

JENZABAR, INC.

Jenzabar, Inc., based in Cambridge, Massachusetts, is the country's largest provider of computer software products devoted solely to running the business of higher education. The company, founded in 1998, has made a name for itself by not just offering technology solutions, but by going a further step, taking universities' systems from transaction-oriented to intelligence-oriented.

Jenzabar's central product is a concentric line of Internet technology products for universities, a virtual online community for administrators, faculty and students. Through the direction of the company's founder, Ling Chai, Jenzabar has created systems that build on the functionalities that all sectors of a university need. However, they have taken the product past basic data warehouses and data marts, allowing the system to "think" independently and help create solutions.

In a relatively short period of time Chai, also Jenzabar's president and chief operating officer, has created a company that is on the cutting-edge of its field; however, her path to reach success is, on its own, a story of true success.

In the spring of 1989, Beijing University counted Ling Chai among its graduate students in child psychology. China's Communist government had placed the 23-year-old Chai, elected president of her student government and then leader of the student dissidents, on its Most Wanted List. Her skills in organizing and exhorting students to protest marked her for execution. The movement of tanks onto the square effectively ended Chai's life as a Chinese citizen: after ten months spent in hiding, frequently in disguise, she allowed compatriots to nail her inside a shipping crate and smuggle her aboard a freighter bound for Hong Kong. Four days and five nights later, she arrived safely in that country, and traveled from there to France, and from there, with no resources and no knowledge of the English language, to the United States.

Upon arrival in this country in 1990, Chai enrolled in Princeton University's Master's Program in Public Affairs, a



Ling Chai, president and chief operating officer.

program created especially for political refugees. Recognized as an international spokeswoman for the Chinese Democracy Movement, she was twice nominated for the Nobel Peace Prize for her role in the Chinese students' pro-democracy efforts, and witnessed, in 1993, President Clinton's signing of the executive order according Most Favored Nation status to China.

After graduating from Princeton she established a career as a business consultant with Bain & Company, focusing on software computer systems companies and the emerging Internet industry. Subsequently, Chai earned her MBA from Harvard Business School. Her own student experiences in Tiananmen Square had convinced her of

the necessity for free and open communication. Her industry experience, along with her student experience at Harvard, convinced her of the viability of establishing a new educational software technology company.

Jenzabar's corporate logo appears over the software development offices in Cambridge.





Jenzabar's corporate offices are located in Cambridge, on 17 Sellers Street.

Chai founded her IT start-up with \$25,000 of her own savings. She secured start-up funding from several Bain & Company partners, from WebTV founder Steve Perlman, and from Paul Fireman, CEO of Reebok International, who characterized her business ideas as sound and her instincts as sharp. An additional \$60 million in capital solidly established the new industry start-up.

Industry competition was fierce, with many well-funded rivals already enjoying the benefits of the burgeoning technology revolution. Jenzabar was student-focused, but soon learned its niche could be made by creating a product that centered around the administrators' needs.

In 2000, Jenzabar.com acquired four additional IT companies: CARS Information System, Computer Management and Development Services (CMDS), Quodata, and Campus America, to form Jenzabar, Inc. The newly acquired companies represented many years' experience in educational software development and management, and established branch offices in Cincinnati, Ohio; Hartford, Connecticut; Harrisonburg, Virginia;

Knoxville, Tennessee; and Ontario, California. A leading industry research group noted that Jenzabar.com's expansion into Jenzabar, Inc. created "a formidable entity dominating the small college IT marketplace."

Jenzabar.com's capabilities greatly expanded with the addition of the four new software companies, which had been previously dedicated to "back-office" operations such as admissions, registra-

tion, enrollment, human resources, finance, and institutional advancement. Users could now integrate services related to prospective students (admissions), enrolled students (registration, financial aid, assisted learning, e-learning, web communication and collaboration), and alumni (fundraising campaigns and career opportunities). Practical applications included the joining of previously segmented services: students, through "one-stop" registration, could now plan a schedule of classes, register, pay their bill, access homepages for new classes, review course syllabi and assignments, and even receive e-mail greetings from teachers, all in one place.

In early 2001, Ling Chai recruited Robert A. Maginn, a senior partner and director at Bain & Company, to join the company. Since assuming the role of chairman and CEO, Maginn has positioned Jenzabar, Inc. to revolutionize the higher education software market.

Today, Jenzabar is in the process of launching I-cubed, a new program that brings together the three I's: intelligent, integrated and internet. I-cubed allows for universities to provide their students with a unique user-centric experience, seamlessly merging all the processes and relevant information that a student needs into one point of contact. The goal is to produce a program that allows not only for data-input, but a program that can actually assist with the decision-making process of the user.

The new product strategy for I-cubed includes three areas: Jenzabar's internet campus, virtual classroom and business intelligence data mart strategies. The Internet campus is where the intelligence and integration are brought together, resulting in a personalized portlet-based system.

Jenzabar is continually looking to the future. Its moniker is taken from the Mandarin word that means the best and the brightest. The company's team, led by Chai, will continue to strive to offer new and groundbreaking technological solutions worthy of the name.

Robert A. Maginn, chairman and CEO.

