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Bill Clinton



Jason Frand



Professor Corinne Bendersky



Jay Ferguson ('94)

# Assets

Fall 2006

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**OFFICE OF ALUMNI RELATIONS**  
**Executive Director**  
Bob Pettit ('89)

**Special Projects**  
Jill Hisey ('95)

**Phone:**  
310-825-9448, 800-333-ALUM  
Fax: 310-206-9830

**E-mail:**  
alumni.office@anderson.ucla.edu

**Web page:**  
www.alumni.anderson.ucla.edu

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Please e-mail contributions to: assets@anderson.ucla.edu.

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Postmaster: Send address changes to Anderson Assets, UCLA Anderson School of Management, 110 Westwood Plaza, Mullin Management Commons, Suite F301, Box 951481, Los Angeles, CA 90095-1481.

## Advancing Thought Leadership



Dear Friends,

In this issue of *Assets* we focus on a group of UCLA Anderson faculty whose current research impacts work groups, public schools, boardrooms and communities. While research is not the sole purview of academia, the process of research within top management schools is central to our mission of thought leadership. The research is credible because it is transparent, rigorous and impartial. It transcends the journal pages in which it is published and addresses a broad spectrum of critical questions relevant to market, management and governance practices. In its highest form, it transforms and improves accepted routines in business.

As a major school of management, we spend much of our time advancing thought leadership through the scholarly efforts of our faculty, Ph.D. students and research centers. In fact, for the second consecutive time, *BusinessWeek* has ranked the school number one for what is termed “intellectual capital” – the intellectual contributions of our faculty. It is a distinguishing mark of our school, and a primary reason that faculty and students are attracted to UCLA Anderson.

Research is also important because it informs all that we teach. Our faculty creates advanced knowledge and brings into the classroom the most current data and results, demonstrating ways in which students can apply new strategies to actual management problems. Our students also use research findings and models outside the classroom. For example, students focusing their Advanced Management Research (AMR) projects on microfinance in Kenya used conjoint analysis to determine the appropriate

attributes of savings products for the clients of micro-financing institutions. Or, students consulting with Microsoft for their AMR applied the Bass diffusion model and several other methods to predict when the networked home – an entertainment environment that enables sharing and use of multimedia content “any time, any place and on any device” – would be a reality.

The work of our world-renowned faculty influences discussion on leadership, organizations and global economic issues across every function, and arms our students with robust models and analytical frameworks that can be utilized throughout their careers.

Highlighted in this issue are the work and insights of Professor Bill Ouchi. Professor Ouchi’s groundbreaking research on public schools has reformed the way in which many school districts across the country are being managed. We also showcase Professor Carla Hayn’s work on the transparency of accounting practices and its impact on corporate governance; Assistant Professor Corinne

Bendersky’s award-winning research on management styles and fairness in the workplace; and the Ziman Center’s demonstration of strategies for managing real estate assets by portfolio managers. These contributions represent just a fraction of the far-reaching knowledge, teaching, publication and discussion that originates at UCLA Anderson every day, and then makes a difference in the world tomorrow.

With warm wishes,

Judy D. Olian, Dean



## The (School) Ties that Bind



*Dear Fellow Alumni,*

**T**wo recent experiences have left a lasting impression on me regarding the journey of education. In September, my firstborn entered kindergarten and became excited about reading, writing and

his weekly homework assignments. Then in October, hundreds of our alumni came to campus to be challenged, enlightened and renewed by Alumni Weekend. Look for highlights and photos from the weekend in forthcoming issues of *Assets* and online at [www.anderson.ucla.edu](http://www.anderson.ucla.edu). We strongly encourage you to save the date for next year (October 26-28, 2007).

And anyone interested to know more about my kindergartner can get in touch with me directly.

What makes Alumni Weekend so special? For one thing, of the many activities planned by the school for alumni, this is by far the largest. Alumni Weekend brings more than 700 people together from a wide variety of class years and industries. It features the alumni board meeting, Dean Olian's state of the school address, an awards luncheon for outstanding alumni, distinguished conference speakers and panelists from the faculty and business community, a cocktail reception (a.k.a., beer bust) and special dinners for those classes celebrating a reunion year. (It bears repeating that Alumni Weekend is open to *all* UCLA MBAs and that reunions are just a part

of the larger festivities.) The event is a wonderful way to meet old friends and make new ones, reconnect with the school, and learn something. As a signature annual event, it is one of the various ways we seek to make UCLA Anderson a valuable source for lifelong benefit.

For those who have not been to the campus in a while, I especially want to encourage you to come to next year's Alumni Weekend and see what an amazing place your school has become. Given that we have 36,000 alumni worldwide,



there are several of you who have not even been to our current site, which opened in 1995. (Note to my friend Ed from the class of '65 who lives in nearby Sherman Oaks – I am counting on you!) Of course, you don't have to wait another year for the next Alumni Weekend.

Come by any time and be relieved that Potlach has been replaced by Café Roma. I would be glad to see you and buy you a latté or cappuccino.

*Best regards,*

*Bob Pettit ('89)*  
*Executive Director, Office of Alumni Relations*  
[bob.pettit@anderson.ucla.edu](mailto:bob.pettit@anderson.ucla.edu)

# News Events

## Connecting with Global Thought Leaders

– Dean Olian Treks to Asia, Australia

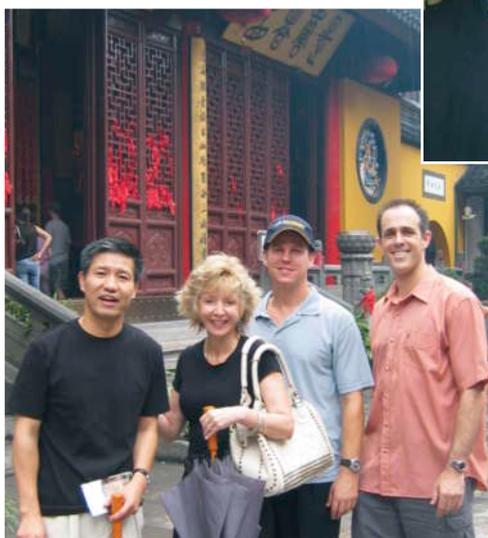
Since accepting the post of UCLA Anderson dean in January 2006, Judy D. Olian has embarked on an extensive campaign of global outreach. She has traveled with faculty and staff to a number of cosmopolitan industry hubs to create and expand ties with international alumni and explore partnerships with several prestigious universities. The ultimate goal is to offer UCLA Anderson students and faculty the opportunity for deeper immersion in the business traditions, government policies, emerging technologies and cultural norms of countries that will become our trading partners and competitors in the coming decades. In July, Dean Olian traveled to Beijing, Hong Kong and Shanghai. She also traveled to Australia, where she met with alumni and business leaders in the cities of Melbourne and Sydney. Earlier this year, she visited cities in Japan and Europe.



*Dean Olian meets with alumni based in Hong Kong.*



*Alumnus Fu Hwa Tan ('04) hosts Dean Olian in Shanghai.*



*From left: Anderson Professor Shi Zhang and Dean Olian tour Shanghai with alumni Jeff Silver ('95) and Scott Pollack ('95).*



Dean Olian meets with members of the Australian banking industry at a luncheon hosted by ANZ Bank.



Dean Olian and William Gillespie ('82), general manager of the Australian Chamber Orchestra, convene in Sydney.



Dean Weiyang Zhang of the Guanghua School of Management at Peking University welcomes Dean Olian.



Dean Olian meets with Siwei Cheng (third from left) in Beijing's Great Hall of the People. Cheng is vice-chairman of the 10th Standing Committee of the National People's Congress in China.



Dean Olian with Dean Bing Xiang of Cheung Kong Graduate School of Business, Beijing.

## Former President Bill Clinton Fights Global Warming

*Unveils Plan at UCLA Anderson*

**T**ight security surrounded UCLA Anderson's Korn Convocation Hall in August, as an audience cheered former President Bill Clinton's launch of an international global warming initiative.

Led by an alliance of mayors representing 22 of the world's largest cities, the Clinton Foundation's Clinton Climate Initiative is committed to cutting energy use and reducing greenhouse gas emissions in an urgent



Photo: Denise C. Seifried.

*Pictured at Korn Convocation Hall (from left) are Mayor Antonio Villaraigosa, Los Angeles; Mayor Ken Livingstone, London; former President Bill Clinton; Britain's Prime Minister Tony Blair; and Mayor Gavin Newsom, San Francisco.*

joined by Mayor Antonio Villaraigosa, Los Angeles; Mayor Gavin Newsom, San Francisco; Mayor Ken Livingstone, London; and Britain's Prime Minister Tony Blair.

The plan's Large Cities

described for the audience various measures being taken in Los Angeles and San Francisco to address global warming.

By pooling purchasing power and expertise, the cities will create a consortium to buy energy-saving products more cheaply and speed up the development and deployment of "green" technologies and products.

"If we do not regard this issue with the gravity it demands," Britain's Blair told the Anderson audience, "we will be betraying in the most irresponsible way future generations. That is not something that I want on my conscience as a leader."

**...the foundation's Clinton Climate Initiative is committed to cutting energy use and reducing greenhouse gas emissions in an urgent attempt to slow the pace of global warming.**

attempt to slow the pace of global warming.

"The main thing we have to do is to organize ourselves to move as quickly as possible," said Clinton during the August presentation at Anderson. He was

Climate Leadership Group is chaired by London's Mayor Livingstone, who has aggressively enforced "green" policies in his city by levying congestion and pollution charges on drivers. Mayors Villaraigosa and Newsom

# From Runaway to MBA:

## Documentary Tells Student's Inspiring Story

At the age of 12, Carissa Phelps ('07) was abandoned by her mother in the lobby of the juvenile hall center in Fresno, Calif. For the next two years, the troubled runaway survived a life on the streets, and at her lowest point, was driven, unimaginably, into prostitution.

Determined to change her circumstances, Phelps sought the help of teachers and mentors, and was able to persevere through high school – and college. She graduated *summa cum laude* from Fresno State and today is pursuing a dual degree at both Anderson and UCLA's School of Law.

Phelps' compelling and inspirational journey from juvenile hall to Anderson's Korn Hall is the subject of a documentary produced by her classmate and close friend, David Sauvage ('07). With a background in writing and directing, Sauvage is generating interest in the film by shopping a trailer that features eye-opening interviews with Phelps and her mother. He is financing produc-



Carissa Phelps ('07).

tion, in part, with a Wolfen Award presented by the Harold and Pauline Price Center for Entrepreneurial Studies.

When asked about the project, Phelps explains that although she's apprehensive about opening

up to the world, she hopes her story will “inspire more adults to reach out to kids who want to turn their lives around — but just don't know how.”

Another goal of the documentary is to show children from troubled backgrounds how far they can go if they apply them-



Below: David Sauvage ('07) (center) directs Carissa Phelps ('07) (left).

selves. “I want to give kids a chance to know that I'm the same as them and they could be the same as I am today,” Phelps told

**“I want to give kids a chance to know that I'm the same as them and they could be the same as I am today.”**

– Carissa Phelps ('07)

the *Fresno Bee* in a recent article.

Sauvage and executive producer Mario Ramirez are working to meet the August 2007 deadline submission for the Sundance Film Festival.

To learn more about the project, contact Sauvage via e-mail at [david.sauvage.07@anderson.ucla.edu](mailto:david.sauvage.07@anderson.ucla.edu).

Honorees from across the nation gathered at New York City's Cipriani 42nd Street for the 2006 Gerald Loeb Awards Banquet and were welcomed by Dean Judy D.

## 2006 Gerald Loeb

### Financial Journalists and Industry Leaders Gather in NYC

Olian, chairman of the G. and R. Loeb Foundation. The Loeb Awards, among the highest honors in journalism, recognize work that illuminates the world of business, finance and economics for readers and viewers across the globe. UCLA Anderson has presented the awards since 1973.

The Loeb Awards includes two special accolades for career contributions: the Lifetime Achievement Award, which was given to Myron Kandel, founding financial editor of CNN; and the Lawrence Minard Editor Award, which went to Ronald Henkoff, executive editor of Bloomberg News and editor of Bloomberg Markets. In addition, there are 11 competition categories in which winners were named at the June 2006 banquet.

#### Large Newspaper Winners

*Ann Hardie, Carrie Teegardin and Alan Judd of The Atlanta Journal-Constitution for "Borrower Beware"*



This series exposes just how egregiously anti-consumer Georgia's lending laws are. It meticulously documents tight links between lawmakers, regulators, and the lending and auto industries.

This is a hard-hitting and well-written look at a national story told through a local perspective. It reveals the long-term effects on unsophisticated students of the unscrupulous recruitment, marketing and financing practices of certain for-profit educational enterprises.

# Awards

## Magazines Winner

*Carol Loomis of Fortune for "Why Carly's Big Bet Is Failing: How the HP Board KO'd Carly"*

Loomis proves what many others suspected: the merger with Compaq was a bust. Methodically picking apart the deal's promises and measuring results, she backs up her claims with analysis of publicly-available financial documents and excellent sourcing.

## Commentary Winners

*Steven Pearlstein of The Washington Post for "Business and Economics Columns"*

Pearlstein's columns appeal to a broad readership, combining smart analysis with good reporting, as well as the ability to skewer subjects with wit. He shows great range, writing about everything from Alan Greenspan to Barbara Bush's pronouncements on New Orleans.

*Robert L. Pollock of The Wall Street Journal for "Review and Outlook: Kianna's Law"*

Pollock's groundbreaking pieces resulted in changes by the FDA. Dealing with a subject matter of life and death, Pollock tackles an issue that had been largely overlooked.

## Medium Newspaper Winners

*Winner: Christopher Kirkpatrick, Joshua Boak, Steve Eder, Jim Drew and Mike Wilkinson of The Blade (Toledo, Ohio) for "Ohio Rare Coin Funds"*

This stunning series reveals a number of major abuses in how Ohio's workers' compensation board invested. Thorough reporting led to disclosures of fraudulent coin deals, missing coins and missing state money.

*Honorable Mention: Luke Timmerman and David Heath of The Seattle Times for "Selling Drug Secrets"*

This highly detailed investigative report exposes an insidious practice: financial firms paying doctors to divulge details about pending drug trials, harming unwitting investors in the stocks of medical companies that were manipulated.

## Small Newspaper Winners

*Sam Kennedy and Christina Gostomski of The Morning Call (Allentown, Pa.) for "School's Pursuit of Profit Leaves Students Behind"*



## Loeb Seminar Attracts Who's Who in Business Press

The Loeb Awards includes a career development seminar exclusively for the finalists.

This year's fourth annual event was held on the morning of the banquet, Monday, June 26, 2006, and was hosted by Bloomberg News at its headquarters in New York City.

### Featured presentations included:

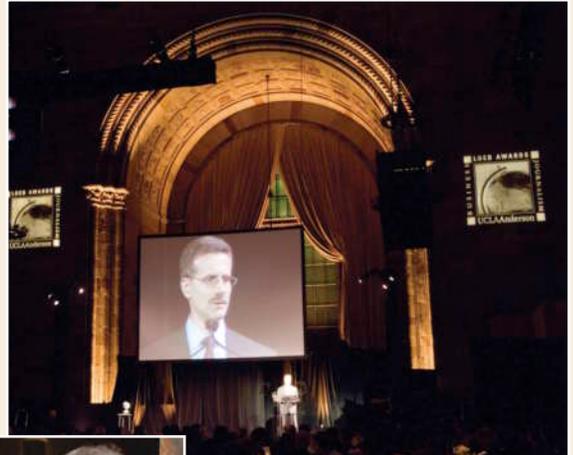
- "Covering Corporate Governance – And Its Abuses" by Lifetime Achievement Award recipient Myron Kandel and Lawrence Minard Editor Award recipient Ronald Henkoff.
- "To Blog or Not to Blog," a panel discussion moderated by Matthew Winkler, editor-in-chief, Bloomberg News, with several final judges for the Loeb Awards, including Stephen J. Adler, editor-in-chief, *BusinessWeek*; Robert Kaiser, associate editor, *The Washington Post*; Glenn Kramon, assistant managing editor, *The New York Times*; and Rik Kirkland, global editor, *Fortune*.

# News & Events



Honorees and their guests enjoyed dinner at New York's Cipriani 42nd Street.

Ronald Henkoff, Lawrence Minard Editor Award recipient, at the podium for his acceptance remarks.



Dean Judy D. Olian converses with Steve Forbes, president and editor-in-chief of Forbes and a Loeb Awards final judge.

## Deadline Writing Winners

*Maureen Milford, Ted Griffith, Luladey B. Tadesse, Robin Brown, Gary Soulsman, Christopher Yasjejko, Michele Besso, Steven Church, Jeff Montgomery and Peter Bothum of The News Journal (New Castle, Del.) for "Sale of MBNA"*

This is a fine example of a regional paper getting right to the heart of what the sale of a company means to the community. The package is impressive with many viewpoints and looks at the sale from a global perspective – something often absent from regional coverage.

## Beat Writing Winner

*Geeta Anand of The Wall Street Journal for "The Most Expensive Drugs and How They Came to Be"*

This work reveals hidden truths about the drug industry with a solid balance of supporting facts, numbers and high-level sources. It explains how lawmakers created legal monopolies that allowed prices to soar. It asks hard questions and also makes a complex topic easy to follow.

## News Services or Online Content Winners

*Frank Bass, Dirk Lammers and Larry Margasak of The Associated Press for "Lax Loans"*

While researching another story, Lammers comes across a \$135,000 SBA loan to a South Dakota radio station, as part of a program meant to help businesses near the 9/11 attacks. He and his colleagues dig deeper and find a pattern of SBA loans

to businesses far from Ground Zero.

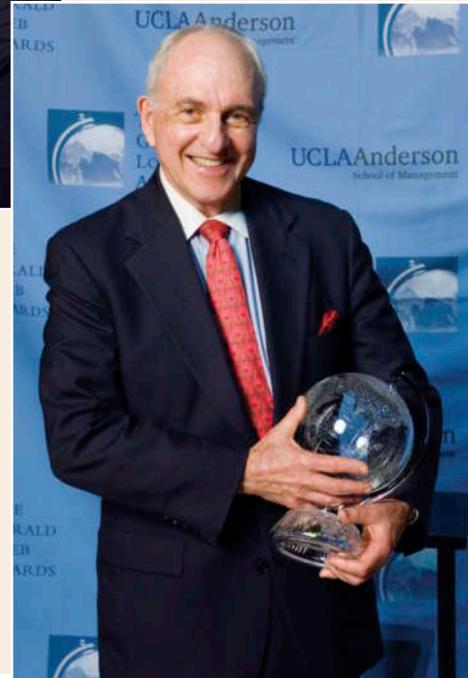
## Television Deadline Winners

*Anne Thompson, Doug Adams, Liz Brown, Carl Sears, Kelly Venardos, Joo Lee, Rick Brown, Katie Ernst, Rich Dubroff, Doug Stoddart, Chuck Schaeffer, Mario Garcia, Meaghan Rady, Genevieve MichelBryan, Jill Silverstri, Chris Scholl, Sharon Hoffman, Albert Oetgen and John Reiss of NBC Nightly News for "The Katrina Effect"*

This eight-part series examines the effects of Hurricane Katrina. Before anyone fully understood it would be the largest natural disaster in American history, they sounded a reasoned rather than



Master of Ceremonies Lou Dobbs, anchor and managing editor of CNN's "Lou Dobbs Tonight" and a Loeb Awards final judge, (third from left) presenting the prize for the large newspapers category to the winners from The Atlanta Journal-Constitution, Ann Hardie (second from left), and Alan Judd (right) with Business Editor Mark Braykovich (left). Carrie Teegardin was unable to attend.



Myron Kandel, 2006 Lifetime Achievement Award recipient, with his Waterford crystal trophy.

alarmist message of how supplies and prices likely would be affected.

### Television Enterprise Winners

*Winner: Paul Solman, Lee Koromvokis, Jeffrey Klein, Jacob Klein and Joanne Elgart Jennings of The NewsHour with Jim Lehrer for "China Rising"*

The program goes deeper than typical TV news coverage to get the upside and downside of China's boom. It explains in detail why the China story matters to the global economy and how it is likely to emerge as a serious threat to U.S. dominance.

*Honorable Mention: Byron Harris, Kraig Kirchem and*

*Mark Smith of WFAA-TV (Dallas, Texas) for "Learning the Hard Way"*

This is a regional story about for-profit higher educational institutions that make big promises but leave students

with lots of debt. The reporters probe a very sketchy accreditation process and get a former recruiter to confess to wrongdoing and one school to change its job placement figures.

### Business Book Winner

*James B. Stewart for "DisneyWar" from Simon & Schuster*

This is a stirring tale of corporate, executive and person-

**"Business staffs today are better trained and more skilled than ever before, and that's important, considering the growing complexity of business and finance – and the increasing needs of our readers and viewers for accurate, fair and honest information and guidance."** – Lifetime Achievement Award recipient Myron Kandel.

al dysfunction, and it has everything a good business yarn should: good reporting, great writing and access to the key players. It's a terrific story very well told.

# & Anderson

Antonio Bernardo, Faculty Chair

**O**n July 1, 2006, Professor Antonio Bernardo assumed the role of faculty chair at UCLA Anderson. In addition to serving as chair, Bernardo will continue in his role



Antonio Bernardo.

as a professor of finance, an appointment he has held since 1994. Bernardo's research interests are in the areas of corporate finance, information in financial markets, and valuation; he has published papers in numerous leading academic journals and he is currently associate editor of the *Review of Financial Studies*. Bernardo also is an award-winning teacher.

Recently, he sat down with *Anderson Assets* to discuss the myriad issues he faces as new chair of the faculty.

**Anderson Assets:** What are your responsibilities as chairman of the faculty?

*Tony Bernardo: My main responsibility as chairman is to enhance the quality of the faculty. It's recruitment, retention and promotion, as well as creating an environment where the faculty can be productive.*

**AA:** What are some of the greatest challenges you face in recruiting?

*TB: We do very well hiring young faculty, for whom things like housing and education for their kids are not as big a factor. But we are not as competitive when it comes to hiring mid-level faculty because the cost of living is high, the quality of public schools is low, and UCLA Anderson lags behind peer schools when it comes to compensation, which makes recruitment and retention a real challenge.*

*The positives at UCLA Anderson are that the quality of*

*our faculty and students is extremely high and we have a reputation for enabling younger faculty to have successful research and teaching careers.*

*We recruit the same people recruited by schools like Stanford, University of Chicago and Northwestern. Our faculty success and our ability to foster young scholars is a difference maker. Many of our top faculty started here when they were young.*

**AA:** What are the qualities you are looking for in new faculty? Is it research, teaching ability or both?

*TB: Research is the most important factor. Then we look for success in the classroom.*

**AA:** What is the strategy when it comes to hiring new faculty?

## On Recruitment, Retention and Promotion

TB: *The dean and the chair consult with faculty in each academic area on their hiring needs. From there, we put together a long-range plan based on the input from the different areas and allocate the hiring slots. The chair is involved in slot allocations across the areas, but most of the work required to hire specific individuals is delegated to each area because each has its own standards and norms for hiring.*

*For example, in my area, finance, there is a meeting every January of the American Finance Association attended by all of the new Ph.D.s. We conduct interviews with roughly 25 candidates at these meetings and then put together a short list of five or so candidates who will make campus visits. At the campus visits, the*

*faculty learn more about the candidate and decide whether*

**The quality of our faculty and students is extremely high and we have a reputation for enabling younger faculty to have successful research and teaching careers.**

*or not to make a job offer. In other areas, there are different norms.*

AA: *UCLA Anderson has relatively few women on the faculty. Do factors such as diversity come into play when you decide on whom to pursue?*

TB: *We consider a lot of issues, including diversity, in hiring decisions. Mainly, we try to be as inclusive as possible. We advertise extensively and tap into our network of faculty contacts to get the biggest applicant pool we possibly can. We recently formed a*

*committee to study the issue of gender representation on the faculty. Interestingly, the committee found that we do a pretty good job hiring women faculty but we don't do a good job retaining them. It is an important strategic imperative for the school to improve on this.*

AA: *Does the chair have time for other things, like research and teaching? Do you have any Development responsibilities?*

TB: *Development is a minor area for the chair; Dean Olian and (Senior Associate Dean) Al (Osborne) handle that, though I might get involved in some small way.*

*My teaching load will go down as I take on more administrative responsibilities. It's very important that I maintain my research career, so I'm certainly going to need to get more organized.*

## Jason Frand Retires

### Established UCLA Anderson as Technology Leader



*Jason Frand introduces the MBA "Learning Center" to UCLA guests in 1979.*

It's been said that problem solving is "what you do when you don't know what to do."

Nowhere at UCLA Anderson has that axiom been embraced with more joy than in the offices of Jason Frand, adjunct assistant professor and assistant dean and director of UCLA Anderson Computing & Information Services (ACIS). In August 2006, after nearly three decades on the information superhighway, Frand celebrated his retirement and took his exit.

"We were thought leaders," Frand says of the visionary team

who took the UCLA MBA from punch cards and mainframes to laptops and wireless. "We kept inventing the future and figuring out, 'What do we do and how do we do it?' And then, 'How do you solve the new problems you create in doing it?' Because we didn't know what we were doing.

"We had to be flexible, adaptable, agile – all those words – all the time," Frand continues, pride and satisfaction palpable in his voice. "I feel privileged to be at a school that was taking chances, allowing me to think very big and very creatively."

Under Frand's leadership, UCLA Anderson was one of the first schools to:

- Establish a microcomputer lab (1982)
- Establish a laptop program (EMBA 1985)
- Distribute microcomputers to every faculty member (1986)
- Distribute microcomputers to every staff member (1987)
- Establish a networked building (via telephone and modem connection, 1987)
- Introduce e-mail to all faculty, students and staff (1988)

- Adopt Microsoft Excel (1988)
- Require laptops for the EMBA and FEMBA Programs (1992)
- Equip every classroom with a podium computer, projector and VCR
- Wire every seat in every classroom and the library to the Anderson network (1995)

### To Boldly Go

“This has been my trip to the moon,” Frand says of the cultural changes technology brought to management education. “I could not have had this journey in any other department at UCLA. At Anderson, we have the luxury of students who are engaged and faculty who are risk takers; both groups always saw the value of the technology and embraced it early on.”

Frand, a math educator by trade, became director of computing in 1980 at the previous Graduate School of Management complex. He began with one assistant and built the department into a staff of more than 40 programmers, analysts, computer technologists, librarians and library staff. He was the school’s technology strategic planner and grant writer from 1980 through the move to the current UCLA Anderson complex in 1995, and he has written grants totaling over \$7.8 million dollars.

Unlike the traditional “technologist” or “computerian,” Frand approached his position from an educator’s point of view.

“I was always trying to find the technologies that would meet the

faculty’s needs, as opposed to acquiring new ‘toys’ that didn’t have a solution,” he says. “People often start with technology and look for a problem to solve. We were motivated by the opposite: ‘We have a problem and how can we use technology to solve that problem?’”

### An Issue of Management

One of the key “problems” Frand identified early on was the need to

integrate and manage information systems in the business school environment. And he set about resolving it when, in 1993, he was named assistant dean and given overall responsibility for the school’s investment in computer, communication

and information technologies. In this position, he focused on the “access paradox,” the gap between available information and the ability of students and faculty to find what they really need. In leading efforts to address this problem, he helped design a model of the 21st century university library as a fully-integrated information resource organization. The merger of the UCLA Rosenfeld Management Library and Anderson

**“People often start with technology and look for a problem to solve. We were motivated by the opposite: ‘We have a problem and how can we use technology to solve that problem?’”**

Computing Services in 1997 into Anderson Computing and Information Services (ACIS) was the culmination of more than 10 years of planning, persuasion and negotiation.

At the same time, Frand’s influ-



# Faculty

ence extended far beyond the walls of Anderson. From 1980-1999, he authored the *UCLA Annual Survey of Business School Computer Usage*, tracking adoption of computing resources within the business school environment. Recognized as a leader in business school computing, he

“In the classroom today we ask our students not to channel surf and not to multi-task, and already there is a conflict,” Frand says. “Appropriate technology in the classroom is the key for both the faculty and the students. I’ve told some teachers, ‘Don’t use it. Don’t

workshops on strategies for thriving in the information age at meetings around the world. In 2002, he distilled these ideas in a paper with Aura Lippincott entitled, “Personal Knowledge Management (PKM) and Information Overload.”

It’s a topic that evokes tremendous passion in Frand, as he cites the management of information as the “single most significant trend of the future.” He marvels at modern society’s obsession with “total connectivity at all times” and correlates it to the genesis of written language.

“The introduction of instantaneous, ubiquitous communication is of that order of magnitude in my mind, and we don’t yet fully understand the impact,” he says. “It’s going to take a generation or two to sort that out.”

For now, Frand leaves that problem for someone else to solve.

“I’m returning to my roots as a math educator,” he reports of his bittersweet departure from campus. “And I’ll be training kids to compete in the ‘Math Olympics.’”

Though Frand’s physical presence will be missed by everyone at UCLA who knew him, his virtual presence remains. It’s in every keystroke, bit and byte, every blinking monitor and wireless transmitter. And for years to come, even those who never met Jason Frand will benefit from his enthusiasm and expertise. For somebody who “didn’t know what he was doing” all those years, that’s one impressive accomplishment.

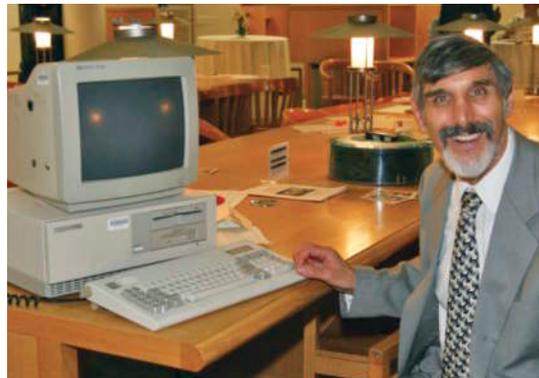
## As a researcher, Frand has explored the impact of computing and information technology in management education.

was an invited or featured speaker at more than 60 conferences. He co-founded the Business School Computing Directors Consortium in 1988 and the UCLA Campus Computing Council in 1997.

A UCLA alumnus, Frand completed his Ph.D. in mathematics education in 1976. At UCLA Anderson, he taught in the MBA and Executive Education Programs. He joined the Information Systems area in 1981 and continued to teach while leading ACIS. During 2003-2004, he taught UCLA’s Introduction to Statistical Reasoning course.

As both an educator and the school’s leading technology specialist, he was in the unique position of introducing faculty and students to computers in the classroom while experiencing its effects firsthand. He’s witnessed a “technological generation gap,” not to mention a learning curve for faculty coping with a multi-tasking, channel-surfing population weaned on MTV, video games and electronic encyclopedias.

change.’ There’s not always a place for technology in the classroom. But



At Frand’s retirement celebration, he posed with various “antiques.”

I cannot imagine teaching a ‘stats’ class the way I taught it in 1969. I would never want to teach that way again.”

### The Next Generation

As a researcher, Frand has explored the impact of computing and information technology in management education. His thoughts on the “Information-Age Mindset” were featured on the cover of the September/October 2000 issue of the *Educause Review*. During the past decade, he has presented papers and

## Eduardo Schwartz Named Ziman Center Director



Professor Eduardo Schwartz is the new director of the Richard S. Ziman Center for Real Estate, a joint

enterprise with UCLA School of Law. Administering university activities on real estate-related topics, the cross-disciplinary center draws on the departments of management, law, public policy, urban planning, engineering and architecture. Along with Jonathan Zasloff, associate direc-

tor of the Ziman Center and UCLA professor of law, Schwartz will lead an ambitious agenda.

“Our primary goal is to enhance the value of the services we offer to the university community and the real estate industry,” says Schwartz, a professor of finance and holder of the California Chair in Real Estate and Land Economics.

Schwartz cited the following priorities going forward: partnering to create synergies with other research centers; encouraging practitioner-oriented faculty research; soliciting industry input and disseminating new knowledge; responding to increased stu-

dent interest by establishing a cohesive curriculum and career management support; and leveraging UCLA’s close proximity to the emerging markets of the Pacific Rim and Latin America.

“An increasing amount of global capital is being invested in real estate, and business practice in the field is becoming much more sophisticated,” says John S. Long, CEO of Highridge Partners and founding chairman of the Ziman Center Board. “Eduardo is a renowned financial scholar with unique qualifications to guide the center in this challenging and exciting time.”

## Sanjay Sood Receives Tenure



Sanjay Sood recently was promoted to associate professor and granted tenure by UCLA. He has been a member of the marketing faculty at UCLA Anderson since 2001.

“Sanjay is an outstanding researcher, award-winning teacher and a tremendous colleague,” says Antonio Bernardo, faculty chairman and professor of economics and finance.

“His promotion is well-deserved.”

Sood specializes in research into marketing management, brand management, advertising and consumer behavior. Some of his most recent topics of study include the effects of branding strategies and product experience on brand evaluations,

competitive anticipation in marketing decision-making, and sensitivity to losses and negative changes. He is an ad-hoc reviewer for the *Journal of Marketing Research* and *Journal of Consumer Research*. Sood was honored as the 2003 Marketing Science Institute (MSI) Young Marketing Scholar.

Sood teaches the core course in marketing to Anderson’s full-time and fully employed MBA students. He also teaches a doctoral seminar on behavioral research in marketing and in the school’s executive education programs. In addition, he is taking over the directorship of the Behavioral Research Lab this year, having previously served as assistant director.

Prior to joining UCLA Anderson, Sood was an assistant professor at Jones Graduate School of Management at Rice University. He earned his doctorate from Stanford University, his MBA from Northwestern University and his bachelor’s in electrical engineering from University of Illinois at Urbana-Champaign.

## BUSINESS 2.0

Dear Anderson Assets reader:

Can design make a difference in business? For Aga, a decades-old British maker of kitchen ranges, it absolutely has. Making some modest tweaks to form and function has turned an appliance associated with country living into an accessory for hip, urban living. Look for Aga ranges to hit showrooms in the United States soon, and for more design success stories, turn to *Business 2.0* on newsstands or at [www.business2.com](http://www.business2.com).

— Josh Quittner ([josh@business2.com](mailto:josh@business2.com))

# How to Heat Up a Stodgy Brand

**Stalwart British stovemaker Aga has captured a lucrative new urban market by selectively modernizing an icon of the gentry.** By Elizabeth Estahani



**M**artha Stewart owns an Aga cooker. So do Tony Blair, Paul McCartney, and other moneyed urbanites. Once a symbol of Britain's stuffy fox-hunting set, Aga's massive half-ton cooker—a word that translates to “range” in the United States—is becoming an unlikely totem of hip modern design.

The 84-year-old Aga Foodservice brand is one of the United Kingdom's most beloved: In the early 1990s, it spawned a genre of fiction, dubbed “Aga sagas,” about Britain's country-dwelling upper middle class. But while its flagship

product, the \$10,000 cast-iron cooker, has remained virtually unchanged since 1922, Aga is proving that even the stodgiest brands can strike a lucrative balance between tradition and innovation. Much like Burberry and Land Rover, Aga in recent years has undergone a radical transformation, releasing a slew of trendy new products while remaining true to its design heritage. Under CEO William McGrath, who took the reins in 2001, both sales and profit have more than doubled. Last year's revenue swelled 15 percent to \$501 million, while profit was up 16 percent to \$43 million. “Aga has moved the brand on,” says Oliver

Wynne-James, a London-based analyst with Panmure Gordon, “by expanding overseas and launching a clever marketing campaign that has positioned the Aga as a central part of a kitchen makeover.”

Radically different from a typical range, Aga's cooker is always on, eschewing knobs and controls in favor of compartments that are constantly heated at different temperatures. Salespeople assure skeptical customers that the feature has a negligible effect on energy bills and that learning how to cook the Aga way is worth the effort. Some Aga owners have found new uses for the heat, like warming up on chilly days, dry-

## Saga of the Aga

	<p><b>THEN</b></p> <p>The traditional Aga for country manors weighed half a ton and featured four heating compartments.</p>	<p>The cooker came in basic colors like white.</p>	<p>The old Aga ran on gas.</p>
	<p><b>NOW</b></p> <p>Aga downsized some cookers to 300 pounds and just two or three compartments, positioning the range for urban markets.</p>	<p>A trendy color palette has attracted a new generation of Aga acolytes.</p>	<p>A new electric version has proven popular, expanding Aga's market share.</p>



ing clothes, and, in one customer's case, using the 150-degree compartment to hatch ostrich eggs.

In the 1960s, Aga was swallowed up by a piping and plastics conglomerate called Glynwed, which neglected the high-end appliance brand to focus on its 80 other subsidiaries. But McGrath, then Glynwed's finance director, saw untapped potential in the well-known brand. "At one point, Aga was 10 percent of Glynwed's business and 90 percent of its publicity," he says. By the mid-'90s, Glynwed began selling off its other divisions, eventually leaving only Aga with McGrath in charge.

Determined to jump-start the

brand's perpetually flat sales, McGrath decided to reposition Aga as compatible with modern urban domesticity. A \$2 million ad campaign took the cooker out of the country home and showed it in the sleek kitchens of stylish young city dwellers. McGrath also invested heavily in Aga's development team, which introduced a broader range of color options—think aubergine and pistachio—and smaller, two- and three-compartment models. In 2004 the company also debuted the popular electric Aga. "We've broadened the customer base so it's a little younger and more urban," McGrath says.

Meanwhile, the company used cash from the sell-offs to go on a spending spree starting in 2000, purchasing four high-end appliance brands—including upscale French ovenmaker La Cornue—with the aim of dominating the luxury market and hitting \$1.8 billion in revenue by 2010. Whether it reaches that goal will depend on Aga's appeal in international markets, particularly the United States. But McGrath is certain that Americans will be telling their own Aga sagas in no time. Whether they'll be calling the range a "cooker" is another story.

*Elizabeth Esfahani is a writer living in London.*

# School of Thought



## How Anderson Impacts Industry

UCLA Anderson is a hub for global thought leaders, attracting premier scholars whose groundbreaking work impacts industry on a daily basis. Whether one's calling is in education or accounting, managing portfolios or personnel, it is likely that lessons from the Anderson school of thought are changing the way business is being done

in that arena. The following stories showcase four Anderson professors – and how their work may well be transforming yours.

### RESEARCH AND REFORM: Making the Grade with Public Schools

Since its publication in 2003, *Making Schools Work* by Professor William Ouchi has proved revolutionary. The book's recommendations for management reform in public education have been implemented by numerous school districts nationwide, illuminating ways in which management principles may be applied in a setting as far from the private sector as possible: the red-taped bureaucratic milieu of a public board of education.

Most recently, *The Academy*

*of Management Journal* convened its All-Academy Symposium at its 65th annual meeting in Honolulu. The topic came straight off of Ouchi's page: "Making Schools Work: Management Reform as the Key." It could be said that Ouchi's work at UCLA Anderson not only closes the gap between the tenets of management and the formation of public policy — it has helped



William Ouchi.

**"I don't do anything unless it has the potential to influence institutions on a national level." – Professor William Ouchi**

construct the actual bridge.

"I don't do anything unless it has the potential to influence institutions on a national level," says Ouchi, who holds the Sanford and Betty Sigoloff Chair in Corporate Renewal at Anderson. "I'm a chaired professor at a renowned management school. I'm not interested in writing articles that nobody reads. That's the whole point of having tenure and a chair. I can take five or six years doing research before showing results. If I don't do that, what's the point of having tenure?"

#### School of Thought

Ouchi has focused on education policy for many years. In Los Angeles, his involvement dates back to the "LEARN" program, a plan that advocated decentralization in public schools. Though the policy was adopted, it never

was implemented formally or fully in the Los Angeles Unified School District (LAUSD).

Ironically, when Ouchi decided to devote serious research to education, his proposals were rejected by traditional education foundations. The initial work eventually was funded in part by a pair of benefactors – Peter Bing and Frank Baxter – and foundation funding finally followed. The papers that emerged from the research, as well as *Making Schools Work*, detail practical principles that seem incredibly obvious from a management perspective. And yet they are anathema to the way many school districts are run.

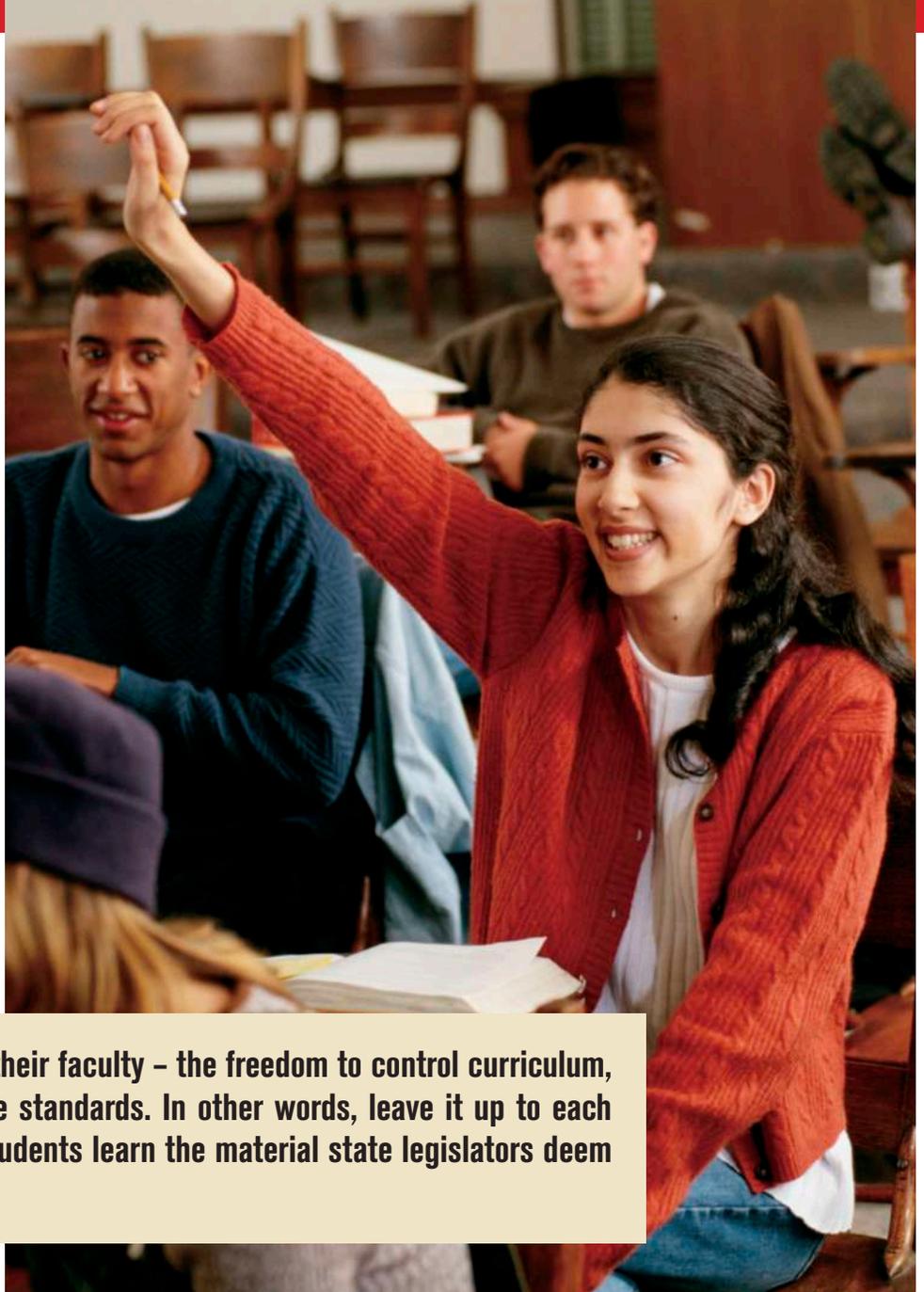
Asked to distill and (reduce) the numerous lessons to the few essential "must-dos," Ouchi responds with what he calls "the four freedoms that must be given to every school."

## The Four Freedoms

The first is the freedom for every school to control its own budget “with strong accountability.” Typically, budgets are centrally controlled by school boards and boards of education.

Second, give school principals the ability to staff their institution as they see fit.

Third, give schools – principals and their faculty – the freedom to control curriculum, provided they conform to state standards. In other words, leave it up to each school to determine how its students learn the



**Give schools – principals and their faculty – the freedom to control curriculum, provided they conform to state standards. In other words, leave it up to each school to determine how its students learn the material state legislators deem essential.**

material state legislators deem essential.

And, fourth, give school administrators the freedom to customize a schedule according to the needs of the individual school, with class periods as long or short as necessary, and with teachers’ meetings built into the process.

Simply implementing these four freedoms produces two critical results, Ouchi says.

“One metric, we have found, is more important than any other in determining school success,” he

notes, “and that’s ‘student load.’ One of the benefits of implementation is the resulting reduction in this metric.”

Student load is the number of students assigned to each teacher. In New York City, the typical high school teacher has five courses of 37 students each; in Los Angeles, it’s 40. As Ouchi points out, no teacher can grade 200 reports or tests and produce substantive comments on each one. “Teachers with that many

students simply can’t engage in a productive way with each student,” he says.

But schools (and districts) that offer principals the autonomy to budget their own money and hire their own staff see significant reductions in student load. Typically, the reduction is drastic, down to between 55-60 students, a total that mirrors numbers at elite private high schools. The second critical result follows: the lower the stu-

dent load, the more students stay in school and the higher test scores rise; over time they climb 30 to 50 percent.

By Ouchi's calculation, six of the largest 10 school districts in the country are implementing – or are attempting to implement – programs that include his research tenets. These districts include New York, Chicago, Houston, Los Angeles, Clark County, Nev., and the state of Hawaii.

### Big Changes in the Big Apple

Chancellor Joel I. Klein, head of the New York City public school system, is no stranger to challenge. As assistant attorney general in charge of the U.S. Department of Justice's antitrust division, he led landmark cases against Microsoft, WorldCom/Sprint, Visa/Mastercard and General Electric. His mandate as chancellor was to reform the largest public school district in the nation. His tenure began in July 2002 and his reforms have been largely successful.

Since coming on the job, Klein has utilized Ouchi's research, and relied on the Anderson professor as a trusted consultant.

"When I was appointed chancellor, I started doing a lot of reading in the field, including some articles Bill had done," Klein explains. "I found that he was focused on school autonomy and the leadership of principals.

Once we started doing the work on our first overhaul, I met with Bill about how to improve our schools.

"Bill understands organizational theory and the alignment of incentives – and the effect of those on human resources and on an organization's culture. This was critical to me, because, in my view, if you have the wrong organizational culture you're not going to succeed. What Bill deals with goes to the heart of reform."

Klein's efforts in New York focus on three principles: leadership, empowerment and accountability. He offers principals performance agreements with measurable targets and then gives them the authority to meet their goals. School leaders control their own budgets, choose which administrators they work with and decide which other schools

comprise their "network."

It's all designed to move authority from a behind-the-lines central administrative source to the educators in the field. And it's all straight out of the Bill Ouchi handbook.

"Bill understands how to align organizational structures in ways that lead to innovation and differentiation, and that begins with more authority at the school level," Klein says. "Organizations that succeed have an alignment between authority and accountability."

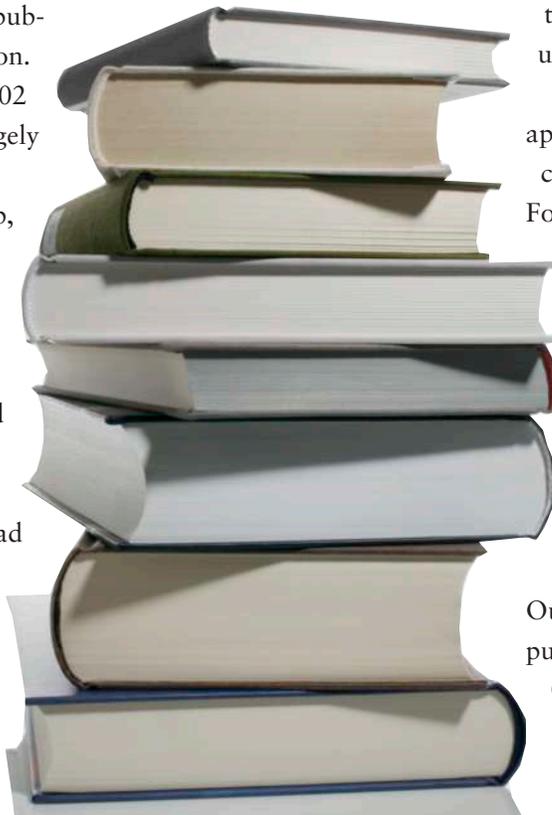
The New York chancellor's relationship with Ouchi is ongoing. Most recently, Klein asked the professor to look at how dollars follow students through the school system.

"Right now, budgets go to the schools," he says. "We're now starting to look at whether or not dollars actually flow in an equitable fashion based on individual student need."

To that end, Klein has appointed Ouchi to his advisory committee on Weighted Student Formula, the next phase of his reform. It should be noted, meanwhile, that all of the work Ouchi does for Klein is *pro bono*.

### Closer to Home

In Los Angeles, Anderson alumnus Marcus Castain ('98) says he also sees how Ouchi's research has informed the public debate on school reform. Castain is the associate director



for education, youth and families for Los Angeles Mayor Antonio Villaraigosa, whose term kicked off with a controversial pledge to

“I help anyone who is serious,” Ouchi says. “But when an idea gets traction, I lose control of it. It becomes an idea that people

run with and they don’t necessarily need me. I just hope the fundamental concepts withstand the variations that will be brought into the implementation.”

As of now, Ouchi is planning a new treatise on schools. Then, he says, he’ll close the book on that subject. He’s not sure what’s next ... but if you’re concerned about health care policy in this country, rest assured that a certain chaired professor at a top-ranked school of management is looking into it.

### **FAIR GAME: Bendersky Scores Win for Paper on Management Style**

It is the exceptional manager who creates an environment in which subordinates feel they



Corinne Bendersky.

**“I help anyone who is serious,” Ouchi says. “But when an idea gets traction, I lose control of it. It becomes an idea that people run with and they don’t necessarily need me.”**

feature

take over and reform the Los Angeles Unified School District.

The LAUSD is fighting the effort, but Villaraigosa’s office continues to move forward.

“We would like to see more decisions move from the central bureaucracy down to the school site,” Castain says. “Resource and staffing decisions should be decided by a strong principal who is working in concert with teachers and parents.”

Castain cites the LEARN movement, which Ouchi chaired, and the Los Angeles Annenberg Metropolitan Project (which also featured involvement by Ouchi) as reform efforts whose principles still resonate to many educators and parents in Los Angeles.

### **Running With It**

Ouchi can be – and often is – critical of the politicians and bureaucrats whose thinking he hopes to transform. But he is gratified to see school reformers apply theories he introduced, whether he is credited with or involved in their implementation.

run with and they don’t necessarily need me. I just hope the fundamental concepts withstand the variations that will be brought into the implementation.”

At the most fundamental level, Ouchi’s provocative work is raising questions. The August 2005 All-Academy Symposium presented in Hawaii by *The Academy of Management Journal* explored two key issues. First, do management scholars have something to contribute to the subject of school reform? And second, have management scholars done enough — not only in the area of public education, but regarding public policy issues in general? On hand to discuss were Ouchi; Richard Riordan, former mayor of Los Angeles and former secretary of education for California; and Hawaii Governor Linda Lingle, among others.

Subsequent to the forum, *The Academy of Management Journal* commissioned a series of papers on the subject, noting that “Professor Ouchi’s work is so unusual and raises so many perti-



### Eye of the Beholder

Bendersky and her collaborators – Olin School of Business Assistant Professor Chris Long and Professor Calvin Morrill of UC Irvine – started with a basic understanding of how employees perceived fairness by their bosses, as found in existing research. One naturally would assume that each subordinate comes to his or her own conclusions regarding the fairness of the manager, with each focusing on his or her own perception of fairness. But the research

are being treated fairly. And while it sounds simple, the challenge comes in defining the word “fairly” and understanding the context in which it is used.

“Lying in the Bed You Make: How Subordinates Monitor their Supervisor’s Efforts to Promote Fairness” is the title of an award-winning paper researched and co-authored by UCLA Anderson Assistant Professor Corinne Bendersky. It investigates the relationship between managerial styles and the perceptions of managerial fairness held by subordinates. These perceptions are based on such things as rewards, mana-

**“We observe that managers who effectively attend to their subordinates’ fairness expectations enjoy higher levels of aggregate subordinate organizational commitment and collective esteem than those who do not.” – Assistant Professor Corinne Bendersky**

gerial decision-making and interpersonal treatment of subordinates by managers.

“Managers need to realize that the way they manage focuses their subordinates’ attention on certain aspects of fairness,” says Bendersky, whose research targets include organizational conflict management and negotiation. “Attending appropriately to those concerns can generate high levels of employee performance. And violating them can be extremely costly.”

demonstrated otherwise, and it all came down to context.

“We found that people who were managed in different ways focused on different types of fairness,” Bendersky says. “But that perception was systematic across all people managed by the same person.” In other words, *perception of fairness is a reaction to the style in which you are being managed.*

“We argue that subordinates develop expectations about specific types of fairness commensurate with the managerial controls

they encounter, and engage in particular fairness monitoring behaviors to evaluate whether their managers fulfill or violate their fairness expectations,” Bendersky reports in the paper’s abstract. “We observe that subordinates who encounter market controls conduct ‘distributive fairness monitoring’ (focused on rewards) and subordinates who encounter bureaucratic controls conduct ‘procedural and interactional fairness monitoring’ (focused on decision-making processes and interpersonal treatment).”

### Fair Play

Not surprisingly, the paper goes on to state: “We also observe that managers who effectively attend to their subordinates’ fairness expectations enjoy higher levels of aggregate subordinate organizational commitment and collective esteem than those who do not.”

Presented at the Academy of Management’s annual conference in the conflict management division, the work was awarded the prestigious Best Empirical Paper prize. Reviewers at the conference unanimously agreed it was the best paper they had read this year and it was subsequently nominated for the Best New Directions paper award as well.

“I’m absolutely thrilled and encouraged,” Bendersky says. “It’s a strong signal that the paper eventually will be published in a high-visibility outlet and will make a contribution to the field. I

think there are already applicable lessons to be shared in the classroom and in the workplace.”

## REAL ESTATE: Staking a Claim in Portfolio Management

Real estate has long been considered an “alternative asset” among portfolio managers. Tagged by the industry as “illiquid,” and thus “undesirable,”



Steve Cauley.

it’s been sorely underutilized to date. But the landscape is changing and new opportunities to optimize asset allocation have appeared on the horizon, say leading scholars at the Richard S. Ziman Center for Real Estate.

Recent research out of the Ziman Center examines asset allocation and the significance of liquidity in fund management. Results reveal that an “illiquid” asset, such as real estate, actually can be a viable

asset class, despite popular thinking by pension funds and insurance companies.

“These institutions have very little money invested in real estate, which seems strange to us as economists,” says Professor Steve Cauley, who explored the topic with Ziman Center Director Eduardo Schwartz and Andrey Pavlov (Ph.D. ‘99), an assistant professor at Canada’s Simon Fraser University and a visiting professor at Wharton. “They perceive of it as a highly ‘illiquid’ asset. What we decided to explore is ‘how much illiquidity can your portfolio afford?’”

More than fund managers initially realized, according to the study, which emphasizes the relationship between fund contributions, distribution of benefits and asset allocation. The team explicitly incorporated the “illiquidity” of real estate investments in asset allocation decisions. And they explored, through the use of a numerical model, the optimal asset allocation for a defined benefits pension fund.

### Liquid Hunch

“It became very clear that you could have a great deal more illiquidity – and not just that you could – but that it would be optimal if you *did*,” Cauley says of pension fund management. He emphasizes the interconnected and relational aspect of assets under one umbrella. “The key is to realize that the ‘relevant’



## Nice Assets

While the bulk of research has focused on pension funds to date, the Ziman Center next will turn its attention to life insurance and casualty companies. Cauley is confident the group's thesis will bear out in this case, as well, even though liquidity is top of mind in that arena.

"Let's assume you're an insurance company and 50 percent of your portfolio is in U.S. government treasury securities that can instantly be turned into cash," Cauley contends. "The other is in assets that you can't unlock for 10 years. If the largest claim you can have on an insurance policy represents

**The research suggests that fund managers would be wise to transform their thinking from a focus on asset liquidity to one on portfolio liquidity.**

measure of liquidity of an asset, such as real estate, is not its liquidity in isolation but its contribution to the 'illiquidity' of an entire portfolio."

Real estate responds to different types of economic conditions than other asset classes, Cauley points out. Inflation is bad for stocks and bonds, for example, but may not be so bad for real estate. And all assets don't go up and down together; they have different rates of return. Even within the real estate class, liquidity varies, depending on the

size and type of the asset, the location and market conditions.

The research suggests that fund managers would be wise to transform their thinking from a focus on asset liquidity to one on *portfolio* liquidity. The study contends that a portfolio can be very liquid even with substantial investments in very illiquid assets.

"Allocations to real estate in excess of 15 percent appear to be desirable for a wide range of cases," Cauley says of the recent findings.

10 percent of your portfolio, that illiquidity doesn't matter very much."

Cauley says the team's main goal is to get institutions to think about asset allocation in a new way, for their own benefit and that of their constituents.

"If companies manage their funds better it should ultimately benefit the consumer," he says. "The ideal would be that consumers contribute less in the future – or even contribute the same – but get more benefits as a result."

## Strength in Numbers: How Transparency Impacts Integrity

Some of the best collaborations are the result of an unexpected coincidence.

Late one night last November, as Professor Carla Hayn prepared to “close shop” after a long day of teaching and research work, she decided to give one last shot at searching the web with the keyword “transparency.” Professor Hayn, like many of her colleagues, has struggled with ways to operationalize the notion of financial transparency for empirical testing purposes. She had a specific question in mind: Are stock prices affected by



**... the more open and transparent a company was, the less likely they were to have an SEC investigation.**

the requirement of the new accounting standard (*SFAS No. 123R*) to expense the estimated value of stock options granted to employees? If so, are they affected differently as a function of the company’s transparency? A good measure of transparency was badly needed for this research to proceed.

As she was about to “google out” for the night, Professor Hayn’s last search result turned up “Audit Integrity LLC,” a company located next door in West LA. The company claimed to have a measure of financial statement transparency. It was obviously too late to call, but when she did contact the company the

next morning, they were as eager as she was to meet and discuss her research interests. After a number of meetings with the company’s top management, Hayn began using Audit Integrity’s measure (known as the Accounting and Governance Risk Rating or AGR®) in her research.

“We established a good working relationship,” Hayn says about her contacts with Audit Integrity. “I’ve had the opportunity to sit in on a couple of strategic meetings and consulted with management on various applications of their product.”

### After Enron

Mike Walter ('93) is responsible for marketing Audit Integrity’s services to institutional investors, including various money managers and hedge fund managers. As explained by Walter, Audit Integrity has developed and refined a proprietary database of approximately 1,000 companies that have had a Securities and Exchange Commission (SEC) enforcement action against them in the last 15 years. The company analyzed the accounting and governance practices of these companies and found the relationship between these firm characteristics and the likelihood of SEC action. What they found was that the more open and transparent

a company was, the less likely they were to have an SEC investigation.

In a post-Enron world, confirmation of this correlation proved very valuable. Audit Integrity tracks more than 9,000 public companies based on their accounting and governance practices, assigning a rating to each. Beginning with a score of 100 and subtracting points when companies' financial statements are more aggressive relative to their past reporting practices and industry peers, conservative companies might have a score as high as 88, while aggressive companies that lack transparency could score down in the teens.

According to Walter, the first clients Audit Integrity attracted were insurance companies offering director and officer insurance. Being able to identify which companies were more likely to be investigated impacted rates. The next clients to come on board were the big accounting firms that were interested in determining which firms were more likely to have to restate their earnings.

### Risk Ratings and Returns

As time went on and Audit Integrity grew, Walter says they began to wonder if the risk rating (which is associated with the level of reporting transparency, disclosure practices and corporate governance attributes) was associated with the firms' stock returns.

"That's where Carla (Hayn) came into the picture," Walter says. "She has done research on accounting disclosures and stock returns."

Hayn says, "Audit Integrity's leaders were curious as to whether their product was related to future stock prices. I did some testing on portfolios formed on the basis of Audit Integrity's transparency measure. The results were surprising. Portfolios of firms with more transparent financial statements performed better over the following one- and two-quarter periods than did their counterparts with less



*Carla Hayn.*

transparent financial statements. This difference was particularly pronounced for smaller firms for which there is less publicly available information."

The relationship between Hayn and Audit Integrity has evolved over time. It allows for collaboration on research topics of interest to both parties. Occasionally, Hayn is called upon to test some aspect of the models developed by Audit Integrity. She often receives calls from potential clients of the company with questions about the quality of Audit Integrity's Accounting-

Governance measure. "I explain to them that while I have found the measure highly correlated with past returns, I have no guarantee that it would perform as well in the future," says Hayn.

### Transparency is Paramount

One of the by-products of the collaboration between Professor Hayn and Audit Integrity is that the company is now one of the sponsors for UCLA Anderson's Directors' Training and Certification Program, which is offered to corporate directors. "Audit Integrity's participation in the program gets board members thinking more about accounting issues and the relative transparency of their own firms' financial statement disclosures," Hayn says.

Enron and the many other accounting scandals of recent history have brought accounting issues and the need for clear financial statements into the limelight.

"Transparency is paramount now," Hayn says. "A quantitative measure that effectively encompasses all of the ingredients that are part of what we conceive of as 'transparency' is a big step forward.

"Investors appear to be paying attention to transparency and to reward it," she concludes, based on her research results. "This is an interesting finding and good news for a company like Audit Integrity that has worked hard to develop and validate a measure to gauge the phenomenon."

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**A**lumni and friends are invited to join UCLA Anderson's Dean's Society, a new giving club designed to recognize and thank annual donors of \$2,500 or more. This important group of leadership donors to the Anderson Fund helps sustain the dean's highest priorities, including student support, faculty research and teaching, and alumni initiatives. Membership benefits of the Dean's Society include a private reception hosted by Dean Judy Olian, and invitations to special events.

"I am a true believer in giving back to those who helped you in the beginning," says Mark Kleinknecht ('03). "As a business owner in New York City, I learn new things every day, but the principles I learned while attending UCLA Anderson



*The Dean's Society targets student support as a key priority.*



*Dean Olian speaks at Commencement 2006.*

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remain at the core of everything I do. In joining the Dean's Society, I know that I play an active role in furthering

Anderson's tradition of excellence."

"Unrestricted funds are vital because they afford the flexibility

to invest in a broad range of students, faculty, administrative and capital priorities, large and small, that are the ingredients of our continued excellence," says Dean Olian. "The Dean's Society is an enormously valuable source of support and I'm particularly pleased that we can acknowledge our donors through this special recognition."

*For more information on the Dean's Society, or to give a gift today, visit <https://giving.ucla.edu/anderson> or contact Thanh Hoang, director of annual and special gifts, at 310-794-7040.*

## Anderson Alumni Answer the Call — and Set Fundraising Record

Anderson alumni set a new record in 2005-2006. The year marked the highest level of participation in the number of donors to UCLA Anderson with a rate of more than 22 percent.

Every two years, UCLA Anderson reports this number to *BusinessWeek*. When this figure was reported in 2004, alumni participation was 17 percent. The five percent increase during the past two years signals the strength of the alumni network and demonstrates its commitment to prospective students and faculty.

While the momentum in increased percentage of donors is strong, UCLA Anderson seeks to continue this trend by growing to 31 percent by 2011. To succeed, approximately 170 new donors are needed every year, in addition to the renewal of annual gifts by all current donors.

“Just as ‘every vote counts’ in an election, any amount that alumni can contribute helps Anderson,” says Chris Jenks ('94), a member of the Anderson Fund Development Committee. “It is very important to increase the percentage of alumni who donate to the school. The experience most of us had at Anderson should inspire us to give back

every year. To me, the amount is less important than the gift itself.”

The classes of 2006 had a direct impact on the significant increase in alumni participation.



*The Class of 2006 reached the highest level of participation in number of donors to UCLA Anderson over the past 10 years with a rate of more than 22 percent.*

A remarkable 97 percent of the full-time MBA class, 59 percent of the Fully Employed MBA class and 93 percent of the Executive MBA class gave to the enormous-

“The fact that Anderson has been able to achieve its level of excellence, given the limited resources and continuing budget cuts it has faced, fills me

with pride,” says Suleyman Gokyigit ('06). “If the faculty and staff of Anderson have worked so hard to bring the school to the level it is at now, shouldn't it be our responsibility as alumni to give back to the school in whatever way we can?”

“Although UCLA Anderson is a public school, it depends on private funds to exist,” Jenks adds. “The more alumni can help to diminish the school's dependence on public money, the further Anderson can continue on its

**Your gift counts! The return on your investment is the boost in the value of your degree and the knowledge that you made a direct impact on the excellence in management education at UCLA Anderson.**

ly successful Anderson Affiliates campaign. This resulted in 460 new donors. (The Affiliates campaign allows graduates to pledge a larger amount to be paid in installments over four years.)

path to excellence.”

To give to UCLA Anderson today, visit <https://giving.ucla.edu/anderson> or contact Thanh Hoang, director of annual and special gifts, at 310-794-7040.

## Ensuring Academic Excellence

**A**s a world-class research institution that powers the economy and provides social benefits to California and beyond, UCLA has embarked on a campus-wide, five-year plan to raise \$250 million to support the key to the university's success: the ability to recruit and retain top students and faculty. The ambitious plan ensures that UCLA will maintain its momentum regarding this ongoing mission.

For UCLA Anderson, which is recognized for its cutting-edge research and for training global business leaders, this means focusing fundraising efforts on its academic core. Attracting and retaining the best and brightest faculty and students to the school is paramount.

### Student Fellowships

## Jeff Henley ('67)

**J**eff Henley ('67) may be chairman of Oracle Corp., the world's largest enterprise software company, but he did not grow up in a privileged family. When he was four years old, Henley's father was killed while serving as a pilot in the United States Air Force. His mother

at several schools, including Anderson.

"Since I didn't have the money growing up, I like the idea of not just putting the Henley name on a building, but helping students through fellowship support," he says. Along with wife Judy, Henley has provided four deserv-



*Henley Fellowship recipients Christopher Arnwine ('07) (left) and Aaron Greeno ('07) (right) flank benefactor Jeff Henley ('67).*

worked full-time to support her three young children, and as the eldest, Henley knew that his desire to attend college would come with a hefty financial struggle. Thanks to a tenacious work ethic and support from the Veterans Affairs (VA) program, Henley acquired the funding to attend the University of California at Santa Barbara. He went on to receive his MBA at UCLA Anderson in 1967, and today he supports students

ing Anderson students with two-year fellowships through annual gifts. "If Judy and I don't reach out to students," he notes, "they may not have the same opportunity I did to receive a quality education."

Last year, Christopher Arnwine ('07) and Aaron M. Greeno (JD/MBA '07) received the first two Jeff Henley Fellowships. Because student fees have more than doubled since Arnwine and

## Oracle Chairman Champions Students

Greeno were accepted to UCLA Anderson, the two-year Henley Fellowship has provided much-needed tuition relief.

“Thanks to the Henleys’ generosity,” says Arnwine, “a lot of stress has been relieved in terms of wondering how I am going to pay back an overwhelming amount of debt.”

Greeno, who is also a JD candidate, echoes this sentiment. “When I chose UCLA, the decision was based on both the culture of the business school and academic excellence at a great value (then \$11,500 a year). Soon after, tuition more than doubled, but the Henley Fellowship made the dual degree program a realistic possibility,” he says.

Cutbacks in state resources for public higher education can affect UCLA Anderson’s potential to attract high-quality students like Arnwine and Greeno. Today, student fees are close to that of a private institution. Residents are paying \$26,944 per year and non-residents are paying \$36,094. Many private schools are able to offer leading MBA candidates guaranteed two-year fellowship support. However, UCLA Anderson lacks sufficient resources to assure substantial financial aid to top students. The Henleys’ gift allows UCLA Anderson to award students with \$12,000 for two years of study. It is also in alignment with the UCLA campus-wide initiative, Ensuring Academic Excellence. This effort aims to raise \$50 million for student fel-

lowships in the professional schools and \$100 million for endowed faculty chaired positions.

In addition to delivering financial assistance, fellowships can provide students with the flexibility to participate in career-building activities that augment or influ-

**The Henleys’ gift allows UCLA Anderson to award students with \$12,000 for two years of study. It is also in alignment with the UCLA campus-wide initiative, Ensuring Academic Excellence.**

ence future vocation options.

“The Henley Fellowship has freed me to explore a wider range of opportunities,” says Arnwine. “I took an internship during the school year that provided me with a great experience in an industry that I may not have approached had money been my biggest concern. That, combined with my summer internship, has put me in a strong position for my full-time job hunt. Going into my second year, I have more clarity about what I want to do and where I want to be upon graduation.”

“The Henleys’ support has gone a long way to lessen the burden of debt that comes with financing my own education,” agrees Greeno. “It has allowed me to spend time focusing on my long-term goals and studies rather than working part-time to make ends meet.”

Named fellowships, such as the Jeff Henley Fellowship, help UCLA Anderson secure a diverse and talented group of students by ensuring a world-class education

at an affordable price. A minimum gift of \$200,000 provides one student with a \$10,000 fellowship for both years of study. Endowed fellowships can be established with a gift of \$250,000. Both types of fellowships may be named in the honor of the donor

or someone of the donor’s choosing. Smaller gifts to support students also are appreciated. These gifts may be directed into the general fellowship fund, which is distributed annually based on need and/or academic excellence.

“I hope we will establish a relationship that will last,” says Henley. “If I can be helpful to Anderson MBAs in their careers, I’d be happy to be of assistance. Interacting with the recipients makes you feel good about giving the fellowship.”

“It says a lot about the pride that Mr. Henley has for UCLA Anderson, that he’s willing to give back and help current students so much,” says Arnwine. “I can’t emphasize enough how significant his gift has been for me.”

*For information about how you can help support UCLA Anderson’s best and brightest students, contact Roe Fellows in the Office of Development at 310-825-7853 or [roe.fellows@anderson.ucla.edu](mailto:roe.fellows@anderson.ucla.edu).*

# Distinguished Alumni Honored at Weekend



## B. Kipling Hagopian ('66) Receives 2006 John E. Anderson Distinguished Alumni Award

**A**t Alumni Weekend 2006, B. Kipling (Kip) Hagopian ('66) received the John E. Anderson Distinguished Alumni Award. Hagopian joins a prestigious group of prior recipients that includes John E. Anderson ('40), president and founder of Topa Equities Limited; Eugene Rosenfeld ('56), sole proprietor of Forest Lane Group; Jeff Henley ('67), chairman of the board at Oracle Corp.; and Ric Kayne ('68), CEO of the investment management firm Kayne Anderson Capital Advisors, L.P.

"I'm very happy to be in such distinguished company," Hagopian says of the Anderson award. "It's a real honor to be included."

Hagopian is managing partner



*Kip Hagopian ('66) and Dean Judy D. Olian.*

of Apple/Oaks Partners LLC. Prior to founding Apple/Oaks Partners, he co-founded Brentwood Associates, one of the largest and most successful venture capital and private equity firms in the country. He and one of his Brentwood co-founders are the owners of Apple/Oaks Partners.

A member of the school's

Board of Visitors, Hagopian has a long history of involvement with UCLA Anderson. Most recently, he was vice-chairman of Campaign Anderson, the highly successful fund-raising effort that exceeded its 10-year goal in December 2005.

"It was a thrill to be involved in the campaign, but it is a little awkward to receive accolades for its success," Hagopian says. "In fact, there were literally dozens of dedicated and generous people involved who deserve as much credit as I do. I'm excited that we broke the \$20 million mark in the last 10 months of the campaign. It's a credit to the generosity of hundreds of people."

### No Fear of Commitment

Hagopian feels strongly about his obligation to UCLA Anderson. In short, he believes

## Jay Ferguson ('94) Honored with 2006 Alumni Service Award

Joining Hagopian as a 2006 honoree is Jay Ferguson ('94), recipient of the UCLA Anderson Outstanding Alumni Service Award. Ferguson joins Clayton Frech ('98) and Regina "Reggie" Regazzi ('97) as the third UCLA Anderson alumnus to be recognized for his exceptional dedication to the school.

"I'm extremely honored," he says. "That it was unexpected makes it that much more special."

Ferguson is a partner at Kline Hawkes; he joined the firm at its inception. He is a member of the investment committees for Kline Hawkes California, L.P., and Kline Hawkes Pacific, L.P. He is a past president of the UCLA Anderson Alumni Association and past member of the Anderson Board of Visitors. But in addition to these very visible positions, his peers consider the intangibles he brings to his UCLA involvement that made him deserving of the award. Specifically, it's been said that his

example motivates others to participate in the UCLA Anderson alumni network.

### It's a Given

Hearing this for the first time, Ferguson says he's pleased that fellow alumni are inspired by his actions. He recalls a time a passenger on a plane recognized him from

a talk he gave during orientation and that his fellow traveler seemed impressed by his passion and commitment to Anderson. "But," Ferguson says, "I've gotten far more from UCLA Anderson than I can ever give back. I feel a debt that needs to be repaid."

"Whether or not you are active, you are an alumnus forever," he continues. "You are an alumnus a lot longer than you are a student. Giving back to Anderson is the next logical step after graduation. Your degree only becomes more valuable as the school becomes stronger."

His peers also note that when doing business, Ferguson seeks out ways to work with fellow alumni. Again, Ferguson points out, he's received more as a result of his association with Anderson than he's given.

"I've gotten a number of deals through the network, and these are often of a higher quality than others I've done," he says. "If I have 20 calls to return, I try to return them all, but I'll always return the call with an Anderson connection in short order."

And while Ferguson spends less time on campus on a weekly basis than he has in the past, his affinity for the school remains resolute. "At our firm, we love to hire Anderson graduates. I still lecture on campus whenever I am able. One of my key advisors is (Senior Associate Dean) Al Osborne, so I still have that connection and I continue to benefit from the relationship."



Jay Ferguson ('94) (left) with Professor Don Morrison.

that everyone who earns a degree at the school owes UCLA a debt of gratitude for the education they received – in part, at taxpayer expense. "As a student and an alumnus, you find that being around smart, educated people is part of the process for the rest of your life. We all received an enormous gift. And it's important to give back."

Even today, Hagopian says he benefits from his association with UCLA Anderson.

"My relationship to the school allows me to stay in contact with the Anderson family," Hagopian says. "It's very intellectually stimulating to be around the quality of people on our faculty. Everybody is brilliant and you can't get into a conversation here without learning something."

# Classnotes

## 1976

**Full-Time MBA Class Correspondent:**  
**Paul Bowinkel**  
e-mail: paul.bowinkel.1976@anderson.ucla.edu

## 1982

**Full-Time MBA Class Correspondent:**  
**Garry Tyran**  
h: (301) 652-6632  
e-mail: garry.tyran.1982@anderson.ucla.edu  
1982 Full-Time MBA Class Notes by Garry Tyran

This summer, my wife, Barbara, and I toured the UCLA campus and Westwood. We were impressed with all the new development going on and what a standout the UCLA Anderson School of Management continues to be. We had a terrific lunch at the Acapulco restaurant and noted sadly that the Moustache Cafe has closed. This reminded us that time is going by quickly with a lot of change, and I would encourage all of you to attend our 25th reunion in October 2007. Please feel free to e-mail me your class notes along with any photos so that we can share them with the rest of our classmates. Thanks in advance for taking a moment to send me an update! Best regards.

## EMBA 1984

**EMBA Class Correspondent:**  
**John Scillieri**  
e-mail: john.scillieri.1984@anderson.ucla.edu

## 1984

**Full-Time MBA Class Correspondent:**  
**Joanne Haase**  
e-mail: joanne.haase.1984@anderson.ucla.edu  
1984 Full-Time MBA Class Notes by Joanne Haase

**Susan Vanderlip** launched an impressive e-mail volley during the summer, which surfaced news from classmates all

around the world (kudos to Susan for inspiring so many to write in!). Now living in the Minneapolis area, she works in distribution management for Macy's and reports that while one daughter is a junior in high school, she recently packed up her oldest daughter to start school at UC Davis this fall (perhaps giving her a convenient excuse to get back to California more often?) ...

**Kathryn Cornelius** signed on to report that she's been living outside of Milan (yes, as in Italy) for the last 13 years. In addition to raising three kids (21, 18 and 13), she's remained busy consulting and teaching operations (currently SAP implementations for small-medium Italian firms). ... **Ann [Hilles] Reimer** reports in from Tasmania, Australia, where she has lived for the last 15 years. She writes that she loves "being a part of a small community" in a "beautiful and pristine place," that's about the size of California. She and her husband run a small consulting firm and are also busy raising a daughter. Having become an Australian citizen, she doubts she'll ever move back ("It is a life-changing experience to be able to leave a culture in which you grew up and were educated and find a better life elsewhere.") and strongly encourages all to "come visit this lovely country." ... **Wyatt Emmerich** weighs in from Jackson, Miss., with news that he returned to his family's newspaper business after spending a few years in New York City working for the New York Times Company and Merrill Lynch. In addition to managing the paper and writing articles, he's busy raising three kids (9, 7 and 4). ... **Toni Belcher** is on the move again as she moves further inland to (jeeepers, creepers!) Peoria, Ill., from Phoenix, Ariz. Recently married, she and her husband took new positions at the Caterpillar Company. She describes her new position as a Six Sigma "Black Belt" in the corporate marketing area. ... **Petrus Williams** reports that he's had an impressive array of jobs in Los Angeles since leaving Anderson. Starting with system engineering jobs at IBM and Lotus, he moved into consulting at Ernst & Young and then back to the client side, managing IT departments with Dreamworks and the J. Paul Getty Trust (where he currently works). Now a couple of decades later, and married with two kids (9 and 6), he writes that he still considers himself a New Yorker (Mets or Yankees?!). ... **Joel Fried** has enjoyed tremendous job stability, reporting he's working at the same Pasadena-based investment management firm since graduation. He sent his oldest daughter off to college in Philly this year but still has two more teenage kids (15 and 10) at home. ... **Ken Van Wagenen** spent only a year in the Bay Area before transferring back to Los Angeles. He boasts the same work phone number since 1986 after Wells Fargo bought out Crocker Bank. He's now working

as a high-net-worth financial consultant in the downtown Los Angeles office and raising two kids (20 and 16). He inquired about the whereabouts of **Ulf Brunstrum** and was quickly rewarded with an e-mail response from Janet Brown who says he's living in London and raising twins. ... **Janet Brown** also provided a personal update, reporting that she headed off to New York City after graduation to work in investment banking for Prudential Bache. After five years, she moved back to Los Angeles, spent a few more years there before moving on to First Capital where she did some reorganization and bankruptcy work for about three years. She spent another three years managing finances for the founder of Redken. Married with two kids (13 and 10), she promises to see us all at the next reunion. ... **Steven Renard** has worked hard at IBM since graduation, moving through a number of positions and carving out the dream Los Angeles commute ("50 feet from the back bedroom to the front home office"). Currently, he's the program manager for customer satisfaction for the System Storage brand and keeping busy juggling the extensive athletic endeavors of his three kids (15, 14 and 9). ... **Adele [Deming] Chong** writes in to say she enjoyed a great reunion with classmates **Gretchen [Toby] Tyler**, **Frieda Gehlen**, **Kathleen McIntosh** and **Mark Timmerman** on a week-long vacation together in Kona in May. While Adele lives nearby on Oahu and works for the State of Hawaii Department of Education as an administrator of the Budget Preparation Section (the only statewide school system in the USA), the others flew in from the mainland as Gretchen lives in Fresno, Frieda lives in Glendale, and Kathy and Mark are in Boise. ... **Atsuo Shibota** e-mailed news that he moved to Beijing (China) in October 2005 and is working as the director general of the Japan External Trade Organization (JETRO). ... **James Flori** writes that he's released his third CD of original music called "Structure" and is currently working on a historical fiction set in ancient Greece. For his CD, James wrote all the songs, played all the instruments (guitar, piano, sax, banjo, drums, etc) and sang all the vocals. Mostly acoustic, but sometimes electric, you can check out sample clips on his web page Jamesflori.com and buy it online at both Amazon and CDBaby.com.

## EMBA 1985

**EMBA Class Correspondent:**  
**David Potyk**  
e-mail: david.potyky.1985@anderson.ucla.edu

## 1985

**Full-Time MBA Class Correspondent:**  
**Peter Cowen**

e-mail: peter.cowen.1985@anderson.ucla.edu

## 1986

**Full-Time MBA Class Correspondent:**  
**Robert Simoni**

e-mail: robert.simoni.1986@anderson.ucla.edu

1986 Full-Time MBA Class Notes by Robert Simoni

**Paula Royalty** reports that she has taken a job as a public defender with the Yakima County Department of Assigned Counsel in Yakima, Wash., and is really enjoying her new career. Something she thought about doing all her life. ... **John H. Scott** now serves as chief of the energy conversion branch at NASA's Lyndon B. Johnson Space Center. In this capacity he manages the team of engineers who represent the manned space program's core technical expertise in fuel cells, batteries, hydraulics, pyrotechnics and the mining of lunar resources. He is also an occasional speaker and published author on fuel cell technology and The Hydrogen Economy. John, his wife, Dr. Marya Laupa-Scott (DDS, '87), daughter Emily, 9, and TRIPLETS Olivia, John and Michael, 2, are at home in Houston.



John Scott.

... **Jeb Bonner** has just completed two years as vice president and chief financial officer at the Greater Los Angeles Zoo Association, the support organization for the Los Angeles Zoo. He admits that business school didn't quite prepare him for the breadth of the job: from tending to the electronics of animatronic dinosaurs to worrying about the price of hot dogs, but at least he now can say proudly that he works with a bunch of animals. ... Two new jobs reconnected classmates, **Monica (Boguski) Calzolari** and **Robert Montemayor**. Twenty years ago, Monica remembers Robert landed a prestigious role as a reporter for *The Wall Street Journal* with his newly minted Anderson MBA. Monica worked in the career development office at the time.

Since then, Robert also held several corporate positions, including one at *BusinessWeek*. He even spent some time as a developer in Texas where he wrote his first book, "Right Before Our Eyes: Latinos Past, Present & Future." Monica has a new sales role promoting a Women in Leadership Summit in Boston this November and in San Francisco, Calif. in November 2007. When she contacted *WSJ.com* about sponsoring these events for added exposure and new corporate subscribers, she was told she'd have to wait for the new hire to start. To her complete surprise, it was Robert Montemayor, the new director, corporate circulations manager. When Robert pronounced his last name over the phone, Monica knew she had heard that voice before. *The Wall Street Journal* connection from their UCLA days led to Robert and Monica doing business together 20 years later. ... **Gloria Sanchez** (Arts Management '86) with spouse Jean Claude, has owned and operated *bistro du soleil*, a French restaurant in Playa del Rey, Calif.

## EMBA 1987

**EMBA Class Correspondent:**

**Roger Plotkin**

e-mail: roger.plotkin.1987@anderson.ucla.edu

## 1987

**Full-Time MBA Class Correspondent:**

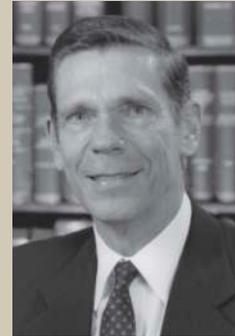
**Mary Lor**

e-mail: mary.lor.1987@anderson.ucla.edu

1987 Full-Time Class Notes by Mary Lor

We have some updates from London! **Mike PreFontaine** has lived in London for much of his post-MBA career, having worked there in consulting for Senn-Delaney, Arthur Andersen, Scient and Deloitte Consulting. He left Deloitte in December 2005 to pursue more entrepreneurial opportunities. Mike is now the strategic and financial advisor for Sona MedSpa, a Michigan family business with his siblings, which specializes in aesthetic, anti-aging and wellness treatments and products. He is also VP of consulting services for EMEA at Freeborders, a San Francisco-based technology services company. Even though both companies are based in the United States, Mike recently moved into a new home in London where he lives with his wife, Alison, and their kids, Amiee, 9, Lucas, 6, and Daniel, 4. They have been traveling a lot lately in the United States and Europe, including a trip to Spain with **Ed Stearns** and his family. ... **Anthony Stalker** returned to London two years ago after living in Hong Kong for 11 years. He is now a partner at ADM Capital Europe, a distressed debt fund in Asia/Europe. While in Hong Kong, Anthony worked at Merrill Lynch and had four children with his wife, Patsy. Their children are Sophie, 11, Sasha, 9, Toby, 7, and Lucy, 5. This past September, Anthony went

## An Ernst & Young Entrepreneur of the Year



Edward Wedbush ('57) has received Ernst & Young's Entrepreneur of the Year® 2006 award for the greater Los Angeles area in the financial services cat-

egory. Wedbush is president and CEO of Wedbush Morgan Securities, which was founded in 1955.

Created and produced by professional services firm Ernst & Young LLP, the award is the first of its kind. Selected by an independent panel of judges composed of leaders from business, academic and civic organizations, it recognizes outstanding entrepreneurs who are building and leading dynamic and growing businesses with demonstrated excellence and extraordinary success in such areas as innovation, financial performance and personal commitment to their businesses and communities. The honor has regional, national and global levels in more than 100 cities and 35 countries.

"Ernst & Young Entrepreneur of the Year award winners embrace the entrepreneurial spirit and determination necessary to achieve success," says Tony Radaich, program director for the greater Los Angeles area. "Ernst & Young is proud of its 20-year history in recognizing and supporting these outstanding leaders and their companies."

As a regional winner, Wedbush is eligible for consideration in the national program. The overall national Entrepreneur of the Year award recipient is then considered for the world event held in Monte Carlo.

golfing in Ireland with 19 of our classmates. ... **Carrie Kauslick Coombs** writes that she continues to be a free-lance management consultant and executive coach. She recently spent six months in an interim partner role with Eden McCallum, the leading independent consulting firm in London, a great experience which taught her how much she loves being independent rather than employed. She is able to do interesting work with some wonderful clients, while being able to drop off and pick up her sons from school. Carrie has lived in London for 19 years, but she is hoping to return to the United States one day. In fact, she wants to retire in Laguna Beach. For now, she lives comfortably in the southwest suburbs of London with her husband, Byron, and kids, Michael, 14, and Ben, 11.

## EMBA 1988

**EMBA Class Correspondent:**  
**John Davis**

e-mail: john.davis.1988@anderson.ucla.edu

## 1988

**Full-Time MBA Class Correspondent:**  
**Gigi Johnson**

e-mail: gigi.johnson.1988@anderson.ucla.edu  
1988 Full-Time MBA Class Notes by Gigi Johnson

After eight plus great years at BlessingWhite, **Jeff Rosenthal** has joined the executive search firm Russell Reynolds Associates in their San Francisco office as executive director of human resources practice. His role will be recruiting senior level human resources executives for client organizations in the Western United States.

## EMBA 1989

**EMBA Class Correspondent:**  
**Don Haselkorn**

e-mail: e.haselkorn.1989@anderson.ucla.edu

## 1989

**Full-Time MBA Class Correspondent:**  
**John Burns**

e-mail: john.burns.1989@anderson.ucla.edu  
1989 Full-Time MBA Class Notes by John Burns

**Andy Elliott**, his wife, Kelly, and their three boys, Henry, 5, Harrison, 4, and Patrick, 4, live in Covington, La. on 10 acres of land close to New Orleans. Along with their two dogs, cat and 15 goats, they rode out Katrina together, measuring wind gusts of 160 MPH. They had no flooding but lost power for over a month and phone/Internet service for three months. Andy is still running CheckPoint, a startup company he formed in 1993

that designs and manufactures pumps and systems for the oil and gas industry among others. The business now has 43 employees and has additional offices in Singapore, Scotland, Canada and Houston. Andy's aspirations include owning a tractor and a large diesel pickup truck; not quite the same toys he had envisioned aspiring to when he left Anderson!



*The Andy Elliot Family.*

... **Mark May** remains with IBM, and is now an executive consultant and program manager in global technology services. He has also been spending a lot of time with Reading to Kids (<http://reading-tokids.org>). It is a grassroots, volunteer-led reading program for children at four schools in underserved parts of Los Angeles. He runs the program at one of the schools and is also on the board of directors. ... During his never ending research on Stanford sports, Mark ran across classmate **Tony Coffey's** name online. Tony has now completed 20 marathons and is the head coach of Impala Racing Team in San Francisco <http://www.impalaracingteam.org/coaches.html>. ... Those of you who remember **Steve Bennet's** "outstanding" attendance record at class will be surprised to learn that Steve is on the faculty of the College of Business at San Jose State, teaching a course on the fundamentals of finance. Steve is founder and managing director of Bodega Partners, a venture catalyst and management consulting firm, which aids early-stage companies in strategic planning, finance and business development. In the past 10 years with Bodega, he has helped over 75 companies meet their strategic and financing goals and has taken the CFO role in over a dozen of these companies.



*Steve Bennet.*

... Last spring, **Steve Hilton** became the chairman and CEO of the Conrad N. Hilton Foundation, adding to his previous title as president. His son, Christian, who

was born the week of first-year exams at Anderson, is off to college at Yale this fall. ... **Greg Vena** has made the big time in real estate, acting as the exclusive broker for Costco. He is a senior vice president at Northwest Atlantic.

## EMBA 1990

**EMBA Class Correspondent:**

**Chris Campbell**

H: (617) 969-5386. c: (617) 872-8728

e-mail:

christopher.campbell.1990@anderson.ucla.edu

## 1990

**Full-Time MBA Class Correspondent:**

**David Pederson**

e-mail: david.pederson.1990@anderson.ucla.edu

**Jeff Dodson** writes in, "I continue to enjoy the executive recruiting industry after working in it the past six years. I am happy to report that I have recently moved over to Heidrick & Struggles as a partner in their life sciences practice. I will work out of the firm's Chicago office and will continue to serve pharmaceutical, biotech, medical device, diagnostics and other life sciences clients."

## EMBA 1991

**EMBA Class Correspondents:**

**Sharlene Lyon**

e-mail: sharlene.lyon.1991@anderson.ucla.edu

**Steve Tobenkin**

e-mail: steven.tobenkin.1991@anderson.ucla.edu

## FEMBA 1991

**FEMBA Class Correspondent:**

**Jeff Horn**

e-mail: jeffrey.horn.1991@anderson.ucla.edu

## 1991

**Full-Time MBA Class Correspondents:**

**Maria Hermanussen**

e-mail:

maria.hermanussen.1991@anderson.ucla.edu

**Anne Vollen**

e-mail: anne.vollen.1991@anderson.ucla.edu

## EMBA 1992

**EMBA Class Correspondent:**

**Jerry Garner**

e-mail: jerry.garner.1992@anderson.ucla.edu

## EMBA 1993

EMBA Class Correspondent:

Judith McCourt

e-mail: [judith.mc.court.1993@anderson.ucla.edu](mailto:judith.mc.court.1993@anderson.ucla.edu)

## FEMBA 1993

FEMBA Class Correspondent:

Steven Brennan

e-mail: [steven.brennan.1993@anderson.ucla.edu](mailto:steven.brennan.1993@anderson.ucla.edu)

1993 FEMBA Class Notes by Steven Brennan

The FEMBA 1993 class is back with new updates. First up, **Steve Walden** reports from Denver and says, "I wish my update were more exciting. I've been operating under cover as the director of finance at TeleTech. I'd tell you my secret assignment, but then I'd have to kill you. My three kids and I love living in Colorado. My baby girl, who was born while I was in FEMBA, is learning how to drive now - yikes!" ... **Pasha Moghaddam** says that things are rather quiet for now, but business is picking up. Still at Spring Street Capital and looking to do deals abroad. Also still single and, surprisingly, no kids either. ... **Scott Douglas** says, "Things are going well over in Palos Verdes. We still live in the same house we purchased while I was at Anderson, and I still have the same wife. However, in order to maintain the latter of those two, the former is going to have to change. Fortunately the commercial real estate market continues to hold its own, and the residential market is starting to show signs of softness. I have largely been a seller of commercial buildings over the last couple of years in Southern California and a buyer of buildings in Phoenix and Tucson. It now appears that we may be selling some of the acquisitions in Phoenix too. All in time to maintain that marital status to which I have become accustomed. In any event, the three kids are all well. Two are playing soccer; all three are playing some tennis. I should say, all four are playing tennis, as my wife plays more tennis than I ever dreamed of playing (hopefully some of the pending sales will make, and I will play catch up with her in that category)." Hope I didn't mess up that quote, Scott. ... Next, **Steve Franklin** sent an e-mail from the beach, and says, "Colleen and I are vacationing in Poipu, Kauai, this week sans kids, and you can say hello to everyone from '93. Our older two just began their junior years at Canyon High School in Canyon Country, our middle child started fifth grade, and our baby started second grade. Our kids all ski and snowboard now, and we took wonderful trips to Mammoth and June Lake earlier this year"... **Michael Singh** noticed that we hadn't had any FEMBA '93 updates in a while. "I assumed you had retired from the helm; glad to hear you're just lazy." He is still SVP/regional manager with Goldman Sachs Mortgage, doing big deals. ... Also, sources inform us that **Bruce Alberts** is now CFO at Western Asset Management Company (WAMCO), a big money management firm. Bruce would neither confirm or deny the report. ... And lastly, for the piece-de-resistance (no hablo France here) **Albert Graham** sent an update from Paris where he now owns a Subway store smack in front of the Notre Dame Cathedral on the Left Bank of the Seine River.



Albert Graham at his store.

Not to be outdone, **Lannie Scoggins** says she will be opening up a La Petite Boulangerie next to Disneyland.

## 1993

Full-Time MBA Class Correspondent:

Ann Bartron Morris

e-mail: [ann.morris.1993@anderson.ucla.edu](mailto:ann.morris.1993@anderson.ucla.edu)

1993 Full-Time MBA Class Notes by Ann Bartron Morris

Greetings, Class of 1993! As usual, our classmates are busy moving and shaking. ... **Adam Olive** writes, "I've moved back to London to run some internal hedge funds for HSBC Bank. Wendy and I are going to keep our house in Park City, Utah, so she is still in the United States getting it ready to rent out (know anyone who might be interested?!). London seems more cosmopolitan and richer than when I lasted worked here 10 years ago. The new business district at Canary Wharf has come on a lot since then - it's like Battery Park in lower Manhattan but quite a bit larger." ... **Rick Robinson** writes that he and **Terrie Robinson** have also moved, "Terrie and I, along with Rachael and Skylar, are moving from Oakland to Scottsdale, Ariz. Terrie accepted the CFO/COO position at Gold Canyon Candle in Arizona." Congratulations! ... **Kinya Horikoshi** (yee! Section F!) has also made a big move - back to California, "After eight years in New York, Tomoko and I finally moved back to California! We now live in San Ramon, in the East Bay of San Francisco Bay Area. I am working for Amana Productions, a large visual production company, as EVP of business development. We make commercial still photography and theatrical films. We have new family members, Karin, 9, and Reina, 1, Horikoshi (both girls), and they are excited to live in California for the first time!!" ... Uber-author **Randy Gordon** is living a great life in both Northern and Southern California, "Julie and I did a triple date three weeks ago with the **(Dave) Riberis** and the **(Glenn) Oratzs** at Baja Cantina in Venice." Randy's daughter, Beatty, 5, just started kindergarten at Marin Waldorf School.



Randy Gordon, Ann Morris and Cheryl Chen at the San Francisco Meet the Dean event in the Carmelina Room.

## Added to DATAlegro's Executive Team

Richard Little ('77) has joined the executive team of DATAlegro as CFO. With offices throughout the United States, as well as in Europe, the company is a leading supplier of data warehouse appliances, using their patent-pending technology to help companies run faster and more complex queries on their data in order to increase their business intelligence.

"Richard has a wealth of experience in the data warehousing market, having been CFO at Teradata while they were at a similar stage to ours," says Stuart Frost, CEO of DATAlegro. "Combined with his expertise in finance and operations, we expect him to be a valuable asset to the company."

Little has more than 30 years of financial and operating management experience with both public and private growth companies. He was at Teradata during its first three years, when the company grew from its first sale to \$145 million in revenue and completed a highly successful global IPO.

Having extensive experience in helping companies to build strong teams to drive growth, Little has been a key executive in five early-stage, high-growth companies. Prior to Teradata, he was the CFO of Quotron Systems during its high-growth years as the leading provider of online financial information. During this five-year period, prior to its acquisition by Citibank, the company grew from \$60 million to \$350 million in annual sales.

... **Chris Ducker** is still in Colorado, "Moved to Durango so that the kids could be in better schools, and mom and dad could get regular work to pay for it! Everything else the same." ... Great to hear from **Manish Bhakta!** "For the past three years, I've been working full-time in the hotel business. I live and work in Huntington Beach, but I'm currently managing renovation and/or rebranding projects at four hotels all around California (Culver City, Monrovia, San Rafael and Bakersfield). While it seems like I'm always on the run, I'm enjoying myself. Hina and I now have two boys, who are 7 and 3, so the home life stays interesting! I also occasionally get to the Orange County Literary Club meetings. If anyone else from the Class of '93 works in Orange County, I'd love to see them there." ... **Nelson Benchimol** has a busy social life in Miami, "Report from Florida is that **Marc Junkuncs** and his wife, **Chris ('92)**, **Henrik Hesselman** and me and my new wife, Francy, went out for a dinner and are taking care of South Florida. So if anyone passes this way, please give us a call. I got remarried last summer in San Diego, and my two boys, Alan, 9, and Neal, 7, are growing up quite fast and live with us - cool stepmom to put up with that (and me)! Boating, jet skiing and pool are the only way to go in the hot humid summers of Miami. Any single people out there, you also need to visit Miami ASAP!" ... Classic note from **Dana Padden**, which started off saying, "Nothing much new here, except a job in development at the school of engineering at Stanford..." Followed by (whopper!), "Oh, yeah, and I'm getting married next weekend Sept. 2, after a mere eight short years with Doug Thomas." So - Dana was married at the Biltmore in Santa Barbara, "Well, it actually did happen - go figure! (Frankly, I didn't want to count those chickens till the officiant said "You may kiss the bride!") Kudos to **Mike Flaherty**, the only other Anderson person in attendance, for playing Mr. Mom on a road trip (Renee had to work, so the only way he could come to the wedding was to bring both kids - solo - a stellar effort!). (Was close to getting **Rick Amado ('92)**, who is currently back east, but he's flying back to Amsterdam Sept. 2.)" Her note was signed, "The Bride (what I'm calling myself these days)". Huge congratulations to Dana for such exciting news! ... Fun to hear from **Jen DeVore**, "**Chris Bubser's** family and my family rented a ski house together at Mammoth for six months last season. What a great ski season - over 700 inches of snow! My three boys and Chris's two kids became great little skiers. We're in Hancock Park in Los Angeles. Chris and her family live just around the corner from us. **David Riberi** lives in this neighborhood too. **Paige (Smith)** is doing great! She lives in the hills and has two kids - Jordan is 5 and Petra is 18 months. ... I got a baby announcement from **Mona Hassan** - her third child, Ava Hassan Baird, was born on May 4, 2006. She and her husband, Scott Baird, live in New York City." ... From **Ken Austin**, who lives in Marin, "For me it has been a summer of running into Anderson mates. First, I caught up with **Kevin Mansfield** and his wife when they were in Mill Valley visiting his brother, then two days later I was walking down the street in San Francisco and ran into Mike Flaherty. Right there was three-fourths of our second year "golf project" with only **Rich Berlinghof** missing. About a week earlier I saw **Shawn Dahlem**

with his family getting on a plane for an East Coast trip." (Congratulations to Mike Flaherty for getting two mentions in this edition of class notes! Quite the social butterfly!) ... **Ron Bell** works at Kforce Professional Staffing and writes, "News, news, news. What to share from the Southwest corner of the United States? To be honest, not much is new here in San Diego, which I think is a good thing. Anita (my wife) and I are living happily and fortunately along Sunset Cliffs in Point Loma. The ocean breeze is good! I remain working in the field of executive search with an emphasis on roles in finance and accounting, and Anita is completing a second bachelor's degree in interior design. Overall, we are lucky to be in good health and enjoying life." ... **Carina Kealy** writes, "Greetings from rainy Ireland. Spending a month with my kids in the green sod, playing tennis, climbing mountains and just generally relaxing. I am still living in Winnetka (suburb of Chicago) and am currently in the process of setting up a financial planning practice - Kealy & Roth. So for all of you who need wills, trusts and estate planning, go no further. If anyone is ever in Chicago - my cell number is (847)209-3699." ... Congratulations to **Karen Doolittle** and husband **Giovanni Bohorquez ('03)** who not only had a new baby, Gia, but took her at just 7 months old on a European vacation to Greece and Germany this summer.



*Karen Doolittle, Giovanni Bohorquez and daughter Gia, atop of the Acropolis.*

... From **Matt Sodi**, "Just returned from our second consecutive year at Bruin Woods (week three). No one from our class in our week but a bunch of other Anderson alums attend. (Surprised about that since this is such a great time - eight hours/day of UCLA students entertaining our kids and all the booze you can drink for a week for \$20/person.) Also, we're heading back for the UCLA - Notre Dame football game and fun in Chicago. Heidi and **Mike Walter** are going as well." ... Speaking of, here's the update from Mike Walter, "I've been married for three years. My wife, Heidi, is out of this world, even though she went to that other school here in Los Angeles. Unfortunately, I haven't been able to talk a lot of smack recently when it comes to our respective football teams. Oh well, there's always this year. We have two wonderful kids, Jack and Jenna, and they're just great, we're definitely blessed. Sleep is overrated anyway!!! Still living in Manhattan Beach, why would you want to leave? We spend plenty of time with the **(Sean) Hannaways**, **Donna (Thomas)** and **Dave Choromanski**, the **(Matt) Sodis**, **(Dave) Landsbergs**, **(Tom) Lewises**, **(Jeff) Serotas**, **Terri (Focht) & Jeff Warren** and even run into **Leo (Reherman)** here and there! As far as work is concerned, I'm in sales and marketing for Audit Integrity. We quantify public compa-

nies' accounting transparency and corporate governance risk. We help insurers quantify the probability of litigation against a public company, we help accountants with the probability of re-statements and we help institutional investors with equity returns. Carla Hayn, an accounting professor at Anderson, has done plenty of research in the field of transparency and is quite enthusiastic about our strategy. We've been swamped with the recent issue of companies backdating their stock options (tisk, tisk). I travel to New York and San Francisco for work so please look me up." Thanks to everyone for writing and have a great winter!

## 1994

### Full-Time MBA Class Correspondents:

**Nancy Argent**

e-mail: [nancy.argent.1994@anderson.ucla.edu](mailto:nancy.argent.1994@anderson.ucla.edu)

**Laura Johnson**

e-mail: [laura.johnson.1994@anderson.ucla.edu](mailto:laura.johnson.1994@anderson.ucla.edu)

## EMBA 1995

### EMBA Class Correspondents:

**Kevin Barrett**

e-mail: [kevin.barrett.1995@anderson.ucla.edu](mailto:kevin.barrett.1995@anderson.ucla.edu)

**Teresa Hermosillo**

e-mail: [teresa.hermosillo.1995@anderson.ucla.edu](mailto:teresa.hermosillo.1995@anderson.ucla.edu)

**Paul Marchisotto** (EMBA '95) was killed in a private airplane crash in Northern California during Memorial Day weekend. His wife, Linda, and his younger daughter, Amy, also perished with him when the Cessna 182 he was piloting crashed into a remote wilderness area on 8,550-foot Magee Peak about 50 miles north of Redding. The family was flying from Long Beach (where they all resided) to Fall River Mills in Shasta County. Paul was 49 and Linda was 48. They are survived by another daughter who attends a Southern California university. Paul was vice president of advanced systems and technology for the integrated systems division at Northrop Grumman, and his wife also worked for the military-contracting defense firm as a senior materials and process engineer in the space technology division. Paul had been with Northrop Grumman for more than 20 years and led programs overseeing the B-2 stealth bomber and F35 joint strike fighter planes. In the online announcement to the couple's co-workers, Northrop sector president Scott Seymour described Paul as having an outstanding career and as being "giving, fun-loving, bright - but above all, passionate. Passionate about his family, his friends, his work and his co-workers."

## FEMBA 1995

### FEMBA Class Correspondents:

**Ken Little**

e-mail: [kenneth.little.1995@anderson.ucla.edu](mailto:kenneth.little.1995@anderson.ucla.edu)

**Debra Nelson Schonfeld**

e-mail: [debra.nelson.1995@anderson.ucla.edu](mailto:debra.nelson.1995@anderson.ucla.edu)

1995 FEMBA Class Notes by Debra Nelson Schonfeld

**Larry McDonough** has changed jobs again (what a surprise!). As Larry says, "After three years in the semi-conductor space at Virage Logic, I've decided to get back to my roots (software) and target the wireless space. To that end, I've taken a position at the product line manager for Java ME at Sun. I absolutely LOVE it. Java ME ships in 80 percent of the worlds phones. I joined Sun in January of this year and have enjoyed traveling with the company to St. Petersburg, Russia, and in two weeks, I'll be in Nice France. The family is all doing well. Remember Evan, my son, that was born during the last week of our program? He just started seventh grade! Time's a flyin. Colleen is well, and my son, Brendan, (now in 3rd grade) is doing great as well." ... **Eric Dingler** has also made another change, returning to his roots on the West Coast where he is now senior director leading the people and organization effectiveness function for Gap brand at Gap Inc. in San Francisco. He lives in the city with his partner, Rob. Both are doing well. We hope to hear from more of you in our next addition!

## 1995

### Full-Time MBA Class Correspondent: Masami Suzuki

e-mail: [masami.suzuki.1995@anderson.ucla.edu](mailto:masami.suzuki.1995@anderson.ucla.edu)

1995 Full-Time MBA Class Notes by Masami Suzuki

Hello, classmates. Your fellow 95-ers have been thriving as usual! Beyond the typical career milestones, many have been busy extending their families. **Javier San Félix** reports, "My wife, Monica, and I just had our third child, Jaime, almost three months before it was supposed to happen. But thank God, everything has gone well and soon she will be at home! Professionally, I finally left McKinsey a couple of years ago to join Santander Bank (believe it or not, ranks 10th in the world by market cap and it is Spanish!), where I am chief operating officer of the Global Consumer Finance Division with presence in 15 countries and over 40 billion of assets. As you can imagine it involves quite a bit of traveling, but I'm enjoying the ride a lot! Few months ago, at an alumni evening, I had the chance to meet our new Dean, Judy D. Olian, and got a fantastic impression about her and where the school is heading. Look forward to go back to Los Angeles sooner or later. In the meantime, give me a call if you happen to come to Spain!!"



*Rob Frankfurt and son Myles Sebastian Frankfurt.*

... **Rob Frankfurt** brings similar great news from New York City, "Sarah and I had a baby boy, Myles Sebastian Frankfurt, in May 2006. The UCLA communi-

ty has been awesome with visits to New York City from **Marylynn (McGrath)** and **Jason Blattberg**, **Jessica (Rothenberg) Dodson**, **Jeff** and **Betty Davis** (yes, that Jeff Davis is recently married to his long time girlfriend, and they are doing great living in New York City), and **Marc Perrin**. I've had great phone chats with **Pavan Gandhok** in New Delhi, **Sarab Bhutani** in Hong Kong, **Mike Galef** in Los Angeles, **Greg Connor** in Toronto, **John Baker** in San Francisco and **Will Tomlinson** as well, he was somewhere, maybe Laos maybe Dubai. He's having fun let's put it that way. All of the above to a person are doing well and living life to the fullest. What else can you ask for? Other news is that I'm launching a new hedge fund, Myca Partners, this fall. Myca will focus on investing in value-oriented, small cap U.S. companies that are out of favor on Wall Street. Feel free to check in when you're in New York City." ... **Masami (Suzuki) Middleton** also welcomed a baby on April 11, 2006. "Elsie Rei Middleton weighed in at 8 pounds and sported a full head of hair at birth. 'Rei' is a Japanese name meaning gratitude, and we are very thankful for her, (especially that she smiles so much and sleeps through the night). I am back at work after enjoying three months of maternity leave. I continue to manage marketing at Atlanta-based Marketworks Inc., an e-commerce solution provider serving the middle market."



*Masami (Suzuki) Middleton, baby daughter Elsie Rei and husband Eric Middleton.*

... While some classmates welcome bouncing new babies, **Riccardo Mora** exclaims, "Can you imagine that my first son who was born during our first year at Anderson is now a teenager !!! Time flies. We just returned from a week of kayaking some big whitewater on the Trinity in Northern California, and now he's showing me how it's done. I remain in the global wine industry as I've been fortunate to survive the many rounds of consolidation that have swept the industry. For the first time since Anderson, I'm working on a domestic business as director of marketing at Constellation Brands as my portfolio now includes an estate based out of Monterey. The flights are shorter and time on the road is less than working heavy international, and that's good. I am still living in Napa with my first wife, two children and my wife's dog. The gangs in Napa are not as tough and menacing as perceived. A nice bottle of cab keep them at bay. Please stop by and say hello when visiting Napa. I'd be happy to show you around one of the estates and do some tasting, errr research that is." ... **Ellen Piper Caulkins** gives us an update from Doha, Qatar, "I've enjoyed everyone's updates! We're still in Doha, Qatar starting our second year. Our three kids are enjoying being back at the American School of Doha. Our youngest

## The Mergers and Acquisitions Market



Jim Freedman ('78), founder and managing director of Barrington Associates and member of the UCLA Anderson Board of Visitors,

was one of the leaders of the finance session at Alumni Weekend. Discussing corporate valuation and current trends, Freedman offered his perspective from more than 25 years in investment banking and corporate finance.

Noting that 2006 is shaping up as a banner year for mergers and acquisitions, Freedman says the growth has been across a wide variety of industries. Historically, 1999 through 2000 saw the greatest number of transactions. Business dropped off by 30 to 40 percent after 9/11 but has come back strong, and 2006 will probably rival the 2000 peak in terms of activity.

Freedman points out that one reason for the upswing is the tremendous amount of private equity raised over the last five years. Another contributing factor is the trend of publicly-owned companies aggressively seeking expansion through acquisition rather than organic growth. The amount of capital makes it difficult to see the mergers and acquisitions market slowing down any time soon.

"In this environment, our company often has 30 buyers for each company it sells," says Freedman. "With high valuations, it's a good time to be a seller, but it might not be a good time to be a buyer, since you'll have to pay full price for a company."

started all-day kindergarten this year - Yea! So, this makes it easier to be back to work full-time again. Last year I worked four days a week at Hamad Medical Corporation (HMC) for awhile on a physician credentialing project. However, this week I'm going to go back to HMC as a University of Pittsburgh Medical Center (UPMC) consultant rather than a local hire. I'll be helping to re-engineer Qatar's emergency medical system. One of the many differences will be the ex-pat consultant level pay. UPMC recently started a project to re-engineer Qatar's emergency medical system. Our kids have a long school break, due to Doha hosting the Asian Olympic games in December, so my husband will take all three back to the United States to visit with family. I'll be involved with the Asian games through UPMC. So, I'll join my family in the states for Christmas week; then we'll return to Doha. This past year we went to Sri Lanka and rode elephants and I enjoyed touring Cairo and Luxor in Egypt - solo (a rare treat as a mother of three young kids!) We haven't decided which country to visit next. It may be Jordan or Africa. Have a great year. I doubt many of you will be traveling through the Middle East. My sister-in-law was the only one thus far willing to visit us in this part of the world. However, if you are, let us know."



Scott Sykes and family, celebrating their Maui Wowi franchise.

... **Scott Sykes** lets us know the latest on the work front, "The layoff cycle continues with me. After three and a half years at Capital One, my IT strategy group faced layoffs. But it was actually a great deal for me. I got a nice package and then within a month walked into a job with Genworth, which is a much better place to be. But determined to take control of our own future, my wife and I bought into a Maui Wowi franchise (see mauiwowi.com). We're having a ball starting our own business, and the kids love helping as well, especially being taste testers. I'm staying full-time with Genworth, while Juliette works on the business." ... Finally, **J.C. Galiana** updates us with some further news beyond what he shared the last go-around, "While still working at Paramount, I am now in the corporate planning team, consolidating and managing all financial planning activities for the motion picture group."

## EMBA 1996

### EMBA Class Correspondents:

**Laura Kaiser**

e-mail: [laura.kaiser.1996@anderson.ucla.edu](mailto:laura.kaiser.1996@anderson.ucla.edu)

**Peter Nagel**

e-mail: [peter.nagel.1996@anderson.ucla.edu](mailto:peter.nagel.1996@anderson.ucla.edu)

## 1996

### Full-Time MBA Class Correspondent: Steve Smith

e-mail: [steve.smith.1996@anderson.ucla.edu](mailto:steve.smith.1996@anderson.ucla.edu)

1996 Full-Time MBA Class Notes by Steve Smith

Greetings Class of 1996! As we enter the tail end of 2006, it's hard to believe it's really been a full 10 years since we graduated. By the time you read this we will already have had our 10 year class reunion. And what a great time it will have been! The good news is, everyone has been keeping themselves extremely busy. Lots of good stories to talk about. So with that, onto the class notes! ... **Kelly Perdew** writes in, "Kind of an exciting year. 1. I left the Trump Organization after 14 months to pursue my entrepreneurial interests (and moved back to Santa Monica from Manhattan!). 2. I published my book, "Take Command: 10 Leadership Principles I Learned in the Military and Put to Work for Donald Trump" (Amazon link: <http://www.amazon.com/gp/product/1596980001/103-3649979-6534243?v=glance>) 3. I'm the host of a show on The Military Channel, "GI Factory," where I take the viewer into the factories across the United States where they build the weapons, vehicles and equipment for the military. Lots of fun firing amini-gun out of a Huey and driving an Abrams tank! 4. I received a Presidential Appointment to The President's Council on Service and Civic Participation, and we recognize outstanding individuals across the United States that have contributed their time to the community or charity. 5. I'm raising a \$40 million VC fund with Luis Villalobos (founder of the Tech Coast Angels) to invest alongside the top eight angel groups across the country. For more current updates, you can check out [www.kellyperdew.com](http://www.kellyperdew.com)." ... **Ulrick Knapp** writes in, "Some of us from Class of 1996 won't make it to the 10-year reunion, unfortunately, because **Ben Croce** is getting married that weekend (which is fortunate). Speaking of weddings, I got married to Julie Thomas of Newport Beach in April. Not coincidentally, I completed my first Ironman two weeks prior (however, she trained me). I'm still at Lionsgate heading up the FP&A group. Skål!" ... **Gina Wilson Calderon** writes in, "It is amazing how much can happen in 10 years! I am proud to say that my husband, Michael, and I have a fabulous 2-year-old son, Luke. He along with my brother **Dan's ('95)** three kids have never missed a UCLA Football game and they all know the UCLA fight song. **Kim Moore** and I recently celebrated our milestone birthdays together with a lot of food and wine. After eight years at Citysearch, I decided it was time to work for myself, so I now do search engine marketing product consulting and am starting a business ([www.mysecretconciierge.com](http://www.mysecretconciierge.com))"



Anderson Bernard House.

... **Michael L. Bernard** writes in, "It's hard to believe, but I've now been at Microsoft for over 10 years. This September I'm moving from the automotive business unit to Microsoft casual games. I spent over seven years in ABU, and spent the past couple of years handling business development and management. You can find our software in cars worldwide now, including the very popular navigation systems in Acuras as well as the brand new "Blue&Me" system in Alfa Romeos and Fiats in Europe. In my new role, I'll be managing a small product and business planning team for MSN games (<http://zone.msn.com/>) within the Microsoft casual games team. On the personal front, our second son, Christopher, was born last Feb. 1. I took three months of family leave soon after his birth, which gave our family a great opportunity to connect, travel and enjoy life, including a couple of weeks at our Whistler place to ski. After three seasons of ski classes, our oldest son, Timothy (who is 5), can now ski down the mountain with Dad, which is very cool! He starts kindergarten this week, while my wife, Julia, heads back to the Applied Physics Lab at the University of Washington this month, after taking time off since before Christopher's birth. **Judy (Rosensweig) Kapiloff** visited Seattle over the Labor Day weekend, and we got together for dinner with her family and fellow Anderson grad, **Carla Frank ('00)**. Judy and Carla were undergrad roommates at Penn. The attached photo shows Judy and her husband (Michael) and daughter (Rikki), Carla, myself and my oldest son, Timothy. With all of the transitions this month, I'm still not certain if I'll make it down to Los Angeles for the 10th reunion, but it's still on the table. Have fun everyone!" ... **Erik Ridgley** is a director of Citigroup Private Bank, where he provides investment advice to families of significant wealth, and lives in Bel-Air with his wife and two children. ... **David M. Lewis** writes in, "I decided to kick things up a notch and launch a few new web sites. First up was Cashbaq ([www.cashbaq.com](http://www.cashbaq.com)) which, like the name says, gives consumers cash back when they shop online. While still running my own business, I joined ThisNext ([www.thisnext.com](http://www.thisnext.com)), a venture-backed start up, as VP of business development. Last August we launched our shop casting network where people can recommend products they love and discover what's next. **Annie** (spouse) needed a site for her art, so we created AnnieSeaton.com. Her work was in three shows around the country this summer. Finally we put up Anniebanannie ([www.anniebanannie.com](http://www.anniebanannie.com)) as a store for her T-shirts. The kids are doing great, and we are all looking forward to a calmer 2007! (Oh, and we spotted **Bill Benjamin ('93)** and **Mark Michelson ('93)** at our hotel in Cabo.)" ... **Gayle Anderson** writes in, "We moved to Dallas, Texas, two years ago. After staying home with the kids for those two years while working part-time out of my home, I finally re-entered full-time corporate America three months ago. I am now the vice president of global finance for match.com. Husband Phil is associate professor of physics at UT Dallas. My kids are 8 (son, John) and 5 (daughter, Nicole, who just started Kindergarten)."

... **Daniel Ifcher** writes in, "**Nicole ('97)** and I are still living and working here in London, continuing in my European role at Disney Consumer Products. After 11 years, I entered and ran a marathon again. On learning that the Chairman of DCP would be running in the London Marathon this past April, I could not resist and had to run it too. I am happy to say that I ran just a few minutes slower than last time (Los Angeles in 1995). I ran sub three hours and was very happy on a soggy day in April - can't believe it has been so long since the race. I've been in touch a little with **Toby Ali**, who just had his first child, Lucas, in July. And have e-mailed with **Kate Kimball**, who is doing great in Milan. I have not yet seen her, because each of the times I am in Milan we can't seem to connect. And I am trying to make it back to Los Angeles for the reunion, we'll see. In fact, by the time this is written, we will know if I have made it."

... **Aron Schwartz** writes in, "I am happy to announce that my wife, Hillary, and I had our second son, Simon Caleb, on Aug. 23, 2006. Big brother Gavin is doing great and getting ready to start nursery school this September. As for me, I'm in my eighth year at Fenway Partners, and I'm looking forward to reunion weekend." ... **Candace Correa** writes in, "After 10 plus years working in corporate strategic planning and marketing for companies such as The Walt Disney Company, Eastman Kodak Company and Mattel, I'm starting my own business that blends my love for horses with my business expertise. I'm launching an upscale equestrian gift company in two weeks called Eliquus. It can be found at [www.eliquus.com](http://www.eliquus.com). I'm launching with a stationery line and will expand into leather goods and apparel next. I will be retailing online as well as in upscale equestrian tack stores throughout the country. I'm hoping this is my ticket out of the corporate world and also the means to having my own horse!"



Steve Smith and Jennifer Abell wedding.

... Well the big news is that I was married over Labor Day in Lake Tahoe, Calif., to the wonderful **Jennifer Abell ('01)**. As some of you know, we met through the Anderson Alumni Association, so the alumni network paid off for me in a major way. The ceremony was fantastic, and we spent a full weekend enjoying great weather, a golf tourney, some hiking, roasting, toasting and best of all a very emotional wedding and reception. In attendance were many classmates from Anderson, including Best Man **Chris Ciccone**, Groomsman **Bill Trento**, and Master of Ceremonies **Bob House**. Also in attendance were: **Pete Brown**, **Todd Stevens**, **Irene Wang**, **Flavia Trento ('97)**

and **Gary Galensky ('97)**. Things on the work front are going well, as our web applications company, Coghead, begins its beta rollout this fall. Life in a startup is always frenetic but very engaging! Please check out the web site for more details ([www.coghead.com](http://www.coghead.com)). ... *More news and notes from the alumni relations office:* **Luis Miranda** writes in, "I just launched [www.condocenter.com](http://www.condocenter.com) and [www.dreamhousing.com](http://www.dreamhousing.com) on July 10, 2006. We are working on the second home market in Mexico. So if you want a vacation or investment property in Mexico, please contact us. Condo Center is a one-stop global search tool designed to help you find the new condo, apartment, flat, villa, town home or section in just seconds upon entering your lifestyle, location and financial criteria. Our global directory of new attached home developments is organized in over 2200 cities and regions all over the world."



Ann (Bartron) Morris, George Morris, Susanne Francis, Astrid (Liakos) Bell and John Francis at London club, "Movida".

... **Ann Morris ('93)** writes in, "Ann and **George Morris** and Susanne and **John Francis** spent a fabulous (and fabulously hot) July week in London with **Astrid (Liakos) Bell** and her husband, Robert, who live in Brompton. Astrid and Robert welcomed their first child, daughter Arianna, last spring."

## EMBA 1997

### EMBA Class Correspondents:

**Carole Stein**

e-mail: [carole.martin.1997@anderson.ucla.edu](mailto:carole.martin.1997@anderson.ucla.edu)

**Leon Zekaria**

e-mail: [leon.zekaria.1997@anderson.ucla.edu](mailto:leon.zekaria.1997@anderson.ucla.edu)

## FEMBA 1997

### FEMBA Class Correspondents:

**Julie Hammeras**

e-mail: [Julie.hammeras.1997@anderson.ucla.edu](mailto:Julie.hammeras.1997@anderson.ucla.edu)

**Dena Iura**

e-mail: [dena.iura.1997@anderson.ucla.edu](mailto:dena.iura.1997@anderson.ucla.edu)

## 1997

### Full-Time MBA Class Correspondents:

**Alex Gauna**

e-mail: [alex.gauna.1997@anderson.ucla.edu](mailto:alex.gauna.1997@anderson.ucla.edu)

**Anita Turner**

e-mail: [anita.turner.1997@anderson.ucla.edu](mailto:anita.turner.1997@anderson.ucla.edu)

1997 Full-Time MBA Class Notes by Anita Turner

## Changing the Shape of Shopping



Louise Wannier ('80) recently launched her fourth company, MyShape, an online women's clothing retailer, where she is chairman and CEO. She recog-

nized that similar companies bear high costs from returns, because their shoppers don't know if purchases will fit or flatter them. To eliminate or at least reduce these inherent problems, MyShape uses patent-pending technology to create a personal store with garments based on exact body measurements and style preferences entered by its customers.

Women also seem to think the plan will alleviate their frustrations with the process. Wannier hoped to have 5,000 signed up by launch, and there were more than 11,000 in the database a month before. More than three dozen designers also are committed. Initially for professional women who spend more than \$1,000 a year on clothes, the model can be adapted to other demographics.

An entrepreneur for more than 20 years, Wannier's three earlier ventures were Skillware Interactiv Design, providing computer-based training for employees with internationally recognized software; Gemstar, originating VCR-Plus+ technology that revolutionized the industry; and Enfish, offering search tools that were among the first for finding data on personal computers.

Wannier sees a common theme running through her entrepreneurial journey. "I've tried to simplify the interface between people and technology, and between people and the way they do business," she says. "Only the applications have been different."

So, here I am, four years into this class correspondent job, and I am on my fourth city of residence. However, up until June, I was one of the few from the Class of '97 still at my original place of employment. In July, I finally left my safe secure world at Jones Lang LaSalle to open The Staubach Company's Las Vegas office. I am still doing commercial real estate, but I am Las Vegas-focused and loving every minute of it. I am also learning to speak in a football-related vocabulary. For instance, our company intranet site is called the Huddle. I am the Las Vegas quarterback for deals. You get the drift. I cannot, however, report any woman-in-the-casino sightings of any of you guys yet. I guess I need to get down to Pure or Nobu more. I did recently get to make a quick trip to Los Angeles for my job and had dinner with **Amy (Wardrum)** and **Mike Grenier** and their beautiful little boy, Alexander. They are doing great, loving the California life and a tad less well-rested than the last time I saw them. ... I also got to drop in to Mill Valley and get together with **Kristin Silmore** and family. She looks great as always, but I am sure none of us will have changed a bit by our 10th reunion next fall. ... OK. **Eric Wong** has changed a little. He is now running a convertible-bond arbitrage fund for Harbert Management in New York, but more importantly, he and wife Janny recently welcomed the birth of their son, Griffin. ... **Mike Lee** and his wife, Thais, and their 4-year-old son, Trey, also welcomed a new family member, daughter June Elizabeth. ... **Jim McDermott** and his wife, Deborah Cincotta just expanded their family as well with the birth of their son Lachlan on Jan. 10, 2006. Lachlan joins big sister Kendal, who is 3. "On the business front, US Renewables Group, LLC (the investment partnership I founded and manage) finished investing our first fund (USRG Power & Biofuels Fund I LLC), and we are in the market raising a second fund (USRG Power & Biofuels Fund II LP)." ... **Flavia Araujo** and her husband, **Bill Trento ('96)**, welcomed a little son, Paulo Araujo Trento, on April 29, 2006, one day before their first wedding anniversary. As Flavia writes, "We didn't waste any time! He weighed in at 6 pounds, 15 ounces and was 20 inches long. He is already a world traveler, since we took a trip to the Azores when he was 2 1/2 months old. More recently, he has adjusted well to his nanny, which allowed me to go back to work as a stock analyst for Highmark Capital Management in San Francisco. We are still living in the city despite the baby-induced call of the suburbs." ... Apparently **Steve Young** and his family heard the call of the Aussies. At the end of August, they relocated from Minneapolis to Sydney, Australia. "I am working as the marketing director for Cereal Partners Worldwide - Oceania, which is General Mills' joint venture with Nestle to market cereal around the world. CPW acquired a well-established cereal company based in Australia this summer, and I will be helping to lead the integration team and direct our overall marketing efforts for the next 3 plus years. ... One great benefit from the move has been the chance to reconnect in person with **Janet and John Harlow ('98)**, who have lived in Sydney for the past several years. Let everyone know to contact us if they are headed down under." Unfortunately for the Youngs, the Harlows have now left Sydney. Janet writes "After more than six great years in Sydney, we are relocating to the Bay Area (Corte Madera) in October. John, Henry, 3 1/2,

Georgia, 1 1/2, and I are excited for a new adventure in California but will certainly miss this wonderful spot. We have seen a few alums recently: **Steve** and **Julie Young** and **Tom Georgis ('98)** who was visiting from Hong Kong. John and I were also fortunate to meet Dean Judy Olian, her husband and Bob Petit in Sydney recently for lunch while they were on a tour of the region."



*Steve Young and Janet Harlow and families on Manly Beach.*

... In the "life is never boring" vein that we are currently in, we got an update from **Kendra (Ishak) Sabino**. "I never thought life with **Don** would be boring, but the last 12 months have been a little too eventful!! Our greatest change has been the unsolicited sale of "the ranch" and a move to Santa Barbara. Don is working on his pilot's license to alleviate the time and distance of his commute to Van Nuys. We also bid farewell to a number of our geriatric, four-legged family members, which was slightly traumatic and yet allowed us to more nimbly make the move to Santa Barbara. The kids and I lived in Mammoth for six weeks this winter while we waited for our rental house to become available in Santa Barbara. Under normal circumstances, it would have been fun to ski with the kids while Don worked in Los Angeles, but this particular winter Mammoth received record snowfall, and we were snowed in for about five of the six weeks. Santa Barbara is so small that we have bumped into **Charlotte Brownlee** and her children at Santa Barbara Zoo camp several times this summer. **Valerie Wahl** came to check out Santa Barbara during an unseasonable cold and rainy spring. It was fun to see her nonetheless. Sprinkled over the course of these same 12 months, all of our family members landed in the hospital for one reason or another for nothing particularly serious, but the timing was a little undesirable. Summer in Santa Barbara has allowed us to find our sense of humor again, and we are ready to tackle a new year with renewed enthusiasm, albeit with a few more grey hairs!" ... We also heard from **Paul Baca**, who is still in the Coast Guard, a commander now, stationed at CG Headquarters in D.C. "I work for the CFO running the financial analysis shop and managing the CG's operating and maintenance budget. I'm still having fun but I'm two years from retirement and may just hang up the blue suit to get a real job in the area or back in Sothern California. My wife, Holly, is doing great, running her own small business tutoring kids, working part-time as an occupational therapist and home schooling our three kids: Sam, 11, Michael, 10 (was Andrew - he changed it), and Ally, 8. She is way busier than me! The kids are doing great in the typical stuff (baseball, karate, scouts, swimming, piano les-

sons, etc.) and growing fast. We live just outside Annapolis, Md. and enjoy time with the Naval Academy Midshipmen we sponsor, boating on the Chesapeake Bay, coaching baseball and traveling. The surf days have been few and far between." ... **Steve Liao** wrote in to say, "As my multitasking wife Helen holds down her job and the kids at home, I'm still making my run at MechanicNet Group Inc. Six years after launching the company in our living room, MechanicNet now leads automotive repair sector in customer retention system and services. We count General Motors, NAPA, Carquest and Uni-Select as customers and distribution partners servicing over 1000 aftermarket repair shops in the United States and Canada. It continues to be a thrilling entrepreneurial ride to build this enterprise as we go beyond survival mode to growth mode. The most thrilling times have always been when someone in our company has a baby, as it reminds me of the multiple dimensions in which an enterprise can and does contribute to its stakeholders. A balance sheet takes on new meanings. On the family front, our 4 and 2-year-olds, thank God, are becoming delightful carbon copies of their mother. Our summer family vacation involved several adventures. Ninety-six hours of princesses and bugs at Disneyland and whales and seals at Seaworld, with many of those hours spent with a 2-year-old sleeping on my shoulder, ensured that it will be a lucrative year for my chiropractor. We also brought the family down to San Diego to stay with **Jack Zezula** for a few days. After a few sessions of air guitar with Uncle Jack's expensive tennis racquets and a few 30-minute screaming matches, I think Jack's whole complex rushed to the store to load up on contraceptives. (Editorial comment added by Jack Zezula.)"



*Steve Liao and family.*

... Heather and **Eric Friedlander** are still living in Newport Beach, and we are having a fantastic time with their 14-month-old Sophie Madison, who is "striving to take after her folks to be the smallest person in her class (just over 14.5 pounds...she looks like a doll walking around). As far as business, Starpoint Health just completed the sale of the majority ownership interest to Caltius Private Equity (one of whose principals is our classmate **Mike Morgan**), and Caltius has signed me up for another stint as CEO. What a long way we have come from Beer Busts 10 plus years ago." ... I am going to conclude with an update from **Jay Daniel**, who I am nominating to take over my job at our 10-year reunion as he is (1) comical and (2) always abreast of the activities of our entire class. For instance, he writes, "**Valerie Wahl** has been coming to Tampa fairly regularly for work, and I have gotten to catch up with her over beers a few times

now. She seems to be enjoying life with Price Waterhouse Coopers. (Editor's Note: I bet you are, Valerie – this is the second warm-weather boondoggle on which you have been sighted in this column alone.) She also has a small dog that she brings with her to the bars, and the dog seems to get far more attention from random female passers-by than I do, so I am quite envious. . . . I was in New York City in June for a conference and caught up with **Russ Steward** over a few beers. He recently changed jobs but still is in the restructuring area of investment banking (I think). Russ has a son who, if memory serves, is only about 8 but already is nearly as big as Russ and is being recruited by Division I schools to play ANY sport he wants to for them. . . . I expect to be back in NYC next week for another conference and hopefully will convince **Rob Levin** and **Regina Regazzi** to join me at a bar to watch the Steelers-Dolphins game." Viva Las Vegas!



Devin, Erin and Megan Mahoney.

## EMBA 1998

### EMBA Class Correspondents:

**Gail Carpenter**

e-mail: gail.carpenter.1998@anderson.ucla.edu

**Chuck Davis**

e-mail: charles.davis.1998@anderson.ucla.edu

## FEMBA 1998

### FEMBA Class Correspondents:

**Scott Isara**

e-mail: scott.isara.1998@anderson.ucla.edu

**Mike Whitehead**

e-mail: michael.whitehead.1998@anderson.ucla.edu

## 1998

### Full-Time MBA Class Correspondent:

**Betsy Tong**

e-mail: betsy.tong.1998@anderson.ucla.edu

1998 Full-Time MBA Class Notes by Betsy Tong

In the most selfless act of dedication to the *Anderson Assets*, **Jeff Hawkins** took time from trekking through the Himalayas with his wife, **Lenore ('99)**, in order to say hello. . . . **Clayton Frech** also showed the same selflessness with an email as he and his wife, Bahar, we getting ready to go to a post Emmy Award party performance by Prince. . . . The Anderson glamour set is doing well this season, with **Auston Dimitry**, new father and

smoking buddy of Penny Marshall, blowing into Hollywood for a weekend that involved hanging out at a chi chi Los Angeles restaurant with before dropped name Penny Marshall, Mariah Carey, some actor who was arrested for child pornography in the 1990s, myself, **JP Kelly** (also a new father) and **Robb Kempken**. . . . **Nathan Agnew** has left the former British prison colony of Australia to move to kiwi-land, AKA New Zealand, with his lovely bride, Mrs. Agnew. He has become VP of strategy for an airline. We only hope he will find many of karaoke bars that will allow him to sing and drop trou, as he used to do in Anderson. No, we have no idea how singing out loud and dropping trou became a simultaneous activity. . . . Keeping up with the Agnews, **Lauren (Fredman) Huot** and her husband, Greg, decamped for Jakarta where he has taken a three-year posting with the U.S. Embassy. She invites visitors. . . . In the category of babies and more babies, **Peter Sheinbaum**, CEO of the highly fabulous Daily Candy, had his own sweet news. He welcomed Charlotte "Charlee" Ann Sheinbaum to the world in June. Always precise, Pete says you say her name like 'Charlie' not Shar-lee. By the way if you have been living under a rock, have no communication with hip and wannabe hip women and have no idea what Daily Candy is, just look it up. The company just got named to Inc. 500's list of the fastest growing privately held companies. Pete, modest as ever, says he doesn't do much around the office but get his nails done and eat bon bons. . . . **Chris Erickson-King** and his wife, Holly, announce with great relief, the arrival of a girl named Julia Summer. She joins Holly in balancing out the testosterone-heavy Erickson-King household where previously three boys, Chris and his twins Jack and Ryan, ruled. Both he and JP Kelly, aforementioned new father to baby Jack, say life with multiple children is about spending the weekend at Ethan Allan. Chris says sometimes he has sittings of **Julie** and Brandon **Cullinane-Smith**, and they wonder when they will be forced out of the underbelly of San Francisco to the suburbs of the East Bay. . . . **Robert Vassel** made the move to the East Bay years ago with his wife, Amy, and four rug rats, Dylan, 6, Lauryn, 3, Jake, 3, and Harrison, 1. They recently bought a mini-van. However, Rob has lost none of the drive that made others nickname him "The Viking" back in Anderson days. At least that is how I remember it. He asks his classmates to always remember him when they are scrubbing the toilet, clearing a clog or just getting rid of mildew in the shower. He is still at Clorox, directing marketing for the bathroom which includes Clorox Toilet Bowl Cleaners, Clorox Bathroom Cleaners, Tilex and Liquid Plumber. . . . There seems to be a baby name conspiracy going with our classmates. **Janis Kary** had a daughter, Julia, in March. Chris Erickson-King then named his daughter, Julia, mentioned above. Meanwhile, he has a son, Jack. Both in August, JP named his son, Jack, and **Leslie Sweeney Mohr** followed suit with her baby, born with Donald Trump's hair. **Sean Boyd** also had a son, Jack, which we may or may not have written about before. . . . **Lloyd Gilbert**, never afraid to follow the road less traveled, named his baby girl born in June, Gabriella Renata. However, Lloyd's first daughter's name is Emily. This is the same name **Stephanie Barnhill** chose for her first daughter. However, for her second, the name she and husband Jim chose was Shayne Lauren. Not sure what this

## Driving Health and Wellness Initiatives



At the recent A l u m n i Weekend, John Haugen ('90) talked about why focusing on health and wellness is good business. As the vice president of

the Health and Wellness Center of Excellence at General Mills, he had relevant experience to share.

A representative example is the make-over of Big G cereals, which includes 30 brands. The company is continually trying to make healthier products with no sacrifice on taste, Haugen says. As part of that process, all of the recipes were recently converted to whole grain, representing 1.5 billion bowls every year. The change required new technology at several plants and significant marketing research, including extensive taste tests to ensure familiar flavors were retained.

"The consumer population is aging, and they are more concerned with health issues," Haugen says. "People look to food as a weapon to combat serious ailments, including heart disease and diabetes, resulting from two-thirds of Americans being overweight with over 30 percent classified as obese."

Haugen joined General Mills in 1990 as an assistant marketing manager. He has held numerous positions and has been actively recruiting for the company at UCLA Anderson every year since, which is another way he stays connected to the school. (He sees the prototypical Anderson alum as an ideal candidate.) He was promoted to marketing director in 1997 and to vice president in 2001.

conspiracy is about, but I will keep you in the loop for the rest of my tenure as the class secretary, rest assured.



*Nigel, Melissa Huddleston and baby in Prague.*

... Thankfully, **Nigel and Melissa Huddleston** named their son, Tyler Joseph. Many in Southern California mourned as the Huddleston's moved their party household over the pond to London. Amazingly they moved on the day of the big pub crawl in May. Nigel used to consider that day a national holiday, but things change, especially when you are a director in the media and entertainment practice at Deloitte. Nigel writes in, "Many changes to report in the Huddleston household in the last few months. Our first child, Tyler Joseph, was born in Los Angeles in March, and we moved back to London in May, where I am now working as a director in the media and entertainment practice at Deloitte. Melissa has her dream job as a stay-at-home mum, and we are about to move from a central London flat to a nice new house in the English countryside. Following in his parents footsteps with a passion for travel, Tyler has two passports and at 5 months old has already knocked up over 20,000 air miles, has traveled across the Atlantic three times, visited six U.S. states, three continents and five countries - including Greece, Turkey and the Czech Republic (where the attached photo was taken). We miss our good friends in Los Angeles, but are looking forward to our new life in the United Kingdom and to welcoming many visitors from across the pond in the coming months." ... **Beth Cantor** married the man of her dreams, who she met at a New Year's Eve party. Attending the happy event were fellow section B alumni, **Debra Bar** and **Jennifer (Cowan)** and **Jim Hannon**. Beth is now a marketing manager at a law firm in Century City, Kirkpatrick & Lockhart, Nicholson Graham. ... Finally in the best romantic story ever, **Spencer Cutter** was walking around the streets of New York, thinking about leveraging something (he is in leveraged finance for Lehman Brothers) when he bumped into an old college friend who he had not seen since 1990. Fast forward, he gets the girl and then marries her in May and finally is able to apply all those crazy statistics that Professor McCardle tried to teach us. Spencer is now diligently working on expanding Professor McCardle's research on the chances of randomly running into an old acquaintance and marrying her.

## EMBA 1999

**EMBA Class Correspondent:**

**Kerri Pelonis Fox**

e-mail: [kerri.fox.1999@anderson.ucla.edu](mailto:kerri.fox.1999@anderson.ucla.edu)

1999 EMBA Class Notes by Kerri Pelonis Fox

**Dan Fox** and I (**Kerri Pelonis Fox**) celebrated our seventh anniversary in August. Our three children are Erin, 5 1/2, Joe, 4 in October, and Jack, 2. We've been immersed in Dan's political campaign for State's Attorney (District Attorney) for well over a year. Dan commented earlier this year, "My MBA education is the key factor in my decision to run for State's Attorney of Montgomery County, Md. The office is so un-managed it could be its own Harvard Business Review case: no case management, no time cards, improper organization alignment, etc. This is why a prosecutor went to Anderson!" Dan ran an aggressive campaign, focused on management and gangs. For an underdog campaign run out of a basement by two Anderson grads, out funded by more than two-to-one, Dan made an extremely impressive showing, capturing one-third of the vote against an entrenched incumbent. Check out the web site ([www.fox2006.org](http://www.fox2006.org)), specifically the video page where you can see Dan in his first TV commercial! There is also a picture of the two of us (so you can see how we've aged) on the bio page. Hope to see many of you on our next visit to California. ... **Read Clarke** recently accepted the position of executive vice president for the SafeGuard Group, headquartered in Costa Mesa, Calif. His primary responsibility will be to expand the business nationally using a franchise acquisition strategy. For almost 30 years, SafeGuard has delivered outstanding returns to its investor group through the targeted purchase and sale of residential income property. On the personal front, he is happy and healthy and lovin' life here in Southern California. His son, Chase, is 14 and looking to play basketball and football as he enters Tesoro High School. His daughter, Lexie, just turned 12 and in addition to seventh grade schoolwork is focused on dancing and volleyball. Read's wife Julie continues to grow a very successful JuicePlus business with her sister, Jayme. Read says, "I think of our UCLA experience often and view it as one of the most enjoyable and rewarding aspects of my adult life. Good fortunes to all my EMBA buds." ... **Neil Jablon** returned from China, where he worked on business development and consulting for IBM Global Services in Beijing from 2003-2006, and joined QUALCOMM in San Diego this past June. He is director of business development, MediaFLO Technologies, responsible for international business development for MediaFLO, a technology that QUALCOMM invented which delivers high-quality, streaming or clipped, audio and video multimedia to 3G cellular phones. ... **Randy Owen** has just completed the MSc in bioinformatics at Oxford University and is working there part-time on his DPhil (Ph.D) research in the same field. In connection with his research, he'll be presenting a paper to the Computers in Cardiology conference in Valencia, Spain, in September. He's also working for Amgen in research informatics, so he actually gets to apply all of this knowledge to something tangible. Randy's daughter, Heather, has been accepted to UC Santa Barbara as a transfer student. She is looking forward to completing her Bachelor of Arts in English in two years, and she insists that she will not follow in her dad's "professional student" footsteps! ... **Bob Giargiari** and his wife, Lisa, celebrated

their 10th wedding anniversary in September. Griffin (already 6!) enters the first grade this fall. Bob continues to work in the biotech field, currently as a financial consultant or interim CFO to a variety of early-stage and established companies. Free time is spent mostly with family, although he still gets away a few times a year to participate in sailboat races. Every few months (give or take), he meets with some of the San Diego group (**Eric, Tao, Nadine**) for lunch. ... **Loren McFarland** wrote a quick note, he filled me in on his summer vacation to the Grand Tetons for white water rafting and to Yellowstone to look into geysers, mudpots and hot springs while trying to find all of the large mammal there. (He said they never saw Yogi (or Boo Boo) but did see wolves and big horn sheep!) Loren's company Mentor sold its urology business and now has focused the entire company on opportunities in aesthetic medicine - breast implants and facial fillers.

## FEMBA 1999

**FEMBA Class Correspondents:**

**DeAnne Steele**

e-mail: [deanne.steele.1999@anderson.ucla.edu](mailto:deanne.steele.1999@anderson.ucla.edu)

**Ken Stockman**

e-mail: [kenneth.stockman.1999@anderson.ucla.edu](mailto:kenneth.stockman.1999@anderson.ucla.edu)

1999 FEMBA Class Notes by DeAnne Steele

Hi FEMBA 1999! Laura Hornung got me the best welcome home to California present, an opportunity to take her place as class correspondent! And, you all got me off to a great start with lots and lots of updates! Thanks Laura for all your hard work over the last several years! You have done such a great job in keeping up updated and connected! As many of you have heard, I returned to Southern California. I'm working for US Bank in La Jolla, about two blocks from the beach (tough life), as a senior portfolio manager and managing director of California, Arizona, Nevada and Oregon. I absolutely love my job and love living in San Diego. My husband and son love it as well, how can you not? **Chris Frank** hosted a JACCDAMD reunion at his house in Santa Monica in. It was so much fun! JACCDAMD sure has expanded! We had a blast getting together!



*JACCDAMD reunion at Chris Frank's house in Santa Barbara.*

... **Jane Tsai** and honorary member **Kent Weaver** and their three kids are living in the Sacramento area where Kent is running his own business. **Adam** was MIA (we never know where this guy is! Rumor is he's in San Diego near me!). We missed you Adam! ... **Chris Frank** is now working at Deutsche Bank and lives in Santa

Monica with his wife and two kids. ... **Chris Kelkar** is also living in Santa Monica with his wife and daughter and continues to work at Price Waterhouse. ... **Davis**, unfortunately, was not able to make it out, as he was vacationing in Carmel with his wife and three kids. He's working for a spinoff of Enron, and I'm sure is calculating really, really complicated stuff for them! ... **Amy** is living in Albuquerque, N.M., with her husband and two kids. ... **Molly** is living in Anaheim with her new husband (Congrats!) and is working for the Angels baseball team. ... **Laura Hornung Roy** and her family moved to Germany this summer. While in Germany, they've been enjoying some great beer (which is actually listed on the breakfast menu there), her husband's really rowdy hockey games, plenty of cultural hotspots like the Porsche, BMW and Mercedes Benz museums, and the autobon (as far as she can tell Germans mostly love to drink lotsa beer and drive reeeeeeally fast). So if anyone finds him/herself in the Dusseldorf/Cologne/Koln area, look them up. There's plenty of room for visitors! ... **Peter Drolet** sends his greetings from Hong Kong where he's living with his Nepalese wife, Tsering, and kids Tenzing Michael, 3 plus, and Samdup Eric, <1 year, Tibetan names. Their home base is Nepal. He's been working for Singapore Bank UOB Kay Hian in equity research for two years now, covering Macau gaming stocks and regional airlines (great combo, eh?). He's beginning to appreciate/miss American infrastructure re: parks, playgrounds, beaches, children's sport leagues, etc. ... **Jason Brooks** recently accepted a position with GE owned NBC Universal in the media works division as vice president, FP&A (financial planning and analysis) reporting to the EVP/CF0. Media works is the technology and operations backbone of NBC Universal comprised of multiple businesses (television operations and production services in New York, studio production operations in Los Angeles, IT, and the Technology Growth Center (in support of new digital media initiatives); The media works division manages a ~\$1 billion cost base with a ~\$350M CAPEX spend per year. Congrats Jason! ... And, we finally heard from **Tony Wisniewski!** Shortly after graduation from Anderson, he and his family moved to North Carolina and have just spent the last four years in Detroit, Mich. Happily, they recently had the opportunity to move back to Southern California and could not be happier (they are now in Valencia). Along the way they had a son, Noah, who just turned 3. Look them up if any of you find yourself up in the Santa Clarita Valley. ... **Bruce Whittaker** says hello from the San Francisco Bay Area. Since being laid off by Sun in 2002, he's had a variety of jobs, mostly working at early stage startups seeking funding, that didn't pan out. About two months ago, he started at Danger in Palo Alto. Danger designs the hardware and writes the software for the cell phone handset that T-Mobile markets as the SideKick. He says that this is the best job he's had since 2002. He's managing the operations, administration and management service engineering group. Congrats and good luck in your new role, Bruce! ... **Jim McCarthy** and **Rich Webster** (with another partner, Robert Graff, UCLA '93) are still guiding the growth of Goldstar Events (www.goldstarevents.com), which is the world's largest online seller of half-price tickets and is a never-ending challenge to all that crazy stuff we learned at b-school. His kids are both going to the

Chandler School in Pasadena. Amanda and the kids are doing very well. Jake is now 8 (some of you will remember him as the cause of not getting a lot of homework done during the spring term of our second year), and Elizabeth is 6. For those who haven't heard, Jake is a competitive runner of 5ks, so if anyone wants to run next year's Brentwood Race with him (and can keep a 21 minute pace), he'd happily be your running partner. ... **Kevin Naya** is keeping busy with the Naya triple threat - his three girls, Julia, Christina and Sydney. Sounds like a lot of fun! ... Congratulations to **Kathryn (Kate) Van Hulzen** and her husband, Khachik, who had their first child, Alexander, in December. He's almost 9 months old now, and they are finding it such a delight to watch him grow and explore his new world. Kate went back to work for Buck Consultants in March and was promoted to Los Angeles communication line of business leader. She's enjoying her role and has found that consulting and motherhood can actually be a good mix. ... On Aug. 8, **Jeff Nelson** and his wife, Cecily, welcomed their second son, Ian Edwards Nelson. Mommy, his brother Chandler (now 3 years old) and Daddy are doing well - but all are a bit sleepy! ... **Sindy Kang** now has three kids (Ashley, 6, Andrew, 4 1/2, and Amanda, 2 1/2). They just moved to Torrance from Redondo Beach. She has been a full time mom for the past five years and enjoying it very much. ... **Jill (Lineberry) Moro** and her husband, Tom, are living in Scottsdale, Ariz. with their twin girls, Ashley and Lauren, who are 3 months old. She's debating whether to return to work, but so far is not inclined to at all. Congratulations!

## 1999

### Full-Time Class Correspondents:

#### Isabelle Fymat

e-mail: [isabelle.fymat.1999@anderson.ucla.edu](mailto:isabelle.fymat.1999@anderson.ucla.edu)

#### Tina Sroat

e-mail: [tina.sroat.1999@anderson.ucla.edu](mailto:tina.sroat.1999@anderson.ucla.edu)

1999 Full-Time MBA Class Notes by Isabelle Fymat

The Class of 1999 has had a busy summer - many weddings, babies and other news: **Alex Gusic** writes, "Bettina and I are currently living in Chicago north suburbs and preparing David (5 years old) for his first week in kindergarten (the first of the next 20 or so years of his education). In the meantime, Joanna (22 months old) is preparing to start pre-school in order to give mom some time to return to her career. Everybody is great, enjoying the third Chicago summer and preparing for the third Chicago winter." ... **Erik Klinger** got back in touch with us for the first time since graduation. He writes, "After graduation, I did a tour of duty in banking, then did corporate development. Two years ago, I was traveling in the Greek Islands with a friend, and we both realized that we were both tired of making other people rich, so we decided to try to strike out on our own. When we returned stateside, we started Project Solutions Accounting (www.prosolns.com), which focuses on providing less-than-full-time accountants/CF0/controllers on a contract basis for small and medium companies under 100MM in sales. Our clients are rapidly-growing companies in Los Angeles and Orange County. Anyway it's been going very well (better all the time in fact). It's been an intense but

## Named CEO of CVB Financial Corp.



Christopher D. Myers (FEMBA '91) is the new president and CEO of CVB Financial Corp. and its wholly-owned subsidiary, Citizens

Business Bank. He also joined the board of directors of both organizations. A leader in the financial services industry, Citizens Business Bank has 40 business financial centers, more than \$5.5 billion in assets and annual earnings of more than \$70 million. The market value of CVB Financial Corp. common stock is \$1.25 billion, and Myers plans to help continue their tradition of success.

"We are delighted to have Chris join us in this leadership position at this very important time for our company," says George A. Borba, chairman of the board of CVB Financial Corp. "He is uniquely qualified to lead us into the future of this dynamic financial services industry."

Myers has extensive experience in business banking, having been with Los Angeles-based Mellon First Business Bank for the past 10 years, serving as chairman and CEO for the last two years. Prior to that, he was with Bank of the West (Sanwa Bank of California) as commercial banking center manager for the San Fernando Valley and West Los Angeles. Myers began his career with First Interstate Bank, completing their extensive commercial loan training program and progressing through their management ranks to become vice president and manager of the Westwood office.

fun and rewarding ride so far.” ... **John Knecht** updates us from abroad, “I am traveling the earth this summer, studying music in 11 different countries: Belize, Peru, Brazil, Ireland, France, Belgium, Turkey, India, Thailand, Japan and Hawaii. It’s been amazing to discover the globe and make friends in these beautiful cultures. When I return to Chicago in October, the plan is to continue to expand my small music education business.” ... Back from Barcelona, **Paxton Helms** writes, “I’m back in the United States and having a great time in D.C. I am working as a small business consultant for USAID (the United States Agency for International Development) while I find something full-time.” ... **Rich Fromer** (who also works in international development) and **Ben Ancheta** are also in the area, and it’s been fun catching up with them. And, I had a great time in San Francisco for **Christa Wollenweber’s** wedding to **Yariv Robinson** (‘05). ... **Doug Hutchins** writes, “The Hutchins are now a family of four with the addition of Brady Mason Hutchins on Dec. 14, 2005. Kristen is really enjoying being a stay at home mom, especially with two little ones now running around. My real estate business continues to do well in Denver. I am really enjoying working for myself, and I am fortunate to work with a lot of great clients. Originally, I thought my golf game would improve substantially with my flexible schedule and ability to play golf in the middle of the week, but with the two boys and work, my handicap continues to rise. We were excited to welcome **Stacy** and **Bryan Hursh** to Denver last month and look forward to having more Anderson grads in the Denver area.” ... **Deb Haas** writes, “**Doug (Johnson)** and I welcomed our son, Nathan Edward Johnson, on July 10, born at 6:30 in the evening and weighing 8 pounds. On the professional front, I am still with Deloitte and have just been promoted to senior manager. We are also very excited that Doug has recently finalized the deal to assume ownership of National Demographics Corporation, the political consulting firm where he has been working.”



*Doug, Julia and Nathan Johnson.*

... Sounds like **Steve Kremser’s** summer has also been exciting. He writes, “Katharine Newman and I got married, and I made partner at The Boston Consulting Group (BCG) in the same month (it was a busy July). Many Anderson alums were able to join us in San Diego for the wedding, including: **Aaron and Catie Enrico**, **Mark and Sarah Cusumano**, **Kate Reed (formerly Handal)**, **Yosh Nakahara** (‘98), **Virginie Grange**, **Marik Brockman** (‘00), **Minnie Lee** (‘00), **Bill Bujake** (‘00), **Dave Katz** (‘00), **Jamie Mearns** (‘93), **Carl Spangler** (‘93), **Eden Warner** (‘93), **Chris**

**Barrett** (‘01), **Silvia Mazzucchelli** (‘01) and **Mauro Celore** (‘01). Future Anderson alum Danny Enrico (Aaron and Catie’s son) was one of our ring bearers. We were happy to be able to cap off our busy July with a long trip to relax in the Greek Isles.”



*Mr. and Mrs. French and Mr. and Mrs. Weiss.*

... **Samantha Wang French** updates us on **Jonathan Weiss’s** wedding to Robyn Levine in Palm Springs in May; We were able to catch up with **Bruce** (‘00) and **Audrey Yamamoto**, **Dan Pansing** and his fiancée, **Joe Vitale** and his wife, **Ben Ancheta**, **Bill Frank**, **Joe** and **Susan Mauro**, **Todd Jerry** and **Ing Lee**, and **Thad Levine** and his wife. But Jonathan was not alone in getting married this summer, Samantha herself says, “I was fortunate that Anderson alumni were able to travel to our wedding on Lake Washington. **Audrey** and **Bruce Yamamoto** (‘00), **Sandy** and **Nathan Cook** (‘00), **Jonathan Weiss** and Robyn, **Alex Lawrence**, and Eric and **Masami (Suzuki) Middleton** (‘95) whooped it up on the dance floor and enjoyed the perfect summer weather in Seattle.” ... **Eleanore Chen Dogan** and husband **Andre Dogan** (‘05) welcomed son Eric on June 26, 2006. “He weighed in at “just” 9 pounds and 6 ounces. “Just” because big brother Peter, who is now 2 plus, came into the world at 11 pounds!”



*Eleanore, Peter, Eric and Andre Dogan.*

... I think **Tina Ting-Sroat** still has the Class of 1999 record for biggest baby, but Eleanore has got to be a close second. She writes, “I’m STILL with HP in San Diego (who would have imagined this) and most recently product managing the digital photography software that gets bundled with all of HP’s consumer products. I’m also working with Snapfish a lot these days, and that has been fun.” ... **Mark Wittenberg** is also now working at HP in the All-in-One group... just a few aisles away. He was living a grab-a-beer minute away from us but just bought a new house up town. ... **Michael Rathauer** and his wife, Juliana, visited San Diego not too long ago. Michael is a big shot VP at Lionsgate. Last fall they sold

their condo and decided to rent. Maybe they should be on the Anderson Forecast team?? ... **Ann Stanley Frossard** writes, “Chris and I are still enjoying life in Seattle, although it has been much busier this year. Our daughter, Hadley, was born in early January, and we also moved into a new house this spring. I’m now back at work at Starbucks as director of prepared foods, trying to balance the career mom thing. All the while, we’re trying to keep up with our friends. We enjoyed a visit from **Isabelle (Fymat)**, **Peter** and **Bennett Goldmacher** earlier this summer. Though our kids weren’t old enough to kiss, they were coordinated enough to stick each others hands in the others mouth (a prelude, I suppose).” ... In February, **Matthew Grossman** and his wife, Alaine, had a baby girl – Keira Ashley Grossman. So the last six months have been filled with new parent stuff. While Matt is still adapting to being a Californian (after nine years), his daughter is settling right in. She has gotten used to walks on the beach, lunches on Melrose and swimming in friends’ pools. She has become good friends with **Matt Glotzer’s** baby daughter, Madison “Maddie” Glotzer. Other than that, Matt Grossman is still at Edelman Public Relations, running the Digital Entertainment, Rights and Technology practice for the corporate communication firm. ... After leaving Intel and taking time to travel, **Chad Barker** has joined VolunteerMatch, a San Francisco-based nonprofit, to launch the organization’s partnership with the American Red Cross. In his role there, Chad also works with a range of corporations and national nonprofits around the country, helping them build programs that better match individuals with great places to volunteer. ... Expectant Mom, **Lin Ng**, now works in executive education at the Stanford Business School (we don’t hold that against you), which she says is much more sane than investment banking or start-up life. ... For those of you who got an early start on kids, **Ileana Perez Street** is working for Galileo Educational Services, a company that runs Camp Galileo and The Tech Summer Camps for K-8th graders in the Bay Area. If you are not sure what to do with your kids over the summer, send them to camp! ... Congratulations to everyone on the babies and weddings, not least of all **Christa Wollenweber**, who was married last weekend to **Yariv Robinson** (‘05). Now we can all say “We know the real Mrs. Robinson.” In addition to myself (Isabelle Fymat), **Ileana Perez-Street**, **Eleanore** and **Andre Dogan** (‘05), **Adam Rosen**, **Paxton Helms** and **Josh Schnoll** were there as well. Josh and his wife were troopers and brought their 6-week-old son. The wedding was at a gorgeous place called Nestldown in the mountains of Los Gatos. We all had a great time.

## FEMBA 2000

**FEMBA Class Correspondent:**

**Bill Kelley**

e-mail: [william.kelley.2000@anderson.ucla.edu](mailto:william.kelley.2000@anderson.ucla.edu)

## 2000

**Full-Time MBA Class Correspondent:**

**Kerri Sonenshine**

w: 949-437-1397

e-mail: [kerri.sonenshine.2000@anderson.ucla.edu](mailto:kerri.sonenshine.2000@anderson.ucla.edu)

2000 Full-Time MBA Class Notes by Kerri Sonenshine

**Gary Gintling** starts us off with several updates, "First and foremost, my wife and I had a baby boy, Theodore Laszlo Gintling, on May 7. Teddy is doing amazingly well, and we are enjoying every minute with him. Other news is that after three years as executive director of the Berkeley Symphony, I have moved on and recently began my new role as director of communications and external affairs at the San Francisco Symphony. So everyone should let me know if they want to take in some culture in the Bay Area."



*Teddy and Gary Gintling.*

... **Joe Hornback** writes in, "I am still living in New York with my wife, Jayne, and my beautiful daughter, Noelle, who turns 17 months in a couple of weeks. I left Lehman recently and started my new job at Goldman Sachs."



*Joe Hornback and Noelle.*

... **Steve Smith** was in town in mid-July, and we grabbed dinner with **James McKendree**. ... Just saw **Manny Ruiz** the other day. Back in June, we traveled to Cabo San Lucas for his wedding and had a great time.



*Sanam Khalili and Nima.*

... **Sanam Khalili** writes in that she and her husband, Eric Sarraf, celebrated the arrival of their baby boy, Nima, on June 11. He weighed in at 5 pounds, 12 ounces and was 17 inches long. I ended up having an emergency C-section, but we are both doing great. All's well that ends well!" ... **Andy** and Christy **Arends** are proud to announce the birth of a baby girl, Abigail Jennie. She was born on April 28, 2006, at

St. Joseph's Hospital in Denver. Andy has also recently joined Kaiser-Permanente, where he will oversee their Medicaid and Children's Health Plan+ for the Rocky Mountain region. "Let me know when you are coming skiing at: andrew.arends.2000@anderson.ucla.edu." ... On July 20, 2006, **Jonathan Schreter** married Jennifer Tucker in a small ceremony on Maui, Hawaii. We're still living in Brentwood, Calif., and I'm still working in commercial insurance with Hoffman Brown Company as an account executive." ... **Grant Deyoe**



*Jonathan and Jennifer Schreter.*

and Claudia Tanner were married near Bern, Switzerland, on April 29 in the same little 900-year-old church as her parents were. This was the happy result of the tireless matchmaking efforts of Anderson roommate **Juan Cardenas**. Afterwards they had a Greek honeymoon in Athens and the wonderful island of Santorini. ... As always, **Bing Kongmebhol** reports on his world travels and soccer/concert viewing, "I went to Germany in June/July for the World Cup and attended the final game in Berlin, a semi-final in Munich and a quarter-final in Frankfurt. Incredible experience! Saw former Pink Floyd guitarist David Gilmour twice in April!" ... **Clinton Gott** reports, "I just concluded a great entrepreneurial experience as my seven-person sales compensation and sales effectiveness consulting firm was recently acquired by Watson Wyatt Worldwide. The last few years have represented an exciting career phase, and we are looking forward to the new market opportunities that come from being part of such an established and broad company. And one nice perk - access to great tickets to Los Angeles and San Francisco sports events. That works for me! Overall, the Westwood life continues to be a sweet one." ... **Ann Park** writes in, "Here's my first update since we graduated. After leaving Anderson, I worked at PRTM as a life sciences consultant for two years and then joined a clinical trial services company where I still work, overseeing its business operations. In personal news, I married my wonderful husband, Jae, in 2004 and had a baby boy, Jordan, last year (the Monday after our reunion weekend!). It feels like we live on a farm, because Jordan wakes us up at 5:30 a.m. every morning (who knew parenting was such hard work?), but he is so much fun and the biggest joy of our lives."



*Ann Park Family.*

## Definition of Career Success



Kathy Ullrich ('92), president and executive recruiter of Kathryn Ullrich Associates Inc., is in the business of helping others define their personal vision of

career success while finding candidates for clients. For her, it is doing something that she is passionate about, and she is. She says any career transition begins with deciding what you really want to do.

Four years out of business school, Ullrich was in strategic consulting and looking for a change. She was asked about her network by the former director of UCLA Anderson's Parker Career Management Center and realized she didn't have one. She started by doing informational interviews with her Anderson contacts and found the relationships so helpful that it motivated her to stay involved with the school.

"I credit that advice with getting me on the path to where I am now, since I found I liked the networking experience so much that it ultimately led me to executive recruiting," Ullrich says.

Specializing in senior level executives for enterprise software, high-technology and consulting companies, Ullrich sees many opportunities now, especially in any Web-enabling technologies, media convergence and consulting in general. She says a technological background is not necessarily required, just an understanding of how the technology solves business issues. Leadership is what her clients are looking for with strong communication and teamwork skills. Finding companies targeting industries where you have work experience can help you to break in, she says. (See page 55.)

... **Jon Estanislao** writes in, "On Thursday, July 20 at 6:15 p.m., we welcomed our little bundle of joy, Ryan Michael Estanislao, to the family. He weighed 6 pounds and 7 ounces at birth. Both mother and son are doing well. He came out crying at the top of his lungs and has stopped once in a while to let his mommy and daddy sleep for an hour or so at a time."



*Estanislao Family.*

## EMBA 2001

**EMBA Class Correspondent:**  
**Jennifer Dryden**

e-mail: [jennifer.dryden.2001@anderson.ucla.edu](mailto:jennifer.dryden.2001@anderson.ucla.edu)  
2001 EMBA Class Notes by Jennifer Dryden

**Calvin Lam** writes in, "I am taking a position with Pacific InDe Corporation, ([www.PacificInDe.com](http://www.PacificInDe.com)) a real estate investment and development company with headquarters in Vietnam. The last 13 years in IT has been a good run, but it's time to move on. More accurately, I will be moving back to my place of birth, Vietnam, and returning to the business of real estate and development. As a managing director, I will oversee project analysis, financing and fund raising for residential and office development projects in Hochiminh City. In this city of 8mm and projected to grow to 14mm in 2020, someone has to come in and help construct new buildings to accommodate this growth."

## FEMBA 2001

**FEMBA Class Correspondent:**  
**Grady Smith**

e-mail: [grady.smith.2001@anderson.ucla.edu](mailto:grady.smith.2001@anderson.ucla.edu)

## 2001

**Full-Time MBA Class Correspondent:**  
**Lisa Lepson**

e-mail: [lisa.lepson.2001@anderson.ucla.edu](mailto:lisa.lepson.2001@anderson.ucla.edu)  
2001 Full-Time MBA Class Notes by Lisa Lepson



*Mike Hsu and Kayoko Shibata at Ginza, Tokyo.*

**Mike Hsu** is still living in New York and recently went to Japan and met up with our classmates, **Kayoko Shibata** and **Hide Uno**. He reports, "I have been working at Symbol for the past year, part of the product development team that develops handhelds for enterprise customers. Kayoko is still with DuPont Japan and lives in Tokyo. Hide has been working at his own family business since graduation and lives in Numatsu, Japan."



*Mike Hsu and Hide Uno around Shinjuku, Tokyo.*

... **Matt Geisel** sends us a photo and update. The photo is from the 2006 World Cup. The picture was taken June 11, 2006, in Cologne, Germany, before the Portugal and Angola match. Portugal sent Nuno into hysterics with a 1-0 victory and an eventual semifinal run. Matt and Rob are still kicking themselves for the USA's horrendous performance. Mariana is still distraught over the fact that Brasil did not dominate the world again and must wait four more years for number six. Nonetheless, it was a great trip. Also, Nuno was featured in *The Wall Street Journal* for his investments in soccer players on July 6, on page A1 nonetheless!



*Matt Geisel and friends.*

... **Alan Berman** writes to say, "Debby and I have a new baby! Zachary was born on Aug. 14 and was warmly welcomed into the family by his big sisters, Jamie and Hannah. On the work side, I am enjoying being at Monitor Group in Santa Monica, where I've been for the past three years, focusing on consulting and venture investing projects in the technology and aerospace & defense industries."



*Alan Berman and Zachary.*

... Another future Andersonite to make room for in Class of '30:

**Kevin Walker's** wife, Christy, gave birth to a son, Simon William, on May 8. He weighed 7 pounds, and was 21.5 inches long.

## EMBA 2002

**EMBA Class Correspondents:**

**Margaret Abeles**

e-mail: [margaret.abeles.2002@anderson.ucla.edu](mailto:margaret.abeles.2002@anderson.ucla.edu)

**David Ebersold**

e-mail: [david.ebersold.2002@anderson.ucla.edu](mailto:david.ebersold.2002@anderson.ucla.edu)

## FEMBA 2002

**FEMBA Class Correspondents:**

**Jeffrey Ryan**

e-mail: [jeffrey.ryan.2002@anderson.ucla.edu](mailto:jeffrey.ryan.2002@anderson.ucla.edu)

**Chad Smith**

e-mail: [chad.smith.2002@anderson.ucla.edu](mailto:chad.smith.2002@anderson.ucla.edu)

## 2002

**Full-Time MBA Class Correspondent:**

**David J. Whelan**

e-mail: [david.whelan.2002@anderson.ucla.edu](mailto:david.whelan.2002@anderson.ucla.edu)

2002 Full-Time MBA Class Notes by David J. Whelan

I hate to repeat sad news, but for those who didn't see my e-mail update, it is with great sorrow and grief that I report the loss of one of our classmates, **Dmitry Smolianinov**, 31, a vice president at Citigroup, died on Friday, July 21, in London. The details of the accident are yet to be determined. Dmitry, originally from Russia and most recently based in London, was a bond trader focusing on emerging markets. At Anderson, he was in Section D and a member of the Investment Finance Club. He is survived by his wife, Julia, and his two-year-old son. ... And now, allow me to add some good news to the story, starting with **Doug Clarke**, who writes from the San Francisco Bay Area, where he is involved with medical device marketing and sales for Boston Scientific. In their spare time, he and wife DeeDee have welcomed a son, Andrew, to the family. Doug writes, "Cochrane's class has nothing on trying to feed, entertain and clean diapers for three when your wife heads out on a girls' weekend."



*Doug Clarke, his wife, DeeDee, their two daughters and latest addition, son Andrew.*

... **Sanket Agrawal** reports that son Sachit has been joined by a little sister, Vanya. ... On the job front, there have been a number of recent changes. **Deena Williams** recently moved to Chicago, where she is associate director of admissions for Kellogg. ... **Reva Shakkottai** is a regional vice president for private asset management at Neuberger Berman. ... **Greg Kampanis** is now director of business development at Hachette Filipacchi Media. ... **Jodi Philips** is director of program research at NBC Universal. ... **Mark Brownell** has relocated to Frankfurt, Germany, where he is marketing manager for Nestlé's Cereal Partners Germany. ... **Mitch Brody** is starting up a concierge offering for Citysearch, so if you are traveling for business, just give him a call. Even your humble narrator has made some career changes. ... After three and a half years at Apex Fitness Group, **Dave Whelan** has left the company to launch a new sports nutrition company, along with *Laser from American Gladiators*, and to continue to introduce fitness foods like those from Apex into traditional retail channels. ... I hope my start-up does better than **Tommy Bui's**. Tommy writes, in his classic tongue-in-cheek style, "The new company I formed is about to go bankrupt. I guess you are not a real MBA unless you have run a company into the ground." ... **Chris Snider** weighs in with an action-packed update that spans the globe. Still working in New York (not San Francisco, as previously reported), Chris is a vice president of corporate banking for Citigroup. He covers large cap pharma and med tech companies. He was married in February 2006, to Ada Lien, an HBA 2003 grad. They met at an MBA wine tasting event; Chris credits Anderson alums **Constantine Malaxos ('96)** and **Felix Quinteros ('00)** with making the connection. Present at the La Jolla wedding were the aforementioned matchmakers, as well as **Mark Brofka**, **Olivio Gomez**, **Arun Master**, **Darloa Ambrosini ('01)**, **Jeremy Bellinghausen ('01)** and **Anna Suarez Bellinghausen ('01)** and **Alejandro Luna ('01)**. They visited Tokyo and Bali for their honeymoon, and they ended the summer with a trip to Maui for some much-needed R&R. ... **Ivan Markman** did some traveling of his own early this year. He, his wife Mariana and their 15-month-old son traveled throughout France's Provence region before joining the Anderson gang at **Olivier Lauzeral's** wedding, which the groom himself reported last issue, in St. Jean de Luz. ... Traveling a bit closer to home, **Yoav Suesskind** and **Nir Strauss** recently returned from a three-week military service, "Man, it was freaking hot!" And with that, I leave you until the next issue.

## EMBA 2003

**EMBA Class Correspondents:**

**Frank Catalano**

e-mail: frank.catalano.2003@anderson.ucla.edu

**Kimberly Clemenson**

e-mail:

kimberly.clemenson.2003@anderson.ucla.edu

## FEMBA 2003

**FEMBA Class Correspondent:**

**Stephen Yu**

e-mail: stephen.yu.2003@anderson.ucla.edu

2003 FEMBA Class Notes by Steve Yu

For the FEMBA Class of 2003, looks like 2006 will be remembered as the year their families got just a little bit bigger, either from new births or due to marriages. Check it out: **Andrew Campion** and wife Shelby now have two sons, Miles, 3 years old, and Lou, less than a year old. Andrew also recently moved into a new role as senior vice president of corporate development for The Walt Disney Company. ... **Cory Cunningham** has completed his second tour of duty in Iraq and is now working with ID Analytics in San Diego. The wife and kids are doing great. ... **Jessica Gutierrez** gave birth to her second child, Justin Ryan, on Jan. 20, 2006. Older brother Jordan (now 2 1/2) is a very proud but yet protective older brother. ... **Felix Horng** and his wife, Joy, would like to announce the birth of their second child, Natalie, in April 2006. Brother Aidan is taking to his sister very well. Felix would also like to announce the December 2006 grand opening of the Woodbury Medical Group (family medicine and urgent care) in Irvine, Calif., Felix will still offer medical services and is finally taking the entrepreneurial plunge as president and CEO. He requests that you "come visit" (not necessarily as a patient)! ... **Tiffany Meyers** and **David Kolchins**, after being married last July 2005, both have been promoted. In spring of 2006, Tiffany was promoted to vice president at The Walt Disney Studios, and David joined KPMG as a senior manager. ... **Megumi Otaka** relocated to Nissan Headquarters in Nashville, Tenn. Although the novelty of the thunderstorms have worn off, the family is enjoying the beautiful lush greenery and fresh air. Nashville is a quaint town with enough to do nearby and is ideal for our two little ones! She would love to meet any other Anderson folks in the area. ... **Toi (Potash) Taubman** was married to Andy Taubman on July 17, 2006. They met on the Internet.



*Toi (Potash) Taubman and husband Andy.*

... **Michaela (Soukal) Tilton** welcomes the newest addition to her family. Baby Sofia Claire Tilton was born on Aug. 14, a full six weeks before her due date (sounds like her mom itching to get started early). Despite the early arrival, she is doing great and was 6 pounds, 7 ounces and 20 inches tall! The whole family, including husband Justin, are all doing great.

## At the Forefront of RFID



With its myriad uses, radio frequency identification (RFID) is rapidly becoming the next pervasive technology. RFID automatically captures and

records data, enabling easier than ever tracking of nearly anything's inventory or location along a supply chain, and ODIN Technologies is the industry's number one service provider. As COO, Bret Kinsella ('98) oversees the revenue side, including sales, marketing and client delivery. He joined the company two years ago.

Kinsella explains that ODIN does not manufacture hardware but designs systems and installation software. Clients include Global 500 companies and the United States Department of Defense, which uses RFID for tracking supplies from the factory to the foxhole.

"ODIN is known as the physics leader of the industry," Kinsella says. "We implement the most accurate RFID networks using our optimization software and methodologies and lead the largest RFID deployments. We also perform head-to-head comparisons of RFID equipment and publish the results, letting end users know which tags and readers work best."

Kinsella describes ODIN as a bootstrap start-up that has been built completely through revenue. He was the company's sixth hire, and credits his UCLA Anderson professors with teaching him the core skills needed to run a growing business, without which he says he would be at a significant disadvantage. He also praises Anderson's teambuilding culture, which is critical in a small business.



Michaela Soukal, husband Justin and new baby Sofia Claire.

... **Li Tang** earlier this year received his CFA designation. In addition, he was promoted to a senior research analyst, now covering China telecommunication industries. Although he is still based in the United States, he travels to China very often. ... **David Young** and **Sandra Young** welcome newest addition Lance Davis Young born Aug. 14.



David Young and new baby Lance Davis.

... **Chad Zdenek** with wife Alexa now have a daughter. Briana Lynn was born on March 10, 2006.

## 2003

### Full-Time MBA Class Correspondent: Nick Neisler

e-mail: nicholson.neisler.2003@anderson.ucla.edu  
2003 Full-Time MBA Class Notes by Nick Neisler

**Asheesh Khokha** writes in, "I'm back in San Francisco and have opened my company's (The India Connection) new head-quarter office and showroom. My company concentrates on importing home decorative products from India and China - www.indiaconnection.net"... **Mark K. Harris** (aka Hollywood Harris) writes in, "Year 2005 was a banner period for me. I got engaged, was promoted to the rank of commander, moved to Seattle (Lynnwood) and got married to the former Ms. Nicole Crymes. We celebrated our honeymoon in beautiful Miami, Fla"



Mark Harris and wife Nicole Crymes.

... **Diana Cardenas** writes in, "My husband, Ben, and I just welcomed our new baby boy, Joaquin Jose Segura, to the world. He was born on May 24, 2006, at 9:10 a.m. weighing 7 pounds, 8.5 ounces. We are currently living in Glendale, Calif. since we bought a house there two years ago. Also, I was recently promoted to assistant vice president at Wells Fargo, where I have been working for the Real Estate Merchant Bank for the past two and a half years in commercial real estate finance in downtown Los Angeles."



Dianna Cardenas with baby Joaquin, as well as Linh Ho and Aysegul (Uzakgoren) Berenson, who came to visit.

... **Chris Andrews** writes in, "I hope you have hit up Tareek Horchani for pictures from his wedding in Paris in September! We had at least six 2003 grads there, including **Simon Baukh**, **Udi Peleg**, **George Lalousis**, **Jose Luis Jeria**, **Camilo Escobar** and myself!"



Chris Andrews joins other 2003 grads for Tareek Horchani wedding.

... **Cory Cunningham** writes in, "After two tours in Iraq as a Marine Corps helicopter pilot, I have decided to leave active duty to spend more time with my wife and three daughters. I will be remodeling our historic home in Pacific Beach and pursuing my next career in real estate development."



Cory Cunningham poses in Iraq.

... **Joanna Brown** writes in, "For just over two years, I've been working for Fox

Home Entertainment in marketing for TV shows on DVD. In May, I relocated to Sydney, Australia, where I am working on a six-month project managing the TV on DVD business here. I'll be in Sydney through the beginning of November, so please be in touch if you're traveling down under!" ... **Zac Bell** writes in, "I had a baby September 2005, Camden Elias Bell. I have a web site with pics and videos <http://www.ZandC.com>."



Zac Bell and family.

... **Stephanie Atlas** writes in, "Two big news items for me. I was recently promoted to director of marketing at Warner Home Video Theatrical New Release, and I was married to Andrew Bohn on May 27." ... **Yuichi Kamata** writes in, "Recently **Henry Chu ('03)** visited Tokyo again for vacation, and we had nice Japanese dinner. Always great to have classmates in Tokyo!"



Henry Chu and Yuichi Kamata.

... **Jane Lee** writes in, "I am now working in New York at L'Oreal as brand manager for La Roche Posay. I am also happily married to Peter Kim. We got married at my other alma mater, Columbia University, in St. Paul's Chapel!"



Jane Lee and husband Peter Kim.

... **Norris Boothe** writes in, "I've started a new job in San Francisco at Ziff Davis Media as the

director of product marketing for the Game Group. I get to combine my passion for Internet business with the fun environs of video games in the city I love best." ... **Monica Schaul** writes in, "I have left Bain & Company and the consulting lifestyle to join American Express as a director of strategy and innovation; my group will work on AmEx's pricing strategy to its merchants. I'm really happy about the move as I think the work will be interesting, AmEx has a great culture, and it will allow me to have a more well-balanced lifestyle." ... **Tej Desai** writes in, "Priya and Tej Desai would like to introduce our son, Armaan, to our Anderson friends. He was born on Nov. 13, 2005, and is a big baby! We enjoyed our first holiday season with him and will eventually take him to Q's to show him where his Mom and Dad met during A-Days." ... **Kenny Davis** married **Anya Baum ('02)** on May 6, 2006, in Twenty-Nine Palms just outside Joshua Tree National Park. They are now enjoying the happily-ever-after part.



*Kenny Davis and wife Anya Baum.*

... **Eric Kelley** and his wife, Katie, have relocated to San Francisco and would love to re-connect with anyone in the area. Eric will be working in the Bain office downtown if you find yourself in the neighborhood. ... After three years of property development in Germany, Israel and Thailand, **Amir Blachman** returned home sweet home to Los Angeles to accept an offer from Columbus Pacific Properties, a national real estate investment, development and lending company. ... **David Schumacher** and **Yvonne Hsieh** from Section D, got married on May 28 in Santa Barbara. ... In 2005, **Mariana Corzo** and her partner moved to Rye, N.Y. She has been working as associate marketing manager, multicultural marketing - Latino at Pepsi-Cola North America in Purchase, N.Y. She markets brands such as Pepsi, Sierra Mist, Aquafina, Tropicana, Manzanita Sol, etc. to the Latino market in the United States. ... **Pete Staples** is living in Shenzhen, China, with his wife, Judy. This summer he is busy manufacturing a baby product called the "Strollometer(R)" ([www.strollometer.com](http://www.strollometer.com)). Amazon.com is taking pre-orders. ... **Andy Allcock**, **Dave Koshenina** and **Gordon Froeb** just attended a NASCAR race in Richmond, Va. where Dave and Gordon served as pit crew members for the #59 Kingsford car, catching tires during the pit changes.

## EMBA 2004

### EMBA Class Correspondent:

**Maggie Bohlman**

e-mail: [margaret.bohlman.2004@anderson.ucla.edu](mailto:margaret.bohlman.2004@anderson.ucla.edu)

2004 EMBA Class Notes by Maggie Bohlman

Well this last quarter finds us EMBA's as busy as ever. **Tony Clark** had the grand opening of his furniture business Q23, next time you are in Orange County you should definitely check out his place! ... **Derrick Morton** has some big news; he launched a company based on a plan he came up with in our entrepreneurship class. It's an online jewelry company called [RegentJewelry.com](http://RegentJewelry.com). They have a manufacturing facility in Bangkok with 20 employees that builds all of their products, so they control a big piece of the value chain with access to great raw materials and talented yet cost-efficient labor. They specialize in high-end colored stone jewelry. You can check it out at [www.regentjewelry.com](http://www.regentjewelry.com). If anybody from the class would like to buy anything, please contact Derrick as he has offered an EMBA discount. ... **Rosalind Chu** reports that she has transferred to Boeing Anaheim as supplier program management. ... **Jon Katzman** is the creator and festival director for Hollywood's first cell-phone film festival [www.thirdscreenfilmfestival.com](http://www.thirdscreenfilmfestival.com), and rumor has it, his poker game is getting pretty good too. ... **Vishal Vasisth** left Patagonia as their chief strategy officer and joined a \$500 million fund started by Steve Case ([www.revolution.com](http://www.revolution.com)). He is part of the consumer team. Additionally, Vishal was nominated to become a Henry Crown Fellow at the Aspen Institute. ... **Linda Lai Cornish** has moved from Harrah's Entertainment to be the new vice president of chamber development and member services at the Regional Memphis Chamber of Commerce. She is excited for the opportunity to help Memphis grow. Outside of work, Linda serves on the board of the Memphis Farmers Market, which she helped start a year ago, and the market opened in May 2006. Now folks in downtown Memphis have access to locally grown produce. Linda and her husband, Bob, are enjoying Memphis with their two Sealyham Terriers.



*Linda Cornish with her husband, Bob, and their Sealyham Terriers.*

... As previously reported, **Sam Ahn** retired from UCLA in April to start a new business venture, Vascular Management Associates. The company intends to open office-based vascular surgery centers across America. The first center is up and running in Westwood, 2 blocks from UCLA. The second center is breaking ground in Dallas next month

## Joining Select Comfort Corporation



Ernie Park (EMBA '01) has been appointed senior vice president and CIO of Select Comfort Corporation, the nation's leading bed retailer and

creator of the Sleep Number® bed.

"Information systems are an important foundation for building a great company," says Bill McLaughlin, chairman and CEO of Select Comfort. "Though we've made important progress with our systems over the past years, a personal priority this year was to identify and attract a leader with large-scale systems experience, who has developed strong teams and partnerships, and delivered solutions to support growth, innovation and customer relationships around the world. We are excited to have Ernie join our team."

Park comes to Select Comfort from Maytag Corporation, where he was corporate senior vice president and CIO. He led the transformation and realignment of the IT function, implementing LeanSigma (a combination of lean manufacturing and Six Sigma) and other strategic initiatives to leverage best practices, increase efficiencies and standardize technologies and tools, turning Maytag's IT into a highly responsive business function.

Prior to Maytag, Park served as vice president and CIO of global business services for Honeywell International Inc., where he had primary responsibility for the company's global shared service information technology business, supporting computing, network and corporate application services. He also has held various IT leadership positions at Avnet Inc., including corporate vice president of technology services.

and should be up and running within 2-3 months. Sam is currently busy raising private equity money to fund a more rapid expansion of these centers. Sam also reports his kids are doing great. Justin just turned 20 and is a pre-med junior at Emory University in Atlanta. Alex will turn 18 in November and will be a senior at Harvard-Westlake. He will be applying to colleges this fall and winter. Does Sam really seem old enough to have a 20-year-old?? ... **LK** and his family have had a busy summer! A bunch of EMBA's - **Vicki Halliburton** and her daughter Caitlin, **Patrica Turney** and her brother, Drew (honorary EMBA), **Neeraj, Hwa Kho, Satish, Joel Wacknov** and his wife, Eve-Marie, **Toni DasGupta** and her family, Vishal Vasisth and his family, **Suresh** and his family, **Anne Louise Rice** and her husband, Koorosh, Sam Ahn and I were there as guests to watch his daughter Sindhu's Arangetram, an amazing dance performance. Sindhu had been taking dance lessons for eight to nine years, and preparing for this event since last summer. Sindhu performed with her friend and dance partner, Reshem; both young women were amazing dancers. And that of course was not enough for LK this summer. His daughter, Nithya, was also busy, she took a geometry class at CSUN and went to Band camp before her high school classes started back up. LK's oldest, Sindhu, went off to her first year at UC Berkeley, and her family is already planning trips to visit her!



EMBA's at LK's event.

... **Gil Borok** and his wife, Aileen, welcomed a new daughter, Estee Rose, born March 31, 2006. ... **Kuok Ling** and his wife, Yvonne Yong, also welcomed a new addition to their family, Han Gene Ling, born Aug. 14, 2006. Kuok reports everything is going well and that Gene is a fan of power naps. He hasn't quite figured out that the entire evening is at his disposal for sleep!



Kuok and his son, Gene.

... Some of the Welcome to the Jungle study group members got together for lunch in down-

town Los Angeles recently. **Mette Alasti** flew in from the Bay Area just for the occasion! **Ali Asgharzadeh**, Anne Louise Rice, **Jamie Halimi**, **Larry Smith** and Mette feasted on Persian food, and afterward, some smoked cigars. During the gathering they laughed so hard that one member reported feeling delirious - must have been jungle fever. ... An EMBA-filled barbecue at my place included **Don Gants** and his lovely wife, Nanci, L.K., **Jon Volkman**, **Lee Goodglick**, **Heather Gilmour**, **Michelle Weetman**, Anne Louise Rice and her hubby, Koorosh, **Allen Etherton** and his partner, **Nigel Caaro**, **Patricia Turney** and **Michael Mazour**.



Don's Barbeque: Maggie, Michelle, Allen and Don.

... The second annual summer Hollywood Bowl outing, this time **Fantasia**, with fellow '04 alums **Don Haisch**, Anne Louise Rice, **Mike Fedyk**, **Steve Krulik**, Allen Etherton and Michelle Weetman happened in August. A grand time was had by all. ... Don Haisch had a summer barbeque at his place in Orange County that had some familiar faces - Michelle, Allen and Nigel, and I were all there for the festivities. Don was also re-elected as co-president of UCLA Anderson GLBA. Don and Allen also were present at my place for the first annual cupcake bake-off. We all had a great time and experienced the sugar coma to end all sugar comas. All you bakers get ready for next year as we are sure to expand the event! ... **Ron Naves** reports, "I am now teaching a course as an adjunct professor at Pepperdine University School of Law. I teach Complex Litigation." He continues to volunteer with his church, and when he can, he lends a hand coaching his seven-year-old Remington's football team. ... **Don Gants** reports the family is doing well down south. His oldest, Siera, is already in first grade! And if that wasn't enough she has joined the Brownies and taken up Karate. I bet Don will never know what hit him! ... **Heather Gilmour** rescued two cats and has named them Gypsy Rose Lee and Lizzie Borden. Really what more can I say about that! ... **Hwa Kho** reported he was training for a marathon in our last update. Well he did it! He completed the San Francisco Marathon on Sunday July 30! His time was 4 hours, 53 minutes. He reports, "It was a beautiful day to run and a great, great experience. I am already thinking about doing another one. Maybe, some of you will join me." ... **Patricia Turney** was traveling a lot in Asia and Europe this summer for Amgen, she did however manage to find some time to go white water rafting in Utah with her son, Andrew, her brother, Drew, and a bunch of friends.



Patricia and her son, Andrew, on a calm section of the Green River in Utah.

... **Terry O'Day** is running for Santa Monica City Council, election is Nov. 7. He requests that folks connect him with Santa Monica voters and to make a donation if you are able, maximum \$250 per individual. And if that were not enough Terry and his wife, Tiffany, are remodeling their house and hope to return home by the end of August. ... **Camille Landua** reports that she and husband Bruce managed to take a pre-baby vacation to Italy this summer, back in Los Angeles she has started a new job helping launch a hedge fund. ... **Stan Saucier** has reached new heights! He made a trip up Mt. Whitney with Ricon's investment group. They made the trip (from the Whitney Portal to the Summit) in one day - About 6 1/2 hours up and about 5 hours down.

## FEMBA 2004

FEMBA Class Correspondent:

**Chris Downing**

e-mail:

christopher.downing.2004@anderson.ucla.edu

## 2004

Full-Time MBA Class Correspondent:

**Ari Blank**

e-mail: ari.blank.2004@anderson.ucla.edu

## EMBA 2005

FEMBA Class Correspondents:

**Farideh Mehrdad**

e-mail: farideh.mehrad.2005@anderson.ucla.edu

**Jennifer Vescio**

e-mail: jennifer.vescio.2005@anderson.ucla.edu

## FEMBA 2005

FEMBA Class Correspondents:

**Marjorie Daleo**

e-mail: Marjorie.daleo.2005@anderson.ucla.edu

**Alice Huang**

e-mail: alice.huang.2005@anderson.ucla.edu

## 2005

Full-Time MBA Class Correspondent:

**Tina Castro**

e-mail: tina.castro.2005@anderson.ucla.edu



# Getting to the Top

Discover how successful leaders leverage the necessary knowledge and skills to get to the top. Senior marketing executives from various fields share tips and best practices for advancing to the next level in your career. Get the answers to such questions as:

- What leadership or management skills helped these executives move up the career ladder?
- What disciplines of marketing are important to master for roles at the top?
- What mistakes provided the most learning?
- What advice have mentors shared that led to promotions?
- What do they look for when hiring mid-level managers?

So mark your Calendar! All sessions will be held at UCLA Anderson.

Feb. 8, 2007	<i>Consulting</i>
April 18, 2007	<i>Venture Capital and Private Equity</i>
May 31, 2007	<i>Business Development and Sales</i>
Sept. 27, 2007	<i>CEO Panel</i>

*Alumni fees: \$25 in advance; \$35 at the door. For more information, please contact Kathryn Ullrich Associates, Inc. at 650-458-8775 or [GTTT@ullrichassociates.com](mailto:GTTT@ullrichassociates.com).*



About Kathryn Ullrich Associates, Inc.

*Kathryn Ullrich Associates, Inc., specializes in the recruitment of senior-level executives for software and consulting companies. Kathy Ullrich combines proven search experience with working knowledge of high-technology functional skills and industry experience to find top executive talent. She received her MBA at UCLA Anderson in 1992. (See story, page 49.)*

## Resources – and an Invitation!



**H**ello to all Anderson Alumni out there. By the time you read this, another of our annual reunions will have come and gone. Whether or not you made it to the 2006 Alumni Weekend and Reunions, you are welcome to review some of the highlights and photos on the alumni web site: [www.alumni.anderson.ucla.edu](http://www.alumni.anderson.ucla.edu).

I encourage all of you to visit the UCLA Anderson web site throughout the year as it continues to evolve into a rich resource of information on careers, networking and lifelong learning. You can track fellow alumni, check out what's happening on campus and take advantage of countless opportunities presented at Anderson and elsewhere.

May I suggest a few choice destinations in your online travels?

**The Main Stage** at [www.anderson.ucla.edu](http://www.anderson.ucla.edu) offers a gateway into the broad UCLA Anderson community, showcasing news and events, as well as video insights from faculty experts and feature spotlights on students and alumni.

**The Alumni Homepage** at [www.alumni.anderson.ucla.edu](http://www.alumni.anderson.ucla.edu) gives alumni immediate access to news, events and happenings at the local chapters and among class years. Go to your class' web page to read about former classmates, and submit notes to keep others up to date on what's happening in your life.

**The Alumni Master Calendar** at <http://alumni.anderson.ucla.edu/events> opens direct access to the current list of alumni events around the world. As of early October, there were more than 25 upcoming events set for London, Paris, New York, San Francisco, Boston, Chicago, Portland, Irvine,

Newport Beach, and of course, Los Angeles. Bookmark this spot and check it often!

**Alumni Career Resources** at <http://alumni.anderson.ucla.edu/career> supports a wide array of alumni needs, including career coaching, job listings, company and industry information, and access to the Parker Career Management Center.

**Alumni Lifelong Learning** at <http://alumni.anderson.ucla.edu/learning> takes you back to the classroom, offering access to a wonderful breadth of knowledge made available by UCLA Anderson. The Knowledge Assets page presents contemporary and award-winning faculty papers, executive

readings and pre-publication research material by UCLA Anderson faculty. Explore the courses presented by UCLA Anderson's Office of Executive Education Programs, and check out what's available via UCLA Extension.

**Alumni Lifelong Giving** at <http://alumni.anderson.ucla.edu/give> offers those who choose to give back to UCLA Anderson an opportunity to give online. With less

than 21 percent of Anderson's funding covered by state resources, alumni giving is key to maintaining the superb academic environment we encountered as students.

I invite you to take a long stroll through these pages and more. I have no doubt that you will find many items of interest along the way.

Best regards,

A handwritten signature in black ink, appearing to read "Grady". The signature is written in a cursive, flowing style.

Grady Smith ('01)  
[grady.smith.2001@anderson.ucla.edu](mailto:grady.smith.2001@anderson.ucla.edu)

