Developing principled, innovative leaders who improve the world

Collaborating to generate ideas that enhance management practice
Developing principled, innovative leaders

The ground-shaping observations of Pythagoras, Aristotle, and Eratosthenes to one side, author Thomas L. Friedman tells us in *The New York Times* that the world is flat. As a result of political and technological developments, geographic and temporal distances are shrinking. Ironically, our flat planet also seems to be spinning faster; because we can reach farther, faster, there are increasing expectations that we reach farther still, and more quickly.

But change by itself, while inevitable, is not necessarily positive. Increased speed doesn’t immediately foster sounder judgment. MIT Sloan has always been at the forefront of change, but we take the time to understand, manage, and harness change—and to couple speed with thoughtfulness.

Uniquely located at the intersection of science, management, and technology, MIT Sloan has, since its beginnings in 1914, always been about progress and change—anticipating it, responding to it, driving it. And, while as an institution we’re known for innovation, entrepreneurship, and global leadership, it’s the people of the MIT Sloan community who have done, and are doing, the real work; their efforts have earned us our reputation.

This report is about the people of MIT Sloan, those who through research, rigorous discourse, and unbounded enthusiasm teach, foster, evaluate, and create change across our flat planet. This report is about our community: students, faculty, staff, alumni, volunteers, donors, and partners—it’s about *principled, innovative leaders who improve the world.*
We are an engaged, passionate community. Wherever you look, the energy is palpable—and irresistible. During orientation, MBA students learn about themselves, how to learn from others, and are immersed (sometimes, literally) in the cross-dimensional dilemmas of management by building rafts. Global Entrepreneurship Laboratory (G-Lab) teams study the challenges of balancing profitability with fair labor practices and are driven by the knowledge that the impact of a successful startup in rural Brazil can ripple across continents. Biotechnology receptions hosted by the MIT Entrepreneurship Center both in Cambridge, Massachusetts, and Cambridge, England, barely have standing room.

Alumni from around the globe gather at our 2005 Convocation to celebrate anniversaries of two programs that have helped shape the School’s history and identity: the MIT Sloan Fellows program is 75 and the Management of Technology program is 25. These two pioneering programs are now integrated into the MIT Sloan Fellows Program in Innovation and Global Leadership. Bringing together faculty and students expert in science, technology, and management, MIT Sloan’s Executive Education programs connect proven theory and actionable practices to help managers advance their careers, drive innovation, and lead positive change.

A new undergraduate minor in management was launched this fall. Its goal is to provide students in science and engineering disciplines with a better understanding of the economic, business, social, and organizational dimensions of scientific and technological endeavors. Funded anonymously, this program will have national impact and will make it possible for new ideas, across the campus, to more effectively get to market—and to make a difference. MIT President Susan Hockfield heralded the program as “one of the major undergraduate educational innovations at MIT of this decade … setting a standard for other universities.”

Our faculty tackle complex strategic, financial, organizational, and operational problems from every conceivable angle—adding to and connecting theory and practice around the globe. PhD students, in concert with faculty, explore new frontiers that will yield tomorrow’s competitive advantage—and bring to universities and organizations around the world the curiosity and expertise they’ve honed at MIT Sloan. And all across the campus, there’s an enthusiasm, a collaborative spirit, an intellectual rigor, and a desire to make a real difference that both define MIT Sloan and simultaneously infuse the School with the energy and ideas to continually move forward.
Perhaps it was something in the Cambridge air that year: the 1981 MIT Sloan MBA class holds the notable distinction of producing six couples who married after graduation. One of those couples, Mary Puma and Eivind Lange III, find themselves reflecting on their time at MIT Sloan and their lives together since graduation as they look forward to their 25th class reunion. Serving as members of their reunion giving committee, both are inspired to give back to the School in appreciation for the superb management training that has helped them achieve top positions in their respective careers—Puma as chairman and CEO of Axcelis Technologies and Lange as president of Paradigm Sports.

Lange and Puma are grateful for where their MIT Sloan experience and their subsequent life together have taken them. Reflects Lange, “The MIT Sloan degree really opened a lot of doors. Both the reputation of the School and the incredible alumni network were, and continue to be, huge assets.” Puma adds, “MIT Sloan excels at providing learning in the two key areas necessary for professional success. First, MIT Sloan teaches the basic functional management skills—and teaches them well. Second, and perhaps more important, a strong emphasis is placed on the less quantifiable piece—the people and leadership skills.”

Puma enjoys a continuing connection to the School through her company’s partnership with the MIT Sloan Leaders for Manufacturing program and her new appointment to the MIT Sloan Dean’s Advisory Council. Both Puma and Lange remain committed to furthering the mission of the School through their 25th reunion giving committee. They are looking forward to returning to the School this June to reconnect with classmates and celebrate their myriad collective successes.
Our mission is to “develop principled, innovative leaders who improve the world and to generate ideas that advance management practice.” We value innovation, encourage entrepreneurial spirit, and foster leadership. But these are more than words. Striving toward our mission informs how we teach, what we look for in students, what drives our research, and how, in fact, we run the School.

We are driving ethics through the core curriculum. Ethics at MIT Sloan is not an add-on; it’s a way of thinking and doing that infuses the entire educational experience. Technological advances increase the speed of all our actions, and our reach, but not necessarily our judgment. Ensuring that our students look at challenges and actions through an ethical lens is of critical importance.

We are also stepping back and reviewing what we teach, when, and how. Our big-picture goal is to answer: Given a clean slate, post-Enron and post-Katrina, cognizant of the criticism of management education in this country, what would we do differently? We want to make sure that what we’re offering is more than relevant—that what we’re researching and teaching connects with the future needs and goals of for-profit and not-for-profit organizations—and the world. We want to make sure that our students are equipped to lead positive change.

To help in this period of introspection, we’re engaging in an ongoing dialogue with thoughtful industry leaders. We’ve convened the Alfred P. Sloan Management Society, a group of extra-ordinary men and women who will serve as an informal sounding board for me, our administrators, and our faculty. Already, they are making their presence known on campus: guest lecturing and engaging in discussions that will help to frame the future.

New programs and initiatives also anticipate and drive change. Launched to great success in 2005, our newest executive program, Leading Innovative Enterprises, Strategies for Growth in the Life Sciences, provides the next generation of life sciences leaders with the business strategies, tools, and integrated perspectives needed to guide organizations in the complex life sciences fields—and looks at new models to create and capture value. The programs and opportunities afforded by the MIT Entrepreneurship Center and the newly established MIT Leadership Center prove further that, more than just talking about it, we live our mission every day.
Following a series of major acquisitions, BP, one of the leaders in the global energy business, found that it was managing more than 50 large scale projects, each representing more than $500 million in investments. Not only did this represent one of the largest capital expenditure programs in the world, but also the project managers from the many heritage companies were scattered across the globe, largely unknown to each other or to BP’s senior leadership. BP decided the time was right to build a new kind of major projects community.

“When BP came to us, they had three goals,” says Marie T. Eiter, executive director of the MIT Sloan Executive Education program. “They wanted to develop the best current and future major project leaders; they wanted to create a deep sense of the BP projects community; and they wanted to strengthen the connection between major project leaders and senior leadership.”

In response to this need, MIT Sloan and BP jointly designed a unique executive education program called Projects Academy, which has quickly become the premier program of its kind. Managers selected to participate in the Projects Academy travel to MIT for three two-week terms, addressing topics such as leadership, strategy, and risk management. In between their stays at MIT Sloan, they apply the concepts learned in the residential session to specific challenges within BP. The goal of Projects Academy is transformation—transformation of an industry through innovation, transformation of an organization by increasing capital productivity, and transformation of individuals by bringing out their finest leadership qualities.

More than 150 BP managers have participated in Projects Academy thus far. “The major projects managers who attend the Projects Academy are very smart people,” says Eiter. “Most are engineers, but few have MBAs; so what we do is to help them enlarge their vision and put what they do into a bigger context. Managers who go through the Projects Academy now see themselves as leaders of organizations, rather than as people who get projects done. This is a terrific outcome, since the organization is indeed expecting great things from them.”

A demonstrable success in just its second year, Projects Academy has already created positive changes in the way BP manages major projects. In 2004, BP recognized Projects Academy with its distinguished Helios Partnership award. “Projects Academy is sending out a powerful message about us as an organization,” said the award citation. “It’s telling the world that we believe in progress, that we care about being the best, and that we’re motivated to keep looking for new solutions at every level of business.”

As for the message Projects Academy sends out about MIT Sloan, Eiter says, “It shows that our faculty do incredible research and have developed tools and ways of thinking about organizational issues that have a direct application to business. People have always recognized MIT as the finest research institution; now they’re recognizing us as the finest in executive education programs as well.”

Nearly 20 years since graduation, Jones remains actively involved with the School: She served on the Board of Governors for the MIT Sloan Fellows Program from 1999 to 2005; and she has attended all but one Convocation since she graduated. Her fellowship gave her not just a professional leg-up, Jones concludes, but also a personal appreciation for being affiliated with the institution. “MIT is one of a few remarkable places where people who are very smart and creative are doing research on things that affect people’s lives on a day-to-day basis.”

Yvonne Jones
SF, 1988
Director of Financial Markets and Community Investment Team
Government Accountability Office

Yvonne Jones was working for the World Bank when she attended the MIT Sloan Fellows Program in 1987–88. She chose MIT Sloan then, she says, for its emphasis on the technical side of economics and finance, and because unlike most other programs, it allowed Fellows to write a thesis during the one-year program. The World Bank “respected credentials from a research-oriented university,” she says. “A thesis showed them that you had done a lot of thinking and research.”

Jones’s year at MIT Sloan provided her with a new analytical approach to business. As a result, she moved from the educational position at the World Bank to a financial position that arranged debt reduction programs for developing countries. Continuing on a career path marked by a commitment to public service, Jones currently holds a post at the Government Accountability Office. There, she applies her strategic and quantitative business skills to congressional mandates and requests.
Making a difference: around the corner and around the globe

Our faculty, students, and alumni continue to change the landscape—in boardrooms and classrooms, for venerable corporate giants and startups, around the corner and around the globe.

In 1996, MIT Sloan established the MIT-China Management Education Project; the vision was to prepare faculty at Chinese institutions to build world-class MBA programs at their own universities and to create opportunities for MIT Sloan faculty, students, and staff to better understand Chinese-based economies. More than 100 professors from four Chinese universities have come to Cambridge. Now, through the International Faculty Fellows program, faculty from Korean, Mexican, and African universities come to MIT Sloan to see firsthand how business is taught at MIT—and to bring best practices back to their countries. Emmanuel Dugbenoo, a professor from Ghana’s leading management school, is a Fellow this year, the second one to come from his university.

Our faculty are engaged in the world’s most pressing management problems. Some examples: Professor Glen Urban’s trust-based marketing research is transforming corporate culture and best business practice worldwide. In his new book, Urban offers a comprehensive game plan for attaining customer trust and details the competitive benefits of doing so.

According to Professor Thomas W. Malone, in his book, The Future of Work, CEOs are becoming less important, much like formerly traditional monarchs who now have parliamentary systems to which they must answer. Professor C. Otto Scharmer’s work on innovation, which he calls “Theory-U,” looks to Zen Buddhism and other related Eastern philosophies to help leaders confront modern problems. And Professor Paul Asquith, who specializes in corporate finance, has been examining analysts’ forecasts and market efficiency.

Professor Thomas Kochan, in his new book, Restoring the American Dream: A Working Families’ Agenda for America, focuses on the need to update America’s work and employment policies, institutions, and practices to catch up with a changing workforce and economy. Professor Shane Frederick has developed a new, three-item aptitude test to rival the SAT that measures people’s ability to resist their first instinct.
Such is the quality of an MIT Sloan education, that an MBA thesis can launch a multinational company. Roberto Bequillard’s thesis, “Sourcing Opportunities in the Apparel Industry for the U.S. Market,” envisioned expanding profits within the American apparel industry by outsourcing manufacturing to developing countries. Five years after graduating, Bequillard had the opportunity to make his thesis a reality when he founded The Argus Group.

Inspired by his American business training and Nicaraguan roots, Bequillard has built an enterprise whose success depends on an understanding of both corporate concerns and local economies. As his company has grown, today employing over 6,000 people in El Salvador and Nicaragua, Bequillard has kept his eye on more than the bottom line. Knowing that employees were struggling with the effects of poverty and war, he began on-site childcare and subsidized meal programs. The company then developed, in partnership with the government of El Salvador, a fully accredited school that now educates 800 students. The company also provides such benefits as eye exams and glasses, as well as on-site medical clinics.

Training and taking care of the workers “of course benefits the bottom line,” Bequillard says. “But it also positively impacts these societies. We want to be an example of how poor economies can partner with entrepreneurs to improve overall social conditions.”

And, he has been recognized for his efforts: Argus has won the Nicaraguan Presidential Award on Social Responsibility six years in a row. The germ of the idea in an MIT Sloan thesis has grown into a company that is not only financially successful, but also, as Bequillard puts it, “one that makes a difference in the lives of so many people in countries where making a difference really matters.”
Our faculty are often honored. A few examples: Professor Antoinette Schoar, along with her coauthor Josh Lerner, won the NASDAQ Best Paper Prize for “Private Equity in the Developing World: The Determinants of Transaction Structures.” Professor Stewart C. Myers, whose research focuses on the theory and practice of corporate finance, has been honored by being named by the Financial Management Association as one of two FMA Fellows for the year 2005. Professor Fiona Murray has been named one of six outstanding young scholars to receive a Sloan Industry Studies Fellowship for 2005 from the Alfred P. Sloan Foundation. And Professor Kristin J. Forbes, whose research addresses policy-related questions in international finance and development economics, has returned to us; from 2003 to 2005, she served as a member of the White House’s Council of Economic Advisers (the youngest person to ever hold this position).

The School’s culture of innovation and entrepreneurship also inspires students’ imagination—they invent new products, start companies, and improve the lives of people around the globe. G-Lab teams pair with organizations and their CEOs to help solve the real-world problems that keep CEOs awake at night. MIT Sloan’s Global Entrepreneurship Laboratory (G-Lab) has inspired students to work around the globe: Liesbet Peeters of Belgium (MBA ’05) is helping entrepreneurs in Africa from her position at the World Bank; Nathalie Butcher (MBA ’06) spent last summer in Jakarta helping to rebuild businesses in the areas most devastated by the tsunami. On this continent, Kara Penn (MBA ’07) dug in immediately after Hurricane Katrina to organize a disaster relief effort among her newly arriving classmates.

MIT Sloan exports innovation, leadership, and entrepreneurial drive. Alumnus Thad W. Allen (SF ’89), a U.S. Coast Guard vice admiral and the Coast Guard chief of staff, is now managing the aftermath of Hurricane Katrina. MIT Sloan Fellow Bruce S. Gordon (SF ’88) recently assumed leadership of the NAACP, the nation’s oldest and most powerful civil rights group. Hailed as the “Turnaround King” of the arts world, Michael Kaiser (SM ’77), now president of the Kennedy Center, has made a career out of revitalizing troubled arts organizations at a time when funding for the arts has been scarce. And, closer to home, Aaron Kleiner (SB ’69, SM ’70) is the first recipient of the Adolf F. Monosson Prize for Entrepreneurial Mentoring. Kleiner is the cofounder and former chair of the MIT Enterprise Forum, Inc., a not-for-profit organization based out of MIT that, since its launch in 1978, has promoted and strengthened the process of starting and growing innovative, technology-oriented companies.

Faculty, students, alumni, and the interaction among them all actively demonstrate MIT’s philosophy of *Mens et Manus*—connecting mind to hand, theory to practice. As members of our community, they regularly turn concept into reality, dreaming into doing.
As a young management student, Peter Graham gained a life lesson from the academic rigor and high expectations of his studies at MIT Sloan. “The School ratcheted up my standard of what to expect of myself,” he says. “It fundamentally changed my perspective of the amount of effort that I wanted to put into things—it totally raised the bar for me.” That work ethic sustained him as he worked several jobs while at MIT Sloan to support his studies.

In honor of the amazing education Graham received, he supports MIT Sloan fellowships to ensure that other motivated, hardworking students can have the same opportunity he did. “Going to MIT Sloan fundamentally changed the course of my life, and it’s unacceptable to me to think that a young person who has the talent could not go to MIT Sloan because of money. Thank God the School feels the same way. MIT Sloan deserves financial support, Graham believes, because it has, quite simply, changed the world. “I believe from the bottom of my heart that MIT in general and MIT Sloan in particular provide an education that has fundamentally changed the way this world operates. I don’t think I can say that about any other educational institution. Keeping that going is fundamental to the well-being of six billion people.”

Peter Graham
SM, 1961
Retired Vice President of Operations
Procter & Gamble

Who owns your DNA? You’re probably assuming that you do, but MIT Sloan Professor Fiona Murray has created a database that will have you thinking otherwise. Working with a postdoctoral student in bioinformatics, Murray has developed a unique dataset that documents all known human genes and links them to patents issued in the United States. “There are 23,000 genes,” she says, “and so far we have found that 20 percent are patented. We’ve been able to provide a precise picture of the extent to which the human genome is subject to intellectual property rights.”

Critical to Murray’s groundbreaking research was the funding she received from the Class of 1922 Career Development Professorship, which allowed her to hire a graduate assistant and purchase technology resources. Special awards for junior faculty members, Career Development Professorships recognize those scholars whose research promises to make a fundamental contribution to a field of broad importance to society at large.

“Being at MIT, there is always pressure. One is expected to contribute to the world, but a career development professorship is a welcome kind of pressure,” says Murray, who teaches Strategic Decision Making in the Life Sciences and conducts additional research on the boundary between science and the world of commerce. “It’s for people who are trying to open up whole new vistas, and that’s what I’m trying to do. This professorship says, ‘Yes, you’re going in the right direction.’”

An assistant professor at MIT Sloan, Frederick earned a PhD in decision sciences, which he describes as a hybrid between psychology and economics. He has developed a series of questions that expose the fallibility of our first instinct. (Try the following question: A bat and a ball cost $1.10 in total. The bat costs a dollar more than the ball. How much does the ball cost? Answer below.*)

Frederick has also researched how people make predictions about others. “For example, I’ll ask my students how much they are willing to pay for a product, and nearly everyone thinks that others will pay the same as they will, or more. This can be very dangerous for a marketer, so I try to teach students not to become trapped in their own perspectives. Just because you love ceramic apples and would pay $20 for one, doesn’t mean anyone else will!”

“⅔ It’s incredibly energizing,” agrees Professor Shane Frederick, who received the Sarofim Family Career Development Professorship last year. “Just when you might be flagging a bit, you receive both encouragement and a whole year’s worth of funding. At the same time, it makes me step back and think about which research projects might make a difference.”

*Answer: 5 cents. What was your first instinct? More than half of the 3,000 students to whom Frederick posed the question answered 10 cents.

Opening up whole new vistas: Career Development Professorships

Professor Fiona Murray,
Professor Shane Frederick
Integral to everything MIT Sloan does and stands for is the extraordinary teamwork that permeates all levels of life at the School. Bringing different experiences, from different geographies, at different career points, active and questioning minds come together here to define problems, forge solutions, and redraw boundaries of thought and practice. This is not a place for lone operators; rather, the MIT Sloan community is made up of people who recognize the vital importance of contributing to something larger than themselves and who have the skills to lead positive change.

Among MBA and MIT Sloan Fellow students, teamwork is not just a buzzword; it is a fundamental component of their education. From the start, students are organized in teams that take advantage of the student body’s remarkable diversity to develop cross-cultural understanding, skills, and cooperation. Some 150 visiting speakers—many of them alumni—add their insight and experience to the ongoing collaborative enterprise.

More than 50 student clubs—from Women in Management to the Innovative Government Club, MediaTech to Significant Others of Sloan—enrich our community and provide educational, social, cultural, and career opportunities. The MIT Sloan Leadership Club recently sponsored eight MBA students on a 10-day trek through the mountainous regions of Patagonia. The goal: develop the leadership and team skills that are needed to effectively manage crises and high-pressure situations in the business world—outside one’s normal comfort zone. The Socially Responsible Business Club raised money to give students paid internships with not-for-profit organizations. The MIT Innovation Club and the MIT Sloan Entrepreneurs Club jointly sponsored Iron Entrepreneur, a business plan competition modeled on the fast-paced television show, *Iron Chef*.

We continue to reach across disciplines and traditional boundaries to develop programs and opportunities that reflect and anticipate our changing world. The MIT Leaders for Manufacturing program is a uniquely effective partnership of MIT Sloan, the MIT School of Engineering, and industry partners from around the world. Rigorous academic training, paired with hands-on experience, empower early-career manufacturing professionals with the knowledge, tools, and support they need to strengthen, lead, and transform industry.

The Biomedical Enterprise Program, a collaboration between MIT Sloan and Harvard–MIT Division of Health Sciences and Technology, helps entrepreneurial leaders in both MBA and
With terrorism, war, and natural disasters filling the pages of the nation’s newspapers, the subject of leadership has sparked intense discussion and debate. What is leadership? What qualities make a great leader?

At MIT Sloan, the MIT Leadership Center, which publicly launched in October 2005, brings the talents and resources of MIT faculty, staff, and students to bear on these and other questions, equipping individuals and organizations to take on the world’s most pressing issues. The Center is dedicated to creating theories, tools, and action-oriented curricula to enable leaders to create positive social change.

“Now, more than ever, MIT has the opportunity and responsibility to develop the management and leadership capabilities that will make a difference in the world,” says Mary Schaefer, executive director. “MIT has always contributed to the advancement of science, engineering, and management, but we are now combining our traditional expertise with a methodical and rigorous approach to developing leaders. We believe this critical combination—leveraging the best of MIT—is much needed in the world today.”

Dubbed the Passion to Action Summit, the public launch celebrated the lives and accomplishments of many MIT-trained leaders. Many well-known leaders, including Bob Langer, biotech pioneer; Phil Sharp, Nobel prize-winning biologist; and Bob Metcalfe, inventor of the Ethernet, spent the day sparring and exploring the leadership requirements in a technology-driven, complex world.

MIT Mechanical Engineering Professor Woodie Flowers led another session with emerging leaders—four entrepreneurial students talking about initiatives they are leading to address global challenges from Cambridge, Massachusetts, to Ghana and the Middle East. Says graduate student Tim Heidel, “Students who have ideas or have the impulse to be leaders will be able to get more formal leadership training, rather than learning on the job.” Heidel sees the center as the key to facilitating educational opportunities to develop more leadership skills.

The MIT Leadership Center is distinguished both by its commitment to distributed leadership—viewing it as vital at all levels of an organization, rather than simply the purview of a CEO at the top—and by its reach across all MIT Schools and disciplines. The center conducts cutting-edge research, crafting tools and curricula designed to give students hands-on training that combines theory with practice. The center also serves as a bridge linking and leveraging the many leadership opportunities across the Institute.

“For decades, men and women with passion, principles, and purpose have emerged from our ranks to tackle some of mankind’s most daunting challenges,” says Deborah G. Ancona, faculty director of the center. “That’s not enough. We must apply the same rigorous examination and discipline to developing leadership as we apply in all fields at MIT. We cannot leave it to chance. That’s where the MIT Leadership Center comes in.”
MIT Sloan Fellows programs to build and manage successful, innovative biomedical ventures. Its unique curriculum, integrating training in medicine, business, and biotechnology, helps students lead new waves of innovation in the life sciences. A three-year, dual-degree program with the John F. Kennedy School of Government at Harvard University allows students to earn both MBA and MPA/MPP degrees, training them for careers in public policy and service.

The MIT Center for Biomedical Innovation (CBI) is a new collaboration involving faculty from the MIT Schools of Engineering, Management, and Science; the Harvard–MIT Division of Health Sciences & Technology (HST); and their counterparts in government and industry. CBI is identifying, researching, and enabling the implementation of innovative methodologies and approaches that will transform the discovery, development, and distribution of accessible therapeutics, diagnostics, and medical devices.

The MIT Entrepreneurship Center is working with Denmark’s Minister of Science to put in place a plan that will encourage the incubation and growth of high-tech companies in that country. Deputy Dean Steven D. Eppinger’s highly innovative, interactive, and interdisciplinary Product Design and Development class brings together students from MIT Sloan, the MIT School of Engineering, the Leaders for Manufacturing and System Design and Management programs (LFM/SDM Partnership), and the Rhode Island School of Design to create new tools for living—and new processes for thinking.

As director of the Laboratory for Financial Engineering, a partnership between academia and industry, Professor Andrew W. Lo is investigating how the physiology of risk-based decision making affects financial markets and how physiological and emotional characteristics influence financial decision making and the outcomes of trading. For this research, he attaches sensors to traders and tracks the biofeedback.

From the moment—more than 50 years ago—when Alfred P. Sloan, Jr., asked management guru Douglas McGregor whether effective managers were born or made, MIT has stood at the forefront of leadership education and research. Professors Deborah G. Ancona, Wanda J. Orlikowski, and Thomas W. Malone—with Senior Lecturer Peter M. Senge—have evolved the MIT Leadership Center, an engine that drives the discovery and sharing of effective leadership thinking and practices.

The collaborative flow of ideas and the ready access to the rest of MIT make MIT Sloan a magnet for some of the most creative, out-of-the-box thinkers in the world. Our community values risk taking and innovation. In an interdisciplinary, collaborative environment, new research and vision are always encouraged. Our students and graduates are motivated and prepared to improve themselves, their organizations, their communities, and the world.
As a physician specializing in chronic inflammatory diseases, Murat V. Kalayoglu found himself treating 80 patients a day, each for just a few minutes at a time. Dissatisfied with what he saw as bureaucratic routine, but still passionate about public health, Kalayoglu began “thinking hard” about a new direction. Today, this second-year MIT Sloan MBA student has set his sights on controlling healthcare costs, while relieving the suffering of millions every year.

“I have always loved the concept of entrepreneurship, of creating something out of nothing,” says Kalayoglu, who also holds a PhD in medical microbiology and immunology. “Now I have the ability to make a tremendous and immediate impact on large numbers of people by developing something in which I believe.”

What Kalayoglu believes in is Previva, the business that he and a team of four others with backgrounds in medicine, engineering, software design, and the health care industry developed for the 2005 MIT $50K Entrepreneurship Competition. One of seven finalists selected from over 100 entrants, Previva, a medical device company, provides remote patient monitoring to treat chronic diseases, such as arthritis, asthma, and heart disease, which are difficult to control and are exacerbated by acute attacks that can lead to costly hospitalizations. Kalayoglu describes their first device, Ventstar, as a “smart inhaler” for controlling asthma.

“We believe that we can control healthcare costs and improve quality of life through real-time monitoring,” he says. “Ventstar, in particular, will provide tremendous benefits to asthma sufferers.”

Perhaps the keenest expression of MIT’s motto, Mens et Manus, or mind and hand, the MIT $50K Entrepreneurship Competition offers MIT students and researchers the opportunity to work together across disciplines and use their talents to produce tomorrow’s leading firms. Since its founding in 1990, the MIT $50K has created 60 companies, which in turn have generated more than 1,800 jobs and received $175 million in venture capital funding. Graduate and undergraduate students from every MIT School and 27 departments have participated. The competition has produced many successful firms, including Akamai, which now has a market cap of $3.6 billion; the technology consulting company C-Bridge, listed on NASDAQ; and Silicon Spice, which was acquired in 2000 by Broadcom for $1.19 billion.

The 2005 MIT $50K Competition was won by Balico, who presented their plan to develop and commercialize a wearable vibrotactile balance aid that accurately senses and displays body tilt to help prevent falls. “The competition was certainly intense,” says Kalayoglu, whose Previva team was among the finalists, “especially in the biotech and devices categories. It was exciting, and the other finalists were phenomenal.”

Since the competition, Kalayoglu has become a fundraiser for the MIT $50K Entrepreneurship Competition, and the Previva team has been moving full steam ahead. They plan to be operating full time by May 2006. “It’s very inspiring to work every day to relieve suffering,” says Kalayoglu. “We’re proud to call ourselves an MIT $50K company.”

A member of the first graduating class of the MIT Sloan School of Management, Armando Santacruz was invited to join the School’s namesake, Alfred P. Sloan, Jr., for a graduation dinner. Santacruz recalls, “Mr. Sloan ushered us through the academic world and welcomed us into the business world. His engagement in the School and its students set an example for me and my lifelong commitment to management education.” In 2004, as he proudly celebrated his 50th reunion, Santacruz reflected on how his experience at MIT Sloan had sustained him throughout his career. He is deeply appreciative of his affiliation with an institution that, to this day, continues to bring him professional respect and new opportunities.

Upon graduating from MIT Sloan, Santacruz returned to his native Mexico and started a toy manufacturing business, Vinilos Romay. Using the entrepreneurial mindset he learned at MIT Sloan, he took a chance on a new process of molding plastic, which resulted in better products and a highly successful company. In 2002, when he could have been contemplating retirement, Santacruz instead embarked on a second career—developing affordable housing to improve living conditions in Mexico City. Santacruz credits his management education as the basis for many of his business decisions and outlook. “There is so much to an MIT education. I learned that there is always a better way to do things, in order to cut costs. For me, that has meant that I never sit back, and that I keep trying to do business more effectively. Being at MIT Sloan is such an extraordinary experience—you just can’t put a price on it.”
Investing in the future

Our new campus will create an environment that encourages students, faculty, and staff, across programs, to study, connect, and create the future together. If we are to continue to draw top students, faculty, and staff in the future, our campus must actively contribute to the School’s excellence—and be part of its competitive advantage. We must provide a world-class physical environment, along with our unwavering commitment to innovation and risk taking. Alfred P. Sloan, Jr., originally envisioned a school housed in one building for “unity of purpose”—and as we look toward our new facility, this vision is still paramount. Our new integrated campus will provide a fertile environment that is as forward looking, innovative, and community building as are the people and programs of MIT Sloan. MIT President Susan Hockfield has made clear that “this building is a top priority not only for the School, but also for the entire Institute.” We break ground for our new river-front campus in 2007.

Just as important as the substantial funds that we need to improve our campus are the unrestricted gifts that allow us to seize opportunities when they first appear, to be entrepreneurial. These funds have provided the seed money for such innovative programs and initiatives as the MIT Leadership Center, the Global Entrepreneurship Laboratory, and the Center for Biomedical Innovation. Our alumni donors demonstrate a vote of confidence in the work we do at MIT Sloan, as well as in our judgment, by providing critical funds that enable us to move nimbly to create new programs while bolstering existing ones—all in the service of our mission.

Generous support from alumni makes it possible for us to attract the most talented MBA and PhD candidates and to fund Career Development Professorships, appointments that enable younger faculty to conduct research, teach, and, of course, contribute new ideas and perspectives to our bubbling brew. Support of diversity fellowships allows us to attract and recruit the world’s most talented students, from a wide variety of backgrounds, and to ensure that all students benefit from the dynamic interaction with colleagues from across industries, sectors, and borders.
“Our alumni community is a vital constant,” says Sean E. Brown, SM ’94, director of the MIT Sloan Alumni Office. “You might create a terrific new business school tomorrow, but you couldn’t instantly conjure up a distinguished community of 20,000 alumni. MIT Sloan’s alumni represent one of our best strategic advantages, so our mission is to engage them in meaningful ways.”

Indeed, offering new and better ways for alumni to engage with the School and with one another spurred three Alumni Office highlights of the past year: the launch of a new alumni directory, a redesigned alumni magazine, and the fall 2005 Convocation.

“Last year, we sent out a survey asking alumni what they were looking for in terms of services, and the number one thing they wanted was a directory,” said Brown. “So we responded.”

A powerful networking tool, the new directory brings together MIT Sloan alumni, faculty, staff, and students into one searchable database. Users can search the database by first or last name, country, class, or job industry. The new directory also provides greater contact information, including personal e-mail addresses, mobile phone numbers, and a notes field for conveying brief messages and requests.

Response to the directory has been overwhelmingly positive. “People love it,” said Brown. “Alumni are using it to reconnect with the School and one another. Students are using it to build a professional network.”

The Alumni Office has also launched a new and improved magazine, with more extensive class notes, in-depth campus news, and feature stories that focus on issues important to alumni. Just as with the directory, the magazine improvements responded to alumni feedback.

Finally, in October 2005, more than 600 alumni and friends returned to campus from all over the world for Convocation. Just as Reunion helps alumni renew personal connections, Convocation, held every three years, provides an opportunity to renew the intellectual connection to the School by taking part in various presentations and discussions with top business leaders, MIT faculty, and fellow alumni.

Convocation 2005 celebrated two important milestones in MIT Sloan’s history—the 75th anniversary of the MIT Sloan Fellows program, and the 25th anniversary of the Management of Technology program. Among the many event highlights was a keynote address by John Thain, SB ’77, CEO of the New York Stock Exchange. The keynote speeches were interspersed with several panel discussions, including “Making Globalization Work for All” and “Leadership in an Age of Uncertainty”; and Back to the Classroom sessions such as “The Dynamics of the Cambridge Bio-Tech Cluster”; and “Leadership in an Age of Uncertainty”.

In true MIT Sloan fashion, Bigley and Seidman relied on teamwork to achieve their goal. They formed a committee composed of a cross-section of MIT Sloan degree programs. Noting that students in the one-year programs had not traditionally participated in class gifts, Bigley and Seidman identified “captains” from each program. Together, their committee rallied classmates around an aggressive goal: $100,000 and 80-percent participation. In the end, they exceeded their own expectations, reaching $131,000 and 83-percent participation.

In 2003, Erin Bigley and Jeremy Seidman became cochairs of their Class Reunion Giving Committee. As MIT Sloan enthusiasts, they viewed this fundraising role as a way to give back to MIT Sloan and inspire others to do the same. They also saw an enormous opportunity to set an entirely new standard for young alumni giving.

Bigley and Seidman discovered that class giving at MIT Sloan lagged significantly in comparison to peer schools and they knew they could aim higher. “We’re all so involved as students,” notes Seidman. “There’s no reason why that dedication should not continue.”

In true MIT Sloan fashion, Bigley and Seidman relied on teamwork to achieve their goal. They formed a committee composed of a cross-section of MIT Sloan degree programs. Noting that students in the one-year programs had not traditionally participated in class gifts, Bigley and Seidman identified “captains” from each program. Together, their committee rallied classmates around an aggressive goal: $100,000 and 80-percent participation. In the end, they exceeded their own expectations, reaching $131,000 and 83-percent participation.

Two years later, Bigley, now working in marketing in New York, and Seidman, a private investment manager in Boston, are proud of their effort and their class’s legacy. Says Bigley, “One of our central goals was to start a tradition of philanthropy and ensure that giving back to MIT Sloan became a lifelong commitment for our classmates and future classes.” Seidman adds, “What we really wanted to accomplish was to create a shareholder mentality that tapped into everyone’s pride in being part of MIT Sloan.”
We have work to do—if we’re to realize our goals, if we’re to nurture leaders who will make positive contributions across sectors and oceans, and if we’re to foster the community necessary to generate and encourage new thinking and practice. And this work depends in large part on the generosity of our alumni, those extraordinary individuals who demonstrate their own leadership by giving their time, their expertise, and their philanthropy to MIT Sloan. Truly collaborative partners in an entrepreneurial venture, they share our vision of the future and provide many of the resources we need to achieve it.

It’s a testament to the strength of our community spirit, as well as a source of pride, that the MIT Sloan family extends throughout the world. Graduates have brought the innovative spirit, analytical abilities, and leadership skills they have honed at MIT Sloan to a wide range of roles, responsibilities, and opportunities—to for-profit and not-for-profit ventures around the world. No matter how many years it has been since they left MIT Sloan or how far away from Cambridge they now live, they demonstrate a continuing, strong connection to the School that is extremely gratifying.

As dean, I have had the opportunity to exchange ideas with many of you, and I am grateful for your ongoing loyalty, dedication, and enthusiasm. We—alumni, friends, faculty, students, and staff—are bound together by a shared sense of being part of something special and unique. We, together, enable the vision and are its proof.

On behalf of MIT Sloan, I thank those of you who have given, and I ask you to continue to help us to shape the future. I am supremely confident that, with the extraordinary and characteristic teamwork of all of us in the MIT Sloan community, the best is yet to come.

Richard Schmalensee
John C Head III Dean
Thank you to all our partners who give their time, expertise, and philanthropy to create change and shape the future.

Report to our community
Fiscal year 2005
**Net revenue:** $74,000,000
to support teaching and research

- Executive Education/International: 11%
- Gifts to the Annual Fund and Dean’s Fund for Innovation/Income from endowment: 13%
- Other/SMR: 3%
- Research: 14%
- Programs: 13%
- Tuition: 59%
- Research: 14%
- Other: 9%

**Endowment:** $413,000,000

- Research and Academics: 3%
- Fellowships: 7%
- Unrestricted: 10%
- Programs: 13%
- Professorships: 67%

**New gifts and new pledges:** $13,945,000
for general support, international initiatives, and research

- Corporations: 20.1% *including matching gifts
- Foundations: 30%
- Individuals: 49.9%

- Corporations: 428
- Foundations: 56
- Individuals: 3372

Number of gifts by source
Thank you!

It is a special pleasure and a privilege to recognize the many contributions of our alumni, corporate partners, and friends. We are grateful for your annual support of MIT Sloan, both financial and through contributions of time and expertise. It is your annual support that enables us to pursue our mission of developing principled, innovative leaders who improve the world and generate ideas that advance management practice. The following lists, acknowledging support given during the 2005 fiscal year (July 1, 2004–June 30, 2005), fall into three categories: volunteers, individual donors, and corporate and foundation donors. Please note that only donors to MIT Sloan funds are recognized in this report. The Association of Alumni and Alumnae of MIT recognizes contributors and volunteers to all parts of the Institute, including MIT Sloan, in the *MIT Alumni Activities Annual Report*.

**Volunteers** (list starting on page 22)

We are delighted to send our heartfelt thanks to the many alumni and friends who gave so generously of their time and expertise during the 2005 fiscal year. From industry leaders working with the Dean on strategic and programmatic projects to the many thousands of alumni working diligently and energetically to strengthen the MIT Sloan community in their industries, functions, and geographies, all these volunteers play a critical role in helping the School to achieve its mission.

**Individual donors** (list starting on page 26)

It is a great honor to acknowledge those individuals who so generously offered their financial support to the MIT Sloan School of Management. These alumni, parents, and friends have a deep understanding of the importance of supporting and fostering our rich academic environment. Their philanthropy funds our most integral strategic priorities—the MIT Sloan new building, the MIT Leadership Center, and the Annual Fund—while continuing to support the myriad faculty and programmatic initiatives that create the innovative, collaborative milieu for which the School is known.

**Corporate and foundation donors** (list starting on page 43)

It is with great appreciation that we recognize the companies and foundations who gave so generously to MIT Sloan during the 2005 fiscal year. These organizations are true partners in helping us to create and then share our two main products—research and education—through funding research initiatives, degreed executive education programs, diversity fellowships, student conferences and educational activities, event sponsorship, matching gifts, scholarships, and other needs identified by MIT Sloan.

*While many of our donors and volunteers hold several degrees from MIT, individual donor listings recognize only degrees earned at MIT Sloan.*
Through biannual, on-campus meetings, the Dean’s Advisory Council serves as a special advisory board to the Dean of the MIT Sloan School of Management, offering advice and suggestions on strategic initiatives.
MIT Corporation Visiting Committee for the MIT Sloan School of Management

Meeting biennially, the MIT Sloan Visiting Committee serves as a special advisory council to the MIT Corporation, working on curricular and academic initiatives.

Chair
Judith C. Lewent SM ’72
Executive Vice President & Chief Financial Officer
Merck & Co., Inc.
Whitehouse Station, NJ

James C. Foster SF ’85
Chairman/President/Chief Executive Officer
Charles River Laboratories
Wilmington, MA

Thomas P. Gerrity PhD ’70
Professor of Management
The Wharton School, University of Pennsylvania
Philadelphia, PA

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Chairman, Asia
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Shivan S. Subramaniam SM ’78
Chairman & Chief Executive Officer
FM Global
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John A. Thain SB ’77
Chief Executive Officer
New York Stock Exchange, Inc.
New York, NY

Martin Trust SM ’58, P ’96
Brandott, Ltd.
Salem, NH

* honorary members
This listing acknowledges the thousands of MIT Sloan alumni who have generously offered their time and effort to support and strengthen the MIT Sloan community. Over the past year, more than 1,500 MIT Sloan alumni volunteered on over 2,000 separate occasions. These men and women serve as advisers to fellow alumni and current students, helping them advance their companies and careers. They organize content-rich events with industry-leading participants, and manage alumni clubs around the world. They ensure that annual reunions are successful and well attended, and help encourage continued alumni financial support. They help attract the best and brightest new students (and future alumni). They all play a critical role in helping MIT Sloan to achieve its mission—and we are delighted to extend to them our heartfelt thanks and appreciation.

The MIT Sloan Alumni Office strives for accuracy when creating this list. If your name has been omitted or listed incorrectly, please contact us at mitsloanalumnioffice@mit.edu or write to us at:

MIT Sloan School of Management Alumni Office
77 Massachusetts Avenue E60-300
Cambridge, MA 02139-1014

volunteers

Karim Abbadi ’05
Mazen Abdin ’84
Sagi Abi’i ’05
Julia Abramovich ’02
Eric Achtman ’95
Ben Ackerman ’00
Thomas G. Adams ’96
Oreoluwa A. Adeyami ’06
Joseph Adiletta ’03
Leonda Adler ’80
Karl-Christian Agerup ’90
Sanjay Aggarwal ’03
Amir K. Ahmad ’93
Sabina Ahmed ’90
Jee Ahn ’93
Olaekan Akinyanmi ’00
Adam Albrich ’06
N. Stephen Allen ’73
Thad Allen ’89
Adi Alon ’94
Eduardo Alvarez ’00
Renata Alves ’06
Todd Alwart ’03
Darren Amundson ’00
Jeff Andrews ’06
Janet Andersen ’79
Lindsey Anderson ’79
Richard Anthony ’04
Roy Apelbaum ’05
Michael Applin ’01
Alessandro Araldi ’02
Jeff Arenberg ’86
Chris Argyrole ’89
Carlos Ariza ’99
Fabio Armani ’01
Juan Pablo Armas ’92
Artis Arnold ’05
Erika Arone ’03
Geoffrey Arone ’04
Robert Aronoff ’90
Manik Arora ’03
Jonathan Art ’92
Aki Asami ’96
Chahriar Assad ’01
Mark G. Atkeson ’91
William Aulet ’94
Gautum Awalegaonkar ’05
Robert Ayan ’02
Iris Aybar ’05
Cristen Baca ’02
Armando Santacruz Baca ’54
Ramin Baghai ’04
Muge Bahar ’04
Jerry D. Bailey ’79
Laurie Dean Baird ’92
Ben Baker ’00
Peter Baker ’00
Agustin Balaguera ’04
Damien Balsam ’02
Prinyawut Bandityanond ’98
Phil Bangiyvan ’03
Jonathan Barek ’99
Henry Barg ’73
Richard A. Barron ’75
Marc Bartel ’91
John Barton ’03
Christian Bassola ’03
Valdine Bastos ’01
Randal Bauman ’02
Christopher Bauserman ’03
Stephen Baxter ’71
Cyrus Beagley ’02
Daniel B. Beardslee ’86
Jacques Beaudry-Losique ’92
Isabel Becerra ’00
Eitan Becker ’02
Carl Beckett ’02
Christopher Bell ’04
Afarin Bellisario ’80
Gil Ben-Simon ’03
Arnaud Bensousan ’93
Tom Bentley ’75
Jim Berdell ’69
Lara Berkowitz ’02
Lilac Berniker ’03
Ryan Berryman ’01
B. Scott Best ’93
Michelle Bethel ’01
Guillermo Bettati ’98
Steve Bhargava ’78
Vinay Bhargava ’99
Neetu Bhatia ’98
Rani Bhuva ’03
Peter Bier ’98
Gregg Bieman ’00
Erin Bigley ’03
Jason Bingo ’03
Kristian Bjorneboe ’99
Luis Blando ’01
Eric Blatte ’96
Melvin Blitz ’57
Christopher Bloeise ’04
Jack S. Bloom ’83
Elizabeth Bogan ’89
Gordon Boggie ’02
Laura Bogusch ’03
Gaye Bok ’90
Sylvie Bokshorn ’01
Anne Bomser ’90
Emanuele Bona ’01
Giovanni Bonfanti ’02
Danielle Bonhomme ’01
David Borison ’91
Marco Borla ’01
J. Jeff Bosich ’80
Koen Bouwers ’00
Kerry Bowie ’06
Stephen Boxer ’91
Maureen Boyce ’91
Osman Feyzi Boyner ’01
Nisa Bradley ’02
Jon Brandner ’88
Jennifer Bratton ’02
Roberta Braun ’99
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Martin Bruzzone ’03
Alexandra Brykman ’03
Leonardo Buckle ’64
Bryan Buljat ’04
J. Andrew Bunce ’05
Josh Burack ’02
Brittany Burch ’00
Jay Burkholder ’98
Renee Kuo Burnside ’03
Nicolas Burr ’05
Pietro Busnardo ’00
Orlando Bustos ’99
Stephen Bylcw ’93
Christian Caballero ’05
Sarah Shoaf Cabot ’85
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Anthony Calderon ’02
The MIT Sloan Office of Resource Development strives for accuracy when creating this list. If your name has been omitted or listed incorrectly, please contact us at mitsloangiving@mit.edu or write to us at:

MIT Sloan School of Management
Office of Resource Development
77 Massachusetts Avenue, E60-300
Cambridge, MA 02139-1031

**Donor recognition categories**

<table>
<thead>
<tr>
<th>Alfred P. Sloan Founders</th>
<th>$10,000 and above</th>
</tr>
</thead>
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<tr>
<td>Alfred P. Sloan Directors</td>
<td>$5,000 to $9,999</td>
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<tr>
<td>MIT Sloan School Partners</td>
<td>$2,000 to $4,999</td>
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<td>MIT Sloan School Investors</td>
<td>$500 to $1,999</td>
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<tr>
<td>MIT Sloan School Shareholders</td>
<td>$100 to $499</td>
</tr>
<tr>
<td>MIT Sloan School Friends*</td>
<td>$1 to $99</td>
</tr>
</tbody>
</table>

- Alumni donors from the Master’s/MBA and MIT Sloan Fellows Programs are listed by their degree program, then by class, and finally by giving level.
- Alumni donors from the MIT Sloan Doctoral, Undergraduate, Leaders for Manufacturing, Management of Technology, Senior Executive and System Design and Management Programs are listed by program and then by giving level.
- Alumni donors whose FY05 contribution does not place them in the MIT Sloan School Shareholders category are listed alphabetically at the end of each class.
- Alumni donors who graduated in the past five years, and have given at any level, will be recognized as MIT Sloan School Friends.
- In accordance with MIT policy, anonymous donors are not recognized. However, the gift amount is included in the total for class credit.
- In accordance with MIT policy, for individuals whose companies provide a corporate match, MIT Sloan gives recognition of the combined amount of personal and corporate matching gifts, provided the gifts were made during the 2005 fiscal year.

* This society recognizes first-time donors from the five most recent graduated classes.

**1936**

**Shareholders**

R. W. Van Sant, Jr.

**1937**

**Shareholders**

Newton H. Hoyt, Jr.

**1939**

**Shareholders**

George L. Williams

**1946**

**Investors**

Jose M. Bosch Aymerich

**1947**

**Shareholders**

Joseph A. Nordstrom

**1948**

**Shareholders**

Philip R. Marsilius

**1949**

$875 25%

**Investors**

Groff Collett

**1950**

$1,500 33%

**Investors**

Robert W. Adenbaum
Austin F. Marx

**1951**

$1,250 25%

**Investors**

Robert O. Hirsch

**Shareholders**

Milton R. Neuman

**1952**

$615 36%

**Shareholders**

James B. Borden
Stanley J. Dorst
Richard B. Gillett
James E. Jannetti

**1953**

$225 22%

**Shareholders**

Gordon W. Sangster
Michael A. Goldman

**1954**

$11,750 19%

**Founders**

Armando Santacruz Baca

**Investors**

Raymond J. Epich
David C. O’Brien

**Shareholders**

John Hugh Whalen
Bruce B. Bates
1955
$4,800 27%

Partners
Roger K. Olen
Philip A. Stevens
William F. Massy
Robert J. Doyle
James E. Donaghy
George A. Bobelis
Arthur P. Alexander
Anonymous
Investors
Martin T rust
Founders
$254,685 46%

1956
$318 18%

Shareholders
Richard J. Hamlin
Bernard Kupferschmid
Israel E. Rubin

1957
$4,200 39%

Partners
Ralph J. Baron
Investors
Herbert S. Amster
John D. Mueller
Philip A. Untersee

Shareholders
Melvin H. Blitz
Joseph R. Brenner
Bruce A. MacDonald
Samuel Appleton, Jr.
David W. Dailey
Anthony T. Materna

1958
$254,685 46%

Founders
Martin Trust
Ralph Wanger

Investors
Anonymous
Arthur P. Alexander
George A. Bobelis
James E. Donaghy
Robert J. Doyle
William F. Massy
Philip A. Stevens
Randolph N. Wilkinson III

1959
$8,225 18%

Partners
Anonymous
F. Hudnall Christopher, Jr.
Edward M. Giles

Shareholders
David J. Collins
Burton B. Nanus
J. Thomas Selldorff
Antony B. T. Werner
Donald H. Woods

1960
$934 13%

Shareholders
Victor R. Cabrera
John C. Dyer
Leonard L. Eng
John J. Montesi
William P. Mott III
Philip K. Bates, Jr.

1961
$2,425 24%

Partners
Anonymous

Investors
Stephen Gorman
William T. Harper

Shareholders
Djoerd Hoekstra
Joseph J. Murphy
Michael H. Payson
Thomas J. Janssen
Charles L. Reed III
Peter Rosoff
Peter F. Wells

1962
$5,341 33%

Investors
Bruce A. Blomstrom
Michael G. Freze
John V. Olzewski
Roger F. Sellew

Shareholders
Ronald C. Buehner
George R. Gilfoi, Jr.
Ronald M. Kirshbaum
J. Paul Leahy
Eric R. Lee
Frode Nordhoy
Frederick H. Schwarz
David Teplow
Larry P. Yermack
Thomas E. Grout
Stephen F. Hall
William F. Niemi, Jr.
Jerome Yavarkovsky

1963
$13,825 24%

Directors
Emery G. Olcott

Partners
Earle Yaffa

Investors
William M. Fondren, Jr.
Charles H. Greer
Don P. Moehrke
Robert A. Morris
Jonathan L. Way

Shareholders
David J. Beecy
Robert V. Clapp
Donald F. Fowke
John H. Hubbard
Leo P. Kane
Henry B. Robbins
Gillett W. Welles III
Arthur A. Caponi
John L. Jauch

1964
$127,325 22%

Founders
Anonymous
Leon H. Liebman

Investors
Paul N. Schregel

1965
$4,790,761 29%

Founders
Axel M. Neubohn

Partners
Dan I. Abrams

Investors
Leon Fattal
Ronald R. Jensen
Frank H. Mason
Art Rennison
Charles T. Seay II
Fritz T. Wegmann

Shareholders
Stephen D. Donahue, Jr.
Jean C. Lavoie
William M. Nuckols
Stanley B. Sachar
Robert A. Schmitz
Herbert A. Wainer
Asha Seth Kapadia
Howard A. Mandelbaum
Richard M. McCabe
Ronald M. Weiers
Col Archie L. Wood

1966
$5,355 19%

Partners
James H. Selbert

Investors
Lawrence S. Daniels
John F. Fort III
Sven Reichenborn-Kjennerud

Shareholders
Jarold W. Boettcher
James L. Openshaw
John M. Petrosky
Roy N. Poust
James F. Quance
Marvin P. Schildkraut

Benjamin S. Feinswig
Lawrence B. Kilham
George F. Leslie, Jr.

1967
$6,127 25%

Investors
Anonymous
Ollie J. Akel
Paul Bergsteinsson
John R. DallePezze
Thomas E. McElroy, Jr.
Dan S. Somik
Henricus A. Sypkens

Shareholders
James E. Curtis
Eric Rosoff
Edward R. Scully
John G. Trump
R. Barry Watson
Henry Birdseye Weil
William H. Dyer III
Robert I. Heller
Hans A. Herriger
David G. Hill
James C. Johnson
Walter R. Uhle

1968
$6,220 20%

Partners
Richard A. Rabinow

Investors
Paul R. Freshwater
Philip M. Walker

Shareholders
Michael deMarco
Louis H. Morse
George A. Narvagave
Laurence G. Robbins
William H. Rodgers III
Lawrence A. Weiss
Stanley C. Abraham
Donald J. Alusic
Kenneth W. Estridge
Robert L. Klein

1969
$24,018 18%

Partners
Edward S. Hyman, Jr.

Directors
Roy O. Brady, Jr.

Investors
Laurence B. Jacobs

Shareholders
Nariman M. Debbo
John A. Dromsky
John G. Fallon
Lawrence W. Garrett
Steven J. Grossman
1981
$49,352 24%

Founders
Robert C. Salipante
Allan R. Will

Directors
Lisa J. Endlich

Partners
John-Francis Mergen

Investors
William E. Barton
Peter A. Cooperstein
Michele de Nevers
Eivind Lange
Mary G. Puma
Matthew D. Steele

Shareholders
Robert E. Baron
Roger E. Breisch
William L. Burke, Jr.
Patricia D. Centanni
William R. Cowen
Pamela D. DeSmidt
David Kendall Dyck
Douglas L. Finke
Valerie Fleischer
Michael J. Horn
Lawrence R. Kahn
James B. Keeler

1980
$203,258 20%

Founders
Charles T. Harris III

Directors
Harvey C. Jones

Partners
Peter J. Condakes
Carl P. Lehner
Mary L. Lentz
John D. McGraw
Geoffrey S. Stiff
Dean L. Wilde, Jr.

Investors
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Solange A. Israel-Mintz
Peter W. Kennedy
Lawrence A. Krakauer
Karen B. Polivy
Susan G. Wake

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Ellen M. Bard
J. Jeff Boshar
Mary E. Cross
Robert S. Franklin
H. Lee Hales
Patrick Le Feuvre
Jerome T. Noile
James A. Read, Jr.
Sven A. Wehrwein

1979
$42,305 28%

Founders
Christopher K. McLeod

Partners
Jerry D. Bailey
Anonymous
Michael M. Schnitzer
Regina B. Wiedenski

Investors
Yuval. Almog
Lewis O. Brashares
R. Klaus Brauer
Nancy Killefer
Louis R. Kornet
Deborah G. Meyer
Stephanie Sonnabend
Constance L. Stubbs

Shareholders
Carol L. Bogin
Charles Cameron
Michele F. Demarest
Tony Dutra
Raymond K. Fears
Marjorie M. Golub
Olivier J. Helleboid

1983
$20,671 35%

Directors
Allan W. Karp

Partners
Mark Regan

Investors
Susan R. Cerrone
Margaret B. Henderson
Kenneth P. Morrison
James F. Reda
Kenneth A. Rivkin
Debra Samuels
Albert J. Schulman

1982
$12,095 26%

Investors
Harold W. Bogle
Margery O. Cunningham
Marc C. Freed
Franklin H. Gold
Jamie S. Harris
Gregory B. Jacobs
William J. Kane
Kurt H. Kruger
Stephen G. Pearse
Jeffrey L. Staley

Shareholders
Nobuo N. Akiha
Ruth L. Bardenstein
Robert H. Brooke

1984
$27,119 31%

Directors
Mark D. Sonnino

Partners
Steven H. Rusckowski

Investors
Robert B. Hedges, Jr.
Robert D. Holvey
Patricia K. Jacobson
Nicholas W. M. Manganaro
Mary A. Spyropoulos

Shareholders
Anonymous
Steven O. Bleiberg
David H. Bridge
Jane M. Burnat Deutsch
Susan Mileff de Morais
Richard L. Fischer
Robert R. Gilbert
Charles R. Goheen
Laurent Guy

1981
$49,352 24%

Founders
Robert C. Salipante
Allan R. Will

Directors
Lisa J. Endlich

Partners
John-Francis Mergen

Investors
William E. Barton
Peter A. Cooperstein
Michele de Nevers
Eivind Lange
Mary G. Puma
Matthew D. Steele

Shareholders
Robert E. Baron
Roger E. Breisch
Judith Ann Breisch
William L. Burke, Jr.
Patricia D. Centanni
William R. Cowen
Pamela D. DeSmidt
David Kendall Dyck
Douglas L. Finke
Valerie Fleischer
Michael J. Horn
Lawrence R. Kahn
James B. Keeler

1980
$203,258 20%

Founders
Charles T. Harris III

Directors
Harvey C. Jones

Partners
Peter J. Condakes
Carl P. Lehner
Mary L. Lentz
John D. McGraw
Geoffrey S. Stiff
Dean L. Wilde, Jr.

Investors
Ira B. Artman
Solange A. Israel-Mintz
Peter W. Kennedy
Lawrence A. Krakauer
Karen B. Polivy
Susan G. Wake

Shareholders
Craig J. Barberio
Ellen M. Bard
J. Jeff Boshar
Mary E. Cross
Robert S. Franklin
H. Lee Hales
Patrick Le Feuvre
Jerome T. Noile
James A. Read, Jr.
Sven A. Wehrwein

1979
$42,305 28%

Founders
Christopher K. McLeod

Partners
Jerry D. Bailey
Anonymous
Michael M. Schnitzer
Regina B. Wiedenski

Investors
Yuval. Almog
Lewis O. Brashares
R. Klaus Brauer
Nancy Killefer
Louis R. Kornet
Deborah G. Meyer
Stephanie Sonnabend
Constance L. Stubbs

Shareholders
Carol L. Bogin
Charles Cameron
Michele F. Demarest
Tony Dutra
Raymond K. Fears
Marjorie M. Golub
Olivier J. Helleboid

1983
$20,671 35%

Directors
Allan W. Karp

Partners
Mark Regan

Investors
Susan R. Cerrone
Margaret B. Henderson
Kenneth P. Morrison
James F. Reda
Kenneth A. Rivkin
Debra Samuels
Albert J. Schulman

1982
$12,095 26%

Investors
Harold W. Bogle
Margery O. Cunningham
Marc C. Freed
Franklin H. Gold
Jamie S. Harris
Gregory B. Jacobs
William J. Kane
Kurt H. Kruger
Stephen G. Pearse
Jeffrey L. Staley

Shareholders
Nobuo N. Akiha
Ruth L. Bardenstein
Robert H. Brooke

1984
$27,119 31%

Directors
Mark D. Sonnino

Partners
Steven H. Rusckowski

Investors
Robert B. Hedges, Jr.
Robert D. Holvey
Patricia K. Jacobson
Nicholas W. M. Manganaro
Mary A. Spyropoulos

Shareholders
Anonymous
Steven O. Bleiberg
David H. Bridge
Jane M. Burnat Deutsch
Susan Mileff de Morais
Richard L. Fischer
Robert R. Gilbert
Charles R. Goheen
Laurent Guy
1987

$21,075 28%

Partners
Anonymous
Elise L. Erler
Gordon T. Hall
Sue Seung Lee
Shirish T. Malekar
Thomas L. Pappas
Karen Winter Reynolds
Stephen P. Siu

Shareholders
Sharon W. Bailey
Bruce S. Baron
Guy M. Barudin
William J. Beckeman
Andrew C. Brousseau
H. P. Bunaes
Denis R. Cagna
David E. Canel
Carol M. Clements
Elizabeth R. F. Coley
Timothy D. Conners
Susan E. Crowe
Timothy F. Dann
James F. Dondero
Paul L. Duane
Ellen Duke Erhardt
David E. Finnell
Robert W. Gref II
Donald M. Hill IV
Jeremy C. Jaffe
Yuchie Jimbo
Martha R. Jones
Mustaq A. Khan
Rodney D. Mann
Ted Marks
Jeffrey A. Oyama
Steven L. Pollack
Thomas R. Rosen
Michael R. Saltz
Hugh T. Shytle
Edgaro R. Sternberg
Max Straube
John B. Thorsen
Max S. Senter
Anurag Pandit
James J. Pastoriza, Jr.
Scott G. Primrose
Mark R. Proft
Jonell E. Schlund
Max S. Senter
Takamasa Shinozaki
David J. Terzian
John Van Opdorp
Kent A. Wallgren
Andrew Weiss
Anne E. Westerman

Shareholders
Anonymous
Henry P. Aszklar, Jr.
Col Daniel J. Busby
Angie M. Chatman-Williams
Sean T. Enright
Zachary J. Fisher
Philippe A. Frangoues
Catherine L. Jessel-Huelsman
Cynthia Lavoie

1988

$16,511 31%

Partners
Paul E. Greenberg

Investors
Miguel D. Browne
Barbara E. Connolly
David H. Epstein
Michael F. Falvey
Kerry F. Gardiner
George S. Gavris
B. Greene
Steven M. Mankoff
R. Scott Massengill
Thomas M. Pounds
Jillian K. Temkin
Thomas G. Wiel

Shareholders
Sharon W. Bailey
Bruce S. Baron
Guy M. Barudin
William J. Beckeman
Andrew C. Brousseau
H. P. Bunaes
Denis R. Cagna
David E. Canel
Carol M. Clements
Elizabeth R. F. Coley
Timothy D. Conners
Susan E. Crowe
Timothy F. Dann
James F. Dondero
Paul L. Duane
Ellen Duke Erhardt
David E. Finnell
Robert W. Gref II
Donald M. Hill IV
Jeremy C. Jaffe
Yuchie Jimbo
Martha R. Jones
Mustaq A. Khan
Rodney D. Mann
Ted Marks
Jeffrey A. Oyama
Steven L. Pollack
Thomas R. Rosen
Michael R. Saltz
Hugh T. Shytle
Edgaro R. Sternberg
Max Straube
John B. Thorsen
Max S. Senter
Anurag Pandit
James J. Pastoriza, Jr.
Scott G. Primrose
Mark R. Proft
Jonell E. Schlund
Max S. Senter
Takamasa Shinozaki
David J. Terzian
John Van Opdorp
Kent A. Wallgren
Andrew Weiss
Anne E. Westerman

Shareholders
Anonymous
Henry P. Aszklar, Jr.
Col Daniel J. Busby
Angie M. Chatman-Williams
Sean T. Enright
Zachary J. Fisher
Philippe A. Frangoues
Catherine L. Jessel-Huelsman
Cynthia Lavoie

1989

$67,855 28%

Partners
Bradley J. Peterson

Directors
Linda Cornfield
Karen S. Mazur
Kenneth T. Schiciano

Partners
John B. Brynjolfsson
Jeffrey L. Dickson
Brian D. Stansky

Investors
David H. Bessey
Lyndon D. Braun
Ruby R. Chandy
Jeffrey R. Eaton
Kenneth A. Farrar
Shelby A. Fleck Slayton
Nobumichi Hattori
George W. Jaquette
Emmanuel P. Maceda
Tokihiro Mori
Mark S. Rangell
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Adam W. Rizika
Thomas C. Rutledge

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Scott Brazina
Kolleen Keli Carney Attonito
William P. Damian
Kenneth R. DeNatale
James D. Eikind
Leslie M. Finch
Mark Heidbrink
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Richard J. Packwood
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Amos J. Rogers III
Bernard Scozzafava
Edward R. Sharp
Wesley Shuttleworth
Ronni Kantner Skerker
Lisa J. Turbeissi

Lynn M. Dickey
Thomas R. Knutson
Gerard Licea
Jeffrey M. Loeb
Kenneth T. Rankin
Edward L. Rubin
Jeffrey B. Scroggin
Paul K. Stedman
<table>
<thead>
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<td>22%</td>
<td>20%</td>
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</tbody>
</table>

**Investors**
- Paulo Sergio Ferraz Derezende
- Jordan M. Frank
- James Eric Gershwhiler
- Kimberly Markert
- Michael Ashley Schulman
- Astrid Warden
- Caroline Hee Young Yang

**Shareholders**
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- Matthew T. Arpin
- Pietro Busnardo
- Jenny L. Cotner
- Barbara A. Cushing
- Ralf Peter Deltrup
- Carmine Di Palio
- Janet Di Palio
- Stefan Dobner
- Kristina Nicole Fernandes
- Joshua Galper
- Fares Ali Ghandour
- Darren C. Gibula
- Isabel C. Gilbert
- Heidi Marie Grenek
- Sean Foster Hinkers
- Lycia Hossaka
- Peter Howe
- Simon Hughes
- Nicholas Iatropoulos
- Yoshi Ikurumi
- Joshua Lawrence Kanner
- Chaitali Kulvaraporn
- Luis Martin Lalanne
- David Malpica
- Justin K Martinez-Sowers
- Susan Elizabeth Minch
- Heathter Mitchell
- Salvatore Mole
- Lorien Moore
- Melissa M Morehead
- Daryl Morey
- Natalie Niers
- Kyongsoo Noh
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- Daniel S. Platt
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- Randi Rittenband
- Michael G. Rogol
- Cesare Roselli
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- Mikhail Dobriolubov
- Kristine Foss
- James P. Hamilton
- Jennifer Lynn Himmelbarf
- Gerard Lawrence
- Issac Stephen Levin
- Salvador J. Paiz
- M. Teodora Quiroga Castro
- Marco Antonio Roman
- Astrid Warden
- Caroline Hee Young Yang

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- Kyungoh Kook
- Chandragupta Sooran
- Frederic Arthur Wysk

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- Ryan Berryma
- Emanuele Bona
- John Buhl
- Angel Antonio Cenedo
- Dieter Johannes Cohrs
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- Andrew Gribbel
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- Jie Wang
- Joao Wollier
- Isidoro J. Zorora

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- Rolf Cedermstroem
- Theresa T. Chuel
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- Laurent Rene Cohen
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- Hala Fadel
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- Stacy C. Jackson
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- Madalnado
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- Paul Strasma

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- Andres Hernan Jalen
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- Michael V. McMahon
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- Gregory Veronneau Moeller
- Jason Jon Ottman
- Victor Hugo Pena
- Matthew Rheodn
- Gertrude Rowello
- Sherwin Soo
- Keith Edward Capapas
- Waxelman
- Cyra Anne Weaver
- Bransby MacDonald Whitton
- Eric Bentley Witherspoon
- Keelan K.Yang
- Justin Lucus Youngblood
- Lan Zhao

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- Lucia Helena Brower
- Marta Byczkowska
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- Neeralr Cheouby
- David H. Chung
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- Kevin Dorn
- Steven Gifford Fong
- Juan Antonio Garcia Gayou
- Mark Schroeder Giordono
- Eitan Golani
We gratefully acknowledge the contributions and efforts of the Class of 2005, who, upon their graduation, raised important support for MIT Sloan’s new facility. Sixty-six percent of the class participated in this campaign, raising over $128,823.

The following lists acknowledge class members of the Class of 2005 who gave to the class gift fund or other School initiatives.

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- Liesbet D. Peeters

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- Michael Dean
- David Eckford
- Morrie Eisenberg
- Lisa Engler
- Deborah Fares
- Alberto Maria Farronato
- Edward Freyfole

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- Rahul Kamath
- Natalie Karpov
- Christopher Lee
- Susan Lee
- Lance Macon
- William Musto
- Keith Nichols
- Anil Phull
- Adnan Qadir
- Gil Shapira
- Rajesh Srinivasaraghavan
- Cheng-Soon Wee

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- Michael Klein
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- Yukari Matsuzawa
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- Christine Reiners Cummings
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- Michael I-Hsiang Tsung
- Charles Turlinski
- Renaat Ver Eecke
- Javier Eduardo Vicente Dubocq

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- Joseph Zeit
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Friends
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Eugene F. Chow
Justin Cook
Joney de Souza
Alexis Paul A. Dimarucot

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Augustus O. Tai ’91

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William N. Anderson ’95
Teresa L. Bazel ’99
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Matthew F. Bromberg ’00
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Susan Perrin Nagle ’91
Hiep The Nguyen ’02
Hiep The Nguyen ’02
Kazunori Maruyama ’05
Melinda Keyser Manente ’95
Mark D. MacLean ’96
Edward M. Lee ’94
Jason Ku ’94
James P. Koonmen ’89
Leslie Erin Koenigs ’02
Adam J. King ’99
Vida Killian ’03
Christopher Kilburn-Peterson ’05
Thomas M. Kelsch ’96
Christopher Kilburn-Peterson ’05
Vida Killian ’03

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James S. Ball ’00
Brent Russell Beabout ’02
Todd H. Becker ’91
Craig Belnap ’95
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Andra S. Bolotin ’94
Brian Bowers ’03
Roberta Michelle Braum ’99
Christine Bromberg ’00
Matthew F. Bromberg ’00
James R. Brooks ’04

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Kristine T. Budill ’93
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Kristie Burnham ’02
David H. Campos ’01
Matthew Capeci ’03
Eva M. Casamento ’92
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Bryan Gilpin ’95
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Cynthia Deller Goss ’00
Christine Jutte Graham ’92
Eric Green ’03
Kris Robert Harper ’02
Heath Holtz ’05
Peter N. Kacandes ’97
Suparna B. Kadam ’02
James A. S. Katzen ’96
Brian J. Kelly ’96
Thomas M. Kelsch ’96
Christina W. Pan ’00
Lynn A. Foley ’93
Kevin J. Florey ’97
Cynthia Deller Goss ’00
Christine Jutte Graham ’92
Eric Green ’03
Kris Robert Harper ’02
Heath Holtz ’05
Peter N. Kacandes ’97
Suparna B. Kadam ’02
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Lynn A. Foley ’93
Kevin J. Florey ’97
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Christine Jutte Graham ’92
Eric Green ’03
Kris Robert Harper ’02
Heath Holtz ’05
Peter N. Kacandes ’97
Suparna B. Kadam ’02
James A. S. Katzen ’96
Brian J. Kelly ’96
Thomas M. Kelsch ’96
Christopher Kilburn-Peterson ’05
Vida Killian ’03
Adam J. King ’99
Leslie Erin Koengs ’02
James P. Koonmen ’89
Jason Ku ’94
Edward M. Lee ’94
Mark E. Lundstrom ’91
Mark D. MacLean ’96
Melinda Keyser Manente ’95
Kazunori Maruyama ’05
Meghan McArdle ’00
Alison D. McCaffrey ’99
Neville McCaghren ’05
Christopher McFadden ’00
Kevin Patrick Meehan ’01
Michael J. Mihelick ’97
Robert D. Moeller ’97
Christopher Albert Graham ’02
Kimberly R. Murdoch ’04
Neetu Nangia ’03

Manufacturing Program
MIT Sloan Fellows Program

1951
John W. Bard

1953
Bennett D. Buckles

1954
Shareholders
George Konkol
William Wheeler, Jr.

1955
Shareholders
Alfred E. Fernald
Philip J. Gow
C. Franklin Logan
C. Maston Thomas
Peter Wallack
Edward J. Ward, Jr.

1956
Shareholders
Oswald Newell, Jr.

1957
Shareholders
John H. Mitchell
James R. Connell

1958
Directors
Willis White, Jr.
Frank T. Murray

1959
$320 27%

Shareholders
Franklin J. Ross
Franklin Walter
Raymond F. Winch

1960
$6,850 31%

Partner
William R. De Long

Investors
Merrill Holpert
Howard H. Kehrl
Frederick A. Roessle

1961
$1,200 16%

Investors
Jerome W. Keating

Shareholders
Robert E. Huber

Lawrence R. Oliver '94
Michael Parks '04
Michael L. Peterson '94
Randal D. Pinkett '98
Karen Ponchner '02
Olapeju A. Popoola '96
Jonathan A. Rennert '93
Scott A. Rosenberg '03
Yoo Roznitsky '01
Joan S. Rubin '93
Vikram N. Sahney '05
Mira K. Sahney '05
Vikram N. Sahney '05
Mark S. Schaefer '00
David J. Seidelman '93
Rachel Shenbein '04
Lincoln James Sise '03
Erik Sean Smith '03
Gregory J. Smith '93
Rajesh Srinivasan '01
David B. Stagney '03
Matthew Street '01
Jonathan M. Strimling '96
Timothy James Sweitzer '02
Eloise Tagawa '99
John T. Tagawa '99
Catherine Anne Tedesco '01
Amy S. Valley '04
Jens P. Voges '02
Jeremy C. Wallach '00
Oliver Meschan Weir '00
Kemp B. Wills '91
Qian Wu '01

Friends
Bevin Barberich '04
Aaron David Bilstrom '01
Christian Caballero '05
Gregory Shane Chalker '02
Gavin James DeNyse '01
Sarah Egan '05
Tamara Greenlaw '05
Peter Torgil Haughton '04
George Heaps-Nelson '05
Aimee L. Henkle '04
Debka Bhattacharya Ingham '02
David Knudsen '01
Charlene Lieu '05
Carlos Mazariogos '05
Kevin B. McKenney '05
Wesley D. Margesson '03
Andrew James Muench '03
Stewart Ongchin '05
Mira K. Sahney '05
Micah T. Samuels '02
Kevin D. Schwan '04
Eric A. White '03

Neha S. Bar '96
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Mark C. Capone '91
John Stuart Creighton '00
David J. Fanger '96
Brad Douglas Forry '00
Diana V. Garcia '02
Kenneth S. Gayer '98
Jeffrey T. Gray '94
William Graylin '00
Brian R. Harris '90
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Jennifer Y. Hsu '97
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Charlene Land '96
Ian B. Land '96
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Lee C. Tait

Cordes G. Seabrook, Jr.
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Frederick A. Roessle

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Robert E. Huber

John Ingles
Peter M. Sarles
Cornelius F. Weiss, Jr.

Merrill Holpert
Howard H. Kehrl
Frederick A. Roessle

William R. De Long
Howard H. Kehrl
Frederick A. Roessle

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Michael L. Peterson '94
Randal D. Pinkett '98
Karen Ponchner '02
Olapeju A. Popoola '96
Jonathan A. Rennert '93
Scott A. Rosenberg '03
Yoo Roznitsky '01
Joan S. Rubin '93
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Mira K. Sahney '05
Vikram N. Sahney '05
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David J. Seidelman '93
Rachel Shenbein '04
Lincoln James Sise '03
Erik Sean Smith '03
Gregory J. Smith '93
Rajesh Srinivasan '01
David B. Stagney '03
Matthew Street '01
Jonathan M. Strimling '96
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Eloise Tagawa '99
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Catherine Anne Tedesco '01
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Jens P. Voges '02
Jeremy C. Wallach '00
Oliver Meschan Weir '00
Kemp B. Wills '91
Qian Wu '01

Bevin Barberich '04
Aaron David Bilstrom '01
Christian Caballero '05
Gregory Shane Chalker '02
Gavin James DeNyse '01
Sarah Egan '05
Tamara Greenlaw '05
Peter Torgil Haughton '04
George Heaps-Nelson '05
Aimee L. Henkle '04
Debka Bhattacharya Ingham '02
David Knudsen '01
Charlene Lieu '05
Carlos Mazariogos '05
Kevin B. McKenney '05
Wesley D. Margesson '03
Andrew James Muench '03
Stewart Ongchin '05
Mira K. Sahney '05
Micah T. Samuels '02
Kevin D. Schwan '04
Eric A. White '03

Neha S. Bar '96
Ana S. Bolotin '92
Mark C. Capone '91
John Stuart Creighton '00
David J. Fanger '96
Brad Douglas Forry '00
Diana V. Garcia '02
Kenneth S. Gayer '98
Jeffrey T. Gray '94
William Graylin '00
Brian R. Harris '90
William B. Hetzel III '93
Jennifer Y. Hsu '97
Michael Allan Kimber '99
Charlene Land '96
Ian B. Land '96
Francis J. MacDonald, Jr. '92
Kevin B. McKenney '00
Kimberly R. Murdoch '99
Vivek M. Phanse '00
Michael A. Rattery '94
Jonathan M. Rheumke '03
Scott A. Roza '98
Julia S. Schneider Johnson '90
David J. Ster '98
Nathan V. Stuart '92
Roderick D. Tranum '93
Kathryn Whiting '92
Brian S. Wolkenberg '00

Oswald Newell, Jr.
Harry W. Buchanan
Lee C. Tait

Cordes G. Seabrook, Jr.
Milton A. Zimmerman

John I. Cumberland, Jr.

William R. De Long
Howard H. Kehrl
Frederick A. Roessle

Jerome W. Keating
Robert E. Huber

John Ingles
Peter M. Sarles
Cornelius F. Weiss, Jr.
<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Percentage</th>
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<tr>
<td>1962</td>
<td>$3,255</td>
<td>33%</td>
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<td>1963</td>
<td>$1,900</td>
<td>26%</td>
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<tr>
<td>1964</td>
<td>$1,800</td>
<td>29%</td>
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<td>1965</td>
<td>$450</td>
<td>17%</td>
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<tr>
<td>1966</td>
<td>$6,525</td>
<td>20%</td>
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<tr>
<td>1967</td>
<td>$113,285</td>
<td>31%</td>
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<tr>
<td>1968</td>
<td>$48,330</td>
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<td>1969</td>
<td>$21,505</td>
<td>17%</td>
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<tr>
<td>1970</td>
<td>$1,090</td>
<td>24%</td>
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<tr>
<td>1971</td>
<td>$2,400</td>
<td>20%</td>
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<tr>
<td>1972</td>
<td>$1,525</td>
<td>18%</td>
</tr>
<tr>
<td>1973</td>
<td>$2,400</td>
<td>20%</td>
</tr>
<tr>
<td>1974</td>
<td>$1,525</td>
<td>16%</td>
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</tbody>
</table>

**1962 Partner**
- John F. Prendiville, Jr.

**Investors**
- Nathaniel Howe

**Shareholders**
- George W. Bates
- Chester W. Diercks, Jr.
- F. Fox Stoddard
- John Weibel, Jr.
- George P. Buckey
- James M. Osborne

**1966 Shareholders**
- Robert W. Bishop
- Elmer L. Field
- Charles A. Heller, Jr.
- Robert Lee Lord
- Ralph L. Pickard
- David O. Smart, IV
- W. Zeigler, Jr.
- Hunter E. Harvey, Jr.
- S. William Linko, Jr.

**1967 Founders**
- Robert F. Calman
- William A. Porter

**1968 Founders**
- C. Richard Jones
- Thomas J. Vincent

**1969 Directors**
- William M. Newport

**1970 Investors**
- R. Anderson Pew
- Donald H. White

**1971 Founders**
- Sir Robert B. Horton
- Peter B. Oram

**1972 Investors**
- Clive W. Frasier
- Robert W. Van Niel

**1973 Investors**
- Thomas R. Thomesen

**1974 Founders**
- Gerhard H. Schulmeyer

**1975 Investors**
- Peter D. Fenner
- Edward W. Kissel

**1976 Investors**
- Louis Cherntkow

**1977 Investors**
- Fredric Cohen
- William A. Garrett
- Richard J. Jackson
- George T. Smith
- Dennis H. Vaughn
- Lincoln D. Cathers

**1978 Founders**
- William Harral III
- Phillip J. Riese

**1962 Investors**
- Colby H. Chandler
- Alan E. Thomas

**1963 Investors**
- Richard V. Nuttall, Jr.
- Spencer E. Smith
- Russell C. Youngdahl
- August J. Gartner
- James L. Powell

**1964 Investors**
- Steve Cenko
- Wayne A. Robins

**1965 Investors**
- Nicholas Baracoc
- Russell M. Barnes
- James R. Fitzgerald
- George P. Fryling II
- Philip Lang
- T Franklin Morring
- Irving Taylor

**1966 Shareholders**
- Barry Rosenberg

**1967 Shareholders**
- John W. Anderson
- Robert P. Ciagetti
- Gordon Cochrane
- Robert M. Pedraglia
- W. John Swartz
- Robert E. Darling
- C. Victor Meyer

**1968 Shareholders**
- Calvin H. Perrine
- R. Bryan Erb
- Stephen G. Janick III
- James E. Singer

**1969 Shareholders**
- Robert P. Arnold
- Millard T. Battles, Jr.
- Robert L. Dorn
- H. Hoyt Harris
- Charles A. Norman
- Fred Wojtalik
- Irving Skorka
- Albert O’Trostel III

**1970 Shareholders**
- William E. Virgin
- Robert E. Whitman
- Charles A. Benjamin
- George W. Morganthaler
- Robert H. Rollins II

**1971 Investors**
- R. Anderson Pew
- Donald H. White

**1972 Shareholders**
- Charles F. Baxter
- Rev Gerald L. Tavis
- W. D. Williams
- Robert J. Baker, Jr.
- Zwi Kohorn

**1973 Shareholders**
- Tommy C. Bannister
- Robert E. Fenton
- Ryuzo Fujiki
- E. Quinton Gordon
- Richard G. Rhoades
- Megan Evans
- Thomas G. Frost
- Ann H. Sandford

**1974 Investors**
- Richard A. DeCoste
- Charles E. Larson
- C. Clement Patton

**1975 Shareholders**
- Thomas J. Lazear
- Joseph R. Miller
- Calhoun W. Wick
- Gordon D. Kirk
- John T. Murray
- Mrs Maureen C. Stefanini
- Simone B. Stephens

**1976 Shareholders**
- Fredric Cohen
- William A. Garrett
- Richard J. Jackson
- George T. Smith
- Dennis H. Vaughn
- Lincoln D. Cathers
1979
$9,259 10%

Directors
Roger W. Hale

Partner
Robert M. Amick

Shareholders
Philip P. A. Panzarella
Jiro Tsuabo
Dennis A. Zalar

1980
$29,138 23%

Founders
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Investors
James B. Ellis II
Denise D. Selden
R. Brooks Stover

Shareholders
W. Hagood Bellinger
William G. D. Frederick
Richard D. Hansen
Sister Mary N. Malinowski
Ann Peterson
John T. Proske
Takayuki Yarnazaki
Claudia B. Liebesny

1981
$255 10%

Shareholders
Walt W. Braithwaite
Irvin E. Boyles, Jr.
Marion M. M. Jacks
Robert C. Sharp
Vi A. Traynor

1982
$1,750 13%

Investors
Christopher J. Amenson
Takeo Suzuki

Shareholders
William O. Albertini
Larry C.atha
Edward E. Heller, Jr.
Kenneth W. Senior
Gary L. Burkart

1983
$4,870 13%

Partner
Thomas E. Kelly III

Investors
Stanley J. McLaughlin
Robert O. Otto

Shareholders
Jerry L. Johnson
Seiji Takashima
Freeman T. Beasley, Jr.
A. Thomas Jacoby

1984
$20,700 14%

Founders
Ronald A. Williams

Shareholders
R. Wiley Bourne, Jr.
Kuan-Hsiu Hsiao
Larry D. Lyons
Nelson W. Marshall
Richard C. Millar
Kent H. Williams

1985
$1,230 11%

Investors
Harvey M. Donaldson
Edward J. Zeller

Shareholders
Lawrence A. Denton
Larry W. Hull
Shyamal Choudhury
Stephen W. Lasswell

1986
$495 8%

Anthony J. Ahern
Kate Fickle
Sammie D. Joplin
Jester M. Loomis III

1987
$1,325 11%

Investors
Harvey M. Donaldson
Edward J. Zeller

Shareholders
Lawrence A. Denton
Larry W. Hull

1988
$3,750 20%

Investors
Richard E. Agee
Edward J. L. Davies
Angelo J. Messina

Shareholders
Bruce W. Ellis
Yvonne D. Jones
Nicholas P. Matich
Ronald Shuff
George W. Waller
Gus J. White
Carl J. Willis
Elizabeth Moore

1989
$750 12%

Shareholders
Eric K. Azuma
Charles M. Cutler
Xiaoying Gao
Stephen N. Gerson
James R. Dominy
Charles A. McCauley

1990
$1,800 17%

Investors
Stephen A. Malone

Shareholders
Belinda H. Adams
Richard A. Alston
John P. Casey
Bryan L. Kinnan
Ludmila Kopelkina
Mary B. Schaefer
Diana W. Tremblay
Paul Vogel

1991
$26,150 20%

Founders
Daniel H. Leeds

Investors
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Jeffery C. Martin
C. Dale Register
William U. Borger
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Robert L. Miller
Nicholas J. Neuhausel
Thomas E. Richards

1992
$600 10%

Shareholders
Timothy G. Forbes
Masaaki Iida
Seth H. Robbins
John H. Ward
Chiaki Yasuda

1993
$11,620 19%

Investors
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J. David Janiec
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Edgar A. Reed III
Mineo Shimura
Juan A. Solares
Mark W. Stromberg

1994
$525 9%

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Gustavo F. Gomes
Sanjay Saini
Hideki Takezawa
Claudia P. Wells
Andrea Borondy Kitts

1995
$325 13%

Shareholders
Peter E. Chenard
Kwang Jong Cho
Jeffrey B. Pantages
Donald C. Simonson
Terry T. Taber

1996
$1,300 13%

Shareholders
Craig McHugh Jarchow
Ronnie Robinson
Jeffrey G. Barnett
Anita J. Bizzotto
Ernesto M. Hernandez
Ching-Lan Lee
Jill McCarthy
Norris P. Sneed

1997
$725 13%

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James William Pennito

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Janie L. Mines
Chih-Hong T sai
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Raymond Yong-Am Yoon
Gregory R. Bellopatrick
Robert B. Thirsk

1998
$3,110 20%

Shareholders
Kwang Jong Cho
Jeffrey B. Pantages
Donald C. Simonson
Terry T. Taber

1999
$255 10%

Investors
Craig McHugh Jarchow
Ronnie Robinson

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Anita J. Bizzotto
Ernesto M. Hernandez
Ching-Lan Lee
Jill McCarthy
Norris P. Sneed

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Management Program
MIT Sloan Doctoral Program

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William C. Estes ’49
Raymond F. Ferrara ’67
George A. Filak ’54
William A. Hanpetter ’46
Joseph Robert Hastings ’03
John W. Hurt ’74
Benjamin J. Jarrow ’41
Philip L. Magley ’67
William P. Moser ’48
L. Kenneth Rosett ’62
John W. L. White ’44

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Andrea S. Au ’02
Brett C. Boshco ’05
James P. Flynn ’02
Prabha P. Kannan ’02
Anusha Prasad ’03
Glorimar Ripoll ’01
Mark I. Alpert ’64
Neil S. Bernstein ’59
Frederick A. Bielawa ’59
Kenneth H. Bohlin ’52
Arthur Coren ’54
John D. Cunningham, Jr. ’38
G. Michael Gignac, Jr. ’59
Joseph J. Grant ’83
Joseph M. Harnian, Jr. ’49
John T. Hassey ’48
Ronald H. Jacob ’70
Shrah S. Ng ’99
Harold Ottobrini ’48
Norman N. Rupp ’47
Carl G. Sandin, Jr. ’58

Shareholders
J. Scott Armstrong ’68
Arthur L. Beals ’70
Howard W. Boise, Jr. ’42
Donald L. Cassidy ’54
Robert J. Demartini ’41
Ira H. Dorf ’61
Stephen Friedman ’59
Michael D. Kinkead ’56
Richard I. Linde ’53
Lawrence A. Low ’57
Gilbert V. Rohleder ’48
Bernard J. Ruskin ’49
Norman P. Soloway ’62
James Veras ’49
John W. L. White ’44

Shareholders
J. Scott Armstrong ’68
Anantaram Balakrishnan ’85
Rosemary L. Batt ’95
Annette L. Beatty ’92
Robert E. Bohn ’82
Lloyd Brodsky ’91
Jon A. Chilingerian ’87
Kevin G. Crowston ’91
William G. Dyer, Jr. ’84
Theodor H. Eytan ’85
Steven F. Freeman ’98
Ronald E. Fry ’68
David L. Goodhue ’88
Nitin N. Gokhale ’90
Ravi K. Khosla ’92
William A. Hanpeter ’46
James H. Duffy ’55
David R. Ellis ’68
William C. Estes ’49
Raymond F. Ferrara ’67
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William A. Hanpetter ’46
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Joseph J. Grant ’83
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John T. Hassey ’48
Ronald H. Jacob ’70
Shrah S. Ng ’99
Harold Ottobrini ’48
Norman N. Rupp ’47
Carl G. Sandin, Jr. ’58
Founders
Anonymous (2)
David Pun Chan ‘72 Li
Nelson An-ping Chang
Lucy Chen Wang P ‘02 P ‘04
Bruce Cheng
Eugene Flood, Jr. EC ‘83
H. Gifford Fong P ‘02
Victor K. Fung ‘66 EE
Robert L. Gipson
John Harrison Goldie Estate
Charles E. Harris
John M. Hennessy
Tsou Ho Hong P ‘05
Po T. Ip ‘34 CE
John W. Jarve ‘78 EE
Charles W. Johnson CE ‘55
Thomas & Ingrid Kwok
Kenneth Lo
David T. Morgenthaler ‘40 ME
Scott F. Richard ‘68 EE
Mary E. Salipante
Jack C. Tang ‘49 CH
Paul K. Tchang ‘44 ME
Polyvios C. Vintaditis CE ‘61
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Marjorie M. T. Yang ‘74 MA

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John D. C. Little ‘48 PH
Nicholas Piramal

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Steven C. Carhart ‘70 WC
and Craig Hattabaugh
Terry Marsh
Dorothy F. Silver P ‘83 P ‘91
Bertram R. Silver P ‘83 P ‘91
John F. Snow ‘35 ME
Denise Tyler

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Donald A. Belfer
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Kenneth A. Hagstrom
Theodore W. Henning ‘46 EE
Harvey Kram PE ‘42 ME
Jacob and Nancy Levy
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Lynn Magill
Donald A. Mains ‘47 CH
Jonathan Mallamud
David L. McAdams
Professor Kenneth P. Morse
‘68 PO
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Debbie Slavich
Amy B. Smith ‘84 ME
Sang H. Sohn
Jennifer P. Stone
Seung Y. Suh
Sue E. Thompson P ‘08
M. James L Waters ‘46 WC

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Cynthia Albert-Link
Philip Bragar ‘48 EC
Christine Bromberg
Fouda N. Chartouni
David R. Chittick
Barbara D. Cunningham
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Kristin K. Moeller
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Robert A. Peterson
Steven B. Pitschke CE ‘80
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Heather E. Richardson CP ‘05
Christopher Schuh
John H. Scott, Jr.
Kady K.L. Shen P ‘05
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David B. Spencer ML ‘71
Steven James Statick CE ‘04
Daniel S. Stout SDM ‘98
Philip A. Stymfal
Mr Wendell G Sykes ‘50 CH
John B. Webster
Andrea Zwerling

Anonymous
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Robert A. Backus
Laura Basha
Brandt C. Casey ‘91 ME
Bing Chen ‘06
Yung-Chang Chen P ‘07
Jui-Fen Chen P ‘07
Ludo F. L. Gelders
Leigh M. Gelser
Ginger D. Green ‘97 CP
Bette J. Hart
Stephen Hom
Yunshui Huang CE ‘94
M. Charles R. Laverty, Jr.
Elaine Lee
Siu-Shyong Lin
Mats G. Lindquist
Asha Lundal
Anne Migliaccio Beer
Charles W. Monroe CH ‘55
Matthew T Mulkern ‘53 MT
Darren D. Obrigkeit CH ‘97
Emilio Salvador Prieto ‘06
Malati Raghunath
Pamela J. Ruprecht P ‘04
Elaine Siederman P ‘07
Joseph J. Siederman P ‘07
Margaret L. Sjoberg
Nancy Tsuei ‘06

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Please note that the following list recognizes contributions of $10,000 and above made during fiscal year 2005.
<table>
<thead>
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<th>Office of Resource Development</th>
<th>Cynthia Albert Link</th>
<th>Catherine Canney</th>
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<tr>
<td></td>
<td>Executive Director</td>
<td>Associate Director, Donor Relations and Stewardship</td>
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<tr>
<td>Margaret Keller Dimock</td>
<td>Director of Principal Giving</td>
<td>Alex Dippold</td>
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<td>Associate Director, Reunion Giving</td>
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<tr>
<td>Loren Van Allen</td>
<td>Director of Annual Giving</td>
<td>Lillian Paratore</td>
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<td>Associate Director, Annual Fund</td>
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<tr>
<td>Paul Zernicke</td>
<td>Director of Major Gifts</td>
<td>Jill Soucy</td>
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<td>Assistant Director, Corporate Relations</td>
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<td>David Weber, SM ’83</td>
<td>Director of Corporate Relations</td>
<td>L. Denise Tioseco</td>
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<td>Assistant Director, Reunion Giving</td>
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<td>Special Projects/International Initiatives</td>
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<td></td>
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<td>Nathaniel H. Mayes</td>
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<td>Director</td>
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<table>
<thead>
<tr>
<th>Alumni Office</th>
<th>Margaret Andrews, SM ’92</th>
</tr>
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<tr>
<td></td>
<td>Executive Director of Marketing and Communication</td>
</tr>
<tr>
<td></td>
<td>Sean E. Brown, SM ’94</td>
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<tr>
<td></td>
<td>Director of the Alumni Office</td>
</tr>
<tr>
<td></td>
<td>Leanne D. Schnitzer</td>
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<tr>
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<td>Associate Director of Major Events</td>
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<tr>
<td></td>
<td>Tamara Cupples</td>
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<td></td>
<td>Associate Director of Communications and Information</td>
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<td></td>
<td>Michelle Choate</td>
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<td>Director of Communication</td>
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<td>Scott Rolph</td>
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<td>Associate Director of Communication</td>
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<td></td>
<td>Tina McCarthy</td>
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<tr>
<td></td>
<td>Web Content Coordinator</td>
</tr>
<tr>
<td></td>
<td>Catherine Canney</td>
</tr>
<tr>
<td></td>
<td>Associate Director, Donor Relations and Stewardship</td>
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<tr>
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<td>Alex Dippold</td>
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<td>Jill Soucy</td>
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<td>Assistant Director, Corporate Relations</td>
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<td>L. Denise Tioseco</td>
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<td>Special Projects/International Initiatives</td>
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<td></td>
<td>Nathaniel H. Mayes</td>
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<td>Director</td>
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<tr>
<th>Office of Communication</th>
<th>Kristin LeClair</th>
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<tr>
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<td>Assistant Director of Special Events</td>
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<tr>
<td>Ken White, SM ’69</td>
<td>Alumni Career Advisor</td>
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<tr>
<td>Tamara Cupples</td>
<td>Associate Director of Communications and Information</td>
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<td>Michelle Choate</td>
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<td>Scott Rolph</td>
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<td>Tina McCarthy</td>
<td>Web Content Coordinator</td>
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<tr>
<td>Peter Maher</td>
<td>Communication Coordinator</td>
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<td>Michael Perrone</td>
<td>Project Coordinator</td>
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Concept and design: Sametz Blackstone Associates, Boston
Principal photography: Stuart Darsch
Donor portrait photography: Charles Gauthier
MIT Sloan School of Management

Developing principled, innovative leaders who improve the world

Collaborating to generate ideas that enhance management practice