 0

2 Subs | 546 Views | 83% Opened

The Illusion of Collapse
Apr 6 • The Mehrotra Ledger and Amelia Chatlos
♡ 2 💬 0

0 Subs | 107 Views | 67% Opened

Slop: Then, Now, and Tomorrow
Feb 17 • The Mehrotra Ledger
♡ 2 💬 0

1 Subs | 103 Views | 75% Opened

The Return of State Capitalism: When Markets Become We...
Feb 23 • The Mehrotra Ledger, Nalin Kulatilaka, and Marcel Ri...
♡ 2 💬 0

2 Subs | 65 Views | 67% Opened

PILLAR THREE: RESEARCH

The Institute's research pillar is organized around four interconnected themes that define its scholarly identity and focus its grant-making. In Spring 2026, the Institute awarded a new cohort of faculty research grants and simultaneously developed a project management system to align funded projects to specific deliverables, timelines, and dissemination artifacts, ensuring that research findings reach not just academic journals, but the practitioners and policymakers who can act on them.

FOUR RESEARCH THEMES

This year, the Mehrotra Institute launched its revised research agenda around four themes that together address the core questions of how modern capitalism functions, where it falls short, and how institutions can be designed to produce durable value.

A

Corporate Purpose, Power & Accountability

How corporate purpose is defined, authority is allocated, and accountability is enforced in an era of stakeholder pressure, political polarization, and systemic risk. Topics include board and executive dynamics, governance under technological change, long-term value, systemic risk, and the legitimacy of the firm.

B

Healthy Competition & Market Dynamism

How competitive markets are sustained, concentrated power is checked, and the rules of fair competition evolve in rapidly changing industries. Topics include market power measurement, mergers, digital platforms, antitrust policy frameworks, market and government failure, and market design in capitalist economies.

C

The Business of Innovation

How organizations, markets, and public institutions transform scientific discovery into scalable innovation. Topics include IP systems and standards, university-industry-investor linkages, regulatory approval pathways, diffusion of new technologies, and funding models for innovation.

D

Measuring & Governing Business Impact

How impacts on people and the environment are measured, disclosed, and made accountable. Topics include impact metrics and disclosure standards, ESG data and assurance practices, financial materiality of social risk, and corporate reporting integrity.

RESEARCH AWARDS AND RECOGNITION

Shipley Award Recognition for Issue360

Institute-funded research by Paul McManus, Rebecca Nichols, Timothy Simcoe, and Jeffrey Furman is reshaping how business schools teach and assess ethics in the age of generative AI. Their project, “Ethics Under Pressure: Measuring Student Learning Outcomes in Generative AI Simulations,” centers on Issue360, a simulation tool McManus developed to place students in realistic ethical dilemmas and measure what they actually learn. In recognition of this work, McManus received a Shipley Award, one of the Questrom School’s most distinguished honors for contributions to pedagogical innovation. The Institute’s investment in this project reflects our conviction that rigorous, evidence-based approaches to ethics education are among the most consequential contributions business schools can make.

Recognition from ECGI for Roy Shapira, Institute Visiting Faculty Member

Institute affiliate Roy Shapira, alongside co-authors Luca Enriques of Università Bocconi and Matteo Gatti of Rutgers Law School, received the 2026 ECGI Law Prize for their paper “How the EU Sustainability Due Diligence Directive Could Reshape Corporate America.” The prize, sponsored by Wharton Research Data Services and awarded at the Global Corporate Governance Colloquium at the National University of Singapore in June 2026, recognizes the best paper in the ECGI Law Working Paper Series each year. Their paper examines how Europe’s Corporate Sustainability Due Diligence Directive could fundamentally alter how large US corporations approach human rights and environmental governance, bridging EU regulatory law and Delaware corporate law in ways with implications well beyond European borders. The recognition underscores the Institute’s role as a home for research that engages the most consequential questions in corporate governance today.

FUNDED RESEARCH PROJECTS: AY 2025-2026

In Spring 2026, the Institute awarded funding for a variety of research projects aligned to these four themes. Each project was developed with a project management plan establishing staged funding gates, governance frameworks, and specific dissemination pathways including academic publications, white papers, executive summaries, policy briefs, and Mehrotra Ledger articles.

The Institute is working with all seed-funded faculty researchers to identify not only academic publication pathways but also practitioner-facing formats that make findings accessible to business leaders and policymakers who do not read academic journals. This dissemination infrastructure will be a core responsibility of the incoming Director of Marketing and Communications. Below is a summary of all funded projects for the 25-26 academic year along with their primary investigator and a description of how the research aligns to the themes of the institute.

PRIMARY INVESTIGATOR	PROJECT NAME	APPLICABLE RESEARCH THEME
Prof. Remi Trudel	Bias in AI Sustainability Guidance: How Large Language Models Shape (and Skew) Equitable Climate Action	Measuring & Governing Business Impact

- **Studies LLMs as market institutions shaping sustainability advice and consumer behavior.**
- **Proposes governance tools: audits, disclosures, and accountability standards for AI advice systems.**

PRIMARY INVESTIGATOR	PROJECT NAME	APPLICABLE RESEARCH THEME
Prof. Abigail Ostriker	Externalities and Moral Hazard in Property Insurance: Wildfire Risk, Monitoring Technology, and Defensible Space	Measuring & Governing Business Impact

- **Analyzes contract and market design under climate risk and information constraints.**
- **Studies incentive-compatible insurance contracts enabled by remote sensing and AI technologies.**
- **Explores coordination failures and externalities in decentralized wildfire mitigation markets.**
- **Frames regulation as market-rule design that complements private incentives and innovation.**

PRIMARY INVESTIGATOR	PROJECT NAME	APPLICABLE RESEARCH THEME
Prof. Sarah Armitage	Markets and Environmental Technologies: Can Markets Solve the "Chicken and Egg Problem" in Medium- and Heavy-Duty Vehicle Electrification?	The Business of Innovation

- Treats decarbonization as a market-formation and coordination challenge rather than purely technical.
- Examines infrastructure and adoption coordination problems in trucking electrification.
- Evaluates market design levers including siting, reliability standards, and subsidy sequencing.
- Studies how governance and firm organization shape innovation diffusion and scaling.

PRIMARY INVESTIGATOR	PROJECT NAME	APPLICABLE RESEARCH THEME
Prof. Keith Ericson	Corporate Forms and their Impact in the Health Sector	Corporate Purpose, Power, & Accountability

- Examines how corporate forms shape accountability, incentives, and patient outcomes in healthcare.
- Connects governance structures to managerial selection and performance in skilled nursing facilities.
- Develops better measures of nonprofit social benefits, accountability, and institutional legitimacy.

PRIMARY INVESTIGATOR	PROJECT NAME	APPLICABLE RESEARCH THEME
Prof. Mario Leccese	Antitrust Beyond Price: Innovation Incentives and Talent Allocation under Majority and Minority Acquisitions	Healthy Competition & Market Dynamism

- Focuses on innovation incentives, talent allocation, and ownership structures in venture ecosystems.
- Examines how minority ownership and common ownership affect labor market competition.
- Treats venture capital as a governance system influencing hiring, innovation, and strategy.
- Connects antitrust enforcement to innovation trajectories and technological progress.

PRIMARY INVESTIGATOR	PROJECT NAME	APPLICABLE RESEARCH THEME
Prof. Michel Anteby	Sanitizing Risk in the Insurance Industry: How Independent Agents Navigate Client Relations under Algorithmic Oversight	Measuring & Governing Business Impact

- Explores algorithmic governance in insurance underwriting, pricing, and claims resolution.
- Studies how independent agents navigate algorithmic oversight and market-making roles.
- Links market legitimacy and fairness to trust in algorithmically mediated insurance markets.

BUSINESS IMPACT LAB (FORMERLY IMAP) AND INTEGRATION INTO MEHROTRA

One of the most consequential structural decisions of AY 2025-2026 was the formal integration of the Business Impact Lab, formerly the Impact Measurement and Allocation Program (IMAP), into the Mehrotra Institute's research architecture as the operational identity of Research Theme D: Measuring and Governing Business Impact. The decision was the result of a deliberate strategic review and reflects a clear-eyed assessment of where the program's work creates the most value and for whom.

IMAP was founded in 2020 as an independent program designed to develop and disseminate ESG metrics that better communicate the social and environmental impact of businesses. Over five years it built a genuine track record: 13 seeded research projects, 18 affiliated faculty, 21 student researchers across 10 degree programs, 9 published papers, and more than 30 hybrid lunch seminars and three in-person workshops, all with meaningful industry participation.

What the review made clear, however, is that IMAP as a standalone entity had reached the limits of what independent operation could achieve. The logical next step was to merge the program with Theme D of the Institute's research architecture, where the work belongs naturally and where it gains something it never had as a standalone program: a direct connection to the Institute's education and discourse infrastructure, a dissemination pathway to practitioner and policy audiences, and the organizational sustainability that comes from being part of a well-capitalized, mission-aligned institution.

Under this integration model, Professor Eddie Riedl serves as Faculty Lead for Theme D, with influence over the research agenda, the affiliated faculty network, the advisory relationships, and the programming that made IMAP distinctive. What changes is the scaffolding around that work: Institute infrastructure replaces the duplicative administrative layer, and a baseline allocation plus flexible access to Institute-wide event and research funding replaces the fixed annual budget model that created financial fragility.

The benefits of this integration are concrete. The Institute gains a fully formed research program with a five-year track record, a practitioner advisory board, and a faculty network that spans multiple departments and disciplines, far more than a new Theme D initiative would have had from a standing start. The program formerly known as IMAP gains the Institute's audience, its communications capacity, its event infrastructure, and its connection to the Questrom curriculum. Research that would previously have reached only ESG specialists can now reach the MBA students in MH810, the executives who attend the Annual Summit, the podcast audience of "Is Business Broken?", and the readers of The Mehrotra Ledger. That is a qualitatively different kind of impact than any standalone program can achieve.

PRODUCT ASSETS IN DEVELOPMENT

Issue360: See Education pillar section for a full description. The Institute is collaborating with the Shipley Center to measure Issue360's educational value. In the long run, now that this asset has been fully developed, we will be working to transition the management of this tool to Questrom IT over the next academic year. We hope to develop a framework and process for other faculty to have access to this tool and utilize it in their courses to support case work across Questrom and potentially into other programs at BU.

SENDEX (Sentiment Index): SENDEX is a proprietary sentiment intelligence platform developed within the Mehrotra Institute by faculty lead Professor Sami Karaca, designed to transform how researchers, policymakers, corporations, and investors understand public and media narratives on topics central to the Institute's mission. Unlike traditional sentiment tools that rely on keyword counts or article-level analysis, SENDEX operates at the paragraph level, processing more than 5 million English-language newspaper articles (2005-2025) and characterizing the sentiment, emotion, uncertainty, stakeholder role, geographic context, and ideological source of every paragraph individually. This granularity matters: article-level analysis routinely obscures the internal conflicts that define the most consequential business and policy debates. In a single article about AI and privacy, for instance, SENDEX reveals that corporate sources expressed optimism while public and NGO voices expressed fear, a distinction averaged away entirely by conventional tools.

The platform organizes all of this data through a three-level hierarchy of Themes, Concepts, and Aspects that mirrors how humans naturally structure knowledge, and draws from 2,400+ publishers mapped to left, center, and right political leanings, enabling analysts to separate genuine signal from source bias. SENDEX has already demonstrated its capacity to track meaningful sentiment shifts, including the divergence between corporate and public sentiment on nuclear energy across geographies, and the upstream drivers of renewable energy sentiment following events like the Inflation Reduction Act. The Institute sees SENDEX as a potential research asset with commercial applications well beyond BU, and the Advisory Board's input on target audiences and market potential will be central to determining its next phase of development.

IN THE MEDIA

The Mehrotra Institute's work was recognized in a range of national and local media outlets in AY 2025-2026.

Selected coverage includes:

- BU Today covered the Federal Reserve Governor Stephen Miran live taping (February 2026), describing his 'out-of-consensus' views on inflation and tariffs and the podcast event organized by the Institute at WBUR's CitySpace.
- BU Today featured the Is Business Broken? WBUR Festival live taping with BU President Melissa Gilliam, published May 2025.
- BU Today and BU's The Brink published multiple articles on the Alexander Graham Bell 150th anniversary commemoration (March 2026), including 'BU, Bell, and Celebrating 150 Years of the Invention of the Telephone' and 'Alexander Graham Bell: The BU Years.'
- Poets and Quants covered the Raif Dinckok Student Forum Fund announcement (July 2025), highlighting the student speaker series and student podcast production.
- Business Wire and Yahoo Finance carried the formal announcement of the Raif Dinckok Student Forum Fund (July 2025), distributed nationally.
- The Wall Street Journal Business featured the Institute in a paid post on how Questrom is 'empowering today's leaders and decision-makers.'
- The Signal Awards recognized Is Business Broken? with a Silver Medal and Listener's Choice Award in Genre-Business for Brand Storytelling (2025).
- The Webby Awards nominated Is Business Broken? for recognition in 2026.

> ***"This will be the signature institute for Questrom School of Business. It deals fundamentally with the mission of the school."***
>
> ***— Susan Fournier, Former Dean, Questrom School of Business***

LOOKING AHEAD: FIVE-YEAR STRATEGIC ROADMAP

The Institute entered its second year with a clear five-year strategic plan organized around the three pillars of Education, Discourse, and Research. The plan establishes goals for Years 1, 3, and 5, with an aspiration toward becoming a nationally recognized institute that produces verified policy impact, sustains a distinguished research stream, and graduates business leaders who carry systems-level thinking into the world.

Year 1 — 2026

Foundation & Launch

EDUCATION

- Embed Mehrotra in Honors Program
- Launch capitalism sentiment surveys
- Formalize Student Forum governance
- Align BU marketing to highlight Mehrotra curriculum influence for honors program
- Increase MHA 810 enrollment
- Design draft pilot ExecEd program

DISCOURSE

- Host ≥1 public Is Business Broken? event
- Establish podcast analytics baseline
- Develop new creative brief for the podcast, focusing on shifted audience
- Launch Ledger open submissions; grow readership
- Develop Dialogue competition

RESEARCH

- Assess SENDEX & Issue360 viability
- Launch ≥1 major research project/annual report
- Host ≥1 Chatham House dinner
- Develop white papers from Chatham House dinner themes

Year 3 — 2028

Growth & Distinction

EDUCATION

- Scale Student Forum to ≥15 events/yr
- Pilot Honors learning assessment and receive employer input
- Include Mehrotra content into ~75% of undergraduate honors courses
- Develop additional MBA course and run at least 1 ExecEd style course

DISCOURSE

- Expand annual podcast downloads
- Annual dialogue competition expanded nationally
- Double Ledger readership from 2026
- Assess podcast and investment strategy

RESEARCH

- Narrow to a distinctive research program
- Influence ≥1 distinct policy change
- Assess product viability and strategy
- Produce ≥2 annual reports that begin developing distinctiveness
- Recurring Chatham House dinners (≥2 industries)

Year 5 — 2030

Impact & Legacy

EDUCATION

- ≥3 yrs outcome data proving Honors ROI and employer feedback
- Mehrotra content in ≥1 core MBA course
- Secure additional Student Forum funding
- Increase influence in non-honors undergrad and MBA courses
- Develop 2 mature flagship events

DISCOURSE

- If podcast is active strategy, increase annual podcast downloads
- ≥1 industry quality recognition
- Sustain Ledger contributor pipeline and grow readership
- Distinctive global discourse program

RESEARCH

- Annual report in ≥ 4th edition, cited widely
- Sustained distinguished research stream
- Verified policy impact documented
- Mature connection to industry with regular Chatham House collaboration

AY 2026-2027: KEY PROGRAMS ON THE HORIZON

The following events and initiatives are planned for the coming academic year (not including ongoing IMAP lunches and Student Forum events):

- **September 2026:** AI in Boston Week - Fireside Chat with Jehan Hamedi, CEO and Founder of Vizit
- **September 2026:** Fireside Chat with Eklavya Saraf of Citadel Securities
- **October 2026:** AI in Boston Week - Is Business Broken? Live Event: AI, Education, and Credentialling
- **October 2026:** Beyond Corporate Sustainability Conference, Faculty Lead Andrew King
- **November 2026:** First Annual Mehrotra Institute Discourse Competition, Faculty Lead Tim Simcoe
- **November 2026:** Corporate Governance Annual Summit and Corporate Governance Conference with ECGI (European Corporate Governance Institute), Faculty Lead Roy Shapira
- **December 2026:** Fireside Chat with Carey Morewedge - The Changing Nature of Ownership
- **March 2027:** MBA Residency Signature Event, Faculty Lead Tim Simcoe
- **May 2027:** Better Marketing for a Better World, Faculty Lead Nailya Ordabayeva

Among these, the First Annual Discourse Competition deserves particular attention. Designed as a structured competition in which student teams engage in facilitated debate on pressing business-society questions, the competition will use AI-supported case preparation tools and challenge participants to represent competing stakeholder perspectives with rigor and nuance. The Institute plans to invite teams from peer universities to participate alongside BU students, creating the potential for an internationally recognized platform for the next generation of business leaders. Advisory Board input on its design and scope is actively welcomed.

The ECGI conference in November 2026 also represents a significant milestone, the Institute's first formal international partnership, reflecting its commitment to building a program and reputation that extend well beyond Boston.


NOW TO
MIT YOUR QUESTIONS
THE PANEL

EVENTS AT A GLANCE: AY 2025-2026

Event	Date	Attendance	Pillar
TPRFi's IP Day	July 14, 2025	45	Discourse
IMAP Lunch Seminar: Relevance to Investors of Greenhouse Gas Methane Emissions	Sept. 25, 2025	22	Education / Research
PRI 2-part event: Impact of Changing Regulations + How Climate Change Affects Insurance Industry	Sept. 29, 2025	40	Education / Discourse
Business as Unusual: Fostering Inclusivity In Today's Shifting Political and Cultural Environment	Oct. 16, 2025	39	Discourse
IMAP Workshop: Governance	Oct. 17, 2025	58	Discourse
Fireside Chat with Howard Marks (Oaktree Capital)	Oct. 22, 2025	86	Discourse
DBF: Student-Faculty Conversation Series	Oct. 28, 2025	40	Discourse
Student Fireside Chat with Questrom Faculty	Oct. 30, 2025	20	Discourse
Student Led Health & Life Science Conference (w/ Ned Rimer, Rena Conti, Glenn Roberts)	Oct. 31, 2025	50+	Education / Research
2nd Annual Mehrotra Institute Summit: Corporate Governance, Including Live Podcast Recording at WBUR	Nov. 10, 2025	~970	Education / Discourse
IMAP Lunch: Measuring Impact to Unlock Capital for Energy Access	Nov. 20, 2025	24	Education / Research
WBUR Breakfast Club: Patagonia CEO Ryan Gellert	Jan. 22, 2026	100+	Discourse
Fed. Reserve Gov. Stephen Miran – Is Business Broken? Live Recording and 2 Fireside Chats	Feb. 9, 2026	~300	Discourse / Education
IMAP Lunch: Do Investors Price the Brussels Effect? Regulatory Risk and Sustainability in US Markets	Feb. 12, 2026	26	Education / Research
Student Roundtable with Paul Elwenstein	Feb. 12, 2026	15	Education / Discourse
Fireside Chat with Joe Trionfo (J. Catterton)	Feb. 25, 2026	90	Discourse

Event	Date	Attendance	Pillar
WBUR Breakfast Club: Bombas Co-Founders David Heath & Randy Goldberg	Mar. 18, 2026	100+	Discourse
IMAP Lunch: Greenhushing: Unintended Consequences of Conditionally Mandatory Disclosure	Mar. 19, 2026	25	Education / Research
Corporations in Politics Panel	Mar. 24, 2026	40	Discourse
Inventors and Patent Battles Panel	Mar. 27, 2026	60	Education / Discourse
The Telephone at 150: Innovation, Society, and Change	Mar. 27, 2026	140	Education / Discourse
Fireside Chat with Stephane Bancel (Moderna)	March 31, 2026	120	Discourse
Fireside Chat with Alex Sacerdote (WhaleRock Capital)	April 1, 2026	110	Discourse
Fireside Chat with Bill Gurley (Benchmark) & Book Signing	April 9, 2026	200	Discourse
Fireside Chat with Will Ahmed (WHOOP)	April 13, 2026	565	Discourse
Student Roundtable with Prof. Tim Simcoe & Prof. Robert Kauffman	April 15, 2026	20	Education
WBUR Breakfast Club: WHOOP CEO Will Ahmed	April 16, 2026	100+	Discourse
IMAP Lunch: The CELT Project: Data & Stories for a Clean Energy Transition in Massachusetts	April 16, 2026	25	Education / Research
WBUR Breakfast Club: JetBlue CEO Joanna Geraghty	May 12, 2026	100+	Discourse
WBUR Festival Live Taping of Is Business Broken?	May 30, 2026	75	Discourse
Fireside Chat with CEO of ButcherBox	June 11, 2026	50	Discourse

EVENT RECORDING ASSET ENGAGEMENT

This year the institute built the foundation of a thematic video repository, an asset base that will compound as the library grows and is promoted. This year was about capturing and organizing the material, building audience for it is part of our efforts for next year. The early engagement data below establishes the baseline against which that growth will be measured.

EVENT RECORDING	ENGAGEMENT DATA
Howard Marks Fireside Chat	124 views
Mehrotra Summit: Are Boardrooms the New Reality	100 views
WBUR Breakfast Club with Ryan Gellert of Patagonia	57 views
Fireside Chat with Tarek Hassan and Fed. Reserve Governor Stephen Miran	280 views
Fed Reserve Governor Stephen Miran Live Taping of Is Business Broken?	172 views
Joe Terino Fireside Chat	105 views
WBUR Breakfast Club with Founders of Bombas	129 views
Corporations and Politics Panel	152 views
Inventions and Patent Battles Panel	58 views
The Telephone at 150	129 views
Fireside Chat with Alex Sacerdote	254 views
Fireside Chat with Bill Gurley	85 views
Fireside Chat with Will Ahmed	74 views
WBUR Breakfast Club with Will Ahmed of Whoop	72 views
WBUR Breakfast Club with Joanna Geraghty of JetBlue	33 views
WBUR Festival Live Taping of Is Business Broken? – Invention to Innovation	41 views
Annual Summit Student Presentations – Part 1	9 views
Annual Summit Student Presentations – Part 2	12 views
Annual Summit Student Presentations – Part 3	3 views

1,925	15.3%	19	10:46
AY 25-26 Total Views	Average % Viewed	YouTube Assets Developed	Average View Duration

THANK YOU

> ***"An institute dedicated to exploring the intersections of business, markets, and society plays a pivotal role in bridging gaps in understanding and collaboration between these crucial domains, fostering a more informed, ethical, and sustainable approach to commerce and economics."***
>
> ***— Ravi K. Mehrotra, Founder and Executive Chairman, Foresight Group***

The Mehrotra Institute is what it is because of its community: the donors who funded our ambition, the faculty who brought intellectual rigor to every initiative, the students who showed up and engaged, the industry leaders who gave their time generously, and the board members who held us accountable to our mission.

This report is offered to that community as both a record of what we built together in Year Two and an invitation to the work ahead. The questions the Mehrotra Institute exists to explore about business purpose, market design, institutional accountability, and the relationship between commerce and human flourishing are more urgent, more contested, and more consequential than ever.

We are grateful to be doing this work in partnership with you.

Learn more at: ibms.bu.edu

Podcast: Available wherever you get your podcasts - Is Business Broken?

Publication: The Mehrotra Ledger - themehrotraledger.substack.com

BOSTON UNIVERSITY

Boston University Questrom School of Business