

Dean, MIT Sloan School of Management

In the wake of criticism about the practical value of a management education, we continue to pursue an innovative curriculum that provides our students with both the theoretical and experiential training necessary to lead organizations in today's complex business climate. Armed with the real-world experience and thought leadership of programs such as the Global Entrepreneurship Lab, the MIT Leadership Center, and the ever-popular student trips and treks, our graduates are poised to make a positive impact the world over.

MIT Sloan Academic Program Updates

MIT Sloan Fellows Program in Innovation and Global Leadership

The year 2005 marked the 75th anniversary of the Sloan Fellows program and the 25th anniversary of the Management of Technology program, the parent programs that merged in 2004 to become the MIT Sloan Fellows Program in Innovation and Global Leadership. Held in October, Convocation 2005 celebrated the legacy of both programs by welcoming several hundred alumni to campus for three days of thought-provoking discussions and the opportunity to reconnect with their classmates.

This year the Sloan Fellows program made great strides toward its goal of strengthening the numbers and diversity of its applicant pool. As a result of increased marketing efforts, the class of 2007 has the highest percentage of women ever in the program (16 total), and represents 27 countries, with more representation from Europe, Latin America, and Africa than in recent years. In addition to target marketing efforts, the creation of a Women's Initiative Committee and the MIT Sloan Global Scholars Fund have helped bring increased attention and opportunities to desired candidates.

Undergraduate Program

Undergraduate Minor

Strategically designed to help future scientists and engineers manage their projects and businesses, the undergraduate minor is a valuable solution for those torn between a management major and a technical major. In only its second year—the first management minors graduated in 2006—it is already the largest minor at MIT.

Undergraduate Major

The undergraduate program ranked second this year in *U.S. News & World Report's* ranking of American undergraduate business programs, the sixth year in a row our program has had such distinction. On campus, the program remains one of the most popular undergraduate majors at the Institute.

PhD Program

PhD program applications were up 10 percent in 2005–2006 and represented candidates from 54 countries. The School's commitment of more funds to the program has resulted

in our ability to offer competitive financial packages, resulting in 64 percent of accepted students joining the program this year. The program graduated 13 students and all took up academic positions, many of which were international.

International Programs

In June we celebrated the tenth anniversary of the groundbreaking MIT-China Management Project with successful events held at our partner schools in China. We also launched Global MIT Sloan, a comprehensive website exploring our many international initiatives and activities.

Other Initiatives

Marketing

The marketing initiative at MIT Sloan continues: we completed a redesign that gave our publications a more coordinated look that complements our brand identity; we conducted a baseline branding survey and commenced a brand tracking survey; and we launched the MIT Sloan Marketing Council, comprised of “market-facing” staff, including admissions, alumni relations, corporate relations, resource development, marketing and communications, media relations, the MIT Sloan Fellows program, executive education, the career development office, and the *MIT Sloan Management Review*.

Alumni Services Enhancements

Our new alumni magazine, *MIT Sloan*, debuted in the fall to very favorable reviews. In addition to our print materials, we increased the number of electronic communications to alumni, including several successful email updates, to keep them better informed and connected to the School. We also partnered with Sloan Technology Services to implement and launch a new online community directory.

Alumni Relations also focused on building relationships with alumni and the community through special events. In addition to collaborations with regional clubs and students and Reunion, our team also produced Convocation 2005, which brought several hundred alumni back to campus.

Building Project

Due to tremendous fundraising efforts by both MIT Sloan staff and volunteers during FY2006, winter 2007 will be marked by the beginning of construction on MIT Sloan’s new facility, E62. Our new facility will unify students and faculty under one roof, creating an integrated educational experience that truly prepares future generations of leaders.

Richard Schmalensee

John C. Head III Dean

Professor of Management and Economics

More information about the MIT Sloan School of Management and its programs can be found at <http://mitsloan.mit.edu/>.

Education

The MIT Sloan MBA Program

This past year, the MBA Program underwent a change in leadership and was strategically expanded to include Admissions alongside the Student Affairs and Career Development Offices. There is a tremendous energy toward renewed and increased integration among these teams and throughout the School. High-touch relationship building permeates all facets of planning, advising, and service delivery throughout the MBA Program. This has had a tremendous impact, sustaining a strong sense of community and pride among the student body as well as investing themes of lifelong commitment to the School. Likewise, MBA Program teams, in collaboration with the Alumni Office and Corporate Relations, have endeavored to markedly enhance alumni, recruiter, and corporate relationship management.

In the coming year, a continued area of focus for the MBA Program is reinforcing professional behavior and ethical conduct in the MBA community via renewed efforts within the Professional Standards Committee; this includes creation of a standardized orientation module, a well-developed communications plan for both students and faculty, and a focus on providing tools for giving constructive feedback.

MBA Admissions

AY2005–2006 was a successful year for the MBA Admissions team. After three years of continued decline, applications jumped by 12 percent from 2,622 in AY2004–2005 to 2,942 in AY2005–2006. Highlights of the past year include the following:

- Hosted 148 admissions events, a 48 percent increase in event participation over the previous year. Included in this figure are 46 MIT Sloan-on-the-Road presentations, 34 diversity-focused events, 15 presentations to financial and business analysts, 12 MBA fairs, 8 admitted candidates' events, 3 joint events with peer schools and, for the first time in many years, 30 college fairs. Of these, 112 events, or 76 percent, were held in the United States and the remaining 36 events (24 percent) were held internationally.
- Continued our high-touch approach to candidates, which has been an important pillar in our strategy for impressing and converting candidates. Our ability to have personal contact on the road, prompt personal email attention to inquiries, and a robust Ambassador's Program give us a warm, personal quality.
- Developed and distributed a new brochure highlighting the positive experience of female students in the MBA Program.
- Continually improved our marketing, selection, and conversion efforts to ensure that the best candidates apply and matriculate at MIT Sloan. We continued to partner with the Alumni Office to bring alumni into the recruiting and conversion efforts and reach out to more consulting and financial services firms when on the road.
- Enhanced our background-checking efforts, which resulted in revoking admission to an admitted candidate who submitted her own recommendation letter.

- Expanded our efforts to increase diversity by working with groups such as Forte Foundation, StartingBloc, Liberal Arts Consortium, and National Society of Hispanic MBAs (NSHMBA), and continued to conduct college campus sessions and attend diversity forums to reach out to applicants who do not traditionally apply to MBA programs or MIT Sloan.
- Helped launch the Entrepreneurship and Innovation (E&I) Program during its inaugural year and successfully recruited 114 admitted MBA students (or 34 percent) to apply for the first cohort of E&I students.

Goals and New Initiatives

For FY2007, the MBA Admissions Office will work to:

- Expand efforts to reach out to underrepresented groups through participation at industry meetings of the Society of Women Engineers, Society of Hispanic Engineers, NSHMBA, National Black MBA Association (NBMBA), National Association of Black Accountants, and Forte Foundation. We will continue to partner with nine of our peer schools to target early career and young professional candidates.
- Improve our analytic capacity by building a comprehensive tracking system for candidate data from applicant status through student to alumni. We will design a new model with the newly forming admissions analytics working group.
- Continue to market and recruit students for the E&I Program.
- MBA Admissions will host “Leadership Launch” for undergraduate women in collaboration with Forte Foundation. The goal is to increase the representation of young women in leadership positions in their career and educate them on how the MBA degree can enhance their career opportunities in the future.

MBA Student Affairs

The Student Affairs Office (SAO) manages academic services and community-building programs for MBA students and faculty. As part of these services and programs, SAO facilitates students’ practice of management skills outside the classroom and provides support to students in academic or personal difficulty. When these programs and services are effective, they often go unrecognized. When they are absent or when they are not delivered well, student satisfaction with their MBA experience can suffer dramatically. This year, SAO programs and services were exceptionally well delivered and received.

Highlights of this year include the following:

- *Student satisfaction:* We are particularly proud to report that SAO received the highest rating of all student-facing groups in the First Semester Experience survey, and strong anecdotal feedback and testimonials to our effectiveness.
- *Orientation:* SAO offered the most effective MBA orientation in recent memory. This orientation also included programming related to professional ethics, a topic

of crucial importance to faculty and staff, but one that is often difficult to deliver effectively to incoming students.

- *Community initiatives:* SAO designed a series of high-touch social events to enhance the sense of student community. We also added several well-received events this spring designed to acknowledge and thank student leaders.
- *Early outreach:* Some of these initiatives started in the summer. This year we partnered with the Alumni Office and Admissions to attend events around the country for incoming students and alumni. We also improved our summer (intranet and group email) communication with incoming students.
- *Improved advising:* We increased the high touch in our advising services by expanding and standardizing our outreach to first-year advisees. All six cohort advisors sent regular email messages to our advisees. In addition to academic advising, we spent considerable time and energy on personal advising for first- and second-year students in distress. Many of these cases we managed jointly with MIT Medical's Mental Health services.
- *Improved peer mentor training:* The team offered an Outward Bound group training for second-year Pilots (peer mentors in orientation) and we designed and delivered a Pilot SIP workshop for the class of 2007.
- *Student group initiatives:* We sponsored four successful international student-led spring trips preceded by for-credit seminars held in the first half of the semester. In addition, we piloted a registration process for student treks and conferences in order to more effectively capture information about these student initiatives, share that information with colleagues in other areas, and coach these students toward successful events.

Goals and New Initiatives

Our goals for the coming year are largely extensions of our efforts this year:

- Continue to improve our advising services, with an emphasis on further extending these services to second-year students.
- Improve and extend the Pilot peer mentoring program.
- Continue to expand and improve our student leader recognition initiatives.
- Play a leadership role in the cross-departmental group that shares information on trips, treks, and conferences, and make recommendations on how to improve the School's future management and oversight of these student initiatives.
- Revamp our large-scale surveys, improving the data collection methods by which we measure our success.

Career Development Office

The Career Development Office (CDO) manages the career education and corporate recruiting services for MBA students. As part of this effort, the CDO partners with organizational processes, communications, and strategy faculty within Sloan to develop and deliver topical sessions related to the career development of our students, as well

as developing and delivering standalone career education workshops. In addition, the office manages all aspects of the corporate recruiting process, including company presentations, the campus recruiting program, student job board, an annual on-campus career fair, and the strategic and logistical support of student club treks for employment purposes. The CDO team was highly successful again this year in providing this support to MBA students.

The CDO focused on the following initiatives to reach our 2005–2006 goals:

- Implementing a new recruiter interface for employers in Career Central, the web-based career management system
- Providing high-value, big-picture education and strategic one-on-one advising that included interview preparation, resume and cover letter construction, and enhanced availability and resources for student advising to prepare students for lifelong career success
- Working with Admissions to give recruiter feedback on current students to help them further refine their recruiting and screening efforts
- Providing additional value-added services to students and recruiters to strengthen the CDO's relationship with these two major constituencies. Created opportunities such as Recruiter's Roundtables and Recruiter's Day to market the School and develop closer corporate relationships.
- Continuing to build on existing partnerships with multiple MIT Sloan constituencies to enhance services; for example, coordinating efforts with Corporate Relations to support student clubs, partnering with Media Relations on projects to increase alumni and recruiter participation in ratings surveys and the creation and delivery of The Big Idea branding initiative, partnering with SAO to provide high-touch experiences for students throughout their First Semester Core experience, and partnering with 15.280 Communication for Managers faculty to develop and deliver teaching materials for the joint sessions

Goals and New Initiatives

The CDO's goals for 2006–2007 build on previous years' goals and support our ongoing efforts to create the best possible services for students and recruiters:

- Continue efforts to educate students appropriately, focusing on lifelong career development, including self/career assessment and skill building experiences. Continue to provide students with structured opportunities to learn about MBA job roles and industries and employer recruiting strategies and expectations. To enhance current offerings, we will increase the number of alumni and recruiters involved in the career education offerings.
- Identify and implement new technologies to support career education offerings (e.g., interview software and online assessment tools) and to enhance Career Core classroom materials and presentations. In addition, review and revise the CDO student website to be more user-friendly in terms of access and vocabulary

- Identify and implement new services for recruiters (e.g., electronic newsletters, continuation of recruiter roundtables)
- Continue to build on existing partnerships with multiple MIT Sloan constituencies to enhance services for students and recruiters (e.g., cross-MIT Sloan marketing efforts via recruiter roundtables, supporting changes to 15.280 Communication for Managers curriculum, supporting Strategic Change Initiatives)

International Programs

MIT Sloan continues to pioneer the development of management education throughout the world, an activity we began in the early 1960s when we helped create the Indian Institute of Management in Calcutta.

This year we celebrated the tenth anniversary of the MIT-China Management Education Project, which we established in 1996 with Fudan University in Shanghai and Tsinghua University in Beijing to help those universities develop English-language international MBA (IMBA) programs. The celebration included publication of a small book, *Making a Difference*—the story of how these innovative programs are transforming how IMBA students learn about Western management—and symposia and festive gatherings at Tsinghua and Fudan that Dean Richard Schmalensee attended. Lingnan (University) College, Sun Yat-sen University in Guangzhou joined the Project in 1999. Since 2002, Yunnan University in Kunming has participated as well.

The MIT-China Management Education Project brings Chinese faculty here to MIT Sloan for training in course development and Western-style teaching. Since 1996, nearly 130 Chinese faculty have come, including almost all of the IMBA faculty at Fudan and Tsinghua. Most come for a semester. In AY2005–2006, 19 faculty visited. The Project has worked so well that its initial time frame of five years was extended to ten years. This year it was extended for five more years.

We are now into the third year of our eight-year agreement with Sungkyunkwan University Graduate School of Business (SKK GSB) in Seoul to help SKK GSB develop a strong Western-style, English-language MBA program. Six SKK GSB faculty, including two in 2005–2006, have come to Sloan to work on course development and post-doctoral projects. In 2004, we began a five-year agreement with Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) in Mexico to enhance the performance of ITESM faculty and launch a premier MBA program focused on innovation and globalization. Eleven ITESM faculty have spent semesters here, including five in 2005–2006. In fall 2005, the International Finance Corporation (IFC) sent a faculty member here (the third) from the Ghana Institute of Management and Public Administration. The IFC sees our program for training teachers in Western management course materials and Western-style teaching methodologies as a model for one it plans to establish in Africa as part of a projected global business school network.

MIT Sloan faculty and MBA students also participate in our international programs. Faculty travel to China, Korea, and Mexico to teach and coteach workshops, short

courses, and classes. From time to time they use videoconferencing technology to participate in overseas activities too brief to attend personally. During the spring break, our PTeam China MBA students visit the Chinese schools to help IMBA students there learn about important aspects of the workplace—resumé writing, interviewing, team-building, leadership, networking—that are not usually taught in their classrooms. Spring 2006 saw 20 PTeam China members spend their break in this way. Also in spring 2006, 12 second-year SKK GSB MBA students spent their final semester here. “Meeting so many people, hearing their opinions and experience, is major,” one reported. “SKK GSB is so small [34 students in this class, the first]. Sloan is enormous. It has resources that aren’t available in Korea—professors with different styles, different kinds of classes. It’s a rich environment.”

MIT Sloan Fellows Program in Innovation and Global Leadership

The MIT Sloan Fellows Program in Innovation and Global Leadership is a degreed program designed for high performing mid-career professionals. The program typically enrolls 100 outstanding individuals with 10–20 years of professional experience from approximately two dozen nations, representing a wide variety of for-profit and nonprofit industries, organizations, and functional areas. Most participants are sponsored by or have the strong support of their employers, but the program also admits a small number of independent participants with unique entrepreneurial experiences and perspectives. In addition to the traditional 12-month, full-time program, eligible fellows may attend on the flex option, which permits them to complete the program in two years after attending the summer term full time, thus allowing them to maintain a presence in their locally based organizations. Detailed information about the program, including profiles of the current class and video presentations by alumni and sponsors can be found at <http://mitsloan.mit.edu/fellows/>.

Class of 2006

The graduating class of 2006 included 100 Sloan Fellows (85 full-time, 13 flex, 2 BEP), representing 22 countries, with an average age of 39 and an average of 14 years of professional experience. The class year began in June 2005 and culminated in a late May 2006 trip to China and India, where the fellows had the opportunity to integrate their year-long classroom experience with visits to business and government leaders in these two dynamic economies.

In October 2005, the class of 2006 hosted several hundred alumni attending MIT Sloan’s triennial convocation. Convocation 2005 marked the 75th anniversary of the MIT Sloan Fellows Program and 25th anniversary of the Management of Technology Program, the parent programs that merged in 2004 to become the MIT Sloan Fellows Program in Innovation and Global Leadership.

The program’s trademark emphasis on team building contributed to several highlights of the 2005–2006 year, including winning honors again in the second-annual Battle for Analytical Supremacy against HBS students in March. Also, two Sloan Fellows from the class of 2006 participated on teams that made it to the finals in the Venture category of MIT’s \$100K competition, and the grand prize was awarded to one of these

teams. SteriCoat, Inc., the winning team, has developed an infection-reducing coating technology for medical devices.

Class of 2007

The current class of Sloan Fellows, who began their program year in June 2006, is comprised of 91 fellows whose average age is 38 and average work experience is 14 years. When combined with the 10 continuing flex fellows, the current community of MIT Sloan Fellows is 101 strong.

The demographics of this class are of particular significance and result from increased marketing efforts. The class includes 16 women, the highest percentage ever in this program, and one that will help us attract more women in future recruiting efforts. Also, the countries represented increased to 27 this year and reflect more representation from Europe, Latin America, and Africa than in recent years. The diversity of industries includes technology, manufacturing, government, telecommunications, financial services, energy, pharma/biotech/medical, healthcare, transportation, and education.

Program Initiatives

Strengthening the numbers and diversity of the applicant pool continues to be foremost on the list of program goals. Therefore, marketing efforts on a global scale to long-term and new sponsors, potential participants, and alumni will increase. Directly related to this, a Women's Initiative Committee was recently created to focus on raising the awareness of the program among professional women. The outstanding women alumni on the committee gathered in Cambridge in June to begin to identify ways to contribute to this effort, and they are committed to its success.

The MIT Sloan Fellows Global Scholars Fund, a program initiative launched at Convocation 2005, will provide opportunities for outstanding candidates from developing countries to participate in the program by covering part or all of their tuition expense. A concentrated effort will go into raising awareness of the fund and seeking contributions for it over the next several years.

Substantial improvements over the past year to the Program website, <http://mitsloan.mit.edu/fellows/>, have made it the program's most effective marketing tool, and it will continue to be updated regularly. It provides detailed information about the program in interactive ways that include videos with alumni and sponsors, and popout profiles of current Sloan Fellows.

PhD Program

Goal

The MIT Sloan PhD Program prepares exceptional students for careers in academic positions involving teaching and research. The program is committed to educating scholars who will lead their fields of research, those with outstanding intellectual skills who will carry forward productive research on the complex organizational, financial,

and technological issues that characterize an increasingly competitive and global business world.

Placement

The PhD Program graduated 13 students in 2005–2006 and all took up academic positions, a significant number of which were international; these include London Business School (2), University Nova de Lisboa (Portugal), HEC-France, and the Hong Kong University of Science and Technology. Domestic placements included Harvard, the University of Texas-Dallas, the University of Southern California, New York University, Ohio State University, Virginia Tech, Case Western, and the University of Washington.

Admissions

We had a total of 564 applications (up 10 percent) representing 54 countries, with 28 percent coming from the US and 19 percent from China. We made 25 offers (4 percent) and got 16 acceptances (64 percent), including one underrepresented minority. The School has committed significantly more funds to the program in the last year, and our financial package is now more competitive with those offered by our competitors.

Student Life

We have at least one lunch and one evening party per term to foster camaraderie and casual social interactions. Additionally, we have occasional ice cream gatherings and actively support individual student initiatives (e.g., bowling) as well as enhancements to orientation by research groups. The PhD office has also funded small functions orchestrated by the students and will continue to do so.

Project/Marketing

Outreach efforts have included attending the DocNet recruiting events (two per year) and the PhD Project conference.

Teaching

Undergraduate Programs

SB in Management Science

The MIT Sloan Undergraduate Program ranked second this year in *U.S. News & World Report's* ranking of American undergraduate business programs (maintaining our position for six years running). The program ranked first in management information systems, production/operations management, and quantitative analysis.

We remain one of the largest undergraduate majors at MIT. After tripling in size over the past decade to a total enrollment of about 350 in AY2003, our enrollment has dropped by approximately 25 students per year over the past three years. Some of the dropoff may be attributed to the start of the new minor, but some of it appears to correlate with a lower expressed interest in management among freshman applicants to MIT. Other large MIT majors have experienced similar declines in enrollment.

Management science awarded 80 SB degrees this year. The most popular concentration by far was finance (56), followed by marketing science (9), operations research (8), and information technologies (5). Two of our graduates completed the requirements for two of these concentrations.

Of our graduates, 45 percent also received SB degrees from other MIT departments. Twelve received SB degrees in electrical engineering and computer science, six in economics, six in mathematics, two in humanities and engineering, two in mechanical engineering, and one each in architecture, biology, chemical engineering, civil and environmental engineering, foreign languages and literatures, materials science and engineering, and writing and humanistic studies. One student also received both SB and MEng degrees in electrical engineering and computer science.

Minor in Management

The new minor in management for undergraduates pursuing SB degrees in MIT departments other than the Sloan School began this year. Students in the minor take four required subjects (microeconomics, corporate financial accounting, people and organizations, and marketing management) plus two Sloan electives. Funding from an anonymous donor and from the MIT Provost will provide resources for about 100 students per year. To get the program started, the MIT Committee on the Undergraduate Program approved an experimental enrollment cap of 100 for the first four years of the minor, with enrollment to be determined by a random lottery whenever annual applications exceed the cap. We received precisely 100 applications for the first year of the minor and 60 applications for next year, and so we have not yet had to resort to a lottery. From 2009 onward, Sloan will approve applications from all interested MIT undergraduates.

MIT Sloan Undergraduate Advising and Committee Assignments

Faculty serving as undergraduate advisors included Thomas Allen, Paul Asquith, Lotte Bailyn, Lori Breslow, John Carroll, Kristin Forbes, Stephen Graves, Benjamin Groszof, Leigh Hafrey, Neal Hartman, John Little, Stuart Madnick, Thomas Malone, Stewart Myers, James Orlin, Paul Osterman, Jun Pan, Nelson Repenning, Antoinette Schoar, Jesper Sørensen, John Van Maanen, Joseph Weber, and Roy Welsch. Jeffrey Meldman, director of Undergraduate Programs, Mary Camerlengo, assistant director of Undergraduate Programs, and Stephanie Karkut, assistant director of Undergraduate Programs, also served as advisors.

The Undergraduate Programs Committee was cochaired by Thomas Kochan and John Little. The Subcommittee on the Major was chaired by John Little and included John Carroll, Stephen Graves, Thomas Kochan, Leonid Kogan, Jeffrey Meldman, James Orlin, and Roy Welsch. The subcommittee on the minor was chaired by Thomas Kochan and included Stephen Graves, John Little, Jeffrey Meldman, Eric von Hippel, and Jiang Wang. Dean Steven Eppinger, Mary Camerlengo, and Stephanie Karkut served as ex-officio members on both subcommittees.

Research Centers and Groups

MIT Leadership Center

Activities of the MIT Leadership Center have accelerated over the past year, particularly since the public launch of the Center held in October 2005. This summary highlights our key activities for 2005–2006. More details on the Center and its initiatives can be found at <http://mitleadership.mit.edu/> and were reported in *Business Week Online*, *MIT Tech Talk*, *Boston Globe*, and *Boston Herald*.

Convening Conversations

Our year kicked off with the Passion to Action Summit, the formal launch of the Center. By featuring successful entrepreneurs, Nobel Prize winners, and innovative undergraduates, we demonstrated that MIT develops a rare breed of leaders: pragmatic, technologically sophisticated, and passionate about making a difference in the world. That same passion marked the three leaders who came together in May to discuss “Principle and Profit: Responsibilities of the Global Corporation” —Lord John Browne, chief executive of BP; Dr. Daniel Vasella, CEO and chairman of Novartis; and MIT president Susan Hockfield.

Leaders Teaching MBAs

The MIT Leadership Center currently sponsors more than 15 MBA courses each year. Project-based classes emphasize learning by doing, skill-oriented classes teach subjects ranging from visionary speeches to improvisational leadership, and coaching-based courses provide students with individual feedback and practice.

Leaders from industry, government, and nonprofits presented nearly 30 sessions this year during Sloan Innovation Period (SIP), a week midsemester when MIT Sloan suspends regular classes and offers leadership workshops. Students learn from role models, build skills in hands-on activities, and challenge their assumptions about leadership styles.

Undergraduate Student Leader Programs

Many MIT alumni have indicated that their most productive leadership experience at MIT was when they had the opportunity to be a student leader. This past January, the Center partnered with the MIT Division of Student Life to design and deliver a six-session course, “Leading and Changing Campus Organizations.” Plans include adapting these sessions for MBA students as well.

Ongoing Leadership Research and Tool Development

Faculty associated with the Center continued to advance theory and research on teams, dynamic change, the future of work, and boundary-spanning leadership. Professor Tom Malone is creating an initiative with partners across MIT to explore collective intelligence. Deborah Ancona, faculty director of the Center, is finishing a book on “X-Teams,” research she has translated into practical tools to guide teams of MBA students and corporate executives to improve performance and results.

Faculty have refined and validated the Distributed Leadership Assessment tool, developed from the research underlying the Distributed Leadership Model. This 360-degree survey tool is used by Sloan Fellows, Leaders for Manufacturing students, and MIT Sloan's executive education clients. The survey is being used to create a database to compare leadership profiles for people at different stages of their careers, different industries, and different backgrounds.

More information about the Leadership Center can be found at <http://sloanleadership.mit/edu/>.

MIT Center for Collective Intelligence

While people have talked about “collective intelligence” for decades, new communication technologies—especially the internet—now allow huge numbers of people all over the planet to work together in new ways. The recent successes of systems like Google and Wikipedia suggest that the time is now ripe for many more such systems, and the goal of the MIT Center for Collective Intelligence is to understand how to take advantage of these possibilities.

The MIT Center for Collective Intelligence was created in 2006 by renaming and reorganizing the previous MIT Center for Coordination Science. Founded in 1991, the Center for Coordination Science studied how coordination occurs in a variety of different systems, including human organizations, markets, and computer networks. The new name puts even more emphasis on a long-standing focus of the Center: how new information technologies are making it possible to organize businesses—and other organizations—in new ways.

The basic research question of the newly named center is: *how can people and computers be connected so that, collectively, they act more intelligently than any individuals, groups, or computers have ever done before?*

With its combination of expertise in computer science, brain sciences, and management, MIT is uniquely suited to address this question. To take advantage of these diverse capabilities, the center has been reorganized to include faculty from many parts of MIT: Sloan School of Management, the Computer Science and Artificial Intelligence Laboratory, the Media Laboratory, the Brain and Cognitive Sciences Department, the McGovern Institute for Brain Research, and the Leadership Center.

Even though the new center has been in existence for less than a year, it has already received favorable media coverage, via a roundtable piece by Professor Tom Malone in *Fortune* magazine.

The Center for Coordination Science was last included in MIT's Reports to the President in 2002. In the years since then, CCS personnel have published the following five books (along with over 10 other book chapters, 12 articles, 22 conference proceedings, and 6 working papers):

- *Inventing the Organizations of the 21st Century* (edited by Tom Malone, Robert Laubacher, and Scott Morton)
- *Organizing Business Knowledge: The MIT Process Handbook* (edited by Malone, Kevin Crowston, and George A. Herman)
- *The Future of Work: How the New Order of Business Will Shape Your Organization, Your Management Style, and Your Life* (by Malone)
- *Structuring the Information Age: Life Insurance and Information Technology in the 20th Century* (by JoAnne Yates)
- *Swarm Creativity—Competitive Advantage through Collaborative Innovation Networks* (by Peter Gloor)

This work has had substantial impact in many audiences as indicated by the following:

- Articles about Center work appeared in over 50 publications around the world, including *Time*, *US News & World Report*, *USA Today*, *Christian Science Monitor*, *National Public Radio*, *Nikkei Business* (Tokyo, Japan), *The Daily Focus* (Seoul, South Korea), *Liberation* (Paris, France), and *La Vanguardia* (Barcelona, Spain).
- Tom Malone's book, *The Future of Work*, has been translated into five other languages and been favorably reviewed by *USA Today*, *Financial Times*, *The Economist*, *Fortune.com*, *Boston Globe*, and others.

More information about the Center for Collective Intelligence can be found at <http://cci.mit.edu/>.

MIT Sloan Center for Information Systems Research

MIT Sloan Center for Information Systems Research (CISR) continues to maintain its strong track record of practice-based research on the management of information technology, a track record begun in 1974. CISR's mission is to perform practical empirical research on how firms generate business value from information technology and to disseminate the work as broadly as possible via electronic research briefings, working papers, research workshops, and executive education.

CISR is supported by 53 international organizations, representing a broad range of industries and including several nonprofits—up from 14 in 2001. By encouraging member participation at our research workshops, which are held at least two times per year, and our annual conference, CISR Summer Session, we have increased our impact. Over 260 people from member organizations attended our events during this year, plus an additional 100 participated in audio/web research briefings. The opportunity for debate on the research topics and for peer-to-peer interaction continues to build a strong and growing MIT CISR community.

2002–2006 Research Portfolio

Topic: *Managing the IT Resource*

- Effective IT Oversight

- The Future of the IT Organization
- IT Governance in Top Performing Firms
- Enterprise Architecture as Strategy
- IT Portfolio Investment Benchmarks and Links to Firm Performance
- Reducing IT-Related Risk

Topic: *IT and Business Strategy*

- An IT Manifesto for Business Agility
- Business Models and IT Investment and Capabilities
- IT-Enabling Business Innovation and Transformation

Topic: *Managing across Boundaries*

- Effective Governance of Outsourcing
- IT Engagement Models and Business Performance

Recent Accomplishments

Based on CISR research, principal research scientist Jeanne Ross and CISR director Peter Weill, with David Robertson of IMD International, have authored *Foundation for Execution: Hardwiring Business with Enterprise Architecture* (published in July 2006 by the Harvard Business School Press).

CISR's working paper series currently contains 364 papers, also distributed as Sloan working papers through the Social Science Research Network.

CISR has distributed 63 different electronic research briefings (short, sharp summaries of ongoing CISR research) to over 800 people (per briefing) at patron and sponsor organizations since their inception in 2001, 14 of which were in the past year.

Peter Weill is one of five coprincipal investigators on a five-year, \$5 million research project funded by the National Science Foundation through December 2006.

Attendance at CISR Summer Session 2006 increased by 27 percent from 2005.

CISR is supported by eight research patrons: The Boston Consulting Group, BT Group, Diamond Management & Technology Consultants, Gartner, Hewlett-Packard, IBM, Microsoft, and Tata Consultancy Services–America.

CISR is also supported by 45 sponsors: Aetna, Allstate Insurance, American Express Corp., AstraZeneca Pharmaceuticals, Banco ABN Amro Real S.A. (Brazil), Biogen Idec, Campbell Soup, CareFirst BlueCross BlueShield, Care USA, Celanese, Chevron Corp., Det Norske Veritas (Norway), Direct Energy, eFunds, EMC Corp., Guardian Life Insurance, Information Services International, ING Group (Netherlands), Intel, International Finance Corp., Merrill Lynch, MetLife, Mohegan Sun, Nissan North

America, Nomura Research Institute (Japan), Northrop Grumman, Owens Corning, PepsiAmericas, Inc., Pfizer, PFPC, Inc., Raytheon, State Street, TD Banknorth, N.A., Telenor ASA, Time Warner Cable, Trinity Health, TRW Automotive, Unibanco S/A (Brazil), United Nations—DESA, US Federal Aviation Administration, and The Walt Disney Company.

MIT Sloan CISR researchers presented on several MIT Sloan executive programs including the public programs “IT for the Non-IT Executive” and “Corporate Strategy,” and custom programs for GE, NewsCorp, and Novartis.

More information about the Center for Information Systems Research can be found at <http://mitsloan.mit.edu/cisr/>.

MIT Entrepreneurship Center

The mission of the MIT Entrepreneurship Center (the E-Center) is to educate and nurture leaders who will make high-tech ventures successful. These high-tech ventures may be startup companies, or new ventures within well-established firms.

When the MIT Entrepreneurship Center was launched as an Institute-wide initiative in 1996, then-president Charles Vest set a high standard, saying, “We must not only be the best. We must also serve as a model for others and ensure that, together, we all make a significant global impact in this vital field.” We continue to live up to this challenge by promulgating crossdisciplinary, high-impact, high-tech entrepreneurship with the strong support of President Susan Hockfield and our chairman, Professor Edward B. Roberts.

We achieve our mission through a growing number of programs and activities generally categorized within the following four areas:

- supporting the Entrepreneurship curriculum and research within MIT;
- advising, supporting, and mentoring the numerous student organizations enabling crosscampus entrepreneurial activities here at MIT and around the world;
- engaging the entrepreneurial ecosystem in the greater Kendall Square area, along Route 128, and worldwide; and
- cultivating and strengthening relationships in various countries and enhancing their entrepreneurial infrastructure.

Supporting the curriculum, we offer educational programs to inspire, educate, and coach new generations of entrepreneurs and intrapreneurs from all parts of MIT and internationally. MIT’s entrepreneurship professors, practitioners, and staff teach nearly 25 courses and conduct basic research to enhance our fundamental understanding of the dynamic process of high-tech venture development in the US and around the world. In FY2006, we had 15 professors and 14 practitioners teaching entrepreneurship-related courses. Our ability to coach and mentor entrepreneurs and their teams was significantly enhanced as Bill Aulet joined us full time as Entrepreneur in Residence. Student enrollment has steadily increased to over 1500 students, or almost one-fourth of MIT’s

graduate student body, including many from the Schools of Engineering and Science as well as the MIT Sloan School.

Student organizations supported by and housed in the MIT Entrepreneurship Center continued to be recognized as world leaders in their field, and serve as important inspiration for promising entrepreneurial leaders. MIT's Energy Week was capped by the student-run Energy 2.0 Conference. The MIT \$100K Entrepreneurship Competition expanded its prizes to include social entrepreneurship and completed a successful year with 164 business plan entries. The MIT \$100K Global Startup Workshop welcomed and inspired over 300 attendees during March in Buenos Aires, Argentina. The student-run MIT Sloan Venture Capital Conference in December and the Private Equity Symposium in April each attracted almost 500 attendees from over 20 countries.

Internationally, we continue to engage the members of our alumni community and global network who are interested in starting new ventures. The E-Center hosted or cohosted major networking galas in Beijing, Beirut, Boston, Karachi, Munich, London, Cambridge (UK), Shanghai, Tokyo, and Nagoya. The events drew over 3,000 members of our network, including MIT graduates engaged in entrepreneurial activity. Over 120 students participated in international internships through either the Global Entrepreneurship Lab or individual opportunities facilitated through the E-Center.

Our collaboration with the Cambridge-MIT Institute continued to expand. Our sixth annual gala dinner was held in London in June with over 465 attendees. Following the gala, the Cambridge University Technology and Enterprise Club, which the MIT Entrepreneurship Center cofounded, hosted its second annual venture capital conference.

We anticipate another growth year in FY2007 with strong stated interest by students, alumni, and potential donors. Particularly noteworthy is the extraordinary interest (over 120 applicants) in our newly launched Entrepreneurship and Innovation course of study, which begins in fall 2006 for the MBA Class of 2008.

Our courses offered in FY 2006 included the following:

- 15.369 Corporate Entrepreneurship: Strategies for Technology-Based New Business Development

- 15.371J Innovation Teams

- 15.387 Technology Sales and Sales Management

- 15.389 Global Entrepreneurship Lab: Emerging Markets

- 15.390 New Enterprises

- 15.391 Early Stage Capital

- 15.394 Designing and Leading the Entrepreneurial Organization

- 15.399 Entrepreneurship Lab

- 15.431 Entrepreneurial Finance

- 15.615 Basic Business Law
- 15.835 Entrepreneurial Marketing
- 15.963 Social Entrepreneurship
- 15.971 Developmental Entrepreneurship
- 15.975 Seminar in Management: The Nuts and Bolts of Business Plans
- 15.976 Starting and Building a Successful High-Tech Venture

More information about the Entrepreneurship Center can be found at <http://entrepreneurship.mit.edu/>.

Administration and Services

Office of Resource Development

In FY2006, momentum accelerated within the Office of Resource Development (ORD) at the MIT Sloan School of Management. Outreach to individuals and corporations continued to expand and strengthen, resulting in a highly successful year across many fronts.

Funds Raised

With a continued sharp focus on raising funds for the School's new facility, we were delighted that donors pledged more than \$16 million for the new building, representing slightly more than half the philanthropic new gifts/new pledges received by MIT Sloan in FY2006, and increasing the building fund totals by over 22 percent. It was an extraordinary year.

In addition, to touch on a few highlights, we supported drives led by senior faculty to raise funds elevating the Merton Career Development professorship to a full professorship, contributing toward the MIT Entrepreneurship Center in the new building, and initiating a Sloan Fellows International Fellowship that will endow a fund to fully support a student from a developing country.

The Annual Fund group successfully expanded participation to deliver on its \$1.8 million unrestricted goal despite several top donors declining to participate. It only strengthens our confidence that we will meet future goals when the donor base expands its number and donor loyalty increases.

Key Accomplishments

Thanks to determined efforts on the part of the Corporate Relations group, the Dean's Innovative Leader Series (DILS) continued its dramatic progress, building further on the energy and excitement of its inaugural year in FY2005 and presenting a roster of front page corporate leaders to the MIT Sloan community. This paves the way for future relationships with key corporations to recruit our students and offer financial support. Collaborating with the Career Development Office, the Alumni Office, and the MBA Program Office, Corporate Relations created and coordinated highly effective outreach

to the School's key recruiting corporations. In addition, the group capitalized on its stronger relations with corporations by developing broadly distributed appeals to a wide range of corporations for annual support, plus customized appeals to a select few to support the building and other key priorities, an initiative that we expect will begin to see a payout in FY2007.

The Principal and Major Gifts groups created and implemented several outstanding Leaders Network events around the globe, including two baseball events hosted by Jamie McCourt, SF 1994, one of which included President Susan Hockfield and her family. The game events were in addition to dinners in the UK, Italy, and Boston. The annual Appreciation Dinner was an extraordinary event in FY2006, hosted by John Reed, SB 1961, SM 1965, at the New York Stock Exchange. Guest speakers included President Hockfield, Dean Richard Schmalensee, and Professor Andrew Lo.

Several groups achieved newly energized relationships with MIT Sloan. The Dean's Advisory Council (DAC) held two wonderful meetings in FY2006. The fall session coincided with the convocation, giving members a chance to attend not only the DAC session, but also the launch of the MIT Leadership Center and an intellectually invigorating series of convocation sessions. This was followed by a spring session that included one of the most riveting updates from the dean on School progress in the history of the DAC, and focused on the Career Development Office.

Recruitment for the second annual infusion of new members to the Alfred P. Sloan Management Society produced amazing results. All but one individual accepted the invitation, which comes from Dean Schmalensee, Alex d'Arbeloff, and Howard Anderson. The new group includes Jack Welch, James Tobin, and Joe Tucci, among others.

We continued to develop a highly personalized yet systematic donor relations and stewardship program, including delivering the second annual report to all alumni and seeking ways to more vigorously and effectively thank those who give their time and financial support to MIT Sloan. We were delighted with the highly attended and wonderful FY2006 Appreciation Dinner event hosted by John and Cindy Reed, and look forward to an equally successfully event in FY2007, hosted by Carly Fiorina, SF 1989.

Just as important, we successfully recruited accomplished individuals to fill open positions in Major Gifts and Reunion Giving, setting the stage for continued positive momentum. At this point, we are poised to hire up to four new support staff members and a new reunion giving officer to pave the way for a newly energized FY2007.

Finally, as FY2006 drew to a close, the deans announced on June 26, 2006 that they were combining the Office of Resource Development (ORD) and the Alumni Office (AO) into one entity, the newly formed Office of External Relations (OER). We are in the process of seeking ways to capitalize on obvious synergies that can make the combined group ever more effective, and look forward to reporting on a successful year during this report in FY2008.

New Gift and New Pledge Trends

In general, the MIT Sloan School of Management raises a base level of funds in the \$15 million range. In years when we exceed this total, it is due to a handful of extraordinary gifts. For example, in the most notable recent year, FY2004, we received funds for the undergraduate minor, a bequest intention of over \$6 million to fully endow a professorship, and several substantial new building gifts, resulting in the outstanding total of over \$50 million. However, this level is not yet sustainable, and we continue to seek ways to shore up and increase the base level of giving. Thus, we are very pleased with the FY2006 final total of over \$30 million. We achieved that total due to a very positive year for the new building, as has been previously discussed, along with great success with the China program and support for other aspects of the MIT Sloan program.

Gifts and Pledges to the Sloan School of Management

Fiscal year	New gifts/new pledges (dollars in thousands)	Change	
		Dollars	Percentage
2006	30,340	16,274	116
2005	14,066	-36,551	-72
2004	50,617	33,227	191
2003	17,390	-6,913	-28
2002	24,303		

Office of Media Relations

The Office of Media Relations is responsible for developing and implementing media outreach campaigns; identifying and crafting news angles; preparing MIT Sloan spokespeople for press interviews; disseminating press material to local, national, and international media organizations; and securing print, broadcast, and online coverage of faculty research and areas of expertise, student and institutional initiatives, special events, and other newsworthy developments. Media Relations supports institutional branding and marketing initiatives.

During the 2005–2006 academic year, Media Relations and the Career Development Office teamed up to shape the “Real World Partners” campaign, a branding effort to bolster MIT Sloan’s image as a global business school. The Global Entrepreneurship Lab and MIT Sloan’s international internship projects were chosen as the focus, as they make it possible for MIT Sloan MBA students to work on real problems internationally. Media Relations then made a concerted effort to place stories about these efforts around the world. More than 20 stories highlighting 24 students and alumni in 13 countries were heard on National Public Radio and published in the *Financial Times*, *New York Times*, *International Herald Tribune*, *The Economic Times of India*, *Boston Business Journal*, and others. Packets of these clips were mailed to deans of other business schools and to recruiters to get the word out about these programs and how they are integrated into our mission of developing principled, innovative leaders who improve the world.

Media Relations developed and hosted the Boston Business Access Media Conference, which brought in PR and marketing directors from top MBA programs around the

world. A total of 16 journalists from local and national media organizations led panel discussions on building media relationships.

Media Relations also took on the role of revising and updating the MIT Sloan Expertise Guide, which provides media organizations with an overview of MIT Sloan as well as faculty members' biography sketches and areas of expertise organized by geographical area, industry, and topic.

Overall, media coverage of MIT Sloan was up by approximately 20 percent during the 2005–2006 academic year.

Goals for the upcoming academic year include conducting an indepth analysis on news coverage that looks at types of coverage and delivering it to appropriate audiences; increasing our data base of national and international journalists and coverage; and creating a new media campaign similar to that of "Real World Partners."

MIT Sloan Alumni Relations

MIT Sloan Alumni Relations helps to strengthen alumni connections to the School and to each other and helps alumni advance their careers (<http://mitsloan.mit.edu/alumni/>). The eight staff members serve a community of nearly 20,000 alumni of the School's academic programs, including the undergraduate, masters (MBA), and Sloan Fellows Programs. Under the leadership of director Sean Brown, SM 1994, the Alumni Relations team in FY2006 dramatically enhanced activities and services across four major areas: major events, special events, communications/online services, and career services. The team successfully implemented a number of new initiatives, improved many existing programs and processes, and made several key staff hires. FY2006 was a year of significant accomplishments, made possible by the extraordinary efforts of every member of the team.

Major Events

Managed by associate director Leanne Schnitzer, the Alumni Relations team again produced a successful annual reunion in June 2006, and also produced an all-alumni convocation in October 2005.

Reunion 2006 was held June 8–11, 2005, with more than 720 alumni and guests from the US and 23 other countries returning to campus, a nearly 25 percent participation rate, with over 80 percent registering electronically. This year the four-day program included 47 separate events (up from 17 in FY2005), 11 class-specific dinners, and a full day of alumni workshops added to the Friday of Reunion weekend. These results were driven by the smoothly coordinated efforts of alumni volunteers and staff. Over 130 active alumni class committee members were engaged to maximize overall alumni participation and to ensure the highest quality of events and programming. To more effectively convey the richness of this Reunion experience to the entire alumni community, the Reunion section of the alumni website was enhanced with an increased number of streaming videos as well as extensive pictures of all events.

In addition to the annual reunion, the Alumni Relations team produced the triennial convocation, a major event held October 6–8, 2005. Alumni from all programs and years were invited to return to campus to renew their personal and intellectual connections to MIT and colleagues. Titled “Theoretical Insights, Practical Methods,” Convocation 2005, consisting of over 26 events, brought to campus over 600 alumni and guests from around the world. Keynote speakers included such distinguished MIT alumni as Morris Chang, chairman and CEO, TSMC, Ltd.; Carly Fiorina, former chairman and CEO, Hewlett-Packard Company; and John Thain, CEO, New York Stock Exchange, Inc. Faculty also held a number of individual “Back to the Classroom” sessions and organized several panels of distinguished business leaders and alumni to discuss current issues in leadership and management. Convocation 2005 also celebrated the 75th and 25th anniversaries of the founding of MIT Sloan’s recently integrated executive programs, the MIT Sloan Fellows Program and the Management of Technology program, respectively.

Special Events

Assistant director Kristin LeClair joined the Alumni Relations team in June 2005, and focused on building relationships with alumni and the community through special events during FY2006. The team collaborated with regional alumni clubs, as well as the staff, faculty, and students of the MBA and Sloan Fellows Programs to publicize over 100 events to the alumni community, directly producing and staffing 60 of them. Over 1,800 alumni participated in these events and activities during FY2006, with staff hosting a majority of these events designed to engage alumni in current happenings at MIT Sloan.

Other special events efforts included continuing education and collaboration with alumni and program staff, faculty, and students. Over 140 alumni participated in continuing education opportunities on campus in FY2006, and they rated these experiences very highly. More than 200 course seats across over 80 classes were offered to alumni during the fall and spring Sloan Innovation Periods. Alumni Relations also partnered with MIT Leadership faculty Tom Malone and Deborah Ancona to invite alumni, for the first time, to participate in three distributed leadership day workshops held during the independent activities period.

Alumni Relations also worked closely with geographic alumni clubs to produce large events each attended by hundreds of alumni and their guests. MIT Sloan’s 15 domestic and 16 international alumni clubs, and their alumni volunteer leaders, are actively engaged in producing events to bring together alumni in their regions. Many of the smaller clubs also often collaborate with local MIT clubs to maximize attendance. The four largest domestic clubs—Boston, Northern California, Southern California, and New York—independently plan a calendar of events each year. This past year, MIT Sloan alumni relations helped organize and produce the Northern California Summer Gathering, the Boston Summer Reception, the Boston Holiday Party with the Dean, and the New York Summer Reception.

Alumni Relations also worked with a large number of graduate student groups to organize and invite alumni to 19 events associated with student trips, including the annual Silicon Valley Tech Trek event (190 attending), the Mass Tech Trek (150 attending), and 14 international events in 10 different countries. Alumni were also

invited to participate (as speakers and attendees) in eight large-scale, student-run, on-campus conferences, including the Private Equity, Energy, Venture Capital, and Leadership conferences. Alumni Relations also collaborated with MBA Program staff to plan 16 seasonal receptions in eight cities around the world, attracting over 500 alumni. In addition, Alumni Relations marketed 37 Sloan-on-the-Road MBA Admissions events to local alumni from August through November 2005. Over 350 alumni attended these Admissions events, providing critical assistance in marketing the School to prospective applicants and admitted students.

The Alumni Relations Office also continues to manage the Alumni Student Mentor Program. In FY2006 nearly 70 percent of the first-year MBA class participated in this highly rated program, with each student selecting an alumni mentor to help them make important decisions regarding their academic and professional futures. Alumni continue to strongly support this program, with nearly double the number of potential alumni mentors volunteering for every participating student.

Communications and Online Services

The School's communication with the alumni community drives a great deal of our alumni's connection to the School and to each other. This has been confirmed through alumni feedback in the 2003 survey of the entire alumni body, as well as during alumni interactions with staff at the many events of FY2006. The Alumni Relations staff therefore continued to enhance alumni communications in FY2006. Tammy Cupples, who joined the Alumni Relations team in April of 2005, focuses on these efforts.

In FY2006, Alumni Relations worked closely with the MIT Sloan Communications Office to launch a completely new alumni magazine and publish two issues. This new magazine included extensive news about the School and alumni, as well as significant editorial content on issues of interest to the general alumni community. The magazines were also published at lower fixed and variable costs than peer business school publications. They have generated extremely positive responses from alumni. In addition to this direct positive feedback, alumni doubled the number of class notes submissions for the magazine, from 250 for the first issue to over 500 for the second. The next issue of the magazine is planned for the first quarter of calendar year 2007.

Alumni Relations also continued to increase electronic communications to alumni, including several successful email updates on the School, calls for class notes, announcements of new alumni services, and invitations to events. High quality electronic event and activity communication templates were created to help drive increased alumni attendance and ensure that all alumni, including those who did not participate, were engaged and informed by these communications. Alumni Relations also took an active role in encouraging alumni engagement in several rankings surveys, with positive results in both participation and survey results.

In the last year, in partnership with the Program in Science, Technology, and Society, Alumni Relations implemented and launched a new online community directory and further refined its interface, search capability, and functionality after launch. Working with the Communications group and MIT World, downloadable MIT Sloan audio and

video content were made available to the alumni community, including faculty lectures and sessions from Convocation 2005 and Reunion 2006.

Career Services

Led by career advisor Ken White, SM 1969, Alumni Relations completed its 12th year of providing dedicated career assistance to alumni. In FY2006 this activity was brought to a new level, with more than 170 alumni receiving individual career counseling in that year, an increase of over 70 percent over FY2005. An additional 120 alumni attended group career panel discussions, including one during Sloan Innovation Period (SIP) and two during Reunion, as well as the 10th annual event with the MIT Sloan Club of Washington, D.C. The alumni job board currently has nearly 600 job openings specifically targeted to MIT Sloan alumni. Since the job board's inception, over 2,000 different employers and recruiters have posted jobs seeking to employ alumni. Efforts were made to strengthen relationships with these and other potential recruiters, and working relationships were established with seven top global executive search firms in FY2006. These relationships should help make MIT Sloan alumni, and the job board, a preferred source for these leading recruiters. Nearly 600 alumni used at least one or more of the following third-party career service providers offered by the school, including monsterTRAK, eProNet, ExecuNet, and Career Search.

MIT Sloan Marketing and Communication Office

The Marketing and Communication Office (MCO) is responsible for helping the programs and units communicate with their audiences and for enhancing the MIT Sloan brand. The office maintains the MIT Sloan website and oversees the creation of print and electronic communications—particularly in terms of compliance with the School's branding system. We also coordinate the many business school surveys, assist with the management of MIT Sloan-related intellectual property, and are responsible for the proper use of the MIT Sloan logo.

This year saw continued effective use of the branding and messaging system that was set in place in 2004. Several new publications were produced within this system (e.g., a brochure targeting women who are potential MBA students, a piece targeting corporate partners, and a booklet commemorating the 10th anniversary of the MIT-China Management Education Project), and other existing pieces were slightly modified to remain accurate and fresh as part of multiyear campaigns (e.g., the MBA viewbook and the Annual Report). The branding system itself was modified slightly to expand on the existing color palette and better meet the various needs of respective programs.

The MIT Sloan website continues to be one of our most important marketing, communication, and information vehicles. Building on the compelling and innovative design established last year, the home page was modified to showcase the variety of community and academic activities taking place on campus, as well as to highlight the School's many important publications, such as *MIT Sloan Management Review*. In addition, the MIT Sloan Spotlight was expanded to accommodate and promote video clips, webcasts, and other ongoing activities.

The website also added several new subsections, including Global MIT Sloan (which explores the School's extensive international academic and research partnerships and the breadth and depth of our global network) and Women@MIT Sloan (which explores our vibrant female community of students, faculty, and alumni, as well as the many activities and resources available to MIT Sloan women). This year also saw an extensive updates to the MBA Admissions website, which focused on enhancing our messaging and the presence of key attributes previously identified in surveys of prospective students. We also implemented a system for tracking website usage and have begun analyzing these web statistics to inform the sites organization and content.

Publications

Our office plays a significant role in the concept and design of the new alumni magazine, *MIT Sloan*, and worked very closely with the Alumni Office staff and an outside designer to produce the successful second issue. We continue to work with the Alumni Office in the creation of subsequent issues, particularly by providing writing and editorial support, managing freelance writers, and design and photography consultation.

Website

We continue to maintain an information-rich, easy-to-use site that serves as one of the School's most important marketing tools. In addition to redesigning the home page to better highlight MIT Sloan news, events, and publications, the web staff completed several critical updates and redesigns, including converting the site to XML, dramatically increasing the number and quality of home page images promoting School-wide events and important programs, and continuing to monitor usage statistics and refine content to better meet user and needs and School-wide marketing goals.

Miscellaneous Communications Projects

Due to a consistently high level of service, our office continued to raise its profile among internal constituents and undertook an increasing number of print and electronic projects in support of department needs. We are now positioned as an important resource to meet all of the Schools various communication, web, and marketing needs. Highlights in this area include:

- Successful adoption of templates to create a series of DILS posters, invitations, and supporting web home page images and stories.
- Oversaw creation of 10th anniversary commemorative booklet for MIT-China Management Education Project and of SKK brochure.
- Provided project management, creative consultation, writing, and editorial support for numerous publications and website updates (women's brochure, Women@MIT Sloan, Recruiters Guide, Corporate Affiliates brochure, Convocation 2005 invitations and program; Giving Flash CD Presentations)
- Continued to process increasing amount of business school survey work in a timely fashion. The completion of these surveys—and the ensuing results—remain critical to marketing of the School.

Marketing

In addition to continuing marketing research, the MCO and the Marketing Council finalized a school-wide marketing plan and began executing its top priorities. Key components of MIT Sloan marketing efforts are:

- *Marketing council:* The council continues to bring together representatives from each major MIT Sloan constituent area to plan and execute the priorities laid out in the marketing plan. In addition, the council works with the MCO to insure the continued success and evolution of the branding and messaging systems. With the departure of Executive Director Margaret Andrews, the council has been cochaired by Executive Director of External Relations Cindy Albert Link, who will be joined by the new director of marketing once that position is filled.
- *MBA Admissions project:* With the MBA Admissions team we have continued to monitor the success of our messaging to prospective students across MBA print and web pages. Having established 16 major attributes prospective students are looking for—and assessing where MIT Sloan ranks in terms of those attributes and our position among our competitors—we continue to make content and structural changes to the MBA viewbook and MBA Admissions website. By focusing on the attributes deemed most important, we have seen a positive statistical increase in web hits to those attribute pages.
- *Branding extranet and branding microsite:* The successful launch of the branding extranet has helped to insure the continued success of the branding and messaging system created with Sametz Blackstone over the past two years. By providing easily accessible “look and feel” guidelines for MIT Sloan staff and approved design firms, we have made it easy and efficient for all departments to create print collateral within the confines of the system. In addition, the availability of templates and logos (the branding microsite) have both increased the ease with which we can all create “simple” invitations, posters, brochures, and programs, and made enforcing the logo policy and distributing the logo a much more efficient process.

More information about the MIT Sloan School of Management and its programs can be found at <http://mitsloan.mit.edu/>.