

ALFRED ELDERFIELD OSBORNE, JR., Ph. D.

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PRESENT POSITIONS

July 2015-Present

Faculty Director. UCLA Undergraduate Minor in Entrepreneurship.

July 2003 – Present

Senior Associate Dean. UCLA Anderson School of Management. Responsible for overseeing the external affairs of the School, including resource development, segments of marketing and communications, alumni relations, and executive education.

July 2003 – Present

Faculty Director. The Harold and Pauline Price Center for Entrepreneurship & Innovation.

July 2008 – Present

Professor of Global Economics, Management and Entrepreneurship. Instructor in microeconomics, entrepreneurship, new venture initiation, social entrepreneurship, corporate entrepreneurship, family business, governance, technology commercialization, and business plan development.

January 2016- Present

Director. National Center for Program Management and Fiscal Operations (PMFO)-UCLA Head Start New Director Mentor Initiative.

January 2016- Present

Director. National Center on Program Management and Fiscal Operations- The UCLA Head Start Management Fellows Program.

December 1979 - Present

Chairman, President and Chief Executive Officer, A.E. Osborne Associates, Inc.

Consultant and advisor to several private and public organizations on business strategy, organization economics and financial matters. Corporate Director and Expert Witness.

PERSONAL

Born in the Republic of Panama; Fluent in Spanish; Married to Nancy Ann Rahnasto (former senior Disney consumer products executive); One child, Alexander, age 29.

PREVIOUS POSITIONS

January 1991 - 2015

Director. The UCLA Head Start - Johnson and Johnson Management Fellows Program.

July 1987 – June 2003

Director. The Harold Price Center for Entrepreneurial Studies. Responsible for developing curriculum, teaching, research, student activities, external funding and business and community support for the largest and most successful interdisciplinary program in the Anderson Graduate School of Management at UCLA.

July 1978 – June 2008

Associate Professor of Global Economics and Management. Taught courses in managerial economics, microeconomics, macroeconomics, public finance, economic development, management field studies and, most recently, entrepreneurship, new venture initiation, doing deals, and business plan development.

July 1988 - June 1990

Chairman of the Business Economics Faculty at UCLA Anderson.

January 1984 - June 1987

Associate Dean for Program Development in the Graduate School of Management at UCLA. Responsible for initiating, planning, developing and funding new programs designed to capitalize and extend faculty and student teaching and research interests. Established three research centers.

September 1979 - December 1983

Faculty Director of UCLA MBA Programs. Responsible for curriculum, policy and administration of the Full-time and Part-time MBA Programs serving in excess of 1000 students. Also Chairman of the MBA Policy Committee.

September 1979 - December 1983

Assistant Dean (then Associate Dean and Director of the MBA Program. Besides duties as MBA Program Director, responsible for student affairs including recruitment, admissions, orientation, academic counseling, tutorials, internships, field studies, and placement for all MBA students. Supervised a staff of ten professionals.

August 1977 - July 1979

Brookings Institution Economic Policy Fellow at the Securities Exchange Commission and Director of Phase I of the ETIP-SEC Project; "Towards a Monitoring System for Effective Regulation of Venture Capital Markets." Designated by the Commission as a hearing officer for the SEC's Small Business II Hearings (1977). Appointed by the Chairman to the Interagency Task Force of the President's Domestic Policy Review of Industrial Innovation (1978).

July 1972 - June 1978. Tenured at UCLA in July 1978.

Assistant Professor of Management at UCLA.

January 1968 - September 1968

Electrical Engineer, Western Development Laboratories, Palo Alto.

HONORS, AWARDS and RECOGNITIONS

Distinguished Alumni, Stanford University, Distinguished Alumni Scholars Event, May 2010.

Recognized by Directorship as one of the top 100 influential corporate directors in America, November 2009.

Education Award Recipient, Mission Language and Vocational Schools 41st Anniversary and Award Dinner, October 2009

President's Award Recipient for contributions to the growth and development of the African American economic base, Greater Los Angeles African American Chamber of Commerce 16th Annual Economics Award Dinner, March 2009.

Inducted into the Minority Business Hall of Fame as a pioneer in minority business development and success and contributions to entrepreneurship and business development as a faculty member and leader at UCLA Anderson School of Management. May 2008.

Annual Leadership Award Recipient, for vision, leadership and distinguished contributions to small and minority-owned businesses, Southern California Minority Business Development Council, Inc., October 2007.

Recognized by *Minority Business News USA* in the 1st Annual Issue as one of 100 Men Impacting Supplier Diversity, October-November 2006.

J. Clayton La Force Distinguished Service and Leadership Award, selected by the UCLA Anderson faculty for exceptional leadership outside the classroom and for inspiring the UCLA Anderson community and elevating programs to the highest levels of excellence. June 2004.

3rd Annual BridgeGate 20 Award for Service to the High-Technology Community, 2001.

Ernst and Young Entrepreneur of the Year Award, 2000.

The Richard J. Riordan Spirit of Entrepreneurship Award, 2000.

National Head Start Association Award, April 1998.

Northern Trust of California Hispanic Excellence Award, 1992

Securities Exchange Commission (SEC) Fellow, 1978-79.

Brookings Institution Economic Policy Fellow, 1977-1979.

EDUCATION AND DEGREES

Ph.D. - Stanford University - Business-Economics, 1974.

M.B.A. - Stanford University - Finance, 1971.

M.A. - Stanford University - Economics, 1971.

B.S. - Stanford University -Electrical Engineering, 1968.

SPECIAL APPOINTMENTS

Member, Advisory Board of the Geffen School, UCLA September 2017- Present.

Member, Olsen Advisory Review Committee, UCLA, October 2016-Present.

Member, The Fiat Lux Award Advisory Committee, UCLA, August 2016- Present.

Chairman, Telecommunications Supplier Diversity Task Force, SBC Communications, January 2002 to June 2003.

Governor, Investor Company Institute, September 2001 to present (on sabbatical August 2004-September 2005) and Member, Independent Directors Council, May 2004 to December 2010.

Member, Joint Committee of the California Legislature to Develop a Master Plan for Education – Kindergarten through University: School Readiness Working Group, March 2001 to January 2002.

Member, Selection Panel, The Paul & Daisy Soros Fellowships For New Americans, 1998 to 2001.

Member, Committee to Select the Outstanding Corporate Directors *Director's Alert Magazine*, August 1999.

Public Director, The Los Angeles Community Development Bank, December 1995 to January 2000.

Member, Governor Pete Wilson's Council of Economic Advisors for California, February 1993 to December 1998.

Governor-at-Large, National Association of Securities Dealers, Inc., January 1994 to March 1996.

Member, Board of Directors, NASD Regulation, April 1996 to January 1997.

Member, National Nominating Committee, NASD, Inc., January 1997 to 2000; Chair 2001, 2002, 2003.

Member, Secretary Shalala's Advisory Committee on Head Start Quality and Expansion, August 1993 - July 1994.

Commissioner, Redevelopment Agency for the City of Los Angeles, April 1995 to February 1996.

Member, Board of Directors, Los Angeles Local Development Corporation - June 1991 to June 1993.

Member, Municipal Finance Advisory Committee of the City of Los Angeles - January 1980 to December 2002, Chairman since January 1985. Also, Municipal Finance Fund Administrator for the City of Los Angeles during that time period.

Member, Board of Directors, Founders Savings and Loan Association, September 1986 to May 1989. Special appointment from the Federal Home Loan Bank Board to this troubled financial institution in the Management Consignment Program. Elected Chairman, April 1987 and served until FDIC receiver appointed, April 1989.

Member, Citizens Independent Review Committee for the United Way. Chairman of the
Osborne, Alfred

Subcommittee to Review the Credit Union Matter. July to September 1986.

Member, Discretionary Fund Distribution Committee for United Way, 1986-1987, 1987-1988.

Member, Research and Education Advisory Panel to the Comptroller General of the United States. 1987-1999.

Chairman, Consumer Advisory Council VIII: The Minority Business Task Force. Pacific Bell. December 1984 - September 1985.

Member, Board of Economists, Black Enterprise Magazine, February 1982 - December 1985.

CURRENT CORPORATE BOARD MEMBERSHIPS

Member, Board of Directors, Kaiser Aluminum, Inc. – July 2006 to present; Chairman of the Governance and Nominating Committee; Member, Audit Committee; Lead Independent Director.

Member, Board of Directors, Wedbush Inc. – January 1998 to present; Chairman of the Compensation Committee; Chairman, Audit Committee.

Member, Board of Directors, FPA's New Income, Capital, Crescent Funds - December 1999 to present; International Value Fund, August 2011 to present; Member, Board of Directors, FPA's Paramount, U.S. Value Funds, and Source Capital, Inc. August 2013 to present. Member, Audit Committee; Chairman, Nominating & Governance Committee for all Funds.

CURRENT NOT-FOR-PROFIT BOARD MEMBERSHIPS

Director, Los Angeles Police Memorial Foundation – March 1999 to present.

Trustee, The Louis and Harold Price Foundation – January 2010 to present.

Trustee, Harvard-Westlake School – August 2002 to present.

Trustee, Fidelity Charitable – March 2016- Present; Chairman, November 2007 to present.

PREVIOUS BOARD MEMBERSHIPS

Director, Nuverra Environmental Solutions, Inc. – November 2007 to August 2017.

Director, LA Universal Preschool, August 2004 to March 2005 and from July, 2005 to March 2016.

Director, AFH Acquisition VII, Inc. - February 2013 to January 2014.

Director, Emmaus Medical, Inc. – June 2011 to September 2012.

Director, EMAK Worldwide, Inc. – December 2000 to June 2008.

Director, K2, Inc. – February 1999 to August 2007.

Trustee, WM Group of Funds – March 1997 to February 2007.

Director, Nordstrom Inc. – August 1987 to May 2006.

Member, Stanford Athletic Board – September 2001 to June 2005, July 2007 to June 2010.

Director, Certus Corporation – October 1998 to March 2005.

Director, Vista del Mar Children and Family Services – June 1999 to March 2005.

Director, Price Institute for Entrepreneurial Studies – May 1999 to June 2004.

Independent General Partner, Technology Funding Venture Partners V May 1990 to March 2002.

Director, The Times Mirror Company – March 1980 to June 2000.

Director, Greyhound Lines, Inc. – May 1994 to March 1999.

Director, United States Filter Corporation – April 1991 to April 1999.

Trustee, Sierra Trust Funds – June 1992 to December 1993; May 1996 to March 1997.

Director, SEDA Specialty Packaging Corporation – October 1993 to June 1997.

Director, First Interstate Bank of California – July 1993 to April 1996.

Director, Industrial Bank – October 1983 to July 1993.

Director, Birtcher Medical Systems – June 1992 to March 1994.

Director, The Cherokee Group Inc. – June 1991 to June 1993.

Director, Family Savings Bank – February 1990 to June 1994.

Director, Readicare, Inc. – February 1986 to January 1997.

Director, Opportunity Funding Corporation – July 1987 to December 1993.

Director, Los Angeles Community Development Bank – September 1995 to January 2000.

PUBLICATIONS

Formerly, member of several Editorial Boards, including Entrepreneurship and Regional Development; Family Business Review; The Future of Children; and the Journal of Business Venturing. Currently, editorial board member of the Journal of International Entrepreneurship Education.

Books and Monographs

Emerging Issues in Black Economic Development (With Benjamin F. Bobo) Lexington: DC Heath and Company, 1976.

"Business Development Organizations: A Critique of Their Performance and Prospects" (with Thaddeus H. Spratlen), Chapter 5.

Small and Minority Business in California: Performance and Prospects (with William Bradford) Sacramento: Assembly Office of Research, AOR No. 28, February 1977.

California Commercial Bank, Savings and Loan Associations and Their Holding Companies: Analysis and Public Policy Issues (with William Bradford) Sacramento: Assembly Office of Research, AOR No. 33, August 1977.

Returns to Shareholders in Acquiring and Acquired Companies: The Case of Technology-based Firm Acquisitions in the Over the Counter Market SEC Capital Market Working Paper No. 3. Washington, DC: Securities and Exchange Commission, October 1980.

Chapters in Books

"Financing Small and High-Risk Enterprises," Cities and Firms. Herrington Bryce (ed.), Lexington: DC Heath and Company, 1980.

"Enhancing the Productivity of Small Business," in Productivity: A National Priority. James Wilburn (ed.), Malibu: Pepperdine University Press, 1982.

"Take-off Potential and the Distribution of Black Enterprise," in Take-Off Companies and the Entrepreneurial Spirit. Robert Kuhn and Ray Smilor (eds.), New York: Praeger Publishers, 1986.

"Predicting the Returns to New Offerings of Securities under SEC Form S-18," Frontiers in Entrepreneurship Research. William Bygrave and Neil Churchill (eds), December, 1987.

Reports

The Structural and Performance Characteristics of the Minority Manufacturing Industries Los Angeles: The Joint Center for Community Studies, September, 1978.

A Preliminary Analysis of the Impact of Rule 144 Sales in the OTC Market. Washington, DC: Securities and Exchange Commission, December, 1979.

Revitalizing the Supplier Diversity Value Proposition Through Supply Chain Effectiveness, SBC Telecommunications Supplier Diversity Task Force Report, June 2003.

Articles

"Behavioral Effects of Price Changes in a Token Economy," (with T.D. Hayden, R.G. Hall and S.M. Hall), Journal of Abnormal Psychology, Vol. 83, August, 1974.

"Forecasting the Market Return on Common Stocks," (with John G. McDonald), Journal of Business Finance and Accounting, Vol. 1, Summer 1974.

"The Entrepreneurship Decision and Black Economic Development," (with William Bradford), American Economic Review, Vol. 66, May 1976.

"The Potential of Black Capitalism in Perspective," (with Michael Granfield), Public Policy, Vol. 24, Fall 1976.

"A Note on Black Economic Well-Being in the North and West," Review of Black Political Economy, Vol. 7, Fall 1976.

"The Comparative Operating Efficiency of Black Savings and Loan Associations," (with William Bradford and Lewis Spellman), Journal of Finance, Vol. 32, May, 1977.

"On the Economic Cost to Panama of Negotiating a Peaceful Solution to the Panama Canal Question," Journal of InterAmerican Studies and World Affairs, Vol. 19, November, 1977.

"The Efficiency and Profitability of Minority Controlled Savings and Loan Associations," (with Lewis Spellman and William Bradford), Journal of Money, Credit and Banking, Vol. 10, February, 1978.

"The Perverse Effects of SBA Loans to Minority Wholesalers," Urban Affairs Quarterly, (with Timothy Bates), Vol. 15, September, 1979.

"A Note on the Opportunity Cost of Going into Business for One's Self," Journal of Minority Business Finance, Vol. 1, August, 1979.

"Rule 144 Volume Limitations and the Sale of Restricted Stock in the Over the Counter Market," Journal of Finance, Vol. 37, May, 1982.

"Taking Snapshots of the Internet; New Database of Insider Transactions and Liquidity," Journal of Financial Transformation (with Duke Bristow and Steven Beneveniste), September, 2004.

Shorter Articles in Periodicals

"Inflation: What It Is and What It Is To You," Black Enterprise, Vol. 9, October, 1978.

"The Right Way to Cut Taxes," Inc., Vol. 3, November, 1981.

"The Day of the Small Entrepreneur," Black Enterprise, Vol. 13, October, 1982.

"Developing Black-Owned Companies for Public Ownership," Black Enterprise, Vol. 15, November, 1984.

"Understanding Entrepreneurship," Business Forum, Vol. 12, Fall, 1987.

"Communicating Commitment to Supplier Diversity," Minority Business Entrepreneur, Volume 21, June, 2004, (Report of the Telecommunications Diversity Task Force)

OTHER COMPLETED BUT UNPUBLISHED MANUSCRIPTS

"The Legal and Illegal Allocation of Black Managerial and Financial Capital." (with Michael Granfield) March, 1986.

"Securities Regulation and Small Business Finance." March, 1986

"On the Definition of a Small Issuer for Purposes of Securities Regulation." September, 1986.

"The Announcement Effect of Proposed Rule 144 Sales in the OTC Market," December, 1985, revised December, 1987.

"Financing Strategies for the Closely-Held Firm," September 1991.

"Constraints on Entrepreneurs and the Economy: Rule 144 Twenty Year Later," (with Duke Bristow), May, 2004.

"Strategic Planning," June, 1990, revised December 2006.

"Rate of Return on Investment Analysis: A Brief Note" August 2013.

A SAMPLE OF PRESENTATIONS OVER 25+ YEARS

"Renewing Human Resources in Large-Scale Bureaucracies," presented to the Fourth International Conference on Creative and Innovative Management. Los Angeles, CA, August 1990.

"Managing Succession in the Family Enterprises," presented to the V Congreso Latinoamericano del Emprendedor. Santiago, Chile, April 1991.

"A Vision for Funding Entrepreneurial Initiatives," presented to the Kauffman Foundation's Entrepreneurial Leadership Program. Boca Raton, FL, January 1992.

"The Role of the Board in the Modern Corporation," presented to the Executive Series at Town Hall. Los Angeles, CA, January 1992.

"Funding Entrepreneurship Centers," presented at the Association of Collegiate Entrepreneurs' IX Annual International Convention & Tradeshow. Dallas, Texas, February 1992.

"The Evolving Role of the Board of Directors in the Modern Corporation," presented to the 25th Securities Regulation Seminar, Los Angeles County Bar Association. Los Angeles, CA, October 1992.

"The Organization, Composition and Functioning of the Board," presented to the Orange County Public Company Forum: The Corporate Director: Who Governs Our Corporations? Irvine, CA, February 1994.

"Corporate Governance in Trouble," presented to the Chase Manhattan Bank UCLA Committee of 200 Conference: A View from the Top. New York, NY, March 1994.

"Towards an Applied Research Agenda in Entrepreneurship," presented to the Kauffman Foundation. Kansas City, MO, September 1994.

"Developing an Entrepreneurial Competence - Training Leaders for the 21st Century," presented to the Long Beach Rotary Club. Long Beach, CA, January 1995.

"The Entrepreneurial Spirit: How to Nurture It and Sustain It," presented to the University Aldolfo Ibañez, Executive MBA Program. Los Angeles, CA, January 1995.

“Developing an Entrepreneurial Competence,” presented to the Northern California Supplier Development Council Conference. San Francisco, CA, September 1995.

“Entrepreneurship: Uncovering Your Entrepreneurial Niche,” presented to the National Society of Hispanic MBAs, Sixth Annual National Conference and Career Exposition. Los Angeles, CA, October 1995.

“Financing the Growing Company,” presented to the Dow Jones/Wall Street Journal Black Entrepreneurship in America Conference. Baltimore, MD, October 1995.

“Strategic Thinking: The Imperative to Effective Planning and Organization,” presented to the Riverside County Office of Education Head Start Directors Retreat. Riverside, CA, October 1995.

“Black Professors in Business Education” presented to the Whitney M. Young, Jr. 22nd annual Memorial Conference at the University of Pennsylvania. Philadelphia, PA, January 1996.

“Building an Entrepreneurial Competence in the Delivery of Social Services: The Case of Head Start Agencies,” presented to the Human Resources Committee at the National Conference of State Legislatures. St. Louis, MO, July 1996.

“Strategy and Finance for the Growing Enterprise,” Five 5-hour lectures presented to faculty, students, and alumni at the University of the Republic of Montevideo. Uruguay, August 1996.

“Breaking New Ground: Initiatives in Management Education, 1980-1995, Essays in Honor of John H. McArthur,” invited seminar, Harvard Business School. Boston, MA, October 1996.

“Towards Building a Capacity to Sustain Community,” presented to Merrill Lynch. Los Angeles, CA, May 1997.

“Building an Entrepreneurial Competence in Larger Decentralized Enterprises,” presented to Travelodge Strategic Planning Retreat. San Diego, CA, December 1998.

“Entrepreneurship, The New Economics and Wealth Creation in the Next Millennium,” presented to Progress Investment Management Company’s 6th Annual Plan Sponsor Manager Seminar. Florida, October 1999.

“Competing in the 21st Century: Developing an Entrepreneurial Competence,” presented to the Los Angeles Venture Association, Los Angeles. Los Angeles, CA, January 2000.

“Entrepreneurial Competence, Competition, and Supplier Diversity in the Turbulent, New Digital Economy,” presented to SBC Supplier Diversity 2nd Annual Achievement Awards. San Antonio, TX, March 2000.

“Developing an Entrepreneurial Competence,” presented to the African American Leadership Institute. Los Angeles, CA, April 2000.

“Entrepreneurial Studies and Competition in the New Millennium,” keynote speech presented to the Minority Business Opportunity Trade Fair. San Francisco, CA, November 2000.

“Financing the New Economy: Is There a Credit Crunch?” presented to the 49th Annual UCLA Business Forecast. Los Angeles, CA, December 2000.

“The Economic Environment and the Stock Market,” presented to the Financial Executives Institute. Los Angeles, CA, March 2001.

“Developing an Entrepreneurial Competence,” presented to the African American Leadership Institute. Los Angeles, CA, March 2001.

“Strategic Thinking and the New Economy,” presented at the Bringing the Classroom into the Real World Conference, The Schulich School of Business, York University. Toronto, Canada, May 2001.

“Fundamental Issues in Strategic Management,” presented to the California Child Development Administrators Association. Los Angeles, CA, June 2001.

“Developing an Entrepreneurial Competence,” presented to the African American Leadership Institute. Los Angeles, CA, June 2001.

“The Outlook for Investment and Enterprise in the New Economic Environment,” presented to the 8th Annual Progress Investment Management Seminar. Scottsdale, AZ, November 2001.

“The Outlook for Investment and Entrepreneurship in the Southern California Economy,” presented to the Mission Ventures Annual Meeting. Dana Point, CA, January 2002.

“Change and Reinvention: Entrepreneurial Strategy and Opportunity Recognition,” presented to the National Association of Minorities in Communications seminar. Los Angeles, CA, February 2002.

“Issues of Corporate Governance: An Overview,” presented to the Rustic Canyon Annual Conference. Ojai, CA, March 2002.

“Governance in the Head Start Agency,” presented to the Foundation Head Start Board of Directors. El Monte, CA, April 2002.

“Corporate Governance, the Board of Directors, and the External Auditor,” presented to the Anderson Alumni Bay Area Chapter. San Francisco, CA, April 2002.

“Health Care Initiatives,” presented to Johnson and Johnson Board of Directors. New Brunswick, NJ, September 2002.

“Governance and the Not-for-Profit Board of Directors,” presented to the Screen Actor’s Guild Board of Directors. Universal City, CA, October 2002.

“Corporate Misdeeds – tips on covering the Enron/Worldcom scandal,” presented at a National Association of Hispanic Journalists workshop. Los Angeles, CA, October 2002.

“The New Reality of Business Accountability,” presented to Anderson Graduate School of Management Alumni. Los Angeles, CA, November 2002.

“The Head Start Program: Challenges and Opportunities circa 2003,” presented at the California Head Start Association Annual Conference and Leadership Day. Sacramento, CA, January 2003.

“Revitalizing the Supplier Diversity Value Proposition Through Supply Chain Effectiveness,” presented at Quality Excellence for Suppliers of Telecommunications (QUEST Forum) Best Practices

Conference, September 2003.

“Revitalizing the Supplier Diversity Value Proposition Through Supply Chain Effectiveness,” presented to National Minority Supplier Development Council, Inc. Annual Conference. Chicago, IL, October 2003.

“Leading Strategic Growth Through Acquisitions,” presented to Young Presidents Organization (YPO). Los Angeles, CA, November 2003.

“Entrepreneurial Leadership and Organization Change,” presented to Bruin Professionals. Los Angeles, CA, January 2004.

”Corporate Governance Revisited: What Do We Know and What Do We Teach Future Business Leaders?” Panel Member, sponsored by The Aspen Institute Business and Society Program with support from the Alfred P. Sloan Foundation. New York, NY, January 2004.

“Entrepreneurial Leadership and Organization Change,” presented to City Club on Bunker Hill. Los Angeles, CA, April 2004.

“Change, Strategy and the Challenge of Profitable Growth,” presented to Shareholders Meeting for Lowe Enterprises, Inc. Phoenix, AZ, May 2004.

“Launching New Business Ventures,” Keynote presented to IIT Bombay Faculty Academic Network Meeting. Palo Alto, CA, May 2004.

“Change, Strategy and the Challenge of Profitable Growth,” Keynote presented to the Executive Team at Destination Hotels & Resorts Group. Englewood, CO, August 2004.

“Corporate Governance,” presentation to the Board of Directors of Wilmington Trust Company (with William Cockrum). Century City, CA, September 2004.

“The Fundamentals of Opportunity Recognition,” presented to NAWBO University. Los Angeles, CA, September 2004.

“Leadership Development for Women and People of Color,” presented at Northrop Grumman – EEO/Diversity Conference. Redondo Beach, CA, October 2004.

“Change and the Challenge of Profitable Growth,” presentation to Cisco Systems, Inc, US Theatre Sales Finance Team. Bal Harbour, FL, October 2004.

“Entrepreneurial Strategy and Opportunity Recognition,” presented at the UCLA NAMIC Executive Leadership Development Program, UCLA Anderson School, February 2005.

“Starting and Building an Entrepreneurial Company,” presented at the 2005 Entrepreneurs Conference sponsored by Harvard Business School Association of Orange County (HBSAOC). Irvine, CA, May 2005.

“Developing an Entrepreneurial Competence,” presented to the National Black MBA Association. Los Angeles, May 2005.

“Corporate Governance and The Board of Directors: Building and Leveraging the Effective Board,”

presented at the 9th Annual Director Training and Certification Program, UCLA Anderson School of Management. Los Angeles, May 2005.

“Strategy: An Introduction and Overview,” presented to the Executive Salon Management Program, UCLA Anderson School of Management, June 2005.

“Building and Leveraging the Effective Board of Directors,” videoconference presentation to the New Director Selection Committee of Kaiser Aluminum, August 2005.

“Crafting Entrepreneurial Studies in a Flat Economy,” presented to the UCLA Anderson Alumni San Diego Chapter. San Diego, August 2005.

“Governance and the Not For Profit Board,” presented to the 2006 NAWBO LA Board Retreat. Mandalay Bay, August 2005.

“Corporate Governance and the Board of Directors: Building and Leveraging the Effective Board of Directors,” presented at the 10th UCLA Director Training and Certification Program. UCLA Anderson School of Management. Los Angeles, October 2005.

“Change and Reinvention: Entrepreneurial Strategy and Opportunity Recognition In Large Organizations,” presented at the UCLA Campus Human Resource (CHR) 2005 Management Seminar Series. UCLA, October 2005.

“Strategy Implementation,” presented at the California Head Start Association 8th Annual Education Conference. Sacramento, CA, January 2006.

“Strategy: An Overview,” presented to the Executive Salon Management Program, UCLA Anderson School of Management, January 2006.

“Change and Reinvention: Entrepreneurial Strategy and Opportunity Recognition,” presented at the UCLA NAMIC Executive Leadership Development Program, UCLA Anderson School of Management, February 2006.

“Organizational Planning,” presented at the Johnson & Johnson/UCLA HIV/AIDS Management Development Institute. Nairobi, April 2006.

"Why Buy Funds? How Does Governance Matter?", Panel Moderator for Mutual Fund Directors Forum and UCLA Anderson Enhancing Effectiveness Program. UCLA Anderson School of Management, April 2006.

“Corporate Governance and the Board of Directors: Building and Leveraging the Effective Board of Directors,” presented at the 11th UCLA Director Training and Certification Program. UCLA Anderson School of Management. Los Angeles, May 2006.

“Formulating Effective Business Strategies,” presented at the Global Business Salon Awards. Barcelona, June 2006.

“Change and Reinvention: Entrepreneurial Strategy and Opportunity Recognition,” presented at the UCLA NAMIC African American Leadership Institute, UCLA Anderson School of Management, June 2006.

“Strategic Planning and Implementation,” presented at the Johnson & Johnson/UCLA Health Care Executive Program, UCLA Anderson School of Management, June 2006.

“Strategic Planning and Implementation,” presented at the Johnson & Johnson/ UCLA Health Care Executive Program, UCLA Anderson School of Management, July 2006.

“Governance and the Not For Profit Board,” presented to the 2006 NAWBO LA Board Retreat. Carlsbad, CA, August 2006.

“Change and Reinvention: Getting Ready for the New Realities and Developing an Entrepreneurial Competence,” Keynote presented at the Bridge to Employment, 10th Annual Alliance Building & Training Session. Washington, DC, October 2006.

“Corporate Governance and The Board of Directors: Building and Leveraging the Effective Board,” presented at the 12th Director Training and Certification Program, UCLA Anderson School of Management. Los Angeles, October 2006.

“Strategy Planning and Implementation,” presented at the Connecting Communities Coalition Management Institute. Los Angeles, January 2007.

“Thinking Strategically in the Salon Management Business,” Keynote presented to The Salon Association (TSA) Symposium 2007. San Antonio, January 2007.

“Change and Reinvention: Entrepreneurial Strategy and Opportunity Recognition,” NAMIC Executive Leadership Program, UCLA Anderson School of Management, February 2007.

“Strategy: An Overview,” presented to the Executive Salon Management Program, UCLA Anderson School of Management. February, 2007.

“Corporate Governance and the Effective Board of Directors,” presented to the Board of Directors of PeopleSupport, Inc. Los Angeles, March 2007.

“Organizational Planning for Providers in the HIV/AIDS Supply Chain in Africa,” presented at the Johnson & Johnson/UCLA HIV/AIDS Management Development Institute. Nairobi, April 2007.

“Recognizing Opportunities for Suppliers in the Cable Industry,” presented to the 8th Annual Supplier Diversity Connection Workshop. Las Vegas, May 2007.

“Change and Reinvention: Entrepreneurial Strategy and Opportunity Recognition,” presented at the African American Leadership Institute, UCLA Anderson School of Management. May 2007.

“Corporate Governance and The Board of Directors: Building and Leveraging the Effective Board,” presented at the 13^h Director Training and Certification Program, UCLA Anderson School of Management. Los Angeles, May 2007.

“Entrepreneurial Strategy and Opportunity Recognition: Reinventing Your Business for Profitable Growth,” presented at the Women’s Business Enterprise National Council (WBENC). Los Angeles, June 2007.

“Strategy Development, Formulation and Implementation,” presented at the Head Start – Johnson & Johnson Management Fellows Program, UCLA Anderson School of Management. July 2007.

“Strategy Development, Formulation and Implementation,” presented at the Johnson & Johnson/ UCLA Health Care Executive Program, UCLA Anderson School of Management. July-August 2007.

“Change and Reinvention: Entrepreneurial Strategy and Opportunity Recognition,” California Association for Microenterprise Opportunity (CAMEO). Los Angeles, September 2007.

“Organizational Planning for Providers in the HIV/AIDS Supply Chain in Africa,” presented at the Johnson & Johnson/UCLA HIV/AIDS Management Development Institute. Nairobi, September 2007.

“Change and Reinvention: Entrepreneurial Strategy and Opportunity Recognition,” NAMIC Executive Leadership Program, UCLA Anderson School of Management, February 2008.

“Entrepreneurial Strategy and Opportunity Recognition,” a presentation to the Guang Hua School of Management, Peking University, March 2008

“Thinking Strategically and Profitable Growth,” a presentation to the Triton Pacific Capital Portfolio Company CEO’s, Ojai, California, May 2008.

“Corporate Governance and The Board of Directors: Building and Leveraging the Effective Board,” presented at the 13^h Director Training and Certification Program, UCLA Anderson School of Management. Los Angeles, May 2008.

“Strategic Planning and Implementation,” presented at the Johnson & Johnson/UCLA Health Care Executive Program, UCLA Anderson School of Management, June 2008.

“Strategy Development, Formulation and Implementation,” presented at the Head Start – Johnson & Johnson Management Fellows Program, UCLA Anderson School of Management. July 2008, July 2009, July 2010, July 2011.

“Organizational Planning for Providers in the HIV/AIDS Supply Chain in Africa,” presented at the Johnson & Johnson/UCLA HIV/AIDS Management Development Institute. Accra, Ghana, August 2008, August 2009, September 2010.

“Organizational Planning for Providers in the HIV/AIDS Supply Chain in Africa,” presented at the Johnson & Johnson/UCLA HIV/AIDS Management Development Institute. Nairobi, Kenya, September 2008, September 2009, Cape Cod, South Africa, August 2010.

“Social Entrepreneurship”, Goldman Sachs’ presentation, June 2010.

“The Essence of Strategic and Profitable Business Growth” presented at Paul Mitchell- 2010 Gathering Business Forum, Las Vegas, NV, July 2010.

“Strategic Thinking for Entrepreneurs” presented at Fudan University, China, July 2010.

“How Do We Ensure the Vitality of Our Local Business Economy in Los Angeles During the Current Economic Conditions?” Austin Beutner Event, Los Angeles, January 2011.

“Strategic Thinking, Creating Value and Financing for Entrepreneurs” Executive Education from Fudan University, UCLA May 2011.

“Social Entrepreneurship” presented at the Michigan Primary Care Association, “Linked In or Locked Out: Building Connections That Matter” Conference, Michigan, August 2011.

“Rebuilding the Middle Class” – State Legislative Forum, San Francisco, CA March 2012

“Strategic Thinking and Planning” presented to State Board Officers, Telamon Leadership Conference, Destin, Florida, March 2012.

“Building on Strategy” presented to State Board Officers, Telamon Leadership Conference, Destin, Florida, March 2012.

“Reflective Self-Assessment for Board Officers” presented at the Telamon Leadership Conference, Destin, Florida, March 2012.

“Thinking Strategically About Sequestration” Webinar National Head Start Association - "Thursday, April 18, 2013.

“Business Intelligence: The Strategy of Long-Term Success Maximizing Your Global Potential” presented at City National Bank - Insight One20 conference, Los Angeles, CA Convention Center, March 16, 2013.

“Effective Corporate Governance”, presented to the Shanghai Municipal Government Industry Growth and Corporate Development Program, UCLA, January 2013.

“Characteristics of an Effective Board” presented to CALAPRS, UCLA, January 2014.

“Developing the Entrepreneurial Mindset” presented at Xed Growth and Leadership Conference, Jeddah, Saudi Arabia, March, 2014.

“Corporate Governance Fundamentals and the Emerging Entrepreneur” presented to First Friday Lectures, OIP UCLA August 2014.

“Entrepreneurship and Innovation” presented at the visiting Shanghai Municipal Government: Industry Growth and Corporate Development Strategy Program, UCLA, August 2014.

“Strategic Thinking, Operational Effectiveness and Sustaining Growth” presented to the Assemi Group, UCLA May 2016.

“Governance and Strategy: The Role of the Board of Directors” presented to the Board of Directors of Semtech Corporation, June 2016.

“Governance, Growth and Effective Strategy Execution” presented to the California Head Start Association, Long Beach, July 2016.

“It’s Not Just About the Money: Building a Sustainable Social Enterprise to Do Great Things,” presented to The Rolex Awards for Enterprise Laureates, Los Angeles, November 2016.

“Engage & Inspire: Stories We’re Proud to Tell” presented to UNICON, UCLA, December 2016.

“Entrepreneurship and Innovation,” presented to Post Graduate Program in Management for Executives (UCLA PGPX), India, January 2017.

“Can We Teach Innovation?” presented to The Junction Conference by Inc 42, India, January, 2017.

“Entrepreneurship, Innovation, Business Model Development, Leadership and Culture” presented to Nazer Group Future Leaders Program, Saudi Arabia, January, 2017.

PROFESSIONAL AFFILIATIONS

At various times over the last 40 years, a member of Alpha Kappa Psi Honorary Business fraternity, the American Economic Association, the National Economic Association (Director 1976-1979; President, 1981), the American Finance Association, and the National Association of Corporate Directors.

REFERENCES

Confidential references available when appropriate.

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