UCLA Anderson
School of Management

ASSETS

Winter 2012

› The Value of Doing Good

INSIDE THIS ISSUE

FROM THE DESK OF THE DEAN

Our Part in Achieving Social Impact

Dear friends,

These days, the words "social impact" are woven into the speeches and newsletters of many corporate leaders. A Google search spits out more than 6,000,000 results for the term. Loosely defined, it refers to the ways in which an organization affects its various communities.

The idea that corporations should consider their social impact, while also focusing on turning a healthy profit, has not always been at the fore. In 1970, Nobel Prize-winning economist Milton Friedman penned his famous essay, "The Social Responsibility of Business Is to Increase Profits," asserting that any company money spent on the pursuit of moral agendas is theft from the shareholders and a distraction from the firm's true purpose of wealth creation. Friedman's ideas have not always been well received, with opponents voicing vociferous opposition to his narrow view of the goals of corporations.

Today, Friedman's arguments may feel outdated, even naïve, considering the ideas of some of the most prominent business icons like Bill Gates, Warren Buffett or Eli Broad, who have committed themselves to a legacy of individual and corporate giving, along with activist social investing in causes like education, health care and the environment. As The Guardian recently noted, "The broader societal concern about sustainability has grown from almost nothing in the early 1990s to a dominant theme today."

In fact, Friedman's aversion to corporate strategies that veer even slightly from a profit-driven bottom line are slowly being replaced by concepts such as "philanthrocapitalism," which advocates for business ventures that concurrently achieve profit and social good, while also applying business methods and measures to philanthropic endeavors.

As President Bill Clinton recently wrote in his introduction to the book, "Philanthrocapitalism," by Matthew Bishop and Nicolas Kristof, "A new approach to solving social problems is needed, based on innovative partnerships between business, nonprofits and government. A group of successful entrepreneurs and business leaders is increasingly taking the initiative to craft new models of philanthrocapitalism. Rejecting the idea that business is about short-term profits, damn the consequences to society and the environment, these business leaders seek solutions that achieve concurrent benefits to individuals, corporations and communities."

In his new book, "Grow: How Ideals Power Growth and Profit at the World's Greatest Companies," brand guru and UCLA Anderson Adjunct Professor Jim Stengel argues that, "Maximum growth and high ideals are not incompatible. They're inseparable." Stengel's

At UCLA Anderson, we're passionate about doing our part, one program, one research study and one future leader at a time. Our community will continue to positively influence and positively affect the bottom lines of corporations, as well as the communities they serve.

conclusion is rooted in a 10-year study of more than 50,000 global brands, from which he selects "The Stengel 50," the top performers that on average outpaced the S&P 500 by 400 percent over the period. Each of these 50 is driven by a brand ideal, which is not, Stengel writes, a matter of "social responsibility or altruism but *a program for profit and growth* based on improving people's lives."

At UCLA Anderson, social impact was part of our DNA long before it came into vogue. Examples are plentiful. Through our partnership with Johnson & Johnson, the corporation has contributed millions to fund research and learning, benefiting thousands of Head Start families in the United States and HIV/AIDs patients in Africa. And The Riordan Programs, celebrating their 25th anniversary this year, nurture and prepare high school and college students from diverse backgrounds for undergraduate and graduate careers in management.

Our faculty lives and breathes these values, from William Ouchi, who has dedicated his research to improving public education; to Shlomo Benartzi, whose work encourages Americans to save for their retirement; to Bhagwan Chowdhry, who co-founded Financial Access at Birth, a global movement that advocates for creation of a savings account for every baby in the world; to Al Osborne, who – with Elaine Hagan (MBA '91) of the Price Center – has helped disabled veterans get back on their feet by preparing them for entrepreneurial pursuits; to Charles Corbett, a leading light in the sustainability movement, whose research and teaching focus on the interfaces between operations management, sustainability and entrepreneurship.

Our students are preoccupied with social impact from the moment they set foot in the school. They have won the Challenge for Charity – a fund-raising competition between leading business schools – in three of the last four years. They take their business skills and seek out project opportunities that have widespread community affects, whether incorporating environmental management into corporate practices, taking microfinance ideas to advance underserved communities throughout the world or completing Applied Management Research projects like the one that developed a plan to improve health care delivery in Mozambique.

Our alumni share the same DNA. Many have used their management degrees for the greater good, like Linda Smith (MBA '95), who has dedicated herself to eliminating illiteracy in Guatemala, or Keith Cernak (MBA '84), who created Partners, the largest consortium of health systems and businesses aimed at helping disenfranchised populations.

The large societal problems of our time – scarcity of food and natural resources, degradation of the environment, unequal access to education and health care – are too complex and too pressing to be solved without a partnership among sectors, joining together across market segments, governments, geographies, functional and academic silos. In the pages that follow, you'll see several diverse examples of the social impact that our faculty, students and alumni are having on the world.

At UCLA Anderson, we're passionate about doing our part, one program, one research study and one future leader at a time. Our community will continue to positively influence and *positively affect the bottom lines* of corporations, as well as the communities they serve. By doing so, we strive to be part of a greater good.

With warmest regards,

Judy D. Olian
Dean and
John E. Anderson Chair in Management

UCLAAnderson
alumni network

Anderson Assets (ISSN 1535-2870) is published by:
UCLA Anderson School of Management
110 Westwood Plaza
Mullin Management Commons, Suite F301
Los Angeles, CA 90095-1481.

Assets welcomes input from all alumni and the UCLA Anderson community for letters to the editor, articles or ideas on themes.

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Postmaster send address changes to:
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SPOTLIGHT

This edition of Assets focuses on social responsibility, and the UCLA Anderson community provides many examples. Throughout the magazine, some of this diverse pro-social activity is highlighted. Whether as a part of careers or on a more personal level, faculty, alumni and staff are acting as agents for meaningful change.

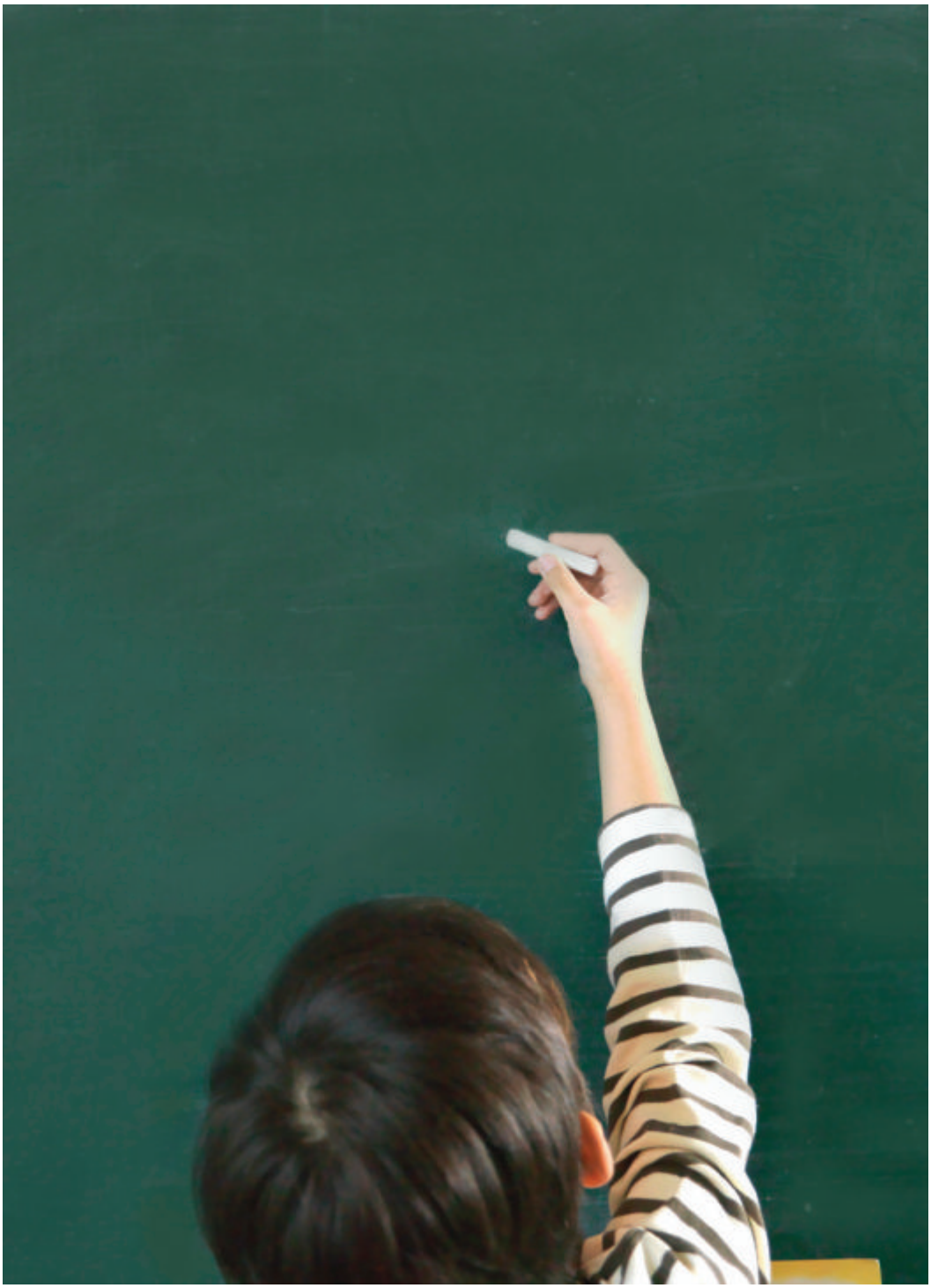
Given the still lackluster economy and more limited resources to devote to philanthropic causes, the main feature is a roundtable discussion with UCLA Anderson experts considering the current state of corporate social responsibility and what the future may hold. They also weigh in on the challenges and benefits organizations and individuals may encounter in their effort to be good citizens of the global community.

NEWS & EVENTS

GETTING A HEAD START ON MANAGEMENT

The 20-Year Partnership of Johnson & Johnson and UCLA Anderson

By Robert Preer



The UCLA/Johnson & Johnson Head Start Management Fellows Program was the first of what has grown to be four initiatives for nonprofit executives in the partnership of Johnson & Johnson, the New Jersey-based global health products company, and UCLA Anderson's Price Center.

Gene Kephart was director of a small Head Start program in central Pennsylvania when he came to UCLA Anderson in 1991 for two weeks of management training. The program, conducted by UCLA Anderson's Harold and Pauline Price Center for Entrepreneurial Studies and sponsored by Johnson & Johnson, gathered Head Start directors from across the United States for instruction in the essentials of running an organization.

While there, Kephart learned finance, negotiations, strategic planning and other business basics from many of the same faculty who teach UCLA Anderson MBAs. His was the first class of the UCLA/Johnson & Johnson Head Start Management Fellows Program, which celebrates its 20th anniversary this year.

"It was a life changer," recalled Kephart, who still directs the Philipsburg, Pa., Head Start anti-poverty agency, which serves an economically troubled area. "I am so grateful I had the opportunity. Though it didn't make me a businessman on Wall Street, it helped me do my job in rural Pennsylvania. I had worked in nonprofits most of my life, but it wasn't until the Fellows Program that I understood that Head Start is a business. We happen to be in the business of kids."

When he returned to his job, Kephart saw new ways to deliver services. He implemented new financial procedures and shifted the organization's focus toward customer service. He oversaw the agency's launch of a behavioral mental health program, which serves hundreds of children and adults across the region. Under his leadership, Philipsburg Head Start's growth has been dramatic. From the original 120 Head Start children, the agency now serves 1,970 preschool children, along with 2,830 other clients in its expanded group of community programs, for a total of 4,800 children, families and adults. Its annual budget has increased from several hundred thousand dollars to $23 million today. With 737 employees, the agency is one of the region's largest employers.

The Start of Something Good

The Head Start Management Fellows Program was the first of what has grown to be four initiatives in the partnership of Johnson & Johnson, the New Jersey-based global health products company, and UCLA Anderson's Price Center. Designed to improve management in organizations that serve low-income children and families, the origins of these programs can be traced to the late 1980s, when then Johnson & Johnson executive Curt Weeden met a Head Start official at a conference. They discussed the challenge of improving children's health, and Weeden offered to help.

"It made sense for the largest health products company in the country to partner with the largest provider of services to low-income families and children," Weeden said.

Weeden, who now runs his own consulting firm, Business & Nonprofit Strategies, decided the most efficient way to help would be to improve management of local Head Start agencies. Johnson & Johnson officials began looking to universities around the country for a partner. UCLA Anderson caught their attention.

A year earlier, the Price Center had launched a program (Management Development for Entrepreneurs) that provided management training to women and minorities who had founded successful entrepreneurial ventures. "We were attractive to Johnson & Johnson, because we were already working in disadvantaged communities," said Alfred E. Osborne Jr., faculty director and founder of the Price Center.

Victor Tabbush, adjunct professor emeritus of global economics and management at UCLA Anderson, who was head of executive education programs at the time, was involved in the initial contacts with Johnson & Johnson. "I told them we were very interested," Tabbush recalled. "Al Osborne and I marched off to New Jersey, and we had discussions that led to the signing of a contract."

Weeden remembers the meeting well. "Al was an immediate inspiration. He has a strong entrepreneurial spirit," Weeden said. "We knew right away that UCLA Anderson was absolutely the right place."

Five years later, Tabbush, who has worked extensively in Africa, was instrumental in launching a similar program, the Management Development Institute for Health Care Organizations. The institute offers training to leaders of Africa-based health care organizations.

Conrad Person, director of corporate contributions for Johnson & Johnson, sees it much the same way. "These programs and the partnership with UCLA Anderson and Head Start represent an excellent alignment with our company's heritage," he said. "When people hear the name Johnson & Johnson, they still think of babies. We respect and value that connection."

An Expansion of Partnership Programs

Throughout its existence, the UCLA/Johnson & Johnson partnership has built on its successes. In 2001, Johnson & Johnson asked the Price Center to design a program for executives of federally funded community health centers and similar organizations in the United States. The Health Care Executive Program began the next year. Modeled after the Head Start Management Fellows Program, it brings leaders of community-based health care organizations to the Anderson campus for intensive management education. (For the first eight years, the Health Resources and Services Administration of the U.S. Department of Health and Human Services cosponsored the program, along with Johnson & Johnson.)

Five years later, Tabbush, who has worked extensively in Africa, was instrumental in launching a similar program, the Management Development Institute for Health Care Organizations. The institute offers training to leaders of Africa-based health care organizations. Sessions are held in Ghana, Kenya and South Africa.

Health care organizations in Africa face a management gap, according to Tabbush. Many leaders rose to their positions because of their clinical skills but have little leadership training. In addition, he explained that, "Other philanthropic organizations in Africa are focused on providing pharmaceuticals, testing, equipment or clinical training."

The Price Center also runs the UCLA/Johnson & Johnson Health Care Institute, dedicated to helping Head Start parents manage their children's health needs. Dr. Ariella Herman, research director of the institute and a senior lecturer at UCLA Anderson, was a data analysis instructor in the Head Start management program when it first began. As she got to know agency directors, she wanted to know more about their challenges.

In 2000, Herman surveyed 600 directors to determine the main health care barriers confronted by Head Start parents. The fellows revealed that their biggest concern was the low level of health literacy (the basic understanding needed to make appropriate health-related decisions) among parents. Head Start parents did not know what to do when a child had a fever or an earache or when to keep a child home from school or when to rush to an emergency room. Herman set about designing a program to provide parents with tools to manage common childhood illnesses. She developed a pilot program with materials written at a third grade reading level. To eliminate any barriers parents would have to attending the training, transportaion, meals and child care were provided.

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"Year after year, I listened and learned from the agencies. I became rich in ideas," Herman said. "Then we grew step by step, which allowed us to expand the understanding of health promotion and illness prevention to underserved communities across the nation."

The program was well received by parents, Head Start officials and Johnson & Johnson, which provided initial funding. The training was expanded gradually to Head Start agencies around the country. Financial support for the institute grew, and funding now comes from a number of private corporations and government agencies, as well as Johnson & Johnson. In recent years, the institute has broadened its scope, offering parent training to encourage oral hygiene, proper nutrition and other practices that promote good health.

The Evolution of Effectiveness

A suite of programs dedicated to improving health care in underserved communities might seem unusual at a business school. But for UCLA Anderson, as well as Johnson & Johnson, the initiatives are a perfect fit.

"We are committed to helping those who are trying to bring about positive change in our society," Osborne said. "For people who work in these organizations, the pay is not great. They face enormous obstacles. These leaders require even greater skills to be successful."

To provide what is needed, the UCLA/Johnson & Johnson management development programs combine instruction in business fundamentals with projects tailored to the needs of individual organizations. Participating executives typically are given the task of identifying their organizations' challenges and strengths and then developing strategies for overcoming obstacles and reaching goals.

On stage at the graduation for the 1995 Head Start Management Fellows Program are Al Osborne, founder and faculty director of UCLA Anderson's Harold and Pauline Price Center for Entrepreneurial Studies (left), with Wendy Logan, former vice president of corporate contributions for Johnson & Johnson (center), and Helen Taylor (right), a graduate of the program's inaugural class who went on to become the associate commissioner for Head Start within the Administration for Children and Families in 1994. She led the Head Start Bureau until her death in October 2000.

"We've tried different formats over the years," Osborne said. The one used now starts with a series of classroom sessions, followed by an independent project, in which participants design an initiative for their agency."

Osborne considers the Business Improvement Plan (BIP) used in the Johnson & Johnson management education programs an unofficial franchise that can be applied widely. He explained that the name changes with the program: Management Improvement Plan (MIP) for management at Head Start, Health Improvement Plan (HIP) for parents and health care and Community Health Improvement Plan (CHIP) for community health organizations.

The training works. In the past 20 years, the Johnson & Johnson/UCLA Anderson partnership has trained over 1,300 Head Start directors, close to 600 leaders of community health clinics and over 600 organizations from 22 countries in Africa. The Health Care Institute has reached over 50,000 families, and an assessment conducted by the institute found that Head Start parents who had been through the program reduced visits to doctors and clinics by 42 percent. Emergency room visits fell by 48 percent. According to the study, this translates to a conservative estimate of $5.1 million in annual savings to the health care system for every 10,000 families who go through the program.

"We are having an impact," Osborne said. "And we can measure it."

A Mutual Commitment to Making a Difference

Twenty-year relationships between corporations and academic institutions are rare. According to officials of UCLA Anderson and Johnson & Johnson, the longevity of the partnership reflects a shared determination to achieve meaningful change. As Osborne explained, "Companies like Johnson & Johnson and others we work with take a long-term view. They believe that to be effective, you have to be at it for awhile. We feel the same way."

And this long-term relationship has enabled evolution. As Person explained, "This is not the same program it was when it started. It has grown organically." One important change he noted is the decision to bring teams from agencies to training sessions, which allows for more significant transformations within agencies.

The Johnson & Johnson programs have also had an impact on the larger UCLA Anderson community. MBA students participate in the initiatives as teaching assistants. As Tabbush said, "Many of our students are interested in nonprofits, either working or consulting for or serving on boards, so having a connection to that world fits with the strategy of our MBA programs."

Osborne said he is proud of the accomplishments of the Johnson & Johnson Programs, the Price Center and UCLA Anderson in helping those who serve these regions and families. "We are trying to instill business principles in the hearts of a lot of very wonderful people," Osborne said. "Imagine spending your days working with poor families and the unemployed. For many of these directors, our program has been transformational. It is a validation of the importance of their work."

Head Start administrators attend a course at UCLA Anderson for the 2009 UCLA/Johnson & Johnson Head Start Management Fellows Program.

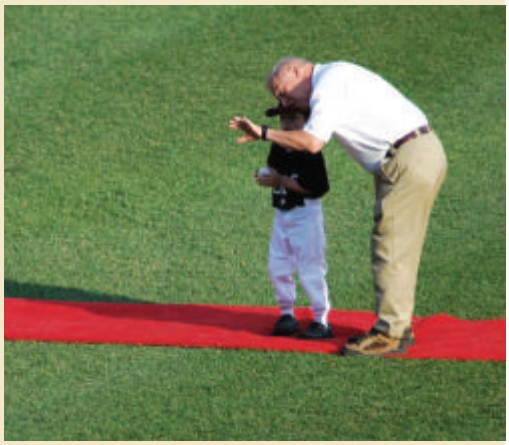
Ariella Herman (right foreground), research director of the UCLA/Johnson & Johnson Health Care Institute, speaks to a group of Head Start administrators.

Victor Tabbush (left), then faculty director of the UCLA/Johnson & Johnson Management Development Institute, presents a token of appreciation to Afua Kufuor (right) from the Ghana Institute of Management and Public Administration in the 2011 program devoted to delivering health care services to underserved populations in Africa.

Al Osborne (center), founder and faculty director of the Price Center for Entrepreneurial Studies, which administers the UCLA/Johnson & Johnson programs, with Anderson students who served as teaching assistants in 2008.

Curt Weeden (left) and Conrad Person (right), the original and current leaders on the Johnson & Johnson side of the UCLA/Johnson & Johnson programs, participate in a panel discussion as part of the celebration of the partnership's 20th anniversary.

Gene Kephart, director of Cen-Clear Child Services and a graduate of the inaugural UCLA/Johnson & Johnson Head Start Management Fellows Program, shows one of his many young charges the finer points of playing baseball.



A CHANCE TO STAND AND DELIVER

The Riordan Programs Celebrate 25 Years of Socially Impactful Education

By David Geffner

Former Riordan scholar and fellow, Scott Torres, now works for New York City's Department of Education. The 29-year-old San Fernando Valley native was the first in his family to go to college. His grandparents worked manual labor jobs in the citrus industry, and his sister dropped out of school in 9th grade. A high-achieving student nevertheless, Torres won a scholarship to Chaminade High School and then entered a Leadership Education and Development (LEAD) summer program, which was based at UCLA Anderson.

"I had never heard of The Riordan Programs until I was on campus with LEAD that summer," Torres recalled. "For students who grew up hearing about the global economy at their dinner table, those Saturdays at Anderson might not have been a big deal. But with my background, the current events discussions that started each session were eye-opening."

Torres said the intellectual energy focused on him by Riordan staff, mentors and professors was inspiring. "I particularly remember the annual stock market competition for the scholars," he recounted. "Nearly every session we'd meet with a Wall Street professional, who'd teach us how to analyze a specific industry or comapany from a strategic perspective. The tools we used – financial websites, PowerPoint, Excel, etc. – were all brand new to me."

The methodologies Torres saw at Riordan – working collectively in small peer groups, applying critical thinking to real-world research, polishing and presenting data – were all very similar to his later experiences as an undergraduate at Stanford. "Riordan's entrepreneurial and philanthropic values came shining through on my application," Torres continued. "As did the exposure I got to SAT prep, which was not something we talked about in my circle of friends at home!"

Richard Riordan (left), program namesake and former Mayor of Los Angeles, and William Ouchi, program cofounder and UCLA Anderson's Sanford and Betty Sigoloff Distinguished Professor in Corporate Renewal, enjoy the discussion at the annual fireside chat.

Taking Up the Challenge

The Riordan Programs is a one-of-kind socially directed initiative, which boasts a 100 percent rate for its participants later going on to four-year colleges. It was the brainchild of William Ouchi, who remains its biggest champion. The longtime UCLA Anderson professor and New York Times bestselling author explained that the programs had started just a few years before and received renewed interest from the Los Angeles social unrest of more than two decades ago.

"During that time, many local companies wanted to help repair the city's economic fabric, but there was no mechanism in place," Ouchi remembered. "So we said, 'If UCLA doesn't provide leadership in this area, who will?' To not take some kind of action would have meant we failed in our core mission to serve the community."

Ouchi, who is Japanese American, decided to sound out 15 students of color who were earning MBAs at UCLA Anderson. The basis of today's Riordan programs came from their suggestion to bring in high school students ("scholars") and young working professionals ("fellows") to be exposed to the school's prodigious educational resources and human capital. (Later, a third program was added, bridging the two and focusing on health care.) From that first group of Anderson students, Ouchi heard many versions of the same story.

"These were our nation's future business leaders who'd all grown up in poverty," Ouchi noted. "They had zero role models for careers in business, and yet they all had somebody – a teacher, priest, neighbor or friend – who, somewhere along the way, reached out. I thought: UCLA needs to be that friend. So, I went to Dick Riordan to ask for startup money, and he said 'yes' with the only condition being that we shape the program together."

Linda Baldwin, now UCLA Anderson's assistant dean of diversity initiatives, was the first executive director of what she described as an adventure in social entrepreneurship. "Ouchi and Riordan's vision to instill the passion for a business education into kids who would all be the first in their families to go to college was satisfying on so many levels," she said. "The challenge, like any startup, was to create and fund the program at the same time. Our early efforts were all about building alliances with the 26 inner city high schools."

"Success in the business world – really in every aspect of life – is all about building and maintaining relationships, and the bonds our mentors form are life-changing."

— Alex Lawrence (MBA '99), executive director of The Riordan Programs and a former Riordan fellow

Baldwin's tasks included making presentations to students and their college advisors, creating a curriculum and selection process, contacting UCLA Anderson alumni to be class speakers and students to be mentors. The goals for that first class of scholars included "fortifying their critical thinking and reading skills" and "working on goal-setting and time management," Baldwin noted. She even drove female students home, because their neighborhoods weren't safe to walk in at night.

Developing Impact Capacity

In the scholars program, Los Angeles-area high school students still gather one Saturday a month during UCLA's academic year to take high-level SAT prep courses, analyze the stock market and visit Riordan alumni working at elite think tanks like Apple, Google, Intel and Stanford. Transportation to UCLA, meals and materials for teens whose total household income never tops $35,000 are still paid by the program. Best of all, the scholars are paired with Anderson MBA candidates in one-on-one mentoring sessions that go far beyond spreadsheets and business plans.

"Success in the business world – really in every aspect of life – is all about building and maintaining relationships," offered Alex Lawrence (MBA '99), executive director of The Riordan Programs since 2004 and a former Riordan fellow. "And the bonds our mentors form are life-changing. Last year, we had two scholars apply to Princeton and Dartmouth. Those were their mentors' alma maters, and they worked with the scholars to hone their applications."

Ouchi poignantly recalled one scholar who was the son of Vietnamese immigrants who spoke no English and had no source of income. "They lived in complete survival mode, and yet, he was still an exceptional student," Ouchi said. "His mentor took him to lunch at the Arco Towers, and the scholar came out of his house wearing torn jeans and dirty sneakers, because he'd never been to a restaurant before! He had his first ride in an elevator that day, too. Fast-forward three years, and this young man gets a full scholarship to Williams College. That probably would never have happened without the influence of his mentor and his time in Riordan."

A group of the 2012 Riordan fellows engage in a team building exercise as part of their orientation.

The fellows have equally impactful experiences, albeit in a tuition-based format. Working professionals who are searching for the tools to earn MBAs, they're led by UCLA Anderson faculty members through case studies that mirror Anderson coursework. They take GMAT preparatory and get in the pool for internships at companies like Sony Pictures Entertainment, DaVita and Goldman Sachs, where Riordan graduates inside help with placement. The camaraderie lasts, as evidenced by the alumni association and the many graduate volunteers.

Paying It Forward and Back

Echoing Ouchi and Riordan's vision, giving back is common. Nike Irvin (MBA '89), who still serves on the programs' advisory board, became the second (and first alumni) executive director in 1996. She added a service component – such as cleaning a homeless shelter or volunteering at a community school. Irvin's goal was not only to benefit the selected entity but also to have Riordan fellows use their organizational skills. The service continues today, having generated more than $250,000 in the last three years to help fund college visits for Riordan scholars.

The Riordan Programs have a singular place in the career education market. "Other top 25 business schools have one-week summer sessions for high-achieving college students," Lawrence noted. "But there's no other model that runs through the academic year and targets populations with little access, income or family history of higher education."

Torres wants the programs to have company. He recounted already hoping as a college freshman to one day start a federally subsidized nonprofit program for the nation's high-potential low-income youth. "That was directly inspired by my time at Riordan," he said. "And I only found out about Riordan by chance. I felt – I still feel – there has to be a national, systemic way to identify such students, so they're given a chance to make an impact."

After graduating from Stanford, he entered the Riordan Fellows Program, while working in accounting at Paramount and then as a financial analyst in Disney's video game division. And when they were both volunteering at the Riordan stock market competition, he met Frank Baxter, chairman of the Board of Alliance for College-Ready Public Schools, which creates charter schools in Los Angeles.

"Mr. Baxter invited me to attend board meetings, which inspired me to start thinking about public education," Torres said. "Professor Ouchi's research in applying traditional management techniques to public school districts was another big influence. So I got my MBA at Harvard with the idea that I would ultimately use my management skills for a career in public education."

Now doing financial oversight for New York City's charter school system, Torres hopes to have an even greater impact on underserved communities. "I'm definitely a product of the Riordan environment. Just coming back to the stock market competition is an emotional experience," Torres said. "I know exactly what the scholars are feeling. Dressed in business attire for the first time in their lives and making a presentation at a prestigious school is imposing but also exciting. It means a lot to me that the kind of opportunity I received at Riordan will be around for others for a long time to come."

"From my time leading The Riordan Programs, I am most proud of the transition of the stock exchange competition from a very low tech presentation for fellow students to a sophisticated public showcase displaying Riordan scholars' talent. It began with inviting the parents to give them a window into the world of their children's work. Then we included leaders from the companies the scholars were researching, which brought additional involvement and helped raise funds to support the program."

— Nike Irvin (MBA '89), former executive director and current advisory board member of The Riordan Programs

Members of the 2009 Riordan scholars receive instruction from one of their UCLA Anderson MBA student mentors.

Riordan scholars from 2010 take a break during their college tours to enjoy a San Francisco Giants game.

Riordan fellows from 2009 ask questions of the participants in the Women's MBA Panel, including graduates from UCLA Anderson and other top schools who are also former Riordan fellows themselves.

Members of the specially focused health care management program for Riordan fellows take a tour of the Cedars-Sinai Medical Center in 2010.

Linda Baldwin, the first executive director of The Riordan Programs, leads one of the sessions in the early years of the program.

Alex Lawrence (left) and Nike Irvin (right), the current and a former executive director for The Riordan Programs, attend the annual 2010 gala event for the Riordan fellows.

Q AND ANDERSON

The 2011 John Wooden Global Leadership Award Recipient, Peter V. Ueberroth, Shares His Thoughts on Leadership

By Paul Feinberg

"You can learn something from everybody. But I think there are some who just exude great skills and great minds, and at the top of that list is John Wooden."

— Peter V. Ueberroth, managing director of Contrarian Group

Peter V. Ueberroth has enjoyed a long, varied and prosperous career as a businessman – a moniker he uses to describe himself with an emphatic degree of pride. He first made his mark in the world of travel by founding First Travel Corporation in 1962; by the time he sold the company, it was the second-largest travel company in the world. In 1980, he became president of the Los Angeles Olympic Organizing Committee, where he led an organization that transformed the modern Olympics movement. This brought him national recognition as Time named him their Man of the Year in 1984. Ueberroth followed the Olympics with a stint as commissioner of Major League Baseball. Today, he is managing partner of Contrarian Group and said, of all his accomplishments, he's most proud of the acquisition of the famed Pebble Beach golf course and resort.

In recognition of his accomplishments as a business leader, UCLA Anderson bestowed the John Wooden Global Leadership Award upon Ueberroth in a gala held at the Beverly Hilton Hotel. Ueberroth feels close to the UCLA community, as the campus served as one of the Olympic Villages in 1984 and the university has recognized that relationship by naming a Le Conte Avenue structure the Ueberroth Building. Hours before the likes of Olympic legend Rafer Johnson and NBC's Al Michaels feted him, Ueberroth sat down with Assets in the lobby of the Beverly Hilton to discuss his approach to leadership.

How would you describe your leadership style, and how would your subordinates describe it?

I'm a pretty good selector of quality people with exceptional skills, and I'm not afraid to seek out brighter people, more skilled in many ways than I am. Then I have to earn the right to be a leader.

I would say that people I work with – and I mean to say "people I work with" since I don't have superiors and inferiors – but I would say the people I work with would say that I'm demanding. I'm fair. I'm impatient, and I ask more questions than most. I'm management intensive with an overactive curiosity.

Is there anyone you consider your mentor?

I can recognize leadership, and I'm very willing to learn from others. There have been many mentors ranging from the people closest to me – obviously, my wife, Ginny, is one – to some people that are nearly strangers. You can learn something from everybody. But I think there are some who just exude great skills and great minds, and at the top of that list is John Wooden.

John Wooden, the namesake for the award, died in 2010 at the age of 99.

When you ask him a question and he gives you an answer, it's worth a million dollars a minute, because he is a great thinker. I don't use the past tense when talking about John Wooden, because all the things that he's done, the Pyramid of Success and the like, live on. One of the reasons that I'm accepting this award, the main reason that I'm accepting this award, is the hope that UCLA will take the Wooden Award to new heights over the next decade.

You were an athlete, a water polo player at San Jose State who was invited to the Olympic trials, before you became a businessman. Are there any lessons from your athletic life that translate to business?

I think that most athletes learn a lot of life lessons through competition. You win; you lose. You learn from all of that. I think John Wooden exemplified the fact that everything you practice you learn. You learn that being a teammate is more valuable than your own play. Those lessons are all transferable to business, to family and to all the rest.

Did you have a close relationship with Coach Wooden?

I would say the answer to that question is "no." It wasn't a close relationship. He was open to me and encouraged me to come to him if I had issues to discuss, especially during the time of the Los Angeles Olympics. He felt he might be someone who could help, and he recognized that we would face a lot of challenges. He wasn't asking for that role; it was the reverse. I asked him if I could go to him if I was stuck and couldn't figure something out. Privately, without attribution, I did that half a dozen times.

We're wondering why you named your company the Contrarian Group.

When we named it, "contrarian" wasn't a word in the dictionary. The other words were in there, like "contrary," but "contrarian" wasn't in the dictionary in the late '80s when we named the company. It is now. What it means to those of us who work there is this: When everyone is running in one direction, you want to do that, too, but you also want to give a solid look at going in the opposite direction. When the momentum swings one way, you need to look at what would happen if it goes the other way or if you could make things go the other way. You need to ask: What would be the advantage in business from going in the opposite direction?

You've had so many successes. Are there any things you've learned from failure?

I learned not to jump into a rescue attempt without knowledge. I had some friends that invested in an airline in the late '80s. I jumped in to try and help, and I was no help at all. The airline didn't go bankrupt; fortunately, it was sold. I think two owners later, it went bankrupt, and I think it's been bankrupt a couple of times. But now, it seems to be thriving. Smarter people than I were able to make that one work.

"I think that I never intend to retire. I think that you should always have some challenges. That keeps you young. It keeps you healthy, and without that, I'd be bored to tears."

— Peter V. Ueberroth, managing director of Contrarian Group

What motivated you and your partners to buy the Pebble Beach golf course and resort from the Japanese group that owned it at the time?

There are some places in the United States and in the world that deserve to be kept intact for generation after generation. It was my partner, Dick Ferris, who had been chairman of United Airlines and a lifelong friend, who approached Bill Perocchi and me about buying the Pebble Beach property. Then I asked Clint Eastwood, who has been a friend for a lot of years, and Dick asked Arnold Palmer to join us. It's been a terrific partnership.

Ueberroth and his partners invited all the competing purchase groups to invest along with them, and he said most of them have. He and his partners are committed to not sell Pebble Beach or break it up by selling off different pieces. He explained why.

We are dedicated to the idea that your great, great grandchildren will be able to visit Pebble Beach. It's a totally public golf course. All four of our courses are open to the public, and our accommodations, including the 17 Mile Drive that is under our stewardship, will be for many generations. That's a good feeling.

Dean Judy D. Olian (left) hosted a discussion with Peter V. Ueberroth (right) for the UCLA Anderson community before the dinner and presentation ceremony for the 2011 John Wooden Global Leadership Award.

Any plans to retire?

Our offices are kind of like a college campus in a rural setting. Imagine having a bunch of bright people sitting around with you, looking at the news of the day and discussing new ideas. Imagine being able to invest in young people who have new ideas and new products. There's nothing better; that's fun.

I think that I never intend to retire. I think that you should always have some challenges. That keeps you young. It keeps you healthy, and without that, I'd be bored to tears.

I can understand retiring if people want to retire, but I think that people are going to be happier if they have a challenge ahead of them all the time. If they retire, then maybe they'll decide to commit to building a new wing on the hospital so that they have risk. I think you want to have risk. I think risk promotes vitality.

FACULTY NEWS

INTRODUCTIONS

New in Global Economics and Management

Christian Dippel, assistant professor of economics, has joined the global economics and management area at UCLA Anderson.

Dippel's research interests include political economy, international trade, development economics and economic history. He focuses on the formation, persistence and change of organized interests and social divisions in society, their impact on policy choices and economic growth, and the effect that international integration has on these equilibrium relations. In graduate school, Dippel's research garnered a number of graduate awards.

Dippel will teach the core Managerial Economics course at UCLA Anderson. As a graduate student, he taught graduate and undergraduate International Economics and International Trade at the University of Toronto. In addition, he has worked as an analyst for Bank of America Investment Banking.

Transfer from Stanford in Policy Area

Phillip Leslie is an associate professor in the policy area at UCLA Anderson. He received his doctorate in economics from Yale University then joined the economics department at UCLA before moving to Stanford University.

Leslie's research is in the field of empirical industrial organization. He has published a series of papers about price discrimination, including bundling and the role of resale markets (particularly in the context of ticket pricing). In a second collection, he examined how information disclosure impacts consumer and firm behavior. He also has written about consumer boycotts, managerial incentives in private equity and the returns to education.

Leslie teaches business strategy. He has been on study trips with MBA students to Australia, China, India, Japan and Russia and is an active executive education teacher. He is a research associate of the National Bureau of Economic Research.

Joint Appointment with Psychology Department

Jenessa Shapiro is an assistant professor of management and organizations at UCLA Anderson. Since 2008, Shapiro has taught in the psychology department at UCLA in the social psychology and the diversity science areas. She now has a joint appointment.

Shapiro's research focuses on stereotyping, prejudice and discrimination. More specifically, her research explores how stereotypes can undermine employee performance and training; how prejudice manifests in modern work contexts; and why there are gender disparities in science, technology, engineering and math.

Shapiro has received numerous fellowships and grants from the National Institutes of Health, the National Science Foundation and many others. Her research has been published in top tier business and psychology outlets. She will teach the core organizational behavior course and Leadership Foundations to the fully employed MBA students.

New Assistant Professor in Marketing Area

Stephen Spiller is an assistant professor of marketing at UCLA Anderson. He received his doctorate in business administration from Duke University in 2011.

Spiller's research focuses on the psychological processes behind how consumers plan, allocate and represent their time and money. His dissertation examined the effects of perceived resource constraints and memory accessibility on the degree to which consumers consider their opportunity costs. In ongoing research, he examines the downsides of setting too many plans, how consumers assess the value of money and the psychological antecedents of financial fragility.

At Duke, Spiller taught Marketing Management in the Markets and Management Studies program. At UCLA Anderson, he will teach the core marketing course in the FEMBA program.

Faculty Member Joined Marketing Department

Andrés Terech is an adjunct assistant professor of marketing at UCLA Anderson. His research is aimed at understanding consumer choice behavior and competitive market structure. In particular, his current work focuses on the consideration stage of the consumer brand choice process. He also has a special interest in marketing issues related to price polices, franchising and retailing management.

At Universidad Austral IAE Business School in Argentina, Terech taught marketing analysis, marketing strategy, price policy and retail management to MBA, executive and customized in-company programs. Terech has been regularly invited to teach at several different business schools in Spain, Mexico, Chile, Peru and Ecuador.

Terech also has worked as a consultant advising clients in a variety of industries, including retailing, agribusiness, financial services, textile and automobile. Previously, he worked for Accenture.

The J. Fred Weston Professor of Finance

Ivo Welch is the J. Fred Weston Professor of Finance at UCLA Anderson. He was on the Anderson faculty from 1989 to 2000 and since then at Yale's School of Management and the Brown economics department.

Welch has placed among the top 100 most influential economists in some academic rankings. A number of his papers have won awards and/or are highly cited. Known for his work on informational cascades, he also has published in areas such as initial public offerings, capital structure, dividends, market-timing, performance evaluation, earnings management, overconfidence, socially responsible investing, bankruptcy, etc.

Welch has served as an associate or managing editor at a number of prestigious academic finance journals. He has written an introductory corporate finance textbook (freely available at http://book.ivo-welch.info) and has earned a number of teaching awards.

APPOINTMENTS AND HONORS

Appointed White House Director of Social Innovation

Jonathan Greenblatt, lecturer in global economics and management at UCLA Anderson, where he developed and teaches its course on social entrepreneurship, has been appointed head of the White House Office of Social Innovation and Civic Participation.

Demonstrating a lifelong commitment to public service, Greenblatt worked on the Technology and Innovation Team of the Obama-Biden Presidential Transition. In this role, he helped to shape the agenda for the incoming administration on issues related to civic engagement, national service and social enterprise. He also served as an aide in the Clinton White House and U.S. Department of Commerce, focusing on commercial trends in emerging markets of Asia and Latin America, as well as post-conflict economies. He also worked on former President Clinton's first successful presidential campaign.

An experienced pro-social corporate executive, Greenblatt is well known for his work in international development, particularly global water and sanitation issues and market-driven models to alleviating global poverty. He is the founder and president of Our Good Works and its All for Good, the largest database of service opportunities ever assembled. With the Aspen Institute, he is the founding director of the Impact Economy Initiative, which explores public policy to increase impact investing. He was the chief executive officer of GOOD Worldwide and co-founded Ethos Brands and Ethos Water, which was acquired by Starbucks Coffee Company.

Awarded Honorary Doctorate

Mark Grinblatt, Japan Alumni Chair in International Finance, was awarded an honorary doctorate in economics from Aalto University in Helsinki, Finland, at their centennial conferment ceremony in May 2011. (Photo above is of Grinblatt at the event.) The degree, which is the highest honor that the university can bestow, is awarded only once every five years. It is conferred on distinguished individuals who have made significant contributions to science, business or society.

The conferment ceremony coincided with the Helsinki Finance Summit on Investor Behavior, for which Grinblatt delivered the keynote address. Organized by the finance department at Aalto University, the conference presented state-of-the-art academic research, both theoretical and empirical, on related topics.

Investor behavior is one of Grinblatt's research interests, along with asset pricing, rational expectations equilibria, performance evaluation, stock market anomalies, corporate finance and derivatives valuation. He has authored approximately 40 scholarly papers in finance and economics, which have been published by the major journals in the field.

Grinblatt, who has been a member of the UCLA Anderson faculty since 1981, is the senior associate dean and director of the school's doctoral program. He is a former president of the Western Finance Association, advisory editor to three journals and a founding member and director of the Foundation for the Advancement of Research in Financial Economics. He also serves on the board of directors and executive committee of the National Bureau of Economic Research and on the board of Citi Swapco Inc.

Named a Lifetime Fellow by Two Organizations

Christopher S. Tang, distinguished professor and the Edward W. Carter Chair in Business Administration, has been named as a fellow in the Production and Operations Management Society (POMS) and a fellow in the Institute for Operations Research and the Management Sciences (INFORMS). He has been a member of the UCLA Anderson faculty since 1985.

The designation of a POMS fellow is the most prestigious honor awarded by the society and is given for life. It is intended to pay tribute to members who have made exceptional intellectual contributions to the profession and the society, through research and teaching. There are only 27 POMS fellows in the world, and in a typical year, only two new fellows are inducted. These numbers illustrate the stature of this honor.

INFORMS is an international society for practitioners in the fields of operations research and management science, and INFORMS fellows have demonstrated outstanding lifetime achievement in the field through exceptional accomplishments and significant contributions to its advancement. Tang joins Art Geoffrion, Don Morrison and Bill Pierskalla as the fourth INFORMS fellow on the UCLA Anderson faculty.

Tang's work includes being one of the pioneers studying scheduling of flexible manufacturing systems, interface between operations management and marketing, and global supply chain management with a focus on dealing with product variety and information sharing. Currently, he is studying operational mechanisms for value creation by social enterprises.

IN MEMORIAM

James R. Jackson (1924 – 2011)

James R. "Jim" Jackson, a member of the faculty at the UCLA Graduate School of Management from 1952 to 1985, passed away on March 20, 2011, at his home in Tehachapi, Calif.

Jackson received his bachelor's, master's and doctorate degrees from UCLA, and he remained at UCLA his entire career. He played a key role in developing UCLA's MBA program in the early 1970s and directed it from 1974-1978.

Jackson made pioneering and lasting contributions to his profession, operations research. He is most known for his work on queuing networks, two papers in particular from 1957 and 1963. His seminal insight was to show how the behavior of such a network is far simpler than might be expected. These two papers alone have been cited 345 and 430 times; they were selected among the most influential papers in the first 50 years of the two journals in which they appeared, Operations Research and Management Science. The influence of his work becomes even clearer when one realizes that it formed a crucial part of the theoretical foundation for the Internet. His ideas about education were also reflected in a business decision game he created in the mid-1950s, which was widely adopted.

Jackson is survived by his longtime companion, Genevieve Higgins, and by his three stepchildren, Richard and Clem Molony and Kathy Hillis and their families.

Alfred Nicols (1917 – 2011)

Alfred Nicols, UCLA Anderson professor emeritus, has passed away at the age of 94.

Nicols was born in Brooklyn, N.Y. He graduated from UCLA with a Bachelor of Arts in philosophy in 1940 and completed his doctorate in economics at Harvard in 1946. He then returned to UCLA to accept a position at the Institute for Research on Labor and Employment. In the '40s and '50s, he worked on post-war reconstruction projects in Italy, and published research on oligopolies with an emphasis on the "Big Three" car manufacturers. Later in his career, he addressed the economics of mutual savings and loans, and the structure of 'pyramid selling'.

Nicols was fortunate to work with some of the academic giants of the twentieth century. He assisted the philosopher Bertrand Russell while an undergraduate at UCLA; worked with Nobel Prize-winning economist Joseph Schumpeter at Harvard; and counted UCLA luminaries such as Robert Williams, Neil Jacoby, George Hildebrand, Fred Weston and Karl Brunner as his friends. His great joy was teaching, and he had significant impact on many students over the years.

Nicols is survived by his second wife, Marianne Pinchot Nicols, three children – John, Jane and Ann – and six grandchildren. He remained engaged with his family and friends until the end and enjoyed meeting colleagues for lunch in the Faculty Club.

FEATURE

A roundtable conversation with UCLA Anderson experts, drawn from the faculty and alumni of the school, focuses on corporate social responsibility. Given the still lackluster economy and more limited resources to devote to philanthropic causes, they consider the current state of pro-social activity and what the future may hold. They also weigh in on the challenges and benefits organizations may encounter in their effort to be good citizens of the global community.

Along with other examples from the UCLA Anderson community that appear throughout this edition of Assets, a few sidebar articles are included here to highlight some of the school's work in this area.

THE BUSINESS VALUE OF DOING GOOD

A Roundtable Discussion on the Challenges and Rewards of Corporate Social Responsibility

By Rhonda L. Rundle (MBA '83)

San Francisco and other municipalities have banned plastic bags to protect wildlife and shrink landfills. Low-flow toilet laws have slashed wasteful water usage. Taking aim at the nation's obesity epidemic, California last year began requiring fast food and other restaurant chains to post their calorie counts.

These government interventions in the marketplace reflect the public's embrace of society's need to manage resources, preserve the environment and promote healthier lifestyles. So it's hardly surprising that consumer polls show support for eco-friendly corporate initiatives that save energy or reduce litter.

Business is getting the message. Airlines, hotels and grocers, among many other enterprises, are scrambling to promote their wares as sustainable, green or healthy.

Forty years ago, the renowned University of Chicago economist, Milton Friedman, famously observed that the only responsibility of a corporation is to maximize profits while obeying the law. Since then, have evolving public attitudes, combined with the power of communications technologies like the Internet and social media, transformed the competitive landscape, turning corporate philanthropy into a strategic necessity?

Three UCLA Anderson professors, joined by an alumna who heads a nonprofit management consulting firm, shared their views during a recent roundtable discussion. They are: Charles Corbett, the current faculty chairman and an authority on environmental management and sustainability; Bhagwan Chowdhry, a microfinance expert who is campaigning to give every child on earth $100 at birth; Romain Wacziarg, whose research interests include the global economic crisis and business ethics; and Patty Oertel (MBA '80), president of The Oertel Group in Los Angeles and one of the 100 Inspirational Alumni from the school's 75th anniversary celebration. Here is an edited version of the conversation.

Credit: Panel Photography by Carol Zou

The panel for the corporate social responsibility roundtable is (left to right): Romain Wacziarg, Charles Corbett, Patty Oertel and Bhagwan Chowdhry.

Assets: Does corporate social responsibility, CSR for short, have a higher profile than a generation ago?

Wacziarg: I think so. The biggest change has been the intensity of communications that has revealed to firms that they can't misbehave without ever being discovered. Just shining a light on that has caused companies – not out of the goodness of their hearts – but simply out of market necessity, to think more about their reputation.

Chowdhry: What has changed is how people think about issues like resource conservation and the environment. More corporations pay attention to these concerns than they would have 20 years ago, because it's good business. In that sense, the world has changed.

Assets: So if Milton Friedman were alive today would he think differently about CSR?

Wacziarg: No, because if it's good business, then it's perfectly fine from his point of view to engage in corporate social responsibility. It's just another way of maximizing profits. In a different world, you can't do the same things that some companies were doing in the '60s, like discriminating against minorities and dumping toxic chemicals in rivers.

Oertel: But he would want it to be measured and to prove that it has an impact on reputation, short-term and long-term. I think that while there are growing efforts to apply metrics and to see those results, those efforts are still somewhat nascent in corporations.

Corbett: The number of companies that are reporting about their sustainability practices is vastly more than it was 10 years ago. There is so much more information available that there's also a need to talk about it more. Demand comes from many different places, not just regulators, companies and consumers. At one large company, the person who puts together their global citizenship report said that when they did readership surveys they were quite surprised to find that the biggest audience was their own employees. That says something about the different sources of pressure that companies are trying to meet by sending out these reports.

Assets: Is there a risk that such efforts could backfire if a company screws up?

Oertel: Certainly, if a company promotes itself as a moral corporate leader, then if their actions don't support that, it invites criticisms of hypocrisy that could resonate more greatly than the goodwill that they developed.

Wacziarg: The best example that comes to mind is BP. It was at the forefront of promoting itself as the green petroleum company. For a long time, that was successful in deflecting activists' actions toward some of their oil company competitors. The Gulf oil spill laid to waste all those years of investment. If you have built up the reputation and you are suddenly caught misbehaving, the repercussions for your reputation are arguably worse. But I suspect that if Shell had been the one to do the oil spill, it would have been terrible for them, too.

Oertel: And I think with Shell the outrage would have been more instantaneous. With BP, there was a small window of hesitation while regulators and the public held back – it was 'oh let's see' if they can address this issue. It was fairly short-lived because of the magnitude of the disaster.

Corbett: It wasn't the first time that BP had a problem. They had had an explosion in Texas. They had sometimes even been accused of having a worse operational record than Exxon, even though in the environmentalist communities' eyes Exxon was the evildoer and BP was the great company.

Assets: Does it make sense for a petroleum company to advertise itself as a green company? Does it strain credulity too much?

Chowdhry: I think there's an element of that. If an oil company advertises itself as a nature company, it almost invites the suspicion that it's hiding something else that we should be aware of.

Corbett: Some companies with active, thoughtful sustainability initiatives tend to be very quiet. They want to maintain good relations with external stakeholders, but they don't want to be aggressive. Disney knows that if they misstep, they will be beaten over the head, fairly or not.

Wacziarg: Companies that are consumer-oriented are much more involved in CSR than say military equipment companies or food processors like Archer Daniels Midland. These companies don't need to be like Home Depot and source their wood from certified sources, because they don't have a large consumer base where a boycott can be extremely costly to their image. This shows us that companies practicing CSR are doing it because it's a business necessity. If it were out of the goodness of their heart, you would expect every firm to engage in these practices, not just the ones that are exposed to consumer ire.

"The number of companies that are reporting about their sustainability practices is vastly more than it was 10 years ago."

– Charles Corbett, professor of decisions, operations and technology management at UCLA Anderson

Assets: The term "corporate social responsibility" sounds a bit stodgy. "Sustainability" is the new buzzword. How does it fit in?

Oertel: I think terminology is just fascinating. Sometimes it's the latest phrase that gets more attention, when at best it's a nuanced difference.

Chowdhry: The term CSR was something I heard 20 years ago, and then we started hearing the phrase "triple bottom line."

Assets: What does that mean?

Wacziarg: People-Planet-Profit.

Corbett: There are different versions – the three Ps or the three Es: Ecology-Equity-Economy. CSR can be narrowly defined as a company's philanthropic activities, which are almost deliberately kept separate from ongoing business activities. A broader definition is that companies have some sort of responsibility to the society in which they operate.

Assets: Isn't sustainability a subset of CSR?

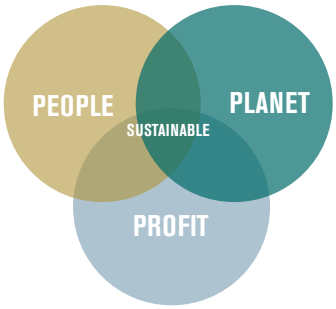
Corbett: Not necessarily. It can be the overall concept that whatever a company does needs to be sustainable.

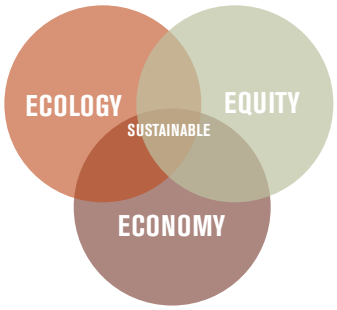
Wacziarg: Sustainability is often used in relationship with the environment, but it doesn't have to be. It can refer to social sustainability or sustainability of a company's relationship with its customers and its suppliers.

Oertel: In the nonprofit sector right now, sustainability is a major focus. It means financial sustainability or having a survival strategy.

Assets: So these terms have different meanings in different contexts and in different organizations.

Oertel: The terms aren't important. What's important is whether corporate citizenship is a notion that's embedded in the firm's mission and strategic direction. Is it connected across departments? Is it tied to the leadership? Or is it a superficial quick fix applied after a lawsuit or activist pressure?





Assets: How has the loss of major corporate headquarters in Los Angeles affected philanthropy in the city?

Oertel: There are perceptions that over the past two decades the departure of big banks, aerospace firms and the merger of Arco and BP have reduced the flow of corporate dollars. It's hard to document these trends though. The biggest loss is of corporate leaders talking about what's best for Los Angeles. Lod Cook, former Arco chief executive officer, and Gene Wilson, who ran the Arco Foundation, were strong leaders on these issues through the '70s, '80s and even the 1990s. So when you have those shifts in headquarters, it doesn't mean that all voices have disappeared, and there are certainly new entrants, but there is some diminishment.

Assets: Can we think of a specific case where a corporate leader had a major impact?

Oertel: This isn't a Los Angeles story, but Ray Anderson, founder of Interface, a Georgia carpet company, pioneered ways to cut production waste. He saw how much material was being thrown out and said, 'This makes no sense.' It wasn't a one-time only thing but a strategy of engaging employees to think creatively. Ray was here at UCLA in 2010 talking about 'the corporation of the future' and sustainable development. I think it was that evening that he announced to the world that he had cancer. He passed away last August. His leadership not only benefited his company, but he got the rest of the industry to come along.

Assets: Are businesses better corporate citizens in their hometowns? I wonder if Amazon and other online retailers might be more enthusiastic about collecting sales taxes if the revenue came back to their own communities.

Wacziarg: To an economist, Amazon's opposition to collecting sales tax was a transparent example of a company maximizing profits on the back of social responsibility by exploiting people's confusion. Online retailers are hurting the tax base as more and more transactions have migrated online, undermining the revenue source for communities that rely on those funds for police, fire departments, schools, you name it. So honestly, there was no economic argument for the online retailers, yet they have been brilliant in their PR. Until recently, they lobbied heavily for California consumers to continue to not pay tax on their online transactions. Broadening the tax base allows for lower taxes on everyone and helps mom-and-pop stores that are losing business thanks to this unfair tax advantage. The online retailers also have been complaining for years that it would be too complex if they had to track where consumers live to charge the appropriate tax. Amazon recently relented in the face of political pressure, showing that these arguments about the complexities of tax collection were not serious arguments.

Corbett: It does seem like a spurious argument to me.

Wacziarg: Yes, it would take about five minutes to write a program. It's 8.75 percent in this zip code, and it's 8.25 percent if you live in this zip code. There's not a single argument that holds up to deep scrutiny, but it's easy to confuse people, because they perceive tax collection as a tax increase.

Assets: Is CSR really a form of marketing in disguise?

Chowdhry: Philanthropy is advertising in my opinion. My suspicion is that philanthropy dollars move in tandem with advertising dollars. The companies that take the lead in getting their name out there as the green or socially responsible firms may gain an edge with certain consumers. But that edge is lost once everyone starts doing it. I do find that the young people are quite moved by this idea of doing good. That has somehow caught the imagination of the younger generation, and a corporation that doesn't pay attention will clearly lose out. I make this argument for business schools as well.

For Those Who Need a Home of Their Own

The Ziman Center's 1000 Homes Program Works to End Homelessness

By Julie Epstein

Shahrouz Golshani (FEMBA '11) first became aware of the issue of homelessness while he was a UC Berkeley undergraduate walking the streets around campus. "I was 17 at the time and was depressed by what I was seeing every day," he said. "But I thought there was nothing I could do, since I was just one person."

Golshani never forgot the experience, and after 15 years, an opportunity to do something presented itself. He now lives in the Los Angeles area, where a staggering 51,340 is the estimate of homeless individuals, according to the Los Angeles Homeless Services Authority. In an effort to impact these statistics, Golshani created 1000 Homes, an initiative aimed at developing affordable housing combined with supportive services, which has proven to be an effective solution for addressing chronic homelessness.

"Los Angeles County has a shortage of about 10,000 units," Golshani said. "We try to work with the area's smaller cities to help them understand and avoid Not in My Back Yard-ism, so they can take tangible steps toward creating a project. The City of Los Angeles has been active. Santa Monica, Pasadena and Long Beach have been receptive to a certain extent, but in general, it's proven difficult to even raise awareness in the region's 80 or so other municipalities."

Faced with these roadblocks, Golshani, who is a partner with Plaza Property Group, contacted the Ziman Center for Real Estate and the Urban Land Institute (ULI). ULI supplied the initial grant in 2009 for the first development competition between student teams from area universities, which took place at UCLA Anderson. Since then, the Ziman Center has taken over as the primary partner and has begun to implement changes to broaden outreach and spread the message.

"We want to look at homelessness as more of a regional issue rather than just a city-wide one," said Tim Kawahara, executive director of the Ziman Center. "We are working on developing a real estate clinic, a for-credit course offered jointly with the UCLA Law School. It will provided hands-on experience and an understanding of the challenges faced with developing public housing from start to finish."

The developer-student relationship is woven into the framework of the 1000 Homes competition, and as Golshani explained, "Student teams do the predevelopment work that a supportive housing developer would normally have to spend money, time and effort on. The developers can use the results to understand what's involved and to gain community support. It's really a win-win for both sides."

1000 Homes also conducts guided tours of successful supportive housing, and participants speak with the developers and with elected officials who backed the complexes' creation. However, the work of changing attitudes takes time, and completed housing has yet to be achieved. Nevertheless, the group remains hopeful, and preparations are underway for the 2012 competition, which will include the first law clinic with local firms offering pro bono service to the teams.

"Holding the 1000 Homes challenge in an academic setting makes it less threatening," said Kawahara. "However, it's only fully successful when the industry actually creates the housing. For us, it's about whether or not we can get cities to cooperate by passing the necessary zoning legislation and providing tax incentives. Non-traditional approaches are necessary to get these things done. We provide a template."

Whether it's a good idea or not, the fact that the young generation is moved by that means we have to pay attention to it.

Assets: Does that mean business schools should offer more courses on strategic planning around corporate philanthropy?

Chowdhry: Not necessarily corporate philanthropy, more to create a good image for the company. What actions would be good to take that would make you stand out vis-à-vis your competition?

Assets: Is that taught at UCLA Anderson? Are there courses that specifically address that approach to marketing?

Corbett: There are a number of courses that incorporate these elements. Bhagwan teaches a class on microfinance that addresses corporate responses to climate change. In the introductory course on leadership foundations, there are discussions on ethics. There are classes on green energy and on business and the environment. UCLA's Institute of the Environment and Sustainability recently started offering the Leaders in Sustainability certificate that was spearheaded here at Anderson. About 130 students are enrolled, including 50 from Anderson and others from urban planning, public policy, engineering, law and elsewhere. The program promotes interdisciplinary studies and gets students mixing and meeting across different schools on campus.

Chowdhry: When I go to conferences I hear a lot of talk about "impact investing." I'm going to spend a couple weeks on it in my class. Students need to understand how this investment strategy affects portfolio optimization – that despite good intentions, the impact isn't all good. There are tradeoffs. It's important to formally teach these courses so that students learn how to analyze costs versus benefits. Sometimes an environmental initiative may be very costly, but if everyone does it, then the scale is there, and it actually becomes cost effective.

Wacziarg: A good example is the Energy Star label, which helps consumers identify energy-efficient appliances. At first, it was a fringe thing, only the really conscious people would buy the label, but then it may diffuse.

Oertel: But no one knows at the outset if that will happen or how long it will take. Sometimes being the forerunner gives you the better marketing advantage, but it may also be very costly.

Chowdhry: We need to understand both the short- and long-term costs of adopting a socially responsible policy.

Corbett: That's why you need to have students from many different disciplines participating in these debates. If you try to do a triple-bottom-line assessment, it's not just cost-benefit in economic terms, but there are also environmental and social costs and benefits. What tends to happen in any single discipline program is that you do the cost-benefit in one dimension but completely ignore the others. Public health students might like to ban certain kinds of plastic baby bottles, but they need to understand the immediate business ramifications of doing that. All of these stakeholders need to better understand the metrics that the others use.

Wacziarg: I think what social responsibility has served to do in large part is to broaden the set of calculations you need to make to decide whether something is profitable or not. You now have to include all these much more intangible reputation-based costs and benefits that come from taking a certain action or not taking the action.

Assets: Is CSR a form of lobbying? Does it buy access to government officials or soften up consumer activists?

Corbett: That is particularly true in less developed countries where government expertise isn't strong. When we ask a company in northern Mexico why they voluntarily implemented ISO14000, an environmental management systems standard, they will say they want a role in shaping regulation. What they don't say is: 'We want to shape it to our advantage.'

"What social responsibility has served to do in large part is to broaden the set of calculations you need to make to decide whether something is profitable or not."

– Romain Wacziarg (left), professor of economics at UCLA Anderson

"In the nonprofit sector right now, sustainability… means financial sustainability or having a survival strategy."

– Patty Oertel (MBA '80, right), president of The Oertel Group

Assets: Last June, Apple's Steve Jobs presented plans to the Cupertino City Council for a gigantic new headquarters. The architect previously designed a complex in Abu Dhabi that is supposed to be carbon neutral. Jobs touted the Apple project's green belt, including many more trees. What do you make of it?

Wacziarg: You can view it as kind of a preemptive strike by Apple to get their deal approved. As much as Apple products are beautiful and everything, I have trouble believing they are opening a new frontier into sustainability.

Oertel: It could be more than one interest coalescing. Apple at its roots was very socially responsible. They had a "volunteer evangelist" to encourage employees to get involved in the community. Their early effort to give computers to schools was both a very nice endeavor for education and a long-term marketing strategy.

Assets: It certainly has paid off for Apple!

Oertel: But when Jobs and Apple cofounder Steve Wozniak left, their successors did away with a lot of that. Jobs brought more of that back when he returned, including a green push to reduce packaging and engineer longer battery life.

Assets: At their retail stores, they don't give receipts; they send you an email.

Wacziarg: Which is also cost-effective.

Corbett: Which is an example of something that no one should ever advertise as an environmental measure. It's really an operational benefit.

Assets: What role do eco-labels play in changing corporate behavior?

Corbett: It depends on who's behind the label. Is it a company trying to sell more, in which case it's pure marketing or lobbying, or is it an NGO [non-governmental organization] promoting a socially desirable outcome? Of course, somehow these interests have to coalesce before you have a label that is effective enough to make some real change. In the lumber business, an NGO-driven standard, the Forest Stewardship Council eco-label, started out so stringent that almost nobody could get certified. Then there was an industry-driven standard, called the Sustainable Forestry Initiative label, which was a lot looser. Over time, what you've seen is that the standards are converging. One was too stringent, and one was too loose.

Assets: If the industry initially favored loose standards, what caused it to eventually accept tighter standards?

Wacziarg: There was a lot of activist pressure. The Rainforest Action Network, for instance, would go to Home Depot and find a sympathetic staff member to give them the intercom codes at one side of the store. The activists would announce over the intercom: 'If you want unsustainable wood from Indonesian rainforests, go to aisle six.' In a panic, managers wouldn't know which intercom these activists were accessing, so there would be no way to shut it down!

Corbett: Consumers are confused beyond belief by all the labels that are out there.

Supporting the Socially Conscious

The Haskamp Fellowship Helps Fund Nonprofit and Public Sector Internships

By Julie Epstein

Before attending UCLA Anderson, Lauren Barbieri (MBA '11) was involved for several years with a nonprofit organization that provides education-related services and aid to the underprivileged in Africa. Founded by her closest friend from childhood, the project had little formal organization or management and very limited funding, which was provided by her friend's family.

Then, in her first year at Anderson, Barbieri heard about the Haskamp Fellowship through the Entrepreneur Association and Net Impact, two groups dedicated to building a network of leaders committed to using the power of business for positive social change. Inspired by the experiences of the previous year's fellows, Barbieri became a Haskamp Fellow during the summer of 2010. The journey she embarked on was life changing for all concerned. She didn't just help with a program; she co-founded one, transforming her friend's collection of education-related programs into an organization called Schools for Justice.

"I recognized that by applying the skills that I obtained in my first year of business school, I could dramatically improve the operational efficiency and philanthropic effectiveness of the organization," said Barbieri. "I was already considering pursuing a career in the nonprofit sector, and this opportunity presented not only an unbelievable learning experience but also allowed me to support a cause that is close to my heart. Through the Haskamp Fellowship, I was able to work full-time with Schools for Justice, and accomplished even more than we originally hoped to do."

The Haskamp Fellowship honors the memory of Heiko Haskamp, a beloved member of UCLA Anderson's MBA class of 1988. His untimely death in a swimming accident during a class party in the summer of 1987 motivated his classmates and the Haskamp family to found the fellowship program as his legacy. In what has become an annual tradition, Net Impact members oversee a fund drive through which MBA students headed to well paid private sector internships pledge a portion of their summer salaries to support classmates in the public sector, who traditionally draw much lower salaries. The school's Price Center for Entrepreneurial Studies took over administration of the program three years ago. Since then, the class of 1988 and other donors have matched funds raised by students. In addition, the Price Center has made significant contributions to the program so that it now offers grants of $10,000 to $15,000 to recipients.

The Haskamp Fund grants are intended primarily for first-year MBA students who want to undertake internships with social impact, and several Haskamp Fellows have been dual degree candidates. The program not only exposes participants and their classmates to the types of management positions available in the nonprofit and public sectors but also offers institutions the chance to benefit from the expertise of talented MBA students.

Angela Klein, the Price Center's program manager for the Haskamp Fellowship, summed it up this way. "We want to reward the people who try to make a difference," she said. "Our ultimate goal is to eliminate the financial burden for those students who choose to spend a summer in this sector. We wouldn't be able to sustain the program without the many UCLA Anderson students who are interested in social impact and the generous students who support them. I love working with these students, because the Haskamp Fellowship represents everything that is good about Anderson."

Leveling the Playing Field in the Workplace

Executive Education's Leadership Suite Addresses the Unique Concerns of Managers from Underrepresented Groups

By Julie Epstein

Lynn Rothman and Tim Kaiser wanted to advance in their careers and needed to develop leadership skills. They also had individual challenges. Kaiser is blind, and Rothman has a mild speech impairment. Both found support in UCLA Anderson's Leadership Institute for Managers with Disabilities. Even though recent progress has been made in recognizing the value of diverse perspectives in the workplace, deeply entrenched misconceptions and stereotypes can take time to change, as Kaiser came to understand.

"I realized I needed to get rid of the idea that my disability is a hindrance," said Kaiser, now director of education initiatives for the United States Holocaust Memorial Museum. "It actually pushed me to work harder. However, I struggled with nuances of being blind and being a competent leader. I also had to deal with my preconceived notions about different disabilities and find ways to interact with other participants, showing me how colleagues adjust for me. The institute helped me come to terms with that and empowered me with role models nationwide."

Kaiser and Rothman's program is the most recent addition to the UCLA Anderson Leadership Suite, offered through Executive Education and designed to maximize participants' professional potential in ways that celebrate individual attributes. The African American Leadership Institute was the first program to launch in 1998, followed by the Women's Leadership Institute; Latino Leadership Institute; and Lesbian, Gay, Bisexual and Transgender Leadership Institute. The most recent addition to the suite is the Leadership Institute for Managers with Disabilities, launched in 2007. All were created in response to research revealing a need to equalize the playing field at work. For example, in the early 1980s, William Ouchi, professor of human resources and organizational behavior at UCLA Anderson, discovered that Asian American managers were being offered lateral instead of vertical assignments. David Thomas and John Gabarro's 1999 book, "Breaking Through," showed a rate of upward mobility for white males that far exceeded minority colleagues.

"Many managers of color, women, persons with disabilities and LGBT managers do not have executive role models and, therefore, could not count on organizational advancement," said Alissa Materman, director of Executive Education, who has been involved from the start and was an early participant in the Women's Leadership Institute. "The Leadership Suite provides a framework for participants to take charge of their development to shape their career path. We are the only business school in the world offering programs like these."

Both Rothman and Kaiser cited the unique focus on their issues and comprehensive personal coaching as key. Organizations also benefit from employees' new skills, and the growing number of clients includes Fannie Mae, IBM, Novartis, AT&T and Mattel .

"I was able to immediately apply what I learned," said Rothman. "I identified specific areas for improvement, including expanding my approaches to interviews. From 30 interviews in three years, I was told I looked good on paper but could not express myself, but two months later, I was promoted. I credit my institute training and expect it to continue to serve me well. I received validation that I could complete the program without special accommodation, heightened appreciation of my strengths and renewed commitment to greater personal performance."

"Impact investing isn't all good. There are tradeoffs."

– Bhagwan Chowdhry (left), professor of finance at UCLA Anderson

"Are businesses better corporate citizens in their hometowns? I wonder if Amazon and other online retailers might be more enthusiastic about collecting sales taxes if the revenue came back to their own communities."

– Rhonda L. Rundle (MBA '83, right) roundtable facilitator and author

Oertel: Yes, I am not always certain what to buy or how each choice is consistent with my values.

Corbett: What do you care about more as a consumer? You have the choice between just the plain coffee, or the organic, or the locally grown or the fair trade. Which of your principles is more important? In the end, you go for the coffee that tastes the best. But there's also an argument that major retailers act as a filter. So when a grocer like Tesco commits to putting carbon labels on all of its products, it's signaling to consumers that whatever you buy there is going to be socially and environmentally acceptable.

Chowdhry: The demonstration effects are pretty strong. There was a study showing that the biggest impact on people's behavior comes after learning what a neighbor is doing. So if a neighbor installs energy-efficient light bulbs, you might do it, too. And when a company does it, it's a signal to the rest of them that the NPV [net present value] analysis has been done. It's hard to figure out which environmental steps are cost-effective and which are not. I have been encouraging firms to create websites that give that information. This would help everyone find the "no brainers" that are smart both economically and ecologically.

Corbett: One of our colleagues, Noah Goldstein, participated in a study that put cards in hotel rooms with different versions of the statement, 'If you want to recycle, please hang your towels on the rack. Otherwise, throw them in the bathtub.' The study found that participation jumped dramatically when the wording was changed to, 'Almost 75 percent of guests who are asked to participate in our new resource savings program do help by using their towels more than once.'

Wacziarg: If you are trying to increase the level of corporate social responsibility, generally shining a light on practices is probably the most effective policy intervention, because you get all sorts of phenomena of peer pressure, activist pressure, media pressure. It goes back to the theme of where we started with this. The reason you're seeing CSR come so much to the forefront of companies' agendas is because of this increasing availability of information.

Corbett: So you would regulate disclosure as opposed to practices?

Wacziarg: Definitely. The greater scrutiny that comes with better information technology and more government assistance for gathering such information has caused companies to arm themselves with codes of conduct and be more cognizant of CSR.

GIVING BACK

OUR MAN FOR ALL SEASONS

A Tribute to the Extraordinary Life of John E. Anderson Inspired by His Own Words

By Robert Humphrey Gyde

John and Marion Anderson have been generous longtime supporters of UCLA Anderson School of Management.

Anderson and his wife, Marion, used their fortune to give back to the Los Angeles community on a monumental scale, focusing in particular on education and children in need.

"Do the right thing, and do it constantly."

This was the mantra that John E. Anderson (B.S. '40) repeated to himself daily on his brisk five-mile walks through Bel Air and the business school campus named in his honor. MBA students hurrying between classes might not know it, but the sprightly elderly gentleman who greeted them with a kind word or concerned question was a leading light in the Los Angeles business community, a legendary philanthropist and a giant in the life of UCLA.

By the time of his passing in July 2011 at the age of 93, Anderson had built a net worth estimated by Forbes in 2010 at $2.3 billion as the founder, president and chief executive of the privately owned Topa Equities Ltd. – a holding company with over 40 subsidiaries spanning insurance, real estate, financial services, wholesale beverage distribution, automobile dealerships and agriculture.

Anderson and his wife, Marion, used their fortune to give back to the Los Angeles community on a monumental scale, focusing in particular on education and children in need. Major gifts included nearly $42 million in total to UCLA Anderson and $50 million to Children's Hospital Los Angeles.

"Stay humble, and stay hungry."

Anderson's business empire and extraordinary record of philanthropy both turned upon the fateful decision to leave behind his humble Minnesota roots and go west.

Academically and athletically gifted, Anderson gambled that an ice hockey scholarship to UCLA would lead to great things. It was 1936, and America was still gripped by the Great Depression. Anderson passed up the safe bet of joining his father in his Minneapolis barbershop with no surer prospects awaiting him in Los Angeles than the promise of skating in a movie. Anderson's Hollywood dream began and ended with an appearance in a long forgotten John Wayne picture, but his love affair with UCLA would last 75 years and literally change the face of the campus.

"UCLA is very important to me. It got me started on the right path."

Anderson arrived at UCLA with empty pockets but with a competitive spirit and a prodigious capacity for hard work, honed playing hockey, selling popcorn outside his father's store and earning his badges to make Eagle Scout. His scholarship provided tuition and books. Anderson covered the rest with a punishing schedule. He'd start the day on the ice at the Sonja Henie Ice Garden in Westwood Village at 6:30 a.m., followed by classes at 10 a.m. and then onto his job at North American Aviation as a night foreman, working the swing shift from 4:30 p.m. to 1:30 a.m., before returning home to study. Anderson said that UCLA taught him the ability to value time. He'd continue the habit of 12-hour-plus workdays for the rest of his life. (He was in the office the day before he died.) And one job at a time was simply never in his DNA.

Anderson graduated with honors in 1940 with a bachelor's degree in business administration. His intellect and work ethic had not gone unnoticed by Howard Noble, dean of UCLA's College of Business Administration. Noble encouraged Anderson to attend his alma mater, the Harvard Business School, and helped him gain a national scholarship to support his MBA studies. Anderson thrived at Harvard, coaching high school ice hockey and earning the prestigious George Fisher Baker Scholarship, an honor that would have opened many doors if America's entry into World War II had not coincided with his graduation.

Sharing the benefit of his business expertise, John Anderson teaches an executive education class in the school's old building, which is now the UCLA Luskin School of Public Affairs.

"Study accounting, which is the language of business."

Anderson enlisted in the Navy and joined the staff of an admiral, qualifying to become a certified public accountant (C.P.A.) during his service. Even while at Harvard, the conviction had been growing that he would one day want to go out on his own. For Anderson, accounting was a natural step toward entrepreneurship. Once out of uniform, he set about acquiring another critical business vocabulary by enrolling in Loyola Law School in Los Angeles.

By this time, Anderson was the proud father of four with his first wife and college sweetheart, Margaret. Still, he found the time to earn his law degree at night, while working for the accounting firm Arthur Andersen by day. Somehow, he also managed to squeeze in teaching C.P.A. review at UCLA Extension.

"That is what life is all about, selling yourself and an idea."

Time and again in Anderson's career, his talent for forming warm and trusting personal connections would lead to an important business relationship or opportunity. Graduating first in his class from Loyola in 1950 paved his way to a position in a top law firm. But it was his friendship with a Loyola professor that led to an introduction to fellow UCLA alumnus and C.P.A. James Kindel and the suggestion that they start a law firm together.

Founded in 1953, Kindel & Anderson grew to employ more than 100 attorneys with offices in Los Angeles, San Diego, San Francisco and Orange County. Anderson's extensive public speaking and teaching commitments helped build the practice through the connections he made among admiring audiences, ranging from the Young Presidents' Organization and World Business Council to classes at UCLA and Loyola. Anderson treasured these experiences, extolling the way teaching prepared him to communicate ideas and inspire trust.

At the opening of the new UCLA Anderson complex in 1995, John Anderson (right center) cuts the ribbon with help from then UCLA Chancellor Charles E. Young (left), former Dean J. Clayburn La Force (left center) and then Dean William P. Pierskalla (right).

"I enjoy the game of building businesses."

Anderson took the entrepreneurial plunge in 1956 when he borrowed $60,000 to buy the struggling Hamm's beer distributorship in downtown Los Angeles. It was a business he knew well, having represented many local beverage concerns in his legal practice. Even so, Anderson's Ace Beverage Company was close to failing when he was offered distribution rights to Anheuser-Busch's fledgling Budweiser brand. Budweiser sales soared, and as Anderson quipped to Forbes in 1998, "Even with a Harvard Business School education, it was hard to screw it up."

Ace Beverage Company was the foundation on which Anderson built, slowly but surely, his wide-ranging business empire, with over 40 businesses consolidated under the banner of Topa Equities. The name was taken from his beloved Topa Topa ranch in Ojai Valley. Anderson joked that "topa" meant gopher in the local Chumash Indian tongue but went ahead with the name anyway because, as he said, "We decided that who we were would determine what the name stood for."

"I prefer simple businesses… businesses in which you know where you stand at the end of the month."

What did John Anderson stand for? By his own admission, he was not the toughest negotiator, placing greater emphasis on acquiring lasting value than upon extracting every dollar from a deal. "Long after the price is forgotten, the quality remains," he said. This was his philosophy when evaluating any new business – from avocado groves to car dealerships.

Anderson had a knack for distilling complex business strategy into deceptively simple analogies, such as his oft-repeated story of "the pigs and the cows," a parable of hedging investments in volatile industries with more stable earners. Anderson considered himself a risk taker, but he was no speculator. He sat out the dot-com bubble, preferring to let the power of time and compound interest – which he dubbed the world's "eighth wonder" – work its magic.

"I feel my successes have been people successes."

Anderson took great pleasure in placing big bets on people and seeing them pay off. When Management magazine (the forerunner of Assets) conducted interviews in 1987, Anderson's employees – from company presidents to Theresa Curtis, his assistant of 23 years – spoke with one voice about the absolute trust their boss placed in them. Speaking at his partner's memorial service, Richard Kayne, president of Kayne Anderson & Co.

John Anderson accepts The UCLA Medal, the highest honor bestowed by the university, at a ceremony in 1995.

"Our history, built over 75 years, owes so much to John's leadership, engagement, contagious enthusiasm, bold vision and longtime support."

— Judy D. Olian, dean of UCLA Anderson

Inc., an investment banking firm he formed with Anderson in 1984, recalled, "John led by example, and maybe by hint, but not by direction. There wasn't a snooty bone in his body. The janitor was given the same or more dignity than the bigwig. If you were with him, he was with you."

Although Anderson's business ventures seemed to go from success to success, his personal life was not immune to tragedy. His first wife, Margaret, died of cancer in 1965, leaving him a widower with five young children. And he would lose his daughter, Debbie, in a car accident in 1969 at the age of only 17.

Anderson found solace with his second wife, Marion, whom he married in 1967. Theirs was a true partnership, ending only in his death, by which time he was proudly presiding over family photographs that included his four surviving children, 15 grandchildren and 13 great grandchildren. With Marion at his side, Anderson began to turn his thoughts to philanthropy.

"I don't think you should get too excited about anything materially. I think you should get excited about your wife, your kids, your school."

For all his wealth, Anderson was never wedded to its customary trappings. The owner of luxury car dealerships, he defied expectations by driving a Subaru. He and Marion felt that the greatest reward of their wealth was the opportunity to help others. And they were both willing to expend their time and energy, as well as their money, for the many causes they believed in. A principal beneficiary was Anderson's alma mater, UCLA.

In the mid 1980s, Anderson found himself bumping into UCLA Graduate School of Management's then dean J. Clayburn La Force on his morning jogs around campus. Aside from his personal gratitude to the school, Anderson was very proud that three members of his family held MBAs from UCLA. So, La Force had little trouble in persuading him to become the first and longtime chairman of the school's Board of Visitors.

Anderson led the effort to find a major donor who would jump start fundraising for the building of a much needed, new business school campus. In 1987, when the intended donor fell through, Anderson stepped up with a gift of $15 million, at that time, the largest single donation from an individual to the University of California. In 2011, the Andersons continued their generosity with an unprecedented gift of $25 million.

"Success is living a life that you can be proud of."

The school's renaming, as the John E. Anderson Graduate School of Management, was just the first of many honors bestowed on Anderson by UCLA. He was presented with The UCLA Medal in 1995, the university's highest honor, and was the inaugural recipient of the Distinguished Alumnus Award at UCLA Anderson in 2002 – an award that also bears his name.

Judy D. Olian, dean of UCLA Anderson, summed up the scale of his contribution to the school on Anderson's passing in July 2011. "Our history, built over 75 years, owes so much to John's leadership, engagement, contagious enthusiasm, bold vision and longtime support," she said. And she added a personal coda that speaks volumes about the qualities that defined an extraordinary life, lived to the full. "I absolutely cherished my time with John for his remarkable stories, wise counsel, inviolate principles and innate gentleness. John did such good things for so many. He will be profoundly missed."

CAREER MANAGEMENT

POWERING THE FLIGHT OF IDEAS

How to Use Social Media to Make Meaningful Change

By Robert Preer

The key idea of 'The Dragonfly Effect' is that small actions can create big change when there's meaning behind them.

The dragonfly is the only insect that can propel itself through the air in any direction. Using a pair of powerful double wings, it can fly up, down and sideways – and it can hover.

In their best-selling book, "The Dragonfly Effect: Quick, Effective, and Powerful Ways to Use Social Media to Drive Social Change," Andy Smith (MBA '97) and Jennifer Aaker, a professor at Stanford University's Graduate School of Business and former faculty member at UCLA Anderson, used the amazing dragonfly to illustrate how social technology can advance goals backed by profoundly held values. The husband and wife team demonstrated how their approach can be applied to social change, business development and career growth – as well as any combination of these endeavors.

"The key idea of 'The Dragonfly Effect' is that small actions can create big change when there's meaning behind them," Smith said. "It doesn't matter whether you are a company or an individual or a nonprofit. If people can adopt a clear strategy toward achieving the things that they believe in deeply, they often find they will succeed."

Smith and Aaker said that, in order to accomplish one's goals, four key elements – which they relate to the four wings of the dragonfly – must be present. The first wing is focus. With a clear picture of the goal in mind, an individual or group can move directly toward the objective. The second wing grabs the attention of the target audience, often through innovative and surprising actions. Wing three engages people in the cause, typically through personal stories that resonate. The fourth wing is action, when the audience joins in by doing something concrete.

In this model, social media typically set the four wings in motion, and the dragonfly effect, like the proverbial butterfly effect, has the power to move things on the other side of the world. But there must be strong motivation to trigger that influence. Smith explained, "It's not about the technology per se. It's about the underlying values of what you are promoting. The technology allows people to share things that are important to them in an easy, fun way."

Choosing the Platform for Liftoff

Aaker and Smith noted that an understanding of new media and how to use them is critical. As Smith said, "Twitter is like headlines, so you need to think about the best headline you can write if you are going to use Twitter. YouTube is like television, so use it like television. A blog can be a central repository for things people want to know. The blog is a place to tell your story."

Keeping up with ever-evolving social technologies is important for anyone seeking to motivate others, according to Smith. And social media today go far beyond Facebook and Twitter. By way of illustration, Smith said, "There's a general trend toward social technology in our lives. When you shop at Amazon and look down at how many stars the product has, it doesn't have anything to do with what Amazon thinks. It has to do with what your peers think."

For those looking to use social media to manage their careers, one tool to become familiar with is LinkedIn. According to Smith, "LinkedIn is a more focused group of people. You're not there to share pictures of your cat or even to talk about your social life or your children. You're there for professional reasons. By the same token, people on Facebook don't want to hear a lot of professional self-promoting. LinkedIn has evolved from being something of a resume farm to being an industry and professional social network."

Despite its many uses, Smith cautioned people not to go overboard in their reliance on social technology. "People sometimes think that social media is the story, when in fact, social media is the vehicle," he said.

Andy Smith (MBA '97, left) and his wife, Jennifer Aaker (right), a former faculty member at UCLA Anderson, share thoughts on how to harness social technology to achieve dramatic results from their book, "The Dragonfly Effect."

Motivating the Effort to Launch

Aaker and Smith, who live in Lafayette, Calif., have been married for 12 years and have three children. But before they started working on "The Dragonfly Effect," they had never collaborated professionally.

"The constant refrain I heard from our friends was, 'You're a marketing vice president in a tech company, and Jennifer is a marketing professor; you must have some fascinating dinner conversations,'" Smith said. "We'd say, 'Nope, we never talk about work.'"

Smith, a principal of Vonavona Ventures with 20 years experience as a high tech executive, said he was always focused on practical matters – getting things done on time and under budget – while his wife, as an academic, was interested in why people behaved the way they did but not in the day-to-day details that occupied Smith.

Despite its many uses, Smith cautioned people not to go overboard in their reliance on social technology. "People sometimes think that social media is the story, when in fact, social media is the vehicle," he said.

There also was a technology gap separating the marital team. Smith described himself as a "serial tech geek," always into the latest gadgets. "Social technology was one of those geeky things that I started to do, and I would talk to Jennifer about Facebook and Twitter, and she would say, 'That sounds like a giant waste of time.'"

Then, they learned about an extraordinary undertaking, led by a friend of theirs, Robert Chatwani, who had taken a course from Aaker when she was teaching at University of California Berkeley's Haas School of Business. Chatwani had launched a campaign to save the life of his best friend and business partner, Sameer Bhatia.

Of South Asian heritage, Bhatia had been diagnosed with acute myelogenous leukemia, a dangerous cancer that starts in the bone marrow. After chemotherapy failed to halt the disease, doctors told Bhatia the only option left was a bone marrow transplant, which he would need in a matter of weeks. And for the transplant to be successful, he would need a donor who had the exact same genetic makeup as his. There were no matches in his immediate or extended family, and the database of the U.S. National Marrow Donor Program couldn't help. His only hope for a match was with another individual of South Asian heritage, and only 1.4 percent of registered donors in the program are from that part of the world.

"You need to look at what drives you, what gets you out of bed in the morning. Once you understand your mission, you can use it to inspire other people who will want to share the mission."

— Andy Smith (MBA '97), principal of Vonavona Ventures

Gaining Altitude and Going the Distance

Chatwani and other friends and family of Bhatia formed Team Sameer, which set up a Web page, then used email, Facebook, Google Apps, YouTube and other media to spread the word of Bhatia's condition. The group focused on people of South Asian heritage, appealing to those who were reached to be tested for a bone marrow match. The odds of finding a match were one in 20,000. After 11 weeks, Team Sameer, and another group that had launched a campaign for a man in Boston with the same condition, had registered 24,611 new bone marrow donors. Two matches were found, one for Bhatia and the other for the Boston man.

Smith and Aaker followed the campaign with astonishment. "It got the attention of both of us," Smith said. "There couldn't have been a clearer sign that we needed to do something together." And in the effort to find a bone marrow match for Bhatia, the authors saw the outlines of "The Dragonfly Effect." Here was a crusade with focused goals, a strong emotional appeal, an engaging story and clear direction for action. The tool was social media.

"No one else outside of his friends and family knew Sameer," Smith said. "It could have easily been just another sad story. But the people who took it on, who it meant the most to, found a way to make it meaningful to everyone else."

The first joint venture of Smith and Aaker on the dragonfly effect was a class at Stanford Business School, taught by Aaker with Smith guest lecturing. Then, they decided to write it down in book form.

A theme throughout the book is the importance of commitment and authenticity in any undertaking. This approach can be essential in managing one's career. As Smith said, "You need to ask yourself, 'Why do I go to work everyday?' The answer probably isn't 'to get a paycheck.' You need to look at what drives you, what gets you out of bed in the morning. Once you understand your mission, you can use it to inspire other people who will want to share that mission."

Integration Tips for Doing Good While Doing Well

- Remember that the changing realities of the working world make it less likely that you can rely on others and much more important to be self directed. Social technology is about the individual, and those who use it most successfully understand its role as a means of exposure and influence. It's about telling your own story, without being too self promoting.
- Determine the values that motivate you. People are more interested in values these days when choosing a job. If you have trouble identifying your social mission, ask those closest to you, which for an organization would be its best employees and most loyal customers.
- Know what the basics are for your engagement strategy. If you don't give people something to do, they move on.
- Share your values in a way that is motivating. The human element is what draws people in.
- Build a team of your best advocates, who believe you will accomplish something important together. In order for people to understand what you can do, they need to first understand the challenges you have faced and how you reacted. The times you have failed are as important as the times you have succeeded. Don't remove that year you "wasted" on a failure. Failure is a sign of trying, and "fail fast" is a rising mantra. Highlight what you learned from the experience, and if possible, discuss how you used it to succeed the next time.

GETTING TO THE TOP

Implementing a Career Action Plan

By Kathryn Ullrich (MBA '92)

When was the last time you applied business planning to your career? And, how do you put this into an actionable plan?

In part I and part II of this Getting to the Top series in two earlier editions of Assets, I discussed setting a long-term career strategy, looking at potential career paths toward your objective and identifying the skills needed for your goal and any gaps you have in these skills. In this article, I share how to put together a development plan to get there.

To make meaningful changes, it takes an understanding of the behavior you want to alter or the skill you want to enhance, as well as having a strong enough motivation to make the necessary effort. And then it takes constant practice. It is said that for a new skill to take hold and became a habit, you need to practice it for at least six weeks. Then continue to use your new skills for a lifetime. You follow a continuum from unconscious incompetence (you don't even know that you are bad at something) to conscious incompetence, to conscious competence and finally unconscious competence.

When Ken Chenault, chief executive officer of American Express, talked with students and alumni as he accepted the John Wooden Global Leadership Award, he shared an "Achilles heel" from earlier in his career. He learned from 360-degree performance reviews that people found him to be a poor listener. When people discussed issues with him, he had already formed an opinion and would jump ahead in the conversation to his solution. People thought he was being disrespectful. He used this information to understand his weakness and made a conscious decision to improve. Now, when you talk to employees across American Express, you hear resounding praise for Chenault's listening skills.

Identifying What and How to Improve

Just by acknowledging a weakness, you are already on the road to improvement. So start by identifying what skills you want to develop or what experiences you want to gain. Is it improving your communication? Is it changing your decision making to incorporate others' perspectives? Is it having a better understanding of your customer, internally or externally, so you can deliver better service? Is it developing broader or deeper relationships inside your company so that you can have better influence among cross-functional team players? Do you need practice in managing and leading teams?

To understand the skills you need to work on, start with assessment, either self-assessment or getting 360-degree feedback. Then you must determine how you will go about developing what you identified. According to company websites on training programs and Beverly Kaye, author of "Up is Not the Only Way" and "Love 'Em or Lose 'Em," current career development thinking emphasizes three E's: experience, exposure and education – with experience being the most important by far.

- Experience – develop skills by taking on challenging assignments
- Exposure – expand your network inside and outside your organization, including mentors and role models
- Education – take classes to learn skills

Experience

Leadership development experts say that 60 to 70 percent of skill development comes from experience, actually using the skill. Experiential learning actions you can make use of include:

- Take on challenging, visible assignments
- Enter job rotational programs
- Volunteer for a special project or an overseas assignment
- Let management know of your interest in taking on assignments to develop additional skills
- Make yourself available for relocation as an assignment dictates
- Stretch yourself into risky areas where you do not have skills
- Volunteer outside of work for roles that will develop additional skills

L. Jasmine Kim (MBA '92), general manager and vice president of Hotwire, explained her advice for employees who are curious about things that they have never tried but want to explore. She gave the example of someone in trade marketing who really wanted to become the direct marketing guru for their organization. She encouraged them to take on extra projects that nobody else wants to do, which she acknowledged can be difficult but valuable.

"One thing I did while at Yahoo! was fix job-mapping issues," Kim said. "We had one of the broadest groups of people spanning different countries. We were having all kinds of issues because of different titles in different countries. Some people were only marketing directors while others were vice presidents, which caused a lot of internal squabbling. I was so frustrated that I took a role spearheading a global job-mapping project and learned a lot about HR, recruiting and job compensation in the process. It is an area I had always been interested in and now I know a lot more about some of the people issues. These projects can give you options to explore and ways to reinvent yourself."

Seek mentors or role models that can help you navigate your career. Mentors may come through a formal mentoring program or informally asking someone to serve as a mentor for a specific situation. Either way, the key is to find someone with whom you can establish a relationship, someone with the time, expertise and desire to spend time helping you.

Exposure

Beyond the on-the-job experience, exposure or networking is absolutely critical to your career. Typically, 60 to 80 percent of executives find their jobs through networking, so it is vital to have a strong network.

Though most people only think of networking during job transitions, it is also important to develop relationships within a corporation, including executives. Barbara Lawrence, co-author of "The Career Handbook" and professor of human resources and organizational behavior at UCLA Anderson, has studied the effect of close and distant associations. The results come from a sample of 411 managers selected randomly from a population of 2,685 managers in one organization. Lawrence found that she could predict career expectations, individuals' beliefs about the highest level they would attain in their careers within this corporation, by the average career level of the individual's distant associations. The implication is that employees need to develop relationships, even if weak or via email only, with executives, not just with co-workers.

My dad shared this advice with me. He rose quickly through the ranks at Ford Motor Company, from design engineer to executive engineer, becoming one of the youngest executives at this level – one below Ford's Executive Roll of the top 400 leaders in the company. He credited his promotion to what he referred to as "white knights," people two, three or more levels above him. When my father presented to executives, he over prepared, and his expertise would shine through. As he explained, "Your boss can only promote you to his role when he is promoted. But those who are one or two levels above your boss can promote you out of your department when they have a need or see an opportunity in the organization."

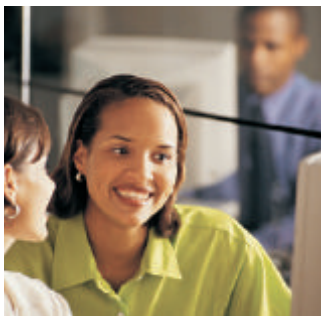
Cultivate relationships with executives throughout your organization. Start expanding your corporate connections and visibility. And for those of you at smaller companies, cultivate your network and reputation across the industry.

Also seek mentors or role models that can help you navigate your career. Mentors may come through a formal mentoring program or informally asking someone to serve as a mentor for a specific situation. Either way, the key is to find someone with whom you can establish a relationship, someone with the time, expertise and desire to spend time helping you. Explicitly share your interest and ask potential mentors for a commitment to the relationship. With the limited time executives have available, you may find more success from situational mentors, mentors who help you with a specific issue. This initial mentoring may develop into a longer term commitment.

On a cautionary note, mentors are not career coaches or therapists. Understand the value a mentor can provide, and understand where additional expertise beyond a mentor is needed. For example, one other part of your network can be executive recruiters. As Kim advised, "I encourage employees to take every headhunter call, because it's important that you know what options are out there."

Education

Lastly, determine if education or training programs will help you develop the skills you want. Most of us went to business school to enhance our skill base, but beyond business school, your learning can and should continue. Sources of educational programs include: your company, continuing executive education programs, outside training institutions with specialties from sales training to communication skills, or the myriad of programs and webinars provided by Alumni Career Services and other vendors. Do not wait for others to offer training programs; seek them out.



Career coaches can aid with your training, from assessment and understanding your skill gaps to devising elements of a personalized leadership development plan.

"It's important that a manager choose the right experience or partner to expand their knowledge," said Kelly Bean, assistant dean of UCLA Anderson's Executive Education programs. "We encourage individual executives – including Anderson and other business school alumni – to come back for programs in which they can gain specific expertise in an area of leadership that they may need for promotion – where they may need to sharpen or update their skills – or a management area which is totally new for them. On the company side, we work with clients worldwide to create customized learning experiences that directly relate to corporate goals. These unique programs are especially impactful, because they enable executives to not only learn and apply knowledge the company needs but also to provide opportunities to network with senior-level sponsors, who are often in a position to find them their next promotion."

Career coaches can also aid with your training, from assessment and understanding your skill gaps to devising elements of a personalized leadership development plan. Coaches understand the role of executives, career paths to get there and the leadership skills needed. They can help you devise a personalized career strategy and a game plan to get there, including tactics for gaining experience, increasing your network and learning the skills needed to succeed.

Developing a Career Action Plan

With your career strategy and the necessary leadership skills established, you can put together the plan for development. What are the details of how you will enhance your skills? What are the resources that you will need? What are the obstacles that may get in the way, and how do you handle these? What is your specific timeline? For each skill, you need to map out your development plan much like Excel spreadsheets in a business plan. You may want to prioritize and work on the skills that are most important for the role or your biggest problem area.

Let's take, for example, an individual contributor who wants to become a manager. This is one of the "Career Catch-22s," as I call them: If you haven't managed people, how do you get the experience if companies only want to hire people who already have it? Map out how you might practice managing people. Is there an individual project where you can oversee others? Can you study the role of a manager by informational interviewing others who have made the transition? Is there an opportunity to be interim team leader, perhaps while a manager is on maternity leave? Can you manage people at a nonprofit? Let management know of your interest. Look for opportunities inside and outside your department and company.

To summarize the three articles on Getting to the Top, advance your career through concrete steps:

- Set a career strategy
- Understand career paths to reach your career objective
- Learn skills needed for these roles, including strategic visioning, customer perspective, communications, team leadership and distinguishing skills
- Put together a development plan, using experiential learning, networks and training to reach your objectives

By implementing a career action plan, you take charge of your own career development. Start by thinking through what you would like to be doing long-term. Then, find role models or informational interview subjects to help you understand potential career paths leading to your desired role. Look at the skills required, how your skills objectively compare to those needed and identify the gaps. Take responsibility for your own career success. The key is to pro-actively take action toward your goals.

Included in this article are excerpts from Ullrich's book, "Getting to the Top: Strategies for Career Success," which is available at Amazon.com.

ALUMNI CONNECTIONS

PIONEERING SOCIAL ENTREPRENEURSHIP

Keith Cernak Works to Promote Health and Well-Being Worldwide

By Robert Preer

The use of solar power to transport and treat water is the key to Cernak's vision of expanding access to water in less developed parts of the world.

"There are a billion people in the world who don't have safe water. In 15 years, it could be twice that. The joint ventures we are working on could create a whole new paradigm for clean water provision all over the world."

— Keith Cernak (MBA '84), executive director of Health Protec

With his skill at applying management principles to achieve social change, Keith Cernak (MBA '84) appears to be part of the new breed of social entrepreneurs that became prominent in the past decade. The difference is that Cernak has been doing it for more than 20 years.

"I married business skills with skills I had gained earlier in health care to create something that is innovative and makes a difference," Cernak said. "I guess you could say I was a social entrepreneur before that term became popular."

Cernak is now involved in what could be his biggest professional challenge: assembling joint ventures to provide affordable, clean water to parts of the world that desperately need it. For much of the past year, he has been working with nonprofit organizations, governments and solar energy developers on plans for pilot water projects at rural sites in India and Africa.

"There are a billion people in the world who don't have safe water," Cernak said. "In 15 years, it could be twice that. The joint ventures we are working on could create a whole new paradigm for clean water provision all over the world."

The use of solar power to transport and treat water is the key to Cernak's vision of expanding access to water in less developed parts of the world. "Solar powered safe water for the poor is becoming more viable economically as the industry matures. Its prices continue to plummet, and its technological effectiveness increases. It also does not require the extensive electric grid that other energy sources need," according to Cernak.

"Solar offers the possibility to do things that normally couldn't be done in very remote areas all over the world," Cernak said. "If this innovation works in one or more energy- and water-stressed arenas, it has the potential to work worldwide."

Acquiring the Ability to Diagnose the Problem

Cernak's interest in health-related issues started early. He grew up in Northampton, Mass., and earned his undergraduate degree from the University of Massachusetts at Amherst. He then went to the University of Hawaii to earn a master's in public health. After graduation, he stayed in the South Pacific. In the late 1970s, he helped to set up Guam's health information system and worked as a researcher in tropical diseases in Western Samoa and Micronesia. He recalled with some amusement his decision to return to the U.S. mainland.

"I was on this pristine island, and it was so gorgeous and unspoiled, with beautiful lagoons," said Cernak. "I somehow concluded there must be more I should be doing in life than being on these lovely tropical islands studying disease. And I thought adding a business background would be tremendously interesting, as well as providing greater perspectives on how to change the world."

So Cernak came to UCLA, where he embarked on both an MBA program and a doctorate in public health. He eventually found the two programs too costly and took a leave of absence from the doctoral program to first finish his MBA instead. He credits his business school education for much of his success in both the corporate world and the pro-social arena.

"UCLA was an inspiring and innovative place to be," Cernak recalled. "There were courses I took in the MBA program – competitive strategy is one that stands out – that were just amazing. I could not have accomplished the things I did afterward had I not gotten my MBA."

After graduation, Cernak quickly rose to the post of vice president at Weyerhaeuser, the paper and timber company which, in the 1980s, was expanding out of its core business into commercial real estate across the United States. Working with developers, investors and other industry players, Cernak assembled joint ventures for office buildings, shopping centers, assisted living facilities and other projects. He estimated the total value of deals he negotiated at nearly $1 billion.

Keith Cernak (MBA '84) inspects a safe water facility in a remote village area near Da Nang, Vietnam. Without new sources of water and/or purification, using water from the rivers causes severe illness.

Then, in 1990, Cernak stepped away from the business world to apply the skills he had gained to the world of nonprofits, public health and health care. Cernak explained, "I've always had a humanitarian bent, and I thought I could use my talents to make a difference in the world."

When Cernak shifted to social entrepreneurship, the idea of applying management principles to achieve social goals was a new concept. He forged a series of joint ventures involving dozens of nonprofit organizations, hospitals, health insurers and businesses in the Seattle, Wash., area. He formed alliances to promote breast cancer awareness and to combat child abuse, domestic violence and youth violence. These innovative partnerships – known first as Partners for a Healthier Community/Partners Against Violence and later simply Partners – were the largest of their kind in the nation and would serve as models for the World Health Organization.

Identifying the Symptoms

First, Cernak decided to tackle the problem of domestic violence, which was really "on the back burner" at that time. He worked to move it to the forefront by bringing together competing hospitals, insurers, community groups, businesses and public agencies. Many of these organizations had traditionally seen each other as competitors or even adversaries. Nevertheless, Partners launched a program to train physicians and other medical providers to recognize domestic violence. They also established shelters for victims, counseling for children and safe ride programs.

"We redefined domestic violence as not just a social problem but also a public health problem," Cernak said. "We were able to build such a compelling common vision that all these competing organizations realized they would have to come together to achieve it."

Ryan Hixenbaugh, a Seattle-based community activist, worked with Cernak throughout the 1990s and 2000s as the Partners health initiatives grew and flourished. Summing it up, Hixenbaugh said, "Keith is a driver. He sees something that needs to be done; then he brings together a group that has the financial resources, the political will and the community support to make it happen."

The domestic violence initiative, which prompted hospitals and doctors to adopt new screening procedures, led to a sharp increase in the early reporting and intervention of incidents. Partners went on to launch similar initiatives on youth violence, bullying and child abuse. The alliance also tackled the problem of breast cancer awareness, which also had not received a great deal of public attention at that time. The program produced significant gains in early detection of the disease.

"Partners really was a pioneer in this area," Cernak said. "We approached things with a great deal of rigor and made sure we had clear benchmarks and objectives with measurable outcomes."

Again, Cernak credited his experiences in business school, as well as the business world, which prepared him well. "All of the things that I learned at UCLA Anderson and used in the for-profit sector were incredibly applicable to the nonprofit sector," he said.

Paul Murakami, a retired regional public health executive who was part of the Partners programs of the 1990s and 2000s, remembered Cernak as a catalyst for all of them. He said Cernak's businesslike approach was the key to the success of the initiatives. As Murakami recalled, "Keith had a business plan for everything we did, and they were instrumental in keeping the group together. He is really skilled at building coalitions. I saw him do it time after time."

In 2007, after nearly 12 years, Partners began to wind down its activities. It had achieved its objectives. As Cernak said, "We wanted to be an incubator for innovation and partnerships. We wanted to design programs, implement them and then turn them over to the community. That's pretty much what happened with all of our programs. Our goal was to put ourselves out of business."

Achieving a Positive Prognosis

Before Partners ended, the World Health Organization took note of its accomplishments, and Cernak was invited to be a member of its violence prevention alliance, a position he still holds. He also has a consulting firm, Health Protec, and divides his time between homes in the San Francisco and Seattle areas. He continues to work with both nonprofit and for-profit organizations, specializing in health-care-related joint ventures and providing social footprints for corporations.

"From my background in public health, I know the epidemiology of bad water. I know what unsafe water does to people and can see exciting new opportunities for innovative joint ventures that can help to change this."

— Keith Cernak (MBA '84), executive director of Health Protec

Recently, Cernak began work with a foundation looking to form a partnership with a large medical equipment manufacturer to distribute neo-natal devices for babies with respiratory problems in less developed parts of the world. While that project is on its way to implementation, Cernak has become immersed in his latest initiative, using solar power to deliver clean water. He said he is now in talks with two of the largest solar companies and foundations in the world.

"From my background in public health, I know the epidemiology of bad water," Cernak said. "I know what unsafe water does to people and can see exciting new opportunities for innovative joint ventures that can help to change this."

In some areas, water systems exist but are unreliable, because they have intermittent electricity, according to Cernak. "They fall into disuse or disrepair, or poor residents don't want to connect into them for lack of confidence," he said. "What if we could change this? And what if we could enhance those solar techniques to purify water more efficiently for the end user?"

Cernak believes India is a good place to test his ideas. It has an established industrial base, and safe water efforts are already in development there. Also, it is a key market for solar companies and is a country already targeted for support by many foundations. Clean water projects will need participation from local and national governments, non-governmental organizations and for-profit businesses, he said.

Cernak hopes that other UCLA Anderson alumni with interest or experience in water or solar energy will contact him and become part of the venture. There are many ways to get involved. And clean water is so basic to life that everyone understands the importance of providing it.

"I have a tremendous passion about this," Cernak said. "Most people have causes they support in life, but everyone should care about safe water. It is about giving people a chance to have life."

THE RESULTS OF ACTION

Creating a Marketplace for the Benefit of Good Causes

By Paul Feinberg

KarmaGoat is an online marketplace where you buy and sell items with proceeds going to charity, founded by a trio of UCLA Anderson students, now alumni.

Karma: action, seen as bringing upon oneself inevitable results, good or bad either in this life or in a reincarnation.

Goat: any of numerous agile, hollow-horned ruminants of the genus Capra of the family Bovidae, closely related to the sheep, found native in rocky and mountainous regions of the Old World and widely distributed in domesticated varieties.

KarmaGoat: an online marketplace where you buy and sell items with proceeds going to charity, founded by a trio of UCLA Anderson students, now alumni.

Genesis of a Social Entrepreneur

Jonathan Lehmann (MBA '11) was born in Paris and was raised there by his French mother and a father from San Francisco. He earned his undergraduate law degree at the Sorbonne in France and attended law school at Columbia University. While at Columbia, he spent a summer in Zimbabwe doing human rights work and clerking at the High Court. After graduation, he worked as an attorney, splitting six years between Paris and New York. He also found time to start a handbag company with his mother. It was this latter experience that led him to UCLA Anderson to study entrepreneurship.

"Having lived for six years in the United States, going to law school and practicing, I realized California was the place for me," Lehmann said, noting that his California-based father suggested that the Sunshine State was where he'd want to be after graduation. "When I came to Anderson, I fell in love. I barely considered other offers. And from the moment I decided to do my MBA, the only thing I wanted to do was entrepreneurship. I was devoted to finding a business idea which I thought had a value-add, and one of the many ideas I had was for a burger chain in France."

That concept became LA Burger, an idea Lehmann worked on throughout his first year at Anderson. He pitched the idea in class and got a good reaction. So, he formed a team and further developed the idea in a business plan course. Ultimately, LA Burger garnered top honors at the Knapp Venture Competition later that year, and Lehmann also won the Larry Wolfen Entrepreneurial Spirit Award. At this point in time, however, LA Burger remains just an award-winning idea, because right when most students would have been figuring out how to turn their plan to sell hamburgers in France into an edible reality, Lehmann had other ideas.

"If I had wanted to push LA Burger after the Knapp Competition, I would have had to leave school, which I was not ready to do, and I had also just won this fellowship to develop another idea," Lehmann said. "But in truth, LA Burger was created out of necessity. I was pragmatic. I had to push the idea that had traction, and when I understood that was LA Burger, I didn't question myself. But after I had won the awards and felt I had proven that I could pitch an idea, I had the opportunity to ask myself what I truly wanted to do."

What Lehmann determined he wanted had nothing to do with a restaurant in Paris. Instead, his dream was to do something in social entrepreneurship and within the realm of social media. He remembered the idea's origins as he explained, "When I was a kid, I was very involved in the B'nai Brith Youth Organization (BBYO) for Jewish youth, and as a teen, I was in charge of 'community service', i.e. philanthropy, on the European Board of BBYO. We bought school supplies for young Ethiopian and

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At the launch party for one of their nonprofit partners, Somaly Mam's Project Futures, a platform to combat modern day slavery, the executive team of KarmaGoat, Jonathan Lehmann (MBA '11, far left), James Chung (MBA '11, right center) and Jamie Voytko (MBA '11, far right), show their Silly Bandz to Somaly Mam (center left). The flexible bracelets are goat shaped when not being worn on the wrist and are given as gifts to help raise awareness of the organization and its mission.

Credit: Photograph by Beverly Lindo

Russian immigrants in Israel. Being a Jewish kid from Paris is different from being a Jewish kid in New York or Los Angeles. Jews in France are a minority, and when I became involved, that experience stayed with me. I don't want to sound cliché or too much like a hippy, but giving is one of the great joys in life. I came from privilege and cared about success but understood my power to make a difference."

A Place to Do Good Deeds

Lehmann's dream materialized as KarmaGoat, which Lehmann founded earlier this year, along with Anderson classmates James Chung (MBA '11), Jamie Voytko (MBA '11) and Tony Vassiliadis (MBA '11). (The quartet agreed that Lehmann would serve as spokesperson for this article.) KarmaGoat (www.karmagoat.com) functions as a sort of cross between Craigslist and social fundraising platforms like Causes or Crowdrise. It's an adaptation of the Goodwill Industries' (or the Salvation Army's) model for the Facebook generation. Sellers list their items, along with photos and other pertinent information, and buyers shop. The difference between KarmaGoat and other "for sale" sites is that the proceeds go to the charity chosen by the seller.

The name "KarmaGoat" was inspired by the work of the global charity, Heifer International, where users can donate funds to purchase livestock for families abroad living in extreme poverty. The inaugural sale of an iPod on KarmaGoat raised $120 and was used to purchase a goat. The good karma one receives from such a deed completes the nomenclature.

KarmaGoat is a for-profit social enterprise; the financial split is 85 percent for the charity and 15 percent to KarmaGoat. The company believes that this is the only sustainable model for such a site, in part because the founders launched the company with only their own money. A nonprofit, Lehmann said, would have required a grant from an outside source. The split KarmaGoat receives is rooted in research, as the company found that the cost of raising a dollar in the United States averages 20 cents, and can go up to 55 cents for new donors. At 15 percent, KarmaGoat believes their model is more efficient.

Sellers on KarmaGoat can choose to donate proceeds from a list of over 900 charities, broken down in 19 categories. The featured charities, along with Heifer International, include well-known organizations like the American Red Cross and Doctors Without Borders, as well as a new generation of nonprofits like Invisible Children and Pencils of Promise. The company did not seek permission from the charities; they simply vetted and selected them based on their good works and started sending them money. They assumed if any of the charities had an issue with being listed on the site, they'd hear from them. At this point, no one has complained or requested disassociation. In fact, the response during the launch has been positive, as nonprofits continue to contact KarmaGoat and request being listed on the site.

"We all own tons of stuff that we don't use anymore and that we're not going to bother selling for profit. So we asked, 'Why not create an online marketplace where people could sell something they don't want and make someone else happy in the process?' Our answer was KarmaGoat."

— Jonathan Lehmann (MBA '11), chief executive officer of KarmaGoat

The Power of Joining Forces

Online, the site functions in coordination with popular social media tools. KarmaGoat has no login or registration functionality of its own. Users simply login with their Facebook account and then use Facebook to spread the word about what they have to sell. Offline, the site functions as an extension of the team that formed while the founders were still UCLA Anderson students. Lehmann functions as the chief executive officer and company spokesperson. Chung is the chief technology officer, who wrote the code for the entire website, and Voytko heads up finance and operations. (Vassiliadis is still advising the company but is now working as a consultant for Deloitte.) As is true with many startups, what needs to be done trumps titles. As Lehmann explained, "Every person on the team does a little bit of everything."

With the company launched, the founders have focused on marketing, doing press interviews when possible. They've also partnered with nonprofits to get the word out, recently joining with the Somaly Mam's Project Futures global program, an initiative that fights sex trafficking, at a launch party where prospective donors learned how they could use KarmaGoat to support the charity.

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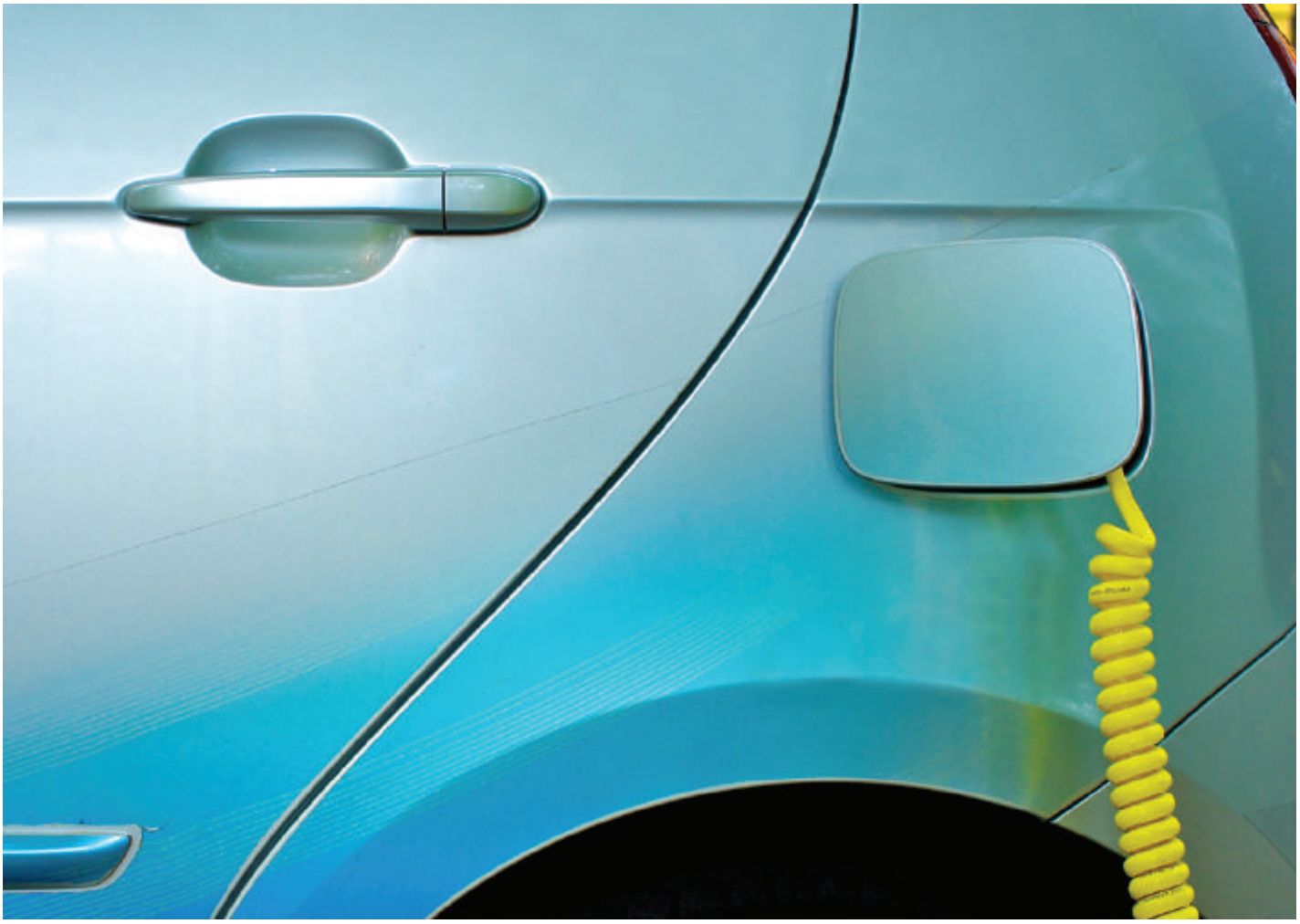
A DRIVING FORCE FOR DOING GOOD

Understanding and Encouraging Early Adoption of Electric Vehicles

By Paul Feinberg

The team attempted to understand the potential market for electric vehicles in Los Angeles over the next decade, as well as the barriers and advantages specific to the area.



Jeffrey Dubin, adjunct professor of economics and statistics at UCLA Anderson, served as the academic advisor for the team of then UCLA Anderson students who produced a report on the adoption of electric vehicles for the Office of the Mayor of Los Angeles.

After having devoted a significant amount of time, money and effort to acquire new knowledge, it is only natural that graduate business students would want to test drive their new skills. However, the project would have to be meaningful indeed to motivate them to willingly take on additional work during the challenging final year of a rigorous academic program. Nevertheless, that was the choice made by a group of recent UCLA Anderson alumni.

It all started with a course exercise in a strategy class that led to a discussion of electric vehicles, involving Ross B. Barney (MBA '11), Annamaria E. Csontos (MBA '11), Jonathan J. Um (MBA '11) and Nini J. Wu (MBA '11). Um, who acted as spokesperson for the team, said the group was motivated to go beyond the coursework for three reasons. First, this group especially and a number of business school graduates in general have a "deep interest" in applying what they have learned to effect positive change for their community. Second, the team thought that decreasing the carbon emissions of transportation was probably the most realistic way to improve air quality.

The final motivating factor was a consensus within the group, as there is in much of society, that our nation's dependence on foreign oil is a cause for concern. In this case, Um had a much more detailed understanding from his experience as a former infantry marine officer. Immediately before starting at UCLA Anderson, he had been deployed to Iraq on a mission related to energy security, and he firmly believes that energy efficiency will positively influence the security of the United States and other countries.

With this powerful motivation to see them through, the team ultimately produced a report, "Los Angeles Electric Vehicle Strategic Market Study," which was successful on two levels. In one sense, the study's results offered the city's policymakers a summary of local attitudes towards electric vehicle adoption and a set of potential enticements to facilitate growth in the market. In another sense, the project demonstrated the impact that might be made by a team of socially motivated UCLA Anderson students applying the principles gleaned from their first-year core curriculum.

Building the Engine

As the first step in the long process to that successful conclusion, Um had sent an email to the office of Los Angeles Mayor Antonio Villaraigosa. He received a response within just a few hours from Tracy Gray, director of the office of economics and business policy. She connected the group to a UCLA Anderson alumnus, David Reich (MBA '10), a city fellow, who helped push the proposal along. Eventually, the team had a client, the Office of the Mayor of Los Angeles.

Next, the team needed support from the school, so they approached Andrew Ainslie, senior associate dean of the Full-Time MBA Program. He authorized their proposal as an independent study project (in addition to, not instead of, their Applied Management Research Project) and put them in touch with Jeffrey Dubin, adjunct professor of economics and statistics at UCLA Anderson. With a background in econometrics and consulting and related professional interests in energy economics, consumer choice and demand estimation, Dubin was the perfect choice for their academic advisor, and he joined with enthusiasm.

Dubin said the project began with a few simple questions, which naturally focused on the local situation and led to the study's objectives. First, the team attempted to understand the potential market for electric vehicles in Los Angeles over the next decade, as well as the barriers and advantages specific to the area. Second, they analyzed policy options under consideration by Los Angeles lawmakers, as well as identifying additional tools the city might use to support and even incentivize drivers to switch to electric vehicles. As Dubin explained, "The objective was not only to make a forecast but also to ask what policies would be most effective."

Um said each member of the team naturally assumed a different role. Barney was "the brains of the operation" who handled the econometric modeling. Wu and Csontos had consulting backgrounds and handled client management and synthesized the data. Wu also conducted interviews with government officials in 10 different cities and did numerous interviews with various policymakers. Um was in charge of the market survey and segmentation. He thought the project dovetailed well with the team's academic progress.

"The first year at Anderson is all about learning, whether it is finance, marketing or making models," Um explained. "The second year is about doing. It's about overseeing the scope of a project, maintaining relationships with clients and managing expectations."

Adding Fuel and Gaining Momentum

Even with all the appropriate players in place, there were serious obstacles that had to be overcome, especially the lack of funding, since as Dubin explained, "In the consulting world, a project like this one could cost $100,000." In addition, there was the related concern of where and how to get the data necessary to create the report.

To help solve the problems, Dubin approached a colleague from his days at Caltech, Douglas Rivers, now the head of Polimetrix/Yougov.com, who agreed to provide online surveying tools pro bono. Rivers estimated these services would have cost the team $70,000, and without them, a key element of the research would be missing, which was to get a sense of Los Angeles residents' attitudes and current knowledge about electric vehicles.

"Originally, we thought it would be easy to put together a 20-question survey, but we had no real concept of how to design it to provide meaningful results," Um admitted. "In reality, the making of this survey was the capstone of our academic training at Anderson. Putting it together was a visceral process, involving all four of us and my wife taking the different revisions about 20 times before the survey was finalized." Dubin said he let this effort percolate to enhance the learning experience. In the real world, Polimetrix/Yougov.com would write several surveys each day.

About a month into the project, the team also approached the Luskin Center for Innovation at the UCLA Luskin School of Public Affairs, because it had a group focusing on electric vehicles and an overall interest in environmental issues. They applied for and received financial sponsorship from the center. Then, the team approached R.L. Polk, an automotive data and marketing firm, where they were able to purchase detailed data down to the zip code level, using the Luskin Center funds. The group also studied economic and practical restraints on electric vehicle adoption, including supply constraints, price and access to vehicle charging stations.

"We wanted to look at the existing experience with hybrids in Los Angeles," Dubin said. "We needed to know what had already happened with the Prius. Where did the Prius become popular? Where did other hybrids take off? That tells you a lot about what the environmental preferences are and where the dollars are for this kind of vehicle."

"We wanted to look at the existing experience with hybrids in Los Angeles. We needed to know what had already happened with the Prius. Where did the Prius become popular? Where did other hybrids take off? That tells you a lot about what the environmental preferences are and where the dollars are for this kind of vehicle."

— Jeffrey Dubin, adjunct professor of economics and statistics at UCLA Anderson

Rolling Out the Results

Once all the pieces were in hand – from the surveys, the interviews and the Polk data – analysis was required. Dubin said the group was a bit shocked when they realized he wanted a written report, not just a PowerPoint presentation of the findings. And Um said the analysis and the report required the use of skills learned in a variety of classes, from marketing to strategy and from economics to econometric modeling. Dubin noted that writing a consulting report or an academic paper is an important learning experience in and of itself. Their final report came in at 115 pages and is available online, describing results in three areas.

The first finding asserted that, as anticipated, Los Angeles will lead the United States in electric vehicle adoption with sales expected to grow at a 38.5 percent annual rate, reaching 9 percent of total new cars sold here as soon as 2015. Projections are based on results of the consumer survey and the historic hybrid car registration data. The group also reported that policies and incentives from the city could increase sales, once supply constraints are overcome, with rebates having the greatest long-term influence and access to currently limited charging stations having the most significant impact.

Next, the report suggested that, while Los Angeles is well suited for electric vehicle adoption, facilitating greater education and access to charging is necessary in the long term. One of the more interesting aspects is that the actual driving patterns and distances make electric vehicles highly suited for the majority of daily driving in the area, with 73 percent of commutes less than 30 miles round trip and with well over half of survey respondents owning multiple vehicles.

The final take-away was that electric vehicle strategy is "in its nascent stages across most cities in the United States" and that active cooperation and knowledge sharing will expand the menu of strategic options for all municipalities. Here the group found that a number of issues need to be addressed, acknowledging that creating is not the same thing as implementing strategies. Unexplored issues included the relationship between electric vehicle charging stations and multi-unit housing (crucial in an area where renters account for 67 percent of residents), and implementation issues included low consumer education, a lack of outreach from the public to the private sector and a current absence of pragmatic marketing, which might prove effective in the future. All will contribute to adoption in Los Angeles and elsewhere as cities learn from and cooperate with each other.

Of course, the team members evaluated their own work and credited Dubin's contributions as critical to their success, acknowledging that without the services he had secured for them, the project could not have happened. "As we found with Anderson faculty as a rule, professor Dubin went above and beyond what was necessary, mentoring us in a way that exceeded the student/teacher relationship and helped us to be good professionals," Um said. "With the tools he provided for us, we were able to demonstrate the value an MBA education could create for public policy issues. We wanted to give the decision makers a fair analysis and lay out the pros and cons, and we believe we accomplished that goal."

Representing their client, Reich agreed and said of the research conclusions, "Jonathan and his team came to the mayor's office with the idea for the project at just the right time for us, as we were trying to understand what electric vehicle adoption rates would be like in L.A. We are very pleased with the quality of the Anderson team's analysis and will use their findings as we implement our strategy over the next five years."

FROM THE DESK OF THE ALUMNI PRESIDENT

Being an Agent for Change

Dear fellow alumni,

Happy New Year to our entire UCLA Anderson Alumni Network! As you begin to solidify your resolutions for the year, we hope to add another one to the list. Become a change agent.

As your president, I spend my time advancing the UCLA Anderson Board of Director's mission: to lead the UCLA Anderson Alumni Network by fostering lifelong connections among the school, its students and worldwide alumni. One of the best ways to stay connected to each other and UCLA Anderson is by volunteering your time toward a cause. As this edition of Assets addresses social responsibility, its importance and why social causes and the duty to take action lie in our hands, we encourage you to reach out to fellow alumni to learn more about how you can help effect global change.

To help you begin this journey, we thought it might be helpful to highlight a few of your colleagues who are already engaged in the effort to make the world a better place and are ready for you to reach out and join them. Drawn from the 100 Inspirational Alumni, this is just a small sampling of those who dedicate their time to address our global needs.

- Entrepreneur Alex Hofman (FEMBA '03) founded Changents (http://changents.com/). Its mission is to connect social change agents with supporters around the world.
- Linda Smith (MBA '95) launched Reading Village as a way to help promote literacy and self-sufficiency. Read more here: http://www.anderson.ucla.edu/x38255.xml.
- James Matheson (MBA '87) is leading the way through government and energy conservation. He is currently serving a fifth term representing Utah's Second Congressional District in the U.S. House of Representatives. See his story here: http://www.anderson.ucla.edu/x35428.xml.

Are you ready to reconnect with your fellow alumni and drive your cause forward? Here are few resources to help you learn more and explore the possibilities:

- http://www.bettertheworld.com/
- http://www.kiva.org/
- http://www.forumforthefuture.org/
- http://www.care2.com/
- http://sustainableindustries.com/

To learn more about local chapter supported causes or to start your own, please contact us at alumni.office@anderson.ucla.edu. At UCLA Anderson, we not only believe in giving back, we consider it core to our culture. We are looking forward to sharing your "change agent" story in our future communications. Have a wonderful 2012!

Warm regards,

Jennifer Vescio (EMBA '05)
President
Alumni Network

UCLA ANDERSON ALUMNI NETWORK

Board of Directors Executive Committee

Alumni Network Board of Directors Executive Committee

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- Glenn Lyday (MBA '03), Vice President/President-Elect
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- Robb Collins (MBA '91), Chair – Chapter Presidents Council
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- Joanne Haase (MBA '84), Chair – Marketing and Communications
- Patrick Morris (MBA '99), Chair – Online Services
- Diane Aitken Sargent (MBA '00), Member at Large
- Laura Johnson (MBA '94), Member at Large
- Julie Cullinane-Smith (MBA '98), Member at Large
- Regina Regazzi (MBA '97), President Emeritus
- Devin McGrath (MBA '12), Alumni Relations Chair, ASA
- Chris Loo (MBA '12), President, ASA
- Sam Fatoohi (FEMBA '12), President, FEMBA Council
- Christine Cawthon (FEMBA '12), FEMBA Council Vice President, External
- Eric Cheng (EMBA '12), President, EMBA Class of 2012

Look for These Great Ways to Stay Connected:

UCLAAnderson alumni network

Alumni Weekend 2012

Make plans now to join your classmates for Alumni Weekend 2012. On Friday, May 4, 2012, there will be the Alumni Conference on the UCLA Anderson campus with opportunities for personal growth, expanding your network and knowledge. During the day on Saturday, May 5, 2012, engage in your choice of the activities planned for UCLA Alumni Day, and in the evening, the Reunion receptions and dinners will be held off-campus for the classes of 1977, 1982, 1987, 1992, 1997, 2002 and 2007.

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Search for and join: "UCLA Anderson Alumni Network" on Facebook.

LinkedIn

Search for and join: "UCLA Anderson Alumni Network" on LinkedIn.

CLASS NOTES

"Leaders don't resist innovation, they symbolize it."

– Martin Cooper

1960

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1964

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1968

FULL-TIME MBA

John Adams has retired as assistant vice chancellor for budget and strategic planning at the University of Nebraska Medical Center (UNMC) and accepted an appointment as associate professor in the department of health services research and administration in UNMC's College of Public Health. He commented that it's rewarding to be back as a faculty member after 30 years in administration. . . . **Mike Befeler** turned his attention to fiction writing after a 39-year career in the computer data storage industry. The third book in his Paul Jacobson Geezer-lit mystery series will be published in August 2011 and is titled, "Senior Moments Are Murder." Cantankerous octogenarian Paul Jacobson must solve a series of murders while struggling with the problems of his short-term memory loss. Paul learns about the homeless community, disreputable art dealers and the beach scene in Venice Beach, Calif., and must dance a geezer two-step to stay out of the clutches of the police and the bad guys. Mike ran into fellow MBA classmate and mystery writer **Dick Holt** at the Men of Mystery Conference. Mike keeps in touch with other 1968 MBA graduates such as **Bob Axt**, **Dick Cantine**, **Glen Graham** and **Ron Hahn**. Visit his website: http://www.mikebefeler.com.

1976

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1977

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1979

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1980

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1982

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Class Notes by Garry Tyran

Save the date for our class of 1982 30-year reunion! Our 30th reunion will be held on the weekend of May 4-5, 2012, to coincide with Alumni Weekend. I believe that the May weekend is a terrific development for our class. The 2012 reunion dinners will be held at Casa Del Mar and Shutters in Santa Monica on Saturday evening, May 5. These are two locations owned by the same company and within walking distance of each other. Also, **Nancy Morrison Fishbein** is planning to host a mini-reunion for our class on May 5 from 2:00-4:00 p.m. I am thrilled that she is doing so. We hope that you can attend the 30th as we want to make this the best reunion yet!

1983

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1984

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Class Notes by Hilary Kraft

Five members of our class were honored in the group of 100 Inspirational Alumni as part of UCLA Anderson's 75th anniversary celebration. Congratulations to **Keith Cernak**, **Joanne Haase**, **Guillermo (Gil) Penalosa**, **Atsuo Shibata** and **Man Jit** "Chuki" **Singh**. To read more about their

lives and accomplishments, visit http://www.anderson.ucla.edu/x35758.xml. … **Scott Bailey** has been supporting clients in formulating and negotiating large international offset deals (international trade reciprocity) and in export and import regulatory compliance. His wife is working on a project for the National Science Foundation. In February, his oldest son reconnected with him after a 15-year estrangement. The youngest of his four children is finally off to college. Scott has loved living for 27 years in the wonderful Santa Barbara area, paradise on earth. … **Toni Belcher** lives in Illinois. She works at Caterpillar and is responsible for web capability for their global dealer network, as well as for communication and change management associated with the people, process and technology surrounding e-business transformation. She also is part of a reading program for pre-school children. Her husband, LaFrank, is global market development manager at Caterpillar and serves on the board of the Boys & Girls Club. They have three grown daughters of whom they are very proud. … **Hilu Bloch** retired at the end of April from UCLA Anderson as senior associate dean and chief administrative officer. Her husband, Sam Morabito, also is retiring from UCLA, and they will be living in San Clemente. Hilu looks forward to relaxing, volunteering, traveling, attempting to learn to play golf and weaning herself off her Blackberry. … Keith Cernak recently gave a presentation on entrepreneurial strategies with Al Osborne and **Lisa Harris (MBA '78)** for alumni in Seattle. Keith discussed how he became a "social entrepreneur" (before that term existed) and how he structures partnerships that create financial leverage to maximize social good. Currently, Keith is involved in partnership capacity development with the World Health Organization and also creates joint ventures with international medical device manufacturers to adapt their products to low-resource environments in developing countries. Keith was honored as one of the 100 Inspirational Alumni named as part of UCLA Anderson's 75th anniversary celebration. Keith's youngest daughter recently was accepted to UC Berkeley, so he is planning to relocate from Seattle back to California. … **Gil (Guillermo) Penalosa** is an internationally renowned livable cities advisor who created 200 public parks during his tenure in Bogota, Colombia, as commissioner of parks, sports and recreation. He is the executive director of 8-80 Cities, a Canadian nonprofit that contributes to the creation of vibrant and healthy cities worldwide (www.8-80cities.org). Gil also was honored as one of the 100 Inspirational Alumni. Gil lives with his family in Toronto. … **Jim Sullivan** has retired but said that retirement is boring (the only problem with retirement is you never get a day off). So, Jim is preparing for his second career teaching history at the junior college level by starting a M.A. in history at California State Northridge in fall 2011. He also is training for a mini-triathlon to take place on Sept. 25. … **Mark Triska** reported that while the San Francisco East Bay commercial real estate business is challenging, he anticipates improvement as a result of the improving economy. He recently reconnected with GSM alum **Ken Tam (MBA '90)**, and they may be able to do some work together this year. Mark still enjoys the Livermore Valley wine business; he grows merlot grapes and sells them to Concannon Vineyards.

1985

EMBA

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FULL-TIME MBA

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1986

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Class Notes by Robert Simoni

Allan Pressel co-authored "Internet Management for Nonprofits." He was given the Volunteer Service Award by President George W. Bush. … **Tom Trischler** and his wife, Jana, married their eldest child, daughter Brittany, to Sergio Ghio of San Diego in November 2010. Their youngest of two children, Michael, after completing two years of community college in Orange County, enlisted in the U.S. Army Infantry and started his basic/AIT training at Fort Benning, Ga., in January 2011 and graduated in late April 2011. He then moved on to his combat unit in early May. … The **Mark Joseph** household continues to do well. His wife, Karen Kalthoff Joseph, is teaching developmental kindergarten this year. "She is finding, now that our kids are teenagers, that she enjoys teaching the little ones. I am still at Northern Trust, functioning as the chief financial officer for Northern's operations west of the Mississippi. We may have a shot at a UCLA legacy – our middle child has been accepted as a freshman to UCLA – there are several other schools in the running, so we'll know by May 1 if we get to brag about having a legacy. Our other son is a sophomore at the University of Oregon, and our daughter starts high school in the fall. Looking forward to the reunion." … **Brad Levitt** wrote that he'd like to be able to make it over to Los Angeles from Singapore for the reunion, but he is quite swamped with a new startup. He recently joined together with three former colleagues from Standard Chartered Bank, where he had been global head of capital markets, to launch an Asian credit hedge fund with Sentosa Capital. The fund, Sentosa Asian Credit Fund, has an initial $40 million of assets under management, but Brad, who is serving as chief executive officer, explained that, "We have built a scalable platform that will allow us to manage a size that is considerably larger." The minimum investment in the fund is $250,000. … As for me (**Bob Simoni**), in April of 2010, I took a full-time job leading Oracle ERP projects at Cisco's security technology business unit, which includes their spam filtering and web security products. I've enjoyed working at a company like Cisco with its well-deserved reputation for treating its employees well. They made No. 20 on this year's Fortune's Top 100 Places to Work, the third year in a row they've been in the top 20. I have been able to attend one meeting with the chief executive officer, John Chambers, and admire the frankness and eloquence with which he speaks.

… **Dan Bronfman** sent this update, "1) This past August, we moved to Orinda in the San Francisco Bay Area from Pacific Palisades. Loving the Northern California lifestyle and easier access to outdoor activities, including skiing, hiking and rivers. A number of GSM'ers live in the area, mostly from the class of 1985. 2) We're celebrating our eighth year at Bruin Woods, recently moving to Week 1. 3) Our oldest son, 12, made his off-Broadway theatrical debut this past fall and has an ongoing passion for fencing épée. In July, he'll be going to the USA Fencing North American Cup in Reno. Older daughter, 9, has been in a number of horse shows, piling up the ribbons. The twins, 6, are discovering all sports."

1987

EMBA

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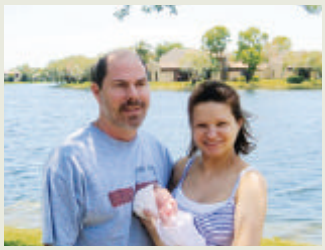
Class Notes by Mary Lor

JP Laumeyer and his wife, Vita, welcomed daughter Olivia Maria Laumeyer on April 16, 2010.



JP Laumeyer, wife Vita and daughter Olivia Maria.

… **Sakari Oka** wrote from Finland, "I've become active in local and national politics. I serve on the board of Helsinki's power company. I'm currently running for a seat in the Finnish parliament. Politics are about managing large budgets and negotiating solutions, so who better than an MBA to get the job done. I write regular columns in magazines and newspapers. I've taken up ashtanga yoga. I can almost levitate, almost."

1988

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Class Notes by Gigi Johnson

Sandra Cress updated, "I am moving with my family to Nairobi this summer. My husband has been appointed director of the United Nation's Great Ape Survival Partnership (GRASP), and I will be representing the One World Futbol in Africa. The One World Futbol Project (www.oneworldfutbol.com) produces the world's most durable soccer balls, designed specifically for use in refugee camps, war zones, inner city environments and impoverished villages – basically anywhere there isn't a grass field to play. Our ball is unique, because it will not pop or go flat, even if run over by a truck or punctured by barbed wire, glass, thorns or other sharp objects, and it never needs a pump or needle. We sell the balls online in the United States, using the "give one, get one" platform so that for every ball purchased for an American child, one is donated to a non-governmental organization (NGO) working in the field. As of mid-April, we've delivered balls to over 100 NGOs in 79 countries. We also sell the balls to nonprofits, multilaterals, governments, schools, etc. at greatly reduced bulk prices. I will be looking to establish an East African distribution network or partnership for the ball once I land. Terribly sad to leave Portland, which has given us an extraordinary community and life, but we are excited to tackle new adventures in Nairobi – and will welcome visitors once we get settled in!" . . . **Ilana Meirovitch** reported, "I'm happy to report that my son is now following in his mom's footsteps and is completing his freshman year at UCLA (bioengineering). He's even mentioned business school, so who knows. I am working as the national director of human resources operations at Deloitte and have been there over 20 years, although I stopped counting a while back." . . . **Chris McHale Kling** wrote, "I'm still running the business I started back in 1997 that provides information technology services targeted to product development companies (www.spkaa.com). We provide information technology and manage engineering tools/applications to a number of client companies in California. After helping my husband raise his four children into adulthood (well, "sort-of" adulthood, was I like that too in my twenties?), we decided we had a little more to give. So we're in the process of adopting a young child from Ethiopia and will hopefully travel next week to bring her home! We're living in Felton, Calif., which is about 10 minutes from Santa Cruz. We're blessed to have about 12 acres of land with an extended family of animals: horses, alpacas, a few new ducks and chickens and, of course, the family dog and cats. I'd love to hear from anyone who happens to be in the area." . . . **Chuck Henderson** commented, "I am trying to 'green up' my act by taking an executive certificate course in sustainable management from Presidio Graduate School. **Diane Meier-Phelps** just completed the program as well. Also, Kit and I now have two grandkids!"

Chuck Henderson and his two grandchildren.

. . . **Gigi Johnson** reported, "I have been on an intriguing ride of late. By the time this publishes, I will have graduated from Fielding Graduate University with my doctorate in educational leadership and change, with a concentration in media studies. My dissertation was on re-energizing organizations around their own technology narratives. While working on this transformative degree, I have been teaching media studies and organizational change at a variety of institutions, ranging from UCLA Herb Alpert School of Music to the University of Navarra in Spain, to the Higher Colleges of Technology in the United Arab Emirates. I have enjoyed speaking at graduate study programs in Beijing and Lisbon as well. I've been teaching or running programs at UCLA Anderson for 12 years now and have been enjoying spreading my wings over the past four years in different directions. I'm also still singing folk and jazz professionally around the L.A. basin and online (www.gigiandmike.com). I was producing a cable/online show about older adults using technology (www.click2discover.com), though that has slowed a lot while I've been finishing my degree. My three kids are now teens, and my oldest starts at UC San Diego in the fall in nanotechnology. Still married to the lovely **Brian Johnson (MBA '93)**, who is the chief financial officer for Cosmi Finance, a distributor of computer games and software." . . . **John Wilbur** wrote, "I continue to reside in Laguna Niguel, Calif., with my wife, **Ellen (Franco) (MBA '89)**, and our two kids, Sam, 17, and Molly, 14. Our oldest is a junior in high school, so we have been busy visiting colleges around the country and trying not to freak out about the "sticker shock" of higher education in today's world. I am in my 15th year as a partner and co-founder of a small private equity firm, Pinecreek Capital, based in Newport Beach, Calif. We survived the financial crisis and now are once again actively seeking investments. As a family, we try to spend several weeks each summer at our cabin on Flathead Lake in Montana, but the kids' busy schedule is making it harder each year. I try to stay in contact with several fellow 1988 classmates, including **Howard Needle**, **Kurt Von Steinbergs**, **Frank Ronchetti**, **Doug Hansen** and **Jon Sharp**. I hope everyone is well!" . . . **Chris Johnson** updated, "Since January, I have been living in Switzerland with my wife and two teenage daughters and have been responsible for the Americas Nestlé. I've been with Nestlé for a little over 27 years and for the last 20 years overseas. I have been in Japan (twice), France and Taiwan. I'm now on my second tour in Switzerland. I was president of Nestlé Japan before this latest gig." . . . **Patrick Kellogg** wrote, "I am getting married! My bride is a lovely alto, Elizabeth Manderfield, who sits next to me in our church choir. The wedding is May 14 at St. Augustine Church in Culver City, Calif. We are expecting **Bill Larsen** and **Oggie Page**, both 1988 Anderson alumni, to be there. Bill Larsen and I are commercial real estate appraisers at Integra Realty Resources, Los Angeles, where we have been since 1997 and 1998. My main recreation since 2003 is barbershop harmony with the Santa Monica Oceanaires, along with three very memorable opportunities to sing with the California Philharmonic Orchestra at the Walt Disney Concert Hall in Los Angeles." . . . Diane Meier-Phelps updated, "I'm excited to report that in February 2011 I earned an executive certificate in sustainable management from the Presidio Graduate School and am moving in a new career direction. I've been a successful not-for-profit fundraiser in the Bay Area for more than seven years; during that time, I've become increasingly concerned about climate change, involved in the local and organically-grown food movement and interested in corporate citizenship. I've been endeavoring to connect the dots between my professional experience, skill set, know-how and my personal interests. I'm hopeful that the Presidio program has provided this link. I now have the tools to make the case for implementing sustainable practices in any organization, and I am committed to using the power of business to support environmentally, economically and socially resilient communities. I'm particularly interested in consumer products and services, because the choices we make every day about what we put in our bodies, on our bodies and in our homes have a tremendous impact on the planet. I'd love to connect with other Anderson alumni working in sustainability or corporate social responsibility." . . . **Andrea Tobias** Jones wrote, "Last July, I was promoted to editor of the Long Island Business News, responsible for web and print products, and reporting to the publisher. I won two New York Press Association awards in the 2010 Better Newspaper Contest: first place for headline writing and second place for in-depth reporting. I returned earlier

this month from New Orleans, where I participated in a company-wide editorial summit. I have been selected to receive a community leadership award from the Long Island Women's Agenda and have been nominated as one of the top 25 Businesswomen of Excellence for the silver anniversary of the National Association of Women Business Owners (NAWBO) in Long Island. I have two teenage sons, one of whom is set to compete in the basketball portion of the Maccabi games in Philadelphia this summer. My husband, Ernie, is enjoying coaching our son's amateur athletic union basketball team, while maintaining his dual role as traffic prosecutor for Nassau County and an attorney in private practice. A loving golden retriever, aptly named Angel, rounds out the Jones family. Life is good."

1989

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FULL-TIME MBA

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Class Notes by John Burns

Julie Jablonski, her husband, Ian, and daughter Claire, entering fourth grade, still live in Port Townsend, Wash. Julie received the U.S. Olympic Committee Volunteer Coach of the Year for tennis at the United States Tennis Association's National Tennis Teacher's Conference in New York City at the United States Open. She also received the Washington State Parent Teacher Association "Golden Acorn Award" for outstanding dedication and service to students. Julie founded the Jefferson County Community Tennis Association in 2007 and has helped over 2,200 students in four school districts gain exposure to tennis.

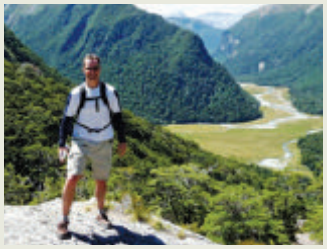
Julie Jablonski at the United States Tennis Association's National Tennis Teacher's Conference in New York City.

… **Nike Irvin** continues to enjoy building her consulting/coaching practice, serving foundations and nonprofits, which is highly satisfying and allows her to apply all she learned at Anderson! Nike recently accomplished a "bucket list" goal of visiting Antarctica, her seventh continent, through a cruise with her mom that also included Chile, Argentina, the Falklands and Uruguay.

Nike Irvin visiting Antarctica, her seventh continent, on a cruise with her mom.

Nike Irvin visiting Antarctica.

… **John Kirtland** reported that the residential real estate market has definitely picked up in San Francisco, where he had his busiest winter selling season since getting into the business 10 years ago. He did manage to take time away to celebrate the big 5-0 birthday – three weeks bicycling New Zealand's south island.



John Kirtland celebrates his 50th birthday in New Zealand.

… **Rich Ambrosini** wishes John Kirtland would send some of that real estate sales success his way, as he continues to run

THREE ALUMNI ON TOP FINANCIAL ADVISORS LIST

Mark T. Curtis (MBA '81), Eric A. Gray (MBA '91) and Reza Zafari (MBA '84) were included among those on the Top 100 Financial Advisors list for 2011 by Barron's magazine. Being a part of this elite group of American advisors brings national recognition, and all three alumni have been included on the lists for prior years as well. According to the introduction to this year's list, the ranking "reflects the volume of assets overseen by the advisors and their teams, revenues generated for the firms and the quality of the advisor's practices."

Having provided customized investment advice for over 25 years, Curtis is managing director of investments and wealth management at Graystone Consulting, an investment consulting division of Morgan Stanley Smith Barney in Palo Alto, Calif. He currently leads a team of 20 professionals and is responsible for analyzing client objectives, determining asset allocation policies, selecting investment managers and reviewing portfolio results. His clients include high-net-worth individuals, family offices, corporations, corporate retirement plans, foundations and endowments, and pension funds.

Gray and Zafari are private wealth advisors from the private banking and investment group at Merrill Lynch in Century City, Calif. Gray leads the Gray group, specializing in asset management, trust and estate planning strategies, values-based planning and next generation education, liabilities, cash and single stock risk management. Zafari is a partner from Jones, Zafari, Klein, Tournat and Castagnola Group and concentrates on equity portfolio management, private equity and diversification strategies.

ELECTED CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Jim Moffatt (MBA '87) was named chairman and chief executive officer of Deloitte Consulting LLP (Deloitte Consulting), one of the largest consulting services providers in the United States. Previously, he was managing director for the Deloitte Consulting clients and industries group, as well as a member of the Deloitte Consulting Executive Committee, Deloitte Consulting Board of Directors and Deloitte LLP Board of Directors.

"Jim is an excellent choice to build Deloitte Consulting's market leadership," said Joseph Echevarria, chief executive officer of Deloitte LLP. "During his 23 years with Deloitte Consulting, Jim has served clients with distinction and demonstrated his ability to drive the Deloitte Consulting strategy and seize market advantage."

Of his new appointment, Moffat said, "Our talent and culture lie at the very core of who we are. I am honored and privileged to serve such a remarkable practice of dedicated professionals, who in turn serve clients with distinction every day."

A committed mentor and advocate for UCLA Anderson students and alumni, Moffatt was also recently named one of UCLA Anderson's 100 Inspirational Alumni as part of the 75th anniversary celebration. He assumed a primary role in establishing the school as one of Deloitte Consulting's select number of national recruiting schools. He has also served as a judge for case competitions and has led pro bono projects to support the Parker Career Management Center.

the Northern California operations for home builder D.R. Horton. Rich recently showed his creative side by writing a D.R. Horton radio jingle that aired during all San Francisco Giants games last year. . . . **Bert Selva** was elected into the California Building Industry Hall of Fame. Bert lives in Newport Coast, Calif., is the chief executive officer of Shea Homes and has been very active in charity fundraising. The oldest of his three children just graduated from Santa Clara University – how time flies!

1990

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After spending years in health care consulting and other non-hospital venues, **Ned Laubacher** recently returned to his original career goal of being a community hospital chief executive officer. Ned joined the Alle-Kiski Medical Center two years ago and is in the midst of navigating between keeping people healthy and out of the hospital, as well as caring for them once they do end up needing hospital care. Ned and his wife, Stephanie, have four kids: Kyra, 13, Charlotte, 11, Callie, 9, and Will, 7, who are involved in dance, music, acting and team sports. They live in Wexford, Pa., approximately 15 miles north of Pittsburgh, home of the Steelers, Penguins and (sadly) the Pirates.

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Class Notes by Maria Hermanussen Marcus and Anne Fisher Vollen

We hope that you are all planning to attend our 20th year reunion on Nov. 11-13, 2011, at the Terranea Resort in Rancho Palos Verdes (Los Angeles). An action-packed weekend is being planned. More details to come. Can you believe it has almost been 20 years since we graduated?! So much has happened since then, and it is still happening. . . . **Grant Frazier** took a position as vice president of marketing for InfraReDx, a medical device company located in Burlington, Mass., that is creating intelligent imaging technologies for the diagnosis and treatment of coronary artery disease. A great position, but it entailed relocating the entire family, including **Anita Hamil Frazier** and sons, Alex, Rhys, Kevin and Aidan, from San Diego to Amherst, N.H., just over the border from Massachusetts. Anita describes it as "convenient to Boston yet rural in feel – the people are so welcoming, and the cost of living sure beats that of 'Taxachussets'!" Anita is able to continue her job at the NPD Group as industry analyst of toys and video games. Although NPD is located on Long Island, she has always been a home-based employee, so she continues to do that from New Hampshire now instead of San Diego. People (especially New Englanders) think they're nuts to have left sunny San Diego for the frozen tundra that is New Hampshire from November through April, but they've enjoyed the move, and the kids have transitioned well. Although it probably helped that the family was able to sneak off to Puerto Rico for a little solar therapy in early March. . . . **Maria Hermanussen Marcus** and her husband, Brian, had an

unexpected surprise last fall when the twins they were expecting arrived more than three months early. Marlee and Sam were born Nov. 12, 2010, weighing just 1 pound, 3 ounces and 1 pound, 9 ounces. After growing bigger and stronger in the neonatal intensive care unit, Sam came home in March, just a few days after his original due date, and now weighs over 10 pounds. Marlee is still in the NICU but is doing well and is expected to come home in May. Their story and pictures can be found at www.marleeandsam.com. They will be celebrating their 1 year birthday at our reunion!

Maria Hermanussen Marcus with twins Marlee and Sam.

… **Matt "Teo" Loera** and wife Cat have also been busy making babies and announced that their daughter, June Cecilia Loera (8.75 pounds, 20.5 inches long), was born on Feb. 28, 2011, after a marathon labor session. Matt remarked, "We are euphoric and geared up for all that family life has to offer." Matt and family have been living in Ann Arbor, Mich., but will be moving back to the Bay Area after a three-week road trip through the Northern United States followed by 10 days in Hawaii.

Matt Loera cuddles his precious firstborn bundle of joy, June Cecilia Loera.

… **Rainer Goeritz** came to San Francisco for a quick pleasure trip in January (after a jaunt to Vegas of course!). Rainer still lives in Vienna but has promised to return stateside for our class reunion in November.

Rainer Goeritz (second from left) with Gary and Anne Vollen and Maria Hermanussen Marcus.

… **Mark Weinstein** has been spending a lot of time over the past few months in San Francisco to test the waters as he will soon be relocating to the Bay Area. While here, Mark finalized the updated and expanded edition of his book, "Habitually Great: Master Your Habits, Own Your Destiny," which will be coming out in May. Stephen R. Covey, author of "The 7 Habits of Highly Effective People" and "The Leader in Me," raved, "'Habitually Great' shows you a way to gracefully master and change your habits and your life. This is an important and principled examination of how to achieve our individual and collective greatness." Never one to find himself idle, Mark was simultaneously putting the finishing touches on "Habitually Great Communication" and "Habitually Great Productivity & Time Management," which will be released at the same time. With the books completed, Mark, founder of the PC Magazine Top 100 Web 1.0 company, SuperGroups.com, has started a new Silicon Valley tech company that is developing a revolutionary cloud lifesite experience. When checking out residential and commercial real estate in Silicon Valley, Mark reconnected with **Mia Svendsen Banks (MBA '92)** who recently became a realtor associate with Cowperthwaite & Company, where she specializes in properties in and around Portola Valley, the town she lives in with husband **Mike Banks (MBA '92)** and their two sons, Kai and Finn. … **Gary** and **Anne Vollen** traveled to Park City, Utah, for a movie-packed weekend at the Sundance Film Festival, where they were graciously hosted by **Richard Albrecht** and wife Cindy, whose home is within walking distance of the star-studded action. The Albrechts had plenty of room to spare as they have recently become "empty-nesters." "Baby" Kristen is a freshman at the University of Washington, while Peter is about to graduate from UCSB and Lindsay works at the U.S. Embassy School in Delhi, teaching English to kids from the slums. Soon after the Vollen's arrival in Utah, things became a little stressful when Anne realized just 45 minutes before the first screening that she'd left all her movie tickets back in San Francisco. However, Richard's cool head and expert local knowledge got them to the box office in a flash, where the staff was able to reprint the tickets, so they didn't miss a single screening! Richard and Cindy actively enjoy the spectacular natural surroundings that Park City has to offer. Over the course of the weekend, watching the Albrechts jog, bike, practice yoga and ski exhausted the Vollens so much that they could barely find the energy to drag their bloated bodies to another screening. The Vollens blame their sluggishness on "altitude sickness," but we'll let you be the judge of that! The Vollen family also traveled to Southern California for a weekend in March and stayed at the inviting home of **Eric Anders**, his adorable kids, Natalie, 11, and James, 7, and three friendly dogs. Eric recently launched a new website for his popular chain of restaurants, Wood Ranch BBQ & Grill, and announced that they will be opening a 14th restaurant this summer at the Irvine Spectrum. … 2011 is a big year for **Joe Delaney** and his family. In addition to the 20th Anderson reunion, Joe and Dana will be celebrating their 15th wedding anniversary. Joe also turns 50, daughter Paige hits double digits (age 10), son Blake becomes a teenager, and wife Dana turns 30 (again). The family is currently planning a lengthy envy-inspiring vacation in Bali this summer. If you're traveling through Ubud, and see a beautiful tall blond family, make sure to say "hi." … Reunion tickler: one of our classmates, who requested that we not publish this news on the grounds that the individual is "not a public figure," recently traveled to China and is engaged to be married. Can you guess who? Come to the reunion this fall to solve this riddle.

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Class Notes by Steve Brennan

Your class correspondent was back in action this quarter, digging up news on the infamous FEMBA class of 1993. Fortunately, with the advent of social networks such as that LinkedIn thing, it's now easier than ever to keep tabs on people. Facebook would work, too, except my kids say it's creepy when anybody over the age of 40 has a page. Sorry for many quarters with no updates. … **Wilbur McKesson** was an early responder and said, "I'm still in banking after all the industry changes! I'm with Broadway Federal Bank, a community bank in Los Angeles. My role is senior vice president/ chief loan officer, responsible for all lending operations. My family is doing well. Last November, my wife, Darchelle, received a pancreas and kidney transplant. She's doing quite well." … **Bruce Alberts** updated, "I am chief financial officer of Western Asset Management Company, one of the premier fixed income investment managers in the world with approximately $500 billion in assets under management and offices in seven countries. I joined the company in 1999, and thus by March of next year, I will have been with Western

for 12 years. I am a member of the company's global strategy committee, and I chair the company's management committee. Over the past several years, I have participated in various financial and industry events as a keynote speaker and panelist. In 2008, I was named 'CFO of the Year' by the Los Angeles Business Journal. I hope my colleagues/friends of FEMBA 1993 are doing well, and I look forward to seeing them at a future event." … And **Karen Ribback** said it is easy to find her these days. Just google her name, and there she is at the USC (boo) University Hospital. It said, "Karen Ribback has assumed the new position of executive director of transition and planning. Her primary role is to support the hospital's transformation into an academic medical center and to facilitate their integration with the university. She is responsible for developing relationship strategies with key partners and stakeholders, as well as leading short- and long-term strategic planning initiatives for the hospitals. For the last 15 years, Ribback has been an independent consultant who focused on optimizing financial and organizational performance for businesses undergoing significant change. She has worked with Fortune 500 financial services companies, major educational institutions and not-for-profit organizations to effect change and improve overall business performance." … **Paul Lantero** was brief. "Really nothing new to report from my side. We've been in Chicago 10 years now, and my oldest is a freshman at Notre Dame. Take care." … **Rob Ro** is busy working on some projects and said to check back next quarter. … **Scott Douglas** is still around and said, "Glad to hear there is still a pulse for the updates – God knows I would not have the energy to take this task on. No complaints on this end – I am still buying distressed loans and non-performing real estate. We sold the bulk of our holdings about two or three years ago and raised a new fund to buy more – it has been cumbersome trying to buy assets as the bulk of the banks are liquidating in dribs and drabs. Still married to Krissie after almost 18 years – and had to buy her a new house after almost as many years. I figured that since she typed and edited the bulk of our field study, the house was the least I could do. Since I am still paying for that – maybe **Greg Van Dyke** and **Michael Singh** want to contribute a dinner or something, as I have been paying for it for all these years. Speaking of Van Dyke, I get sick every Saturday watching that Oregon football team just imagining how much beer he is consuming during each one of those games. Just because Phil Knight gets the best college football team money can buy – I am not sure that is such a great achievement. I hope all is well and look forward to hearing from everyone." … **Ellenmary (Bryant) Michel** is working in Torrance as vice president of worldwide human resources. … **Lynn Geller** celebrated her 26th anniversary with IBM in September 2010. As a director in IBM's global business services, Lynn manages a team of delivery project executives in the media, entertainment and telecommunications industries, helping clients reduce their spending in the area of application development and management. While working with these clients, Lynn travels from Denver to the west and east coasts of the United States, Brazil and India. During 2010, Lynn visited India twice, accompanying clients to see IBM's global operations in Bangalore. The trips are long, but Lynn really enjoys visiting the teams of people she works with and getting to eat some excellent Indian food! Lynn's daughter, Jessica, 15, is a sophomore in high school and daughter Alissa, 12, is in seventh grade. Lynn's husband, Bill, continues his great work as a domestic engineer, making sure the home life runs flawlessly, while Lynn works and travels the globe. "Can't believe it has been 17 years since we finished our FEMBA program – where has the time gone?" … **Steve Franklin** said, "Hi! You can report that I am at Oregon State University with my son for Dad's Weekend, cold and waiting for the football game versus Washington State to begin. Our four kids are all doing great. Two are in college. My wife is now teaching elementary school full-time where we live in Santa Clarita. I am having fun working at JPL. That's all for now! Hello and best wishes to everyone!"

FULL-TIME MBA

Ann Morris wrote in with the sad news that **Cheryl Chen** passed away in early 2011 after a battle with cancer.

1994

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Class Notes by Steve Smith

Hello class of 1996! It's spring time in most of the Northern Hemisphere, and I'm sure all of you are enjoying a break from a cold winter. We have a solid set of class notes below, compiled at the last minute. Apologize for the delay on the reminders! I want to take the opportunity to remind you to put in your calendars the dates of Nov. 11-13 for our Anderson 15-year reunion. See some details here, and let us know if you plan to attend: http://www.facebook.com/event.php?eid=200685716627208. We are pulling out all the stops this year and want everyone to go. It will be epic! Looking forward to seeing all of you in a few months. And now, onto the class notes. … **Emanuel Demaria** wrote, "Life is busy! Specially for headhunters down here in Brazil. I've moved from management consultancy to executive search three years ago, when we opened the Voyer International Brazilian office in São Paulo. After a lot of seeding throughout the global economy crisis, we are harvesting very successfully now. Market is very active, and we have a lot of positive referrals and repetitive work from our initial clients. Bottom line: I have not slept much, but I'm quite happy to see the smiles on our clients' and candidates' faces when we 'marry' them. Besides that, as president of the UCLA Anderson Alumni Brazil Chapter, we were fortunate to organize a couple of recent events both in Rio de Janeiro and São Paulo, especially the ones taking advantage of Dean Olian's trip to Brazil! Looking forward to seeing you all here one day. I'd suggest watching the 'Rio' animation movie for some additional inspiration for your next vacation trip choice." … **Juan Diaz-Andreu** wrote, "Everything is going smooth in Spain. After almost 10 years with www.amadeus.com, last December I joined a headhunter firm called Norman Broadbent in the Madrid office. It is a challenging job in times of economic recovery (slooooooooooooow one). I missed the last visits of American friends such as **Candace** and **Adrian Correa (MBA '98)** and **Constantine Malaxos.** (Spanish ladies are waiting for him to party all night in clubs and bars in Madrid!). **Ignacio Guinea** recently

changed jobs in the IT arena from banking to industry. At home, everything is cool: our kids, Kiko, 9, Juanito, 7, and Carolina, 4, are growing healthy and joyful! Leticia, my wife, is still teaching art, design and technical drawing at a high school in a suburban area near our house. By the way, she has been awarded a scholarship to attend some technical courses next July on the East Coast of the U.S.A. I will keep you posted. Please, let me know if you happen to visit Spain! I will see you at the alumni reunion next fall." … **Mateo Eaton** wrote, "Daddyos and mommyos, had a recent addition who just turned 1 last week. Laugh at his name if you will, but Zeb's 'Blue Steel' look can mow you down. Still in Hong Kong – stop by for yum cha any time. I thought I saw Lev the other day, but it turned out just to be a Mongolian hooker. Oh well. Keep it breezy." … **David Gollob** wrote, "Can you believe it will be 15 years?! Everything is getting like that. We are going to hold our 20th annual charity tennis clinic for breast cancer research in Chicago on April 30. Running in too many directions as usual. My cocktail conversation is excellent as I can talk to you about filtration systems for GM and Ford, decorative chrome on aluminum for Harley Davidson, licensing deals with Rolling Stone magazine and sponsorship deals with artists like Eric Clapton and Carlos Santana. I should have paid more attention in the entrepreneurial classes at Anderson to give me a sense of what life is like. But all good. I just figured out what this LinkedIn thing is all about and have connected with **Dylan Charles (MBA '95)**, **Austin Murray (MBA '97)**, **Avanish Sahai (MBA '95)** and **Jim Delli Santi (MBA '95)** so far. More to come. Family (Sam, 11, Jill ,11, Jay, 8) is great. El is coaching and running McLean lacrosse. Add in swimming, tennis, lacrosse, soccer, and we are ready for the spring season!" … **Ashish Gupta** wrote, "Life is good – literally, as my wife has purchased the entire product line of these comfortable cotton shirts – simple marketing, good execution and high pricing to deliver margin – hope it is an Anderson alum running that operation. Recently, I changed roles and left the safe option of Microsoft to join a very exciting and hot startup called Vidyo (www.vidyo.com) as their chief marketing officer and corporate development guy. Lots of fun and lots of opportunity – am looking for solid channel marketing, corporate relations and business development folks. Drop me a note at ashish.gupta.1996@anderson.ucla.edu if you know people. The family is awesome. Our kids are growing too fast. They are really into skiing, and the highlight was that all of them (7, 5 and 3) are out of the back-breaking harness routine – trust me, this is a pinnacle moment to be compared to when all of them were out of diapers. Another incredible moment – India winning the Cricket World Cup was spectacular! Looking forward to seeing everyone in November. Anderson sightings include **Mike Ladge**, **Mike Treiman**, **Dan Estabrook** and **Bill Duff** – would like more." … **Nitsan Hargil** wrote, "I'm working as director of research at GreenCrest Capital, providing research on private companies in the social web (Facebook, Twitter, Zynga, Groupon) and clean tech (Fisker Automotive, Bloom Energy, MiaSolé) in addition to creating a secondary market in the shares of these private companies. My two sets of twins (14, 14, 13, 13) are all having fun each and every day. I'm having nonstop fun with them and my wife, Patricia. Life is good indeed." … **Constantine Malaxos** wrote, "I closed on a house at the Jersey Shore ensuring that I get one step closer to the love of my life – Snooki." … **Kelly Milligan** wrote, "Just a few quick updates. First, my work at Merrill Lynch as a financial advisor continues and is going very well. I can't believe it's been 10 years already, but time flies when you are having fun. Second, we just came back from a family trip to Costa Rica! We had a beautiful timeshare on the beach near Playa del Coco. We have a picture on the suspension bridge in Monteverde Cloud Forest, visiting the howler monkeys. It was a fantastic trip, but it gave me newfound appreciation for paved roads! Third, I can't wait to see everyone at the reunion! I am chomping at the bit. As they say in Costa Rica, 'Pura Vida!'"

Kelly Milligan and family on the suspension bridge in Monteverde Cloud Forest during their trip to Costa Rica.

HONORED AS FINANCIAL ENGINEER OF THE YEAR

Peter Carr (Ph.D. '89), managing director and global head of market modeling for Morgan Stanley, received multiple honors in 2011, beginning with being named the Financial Engineer of the Year by the International Association of Financial Engineers (IAFE) and SunGard. Established in 1993, the award recognizes individual contributions to the advancement of financial engineering technology. Carr studied with Richard Roll, holder of UCLA Anderson's Joel Fried Chair in Applied Finance, who was the prior year's recipient.

Commenting on his award, Carr said, "As the world economy regenerates, it is increasingly important for financial engineers to connect with each other and build bridges to the rest of the financial community. The annual event surrounding the IAFE/SunGard award has emerged as a crucial spoke in that developing social network. I'm deeply honored to be a recipient."

Also in 2011, Carr was included in Institutional Investor's list of The Tech 50 and was invited to be the commencement speaker for UCLA Anderson's Master in Financial Engineering graduates. Previously, he won awards from Wilmott Magazine for Cutting Edge Research and from Risk Magazine for Quant of the Year. He is credited with numerous contributions to quantitative finance, including co-inventing the variance gamma model, inventing static and semi-static hedging of exotic options and popularizing variance swaps and corridor variance swaps.

… **Taylor Ohlsen** wrote, "I'm president of a company called Newdea (www.newdea.com), and we're working on changing the world! Newdea is a Software as a Service (SaaS) company whose social impact platform provides on demand and integrated monitoring and evaluation, program management, and grant and investment management capabilities to help nonprofits, governments and foundations manage and measure the impact they are having to maximize global socio-economic change." … **Steve Smith** wrote, "Quick update. Jen and I are still living and working in Switzerland. It has been a great experience, and it's working out well, so we plan to stay for a while. We had some nice skiing this winter in the Alps and are now entering the spring when it is particularly beautiful. Jen and I are living in Neuchatel and have a big place for visitors if you want to stop by. I have a picture of the local castle (no, we don't live there, yet). Hardest part about living in Europe is being nine hours away from friends and family on the West Coast. However, we recently spent three weeks in the United States in Portland, the Bay Area (watched some hoops with several '96 alums, including **Bill Trento**, **Bob House** and **Pete Brown**) and then went to Houston for the Final Four. Great trip! Finally, my company, Poken (www.poken.com), is getting set to launch a new set of NFC-related devices and mobile solutions. NFC (stands for "near field communication") is going to be the 'buzz' later this year, as many mobile providers (Nokia, Samsung and soon Apple) are launching payment services using this technology. Among other things, it will allow you to use your phone to pay for services (ex: buy a Coke at a vending machine, ride the subway, etc). We use NFC to help folks exchange digital business cards and collect product information by touching a Poken or an NFC phone to a proprietary Poken Tag that we have developed and will launch in June. In addition, our software will soon be shipping on millions of new Nokia C7 phones. You can see a very cool video that Nokia developed to promote our app and services here: http://www.youtube.com/watch?v=HhI9Rj97X0I. By the way, I was in the United States when they filmed it, so I missed the Hollywood moment!"

Steve Smith's local castle in Switzerland.

… **Mike Solomon** wrote, "Hi '96ers! Long overdue update on this end. My kids are getting bigger by the day. Ian is now 7, and Rachel is 3. Having a great time working at The Search Agency as vice president of marketing strategy where I am creating integrated online marketing strategies and campaigns for some large clients. I have also dived head first into mobile search marketing and recently conducted webinars with Google and the AMA. Outside of work and home, I have been training to compete in the Tough Mudder race in Vermont in May. I must have been under the influence when I agreed to do this on New Year's Eve. I will miss everyone at the reunion in November but hope to see some of you in the meantime."

INDUCTED INTO THE NATIONAL ACADEMY OF ENGINEERING

Joanne M. Maguire (Exec Program '89), executive vice president of Lockheed Martin Space Systems Company, has joined the exclusive ranks of the National Academy of Engineering (NAE). Maguire's citation recognizes her for "individual and team leadership of successful space programs." She becomes one of only 2,290 U.S. members and 202 foreign associates elected to the NAE since its founding in 1964.

Election to the NAE is among the highest professional distinctions accorded to an engineer. Academy membership honors those who have made outstanding contributions to "engineering research, practice or education, including, where appropriate, significant contributions to the engineering literature" and to the "pioneering of new and developing fields of technology, making major advancements in traditional fields of engineering, or developing/implementing innovative approaches to engineering education."

Maguire, also an officer of Lockheed Martin Corporation (NYSE: LMT), has led Space Systems Company since 2006. The company employs more than 15,000 people and generated more than $8 billion in sales for Lockheed Martin in 2010. Under her leadership, the company provides a broad array of advanced-technology systems for national security, civil and commercial customers. Chief products include human space flight systems; a full range of remote sensing, navigation, meteorological and communications satellites; strategic and missile defense systems; space observatories and interplanetary spacecraft.

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Class Notes by Sue Ashkenas

Jim Opdyke wrote, "After about 13 years working at large banks, I joined Grandpoint Bank to start up its corporate banking group last summer in downtown Los Angeles. Founded by a group of seasoned Southern California banking executives (our former dean, Bruce Willison, being one of the them), Grandpoint Bank was launched with a $75 million capital investment in June 2010 when Grandpoint Capital, the bank holding company, acquired Santa Ana Business Bank. Subsequently, the bank purchased Westminster-based First Vietnamese American Bank in November 2010 from the Federal Deposit Insurance Corporation and completed a merger with First Commerce Bank, headquartered in Encino, in December 2010. The bank also announced a merger with Orange-based Orange Community Bank, which is scheduled to close in the second half of 2011. The bank serves small and mid-sized businesses, private equity firms, registered investment advisors, entrepreneurs and high-net-worth individuals with an integrated product set of private client services, commercial banking and treasury management capabilities. It also provides correspondent services to financial institutions. On Feb. 28, 2011, Grandpoint Bank had total assets of $580 million. On a personal note, I've been working on my house in Westwood Hills (for the last seven years!) and splitting my time between golfing, surfing and traveling. Recent travels include Indonesia, Panama and the Maldives with a near-term plan for the Tuamotus in French Polynesia." … **Juan Lim** wrote, "My son, Jonathan, is graduating from UCSD in June with a Bachelor of Science in biochemistry and minor in economics. My daughter, Jennifer, is getting married in August. I am still at Raytheon, currently as chief engineer for a business organization focusing on system integration for the international market."… **Lynley Sides** wrote, "In December, I became the chief executive officer of The Glue Network, a social media-based marketing platform that uses cause to create consumer loyalty and broad social media recommendations for brands. David and the kids, 9 and 6, are doing well, and we're still in Lafayette, though trying to be in Tahoe as much as possible. Hope all of the class of 1997 is doing well and looking forward to the next reunion!" … **Brad Iverson** wrote, "Having originally moved to Chicago for work but being in a work-at-home situation for several years, finally came to scratch the head and ask if this is really our first choice of place to be. End result is that we will soon be moving to Park City, Utah (probably will be there by the time the issue is published). Will miss some good friends in the Chicago area and a house that we put a lot of personal effort into but looking forward to a new adventure. Hope to be a bit closer to many Anderson friends, too." … **George Tharakan** wrote, "My business partner, John Murphy, and I started our investment firm, Alamar Capital Management LLC, in Santa Barbara. Check out www.alamarcapital.com." … Finally, let's end with a game of "Where's Waldo?": Find **Tim Semones** at the opening bell of the New York Stock Exchange on Nov. 17, 2010, as Inphi, the semiconductor company he co-founded 10 years ago, finally went public. Congrats Tim, George, Lynley, Juan and Jim!

Tim Semones at the NYSE opening bell in November 2010.

1998

EMBA

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FEMBA

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FULL-TIME MBA

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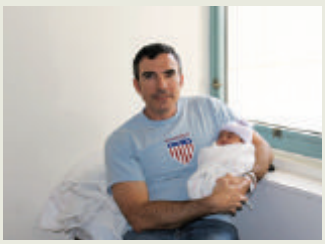
Class Notes by Danny King

1967 has long been considered the Summer of Love, but judging by the number of spring birth announcements, 2010 appeared to be the Summer of Lovin' for the class of 1998. **Ellen Castruccio** (hey, she's my neighbor so I can start with her) and husband Nicholas Pustay got a slightly early Valentine's Day present (yes, that's late winter, but who's counting) in the form of Samuel Emmet Pustay, born Feb. 13. Having worked in marketing at the Los Angeles County Museum of Art, Ellen's enjoying time at home with her own little work of art, who hopefully won't be corrupted by them pesky King kids up the street. … **JP Kelly** and wife Melissa welcomed Vin into the world on April 2, where he will join older sister Dakota and brother Jack in the ever-growing Kelly household. JP's also going all Warren Miller on us and is already planning ahead for a heli-skiing trip in Utah next January to celebrate his 41st birthday and will hopefully be joined by **Jim Hannon** and some other intrepid folks (last January's effort was cancelled due to bad weather).



JP Kelly is already dropping skiing tips on newborn son Vin, born in April 2011.

… **Joe Cannon** and wife Gloria also joined the happy-but-groggy fray by welcoming James Alexander Cannon to the party in February. Lots of Anderson buds, including Jim and **Jennifer (Cowan) Hannon**, JP Kelly, **Tony Alessi** and **Dave Batty,** helped the Cannons celebrate properly at the baby shower.

Joe Cannon welcomes son James into the world, born February 2011.

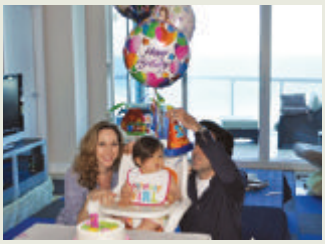
John Gish, Tony Alessi, Jennifer (Cowan) Hannon, Dave Batty, Jim Hannon, Robb Kempken, Chris Bonner, Kevin DiCerbo, JP Kelly, Chris Benedict and Matt Pielert all help proud papa Joe Cannon (fifth from the right) celebrate the birth of his boy, James. And the Jets, Jets, Jets.

… Meanwhile, in the coming attractions department, **Stephanie (Lataif) Stiker** and husband Ned are doing their part to keep New York City the country's most populous and are expecting baby TBD – and child No. 4 (!!) in September. Christian, 5, Julia, 3, and Natalie, 1, will be showing this lucky kid the ropes, not to mention nearby Central Park, in no time.

Stephanie (Lataif) and Ned Stiker, along with (left to right) Julie, 3, Natalie, 1, and Christian, 5, get ready to welcome a new member to the family this fall.

… **Liz (Pyne) Skopp** and husband Peter are enjoying the Miami Beach life with

daughter Samantha Rose (born in March 2010) and are already looking forward to spending the summer in New York and some time with the (Lataif) Stiker.



Liz (Pyne) and Peter Skopp enjoy a little "Miami Nice" with baby girl Samantha, 1.

… **Micah Hirschman**, in addition to rockin' the post-grad quarterly lit clubs in the L.A. area (I swear I'm gonna get to one of those), continues to embrace his inner geek (his term, not mine) with his Excel application-programming business, while spicing things up with some day trading and the occasional trip to Turkey or Australia. And to think that some of us thought Glendale was exotic. … **Jason Knapp** and wife Sara are chillin' like villains with their two kids in beautiful Solana Beach, Calif., where Mr. Knapp said he would "always have a cold beer and a nice backyard seat waiting for a fellow '98!" He's heading product management at Specific Media after moving over from Fox late last year. … Life near the Pacific blue also bodes well for **Chris Slinger**, who has moved back to Manhattan Beach after a dozen years in the colder climes of San Francisco and New York. Chris, who's doing some consulting for a Dallas-based private equity firm, is more than happy to have reconnected with **Matt Schwab**, **Matt Pielert**, **Tom Georgis**, **Chris Benedict**, **Curtis Colon** and others all too happy to keep the South Bay love alive. … Finally, on the bicoastal front, **Dave Schwartz** has returned to the East Coast after two years with AAA in San Francisco. Scwartzie actually one-upped Cliff Lee with his grand entrance into the City of Brotherly Love, where he is back working for Johnson & Johnson, this time heading up global innovation efforts on its LifeScan diabetes business. Dave and wife Jen, who are still officially based in New Jersey, are raising their son, Ben, 12, and daughter Anna, 2.

Red's the new red with the Schwartz family: Dave and wife Jen with Ben, 12, and Anna, 2.

… **Boris Grinberg** recently left Credit Suisse after 11 years to join UBS but, as of press time, had been working on a trip to go to "several exotic locations" (Vegas?) before starting the new gig. … **Zubin** and **Jennifer Pique Gidwani** happily traded the beaches of Maui for the mountains of Colorado and relocated to Denver with their two sons, Kimo, 6, and Kai, 4. Zubin launched Dynamic Budgets LLC after working up a budgeting tool based on Microsoft Dynamics/Great Plains, while Jennifer works at marketing agency Big Sky Communications, with clients such as Adobe and NetApp. Jen's inviting all '98-ers over to their backyard zipline. Yipes.
… Finally, Curtis Colon reported watching part of the 2011 Final Four at (now really happy) University of Connecticut alumnus Chris Benedict's house with JP Kelly when Mr. Kelly got the call to high-tail it to the hospital for the birth of the aforementioned Vin. "Benedict was lobbying for the child to be named Kemba (after UConn's MVP, Kemba Walker), but was overruled," wrote Mr. Colon.

1999

EMBA

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Class Notes by Kerri Fox

Hello EMBA 1999 alumni! It's been a while since we've had an update in Assets. We had several classmates write in with updates. We also had a few requests for a get-together sometime this fall. Look for an email with details. … **Neil Jablon** transferred internally within the Qualcomm CDMA technologies division in August 2010 to take a position as director of product management. In this role, Neil is building up Qualcomm's global software ecosystem for smartphones and tablets, while also working on several projects with China. Neil is having great fun doing product development again after a 10-year hiatus! This past February, Neil gave a talk entitled "Telecom Developments and Trends in China" at a Princeton University conference on China. … **Mel Lindsey** wrote, "My son, Clark, who was born during b-school, applied to middle schools recently this year. We found out yesterday that he got accepted at all five schools that he applied (Harvard-Westlake, Brentwood, Winward, Campbell Hall and Polytechnic). He is so excited that he has good choices. He must have gotten his brains from his mom. The process was more stressful than applying to Anderson. My daughter, Randall, who is 10, will compete in the Junior Olympics in rhythmic gymnastics for the second year in a row. … **Jim Backer** sent in the following update, "Maybe I should have followed the 'digital economy' to e-books instead of staying in real estate, but we hope to survive to live another day. Classmate **Clarke LaVine** spoke on behalf of one of my projects, Vista Canyon, at a recent public hearing. Vista Canyon is designed to be a transit-oriented development with a Metrolink station, bus transfer facility, three different types of trails leading to and from the project, a 10-acre park and a town center with an old-fashioned 'Main Street' as the cornerstone. Now we just need an economy. Kids are great. I am the manager of my youngest son's baseball team, and all three are involved in multiple activities as we make our way through elementary school." … I, **Kerri Pelonis Fox**, started working after a nine-year hiatus as a stay-at-home mom. I am consulting part time for Echo-Factory, a small creative advertising agency, which has been a great transition back into the workforce. I am also involved in the kids' elementary school on the PTO, helping with fundraising to supplement the ever-decreasing California public school budgets. Our kids are doing great – involved in lots of activities and enjoying living near the beach. Erin is 10, Joe is 8, and Jack is 6. … **Rob Perez** sent in the following, "We've now been in the Boston area for 11 years! We miss Los Angeles, family and friends, especially in the winter. I'm still working at Cubist Pharmaceuticals (NASDQ: CBST), now in my eighth year with the company, the last four of which were as chief operating officer. Cubist has enjoyed a nice run of late – we were the top performing company in the Boston Globe's top 100 in 2009, and one of Fortune magazine's fastest growing companies in 2010. I'm also on the board of AMAG Pharmaceuticals, as well as a few nonprofits focused on enhancing educational opportunities for kids in the inner city. The kids are doing great. Mitch committed to attend and play basketball at Union College in New York next year, and Lauren is a sophomore in high school, doing well academically and playing on the volleyball team. Hope everyone is well, and that we can catch up soon. Look us up when you are in Boston!" … **Bernie Katz** and **Mark Needham**'s medical group, Santa Monica Bay Physicians, joined UCLA Health System on Jan. 1, 2011. While at Anderson, Bernie Katz and Mark Needham sold their medical practice to Saint John's Health Center. In 2000, they along with their physician partners repurchased the group. Over the last 10 years, it has grown to be the largest medical group in West Los Angeles, with 40 physicians in 10 offices caring for approximately 80,000 patients. The association with UCLA offers their patients access to a large group of specialists, and the physicians will be contracted with the various health plans under the UCLA health plan contracts and paves the way for the system to become an accountable care organization, part of the future of U.S. health care.

FEMBA

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Class Notes by DeAnne Steele

From **Jim McCarthy**, "**Rich Webster** and I continue to run and own Goldstar (www.goldstar.com). The company now has about 50 employees and is, depending on the month, the third or fourth biggest ticket seller in the country. The cool thing is that we've never taken any institutional money, and so the whole company is founder, employee and friends and family-owned. I spend a lot of time coaching soccer and trying to golf. Connect with me on LinkedIn or on Twitter

@goldstarjim." … From **John Walling**, "I am hoping to plug back in to the network after a 10-year nap (make that 11 years) in Las Vegas. I attended our five-year reunion but am otherwise on an island. Surprisingly, I'm not moving back to Cali, but heading east to Philly! We've had fun in the desert, but I am moving with a promotion to Americas marketing manager after six years working for Victrex in a regional business development role. Our U.S. headquarters is based in Philadelphia, so I am excited to get back into a major urban setting, and I'll bet there are a lot more alums there, too. The job has been great, and I find myself drawing more and more on my Anderson MBA. I know I could benefit from reaching out to the Anderson network as I have been out of the loop with my classmates. I look forward to reading other updates and hope anyone in the Philly area will drop me a line as I am already set up there with temporary digs. Helluva commute! My wife, Smitha, and kids Melina, 13, and Nik, 7, are excited to make the move in June with my promise they will see lots of trees, animals and four seasons – they are so easy to please. Who says leaving Las Vegas is hard?! (OK, maybe just a little tough right now. Anyone looking to buy-in while the housing market is down?) Just a quick shout-out to my old study group: Jim, Kash, Tony 'the Wiz', Steve, Allison and Rosemary. Come visit anytime!" … And from me, **DeAnne Steele**, "Here's what I am up to: Cole is now 5. He's in t-ball now. So cute! I am still working like crazy – what's new? Over the last couple of years, I have been doing a lot of public speaking. I talk about the economy and the markets. I was lucky enough to run into **Janet Ortiz** at a UCLA alumni event in Orange County! It was great to see her and catch up a bit. I also saw **Molly (Taylor) Jolly**; we had dinner and drinks. My does time fly. I am up in the O.C. a few times a month, so let's hook up! Next on my list: **Angelica Gamble** and **Peter Collins**."

FULL-TIME MBA

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Class Notes by Catie Enrico

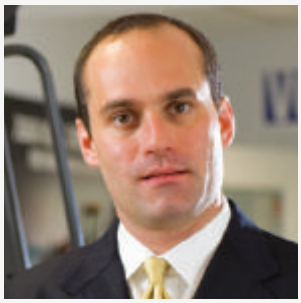
First, let's start with a congratulations: **John Knecht** and his wife, Ashley, had a son named Ashton Oliver Knecht, born on Oct. 16, 2010. John and Ashley are doing well. They are living in Chicago and running their arts education company, Pulse Beat Music.

John Knecht and son Ashton.

… "For the third time in just five years, the Hinghers have moved again," **Jeff Hingher** wrote. "This time, though, it's to better weather! After basically 12 years at General Mills in Minneapolis (I did leave once for two years to Evansville, Ind.), we've decided to head to the southern comforts of Nashville. Jeff, Kimmra, Aubrey, 2 1/2, and Owen, 4 1/2, moved to Franklin, Tenn. (about 25 minutes south of Nashville), in early Februrary. Jeff is now senior brand manager for Cesar Canine Cuisine (yes, dog food for little dogs) at Mars Petcare; his wife, Kimmra, is brand manager for Temptations Cat Treats. So far, no cat and dog battles over dinner. We did recently adopt a new kitty, Torre, and are working on adding a puppy. Feel free to look us up if you're ever in NashVegas." … **Tiffany Chu** wrote, "Things have been busy for me at work and at home! Kids are growing up quickly, with Sabrina in fourth grade and Brandon in second grade. We went to Vegas last Christmas and saw the David Copperfield show. Pretty amazing stuff. I actually got picked from the audience for one of his magic tricks, and even up close, I had no idea how he did it! Our next adventure is coming up this summer. Going on a week-long Alaskan cruise with all the in-laws!"

Tiffany Chu and family at the David Copperfield show.

… **Jason Kiefer** handed over the keys to Pictage in June 2009, sold his family house in Manhattan Beach, put their stuff in storage and embarked on a 10-month adventure with his wife and three boys (4, 7 and 9). They visited 27 countries on five continents and, when it was all



PUBLISHED NEW MARKETING BOOK WITH PROFITS DONATED TO CHARITY

Nick Mavrick (MBA '96), chief response officer for Intelligent Response, has recently published his first book, Contrarian Marketing. Using his specialty in relationship and quantitative marketing, Mavrick designed the book to help companies and their sales teams stay a step ahead in the currently unstable global market. Explaining that the word "contrarian" is typically used among financial investors to mean someone who deliberately goes against the prevailing wisdom common to other investors, he applies the same approach to marketing.

"The book is not magic, just math," said Mavrick. "Mining for the 'best' customers, those that generate the most in revenue and profits, can make or break a company's survival in the economic turbulence most economists predict is still ahead. Going against the grain is critical in a risky business climate, and long-term success is not about getting the most customers but the 'best of the best.'"

With the goal of raising $500,000, Mavrick is donating all of the book's profits to Folds of Honor (www.foldsofhonor.org). The nonprofit organization provides post-secondary educational scholarships to the spouses and children of service members disabled or killed as a result of their military service. He also will be giving seminars (www.contrarianmarketingseminars.com) to major companies throughout the country in exchange for their donation to Folds of Honor.

JOINED AS CHIEF EXECUTIVE OFFICER

William L. Ballhaus (FEMBA '98) has been appointed chief executive officer and a member of the board of directors for SRA International Inc., a leading provider of technology and strategic consulting services and solutions to government organizations serving the defense, intelligence, civil and health markets.

"We are very pleased to welcome Bill to SRA, where he will join a capable team to help lead the company into the next phase of its growth and development," said Ernst Volgenau, SRA founder and chairman. "He shares our commitment to honesty and service, and he has an exceptional track record of leading government services providers similar to SRA. This is an exciting time for our company, and we all look forward to working with Bill as we pursue the significant opportunities ahead."

Ballhaus has significant experience and a strong track record leading large global operations providing services and solutions to government organizations and commercial businesses. He served as chief executive officer, president and a director of DynCorp International, a global government services provider. Before that, he was president of global defense and security company BAE Systems Network Systems, National Security Solutions and Mission Solutions businesses. Ballhaus also serves on the United States Geospatial Intelligence Foundation Board of Directors and the UCLA Anderson Board of Visitors.

over, decided to move back to Boulder, Colo., where he and Jennifer grew up. After a year of doing some advisory work, angel investing, hundreds of miles of trail running and over 30 days of skiing, he finally bit the bullet and started another Internet company, Pixoto.com. Right now, it feels good, but he's definitely still in the honeymoon period. … **Lin Ng** wrote, "I gave birth to a baby boy in May 2010. I believe I didn't get a chance to send an update. His name is Miles Han-Min Chen. I also switched jobs. I'm now the assistant director of budget and financial planning for the School of Medicine at Stanford University."

Lin Ng and son Miles at 4 months.

… **Al Sargent** gave a quick update, "Living in San Francisco with my wife, **Diane (MBA '00)** and kids Ethan, 6, and Sarah, 4. Working at VMware as part of their cloud computing team." … **Nikki Iantuono** wrote, "In March, I joined **Maura McGinn**, **Liz Padula** and **Linda Sonne-Harrison** in Alta for their annual ski trip. We had three amazing days of powder skiing. Can't wait for next year's trip!"

Nikki Iantuono, Liz Padula, Linda Sonne-Harrison and Maura McGinn at the lodge on their third day of skiing in Utah.

… Speaking of skiing, Aaron and I, **Catie Enrico**, just got back from a great week of skiing over spring break in Aspen and Vail. We spent the first part of the week in Aspen hanging out with **Stephen Kremser** and his wife, Katherine, and their two adorable children. Then, we drove to Vail where Aaron met up with Jason Kiefer for an afternoon of skiing. Catie is still busy raising their three little ones (Danny, 8 years old, and Gigi and Joey, 5 years old) and has been recently appointed head of the advancement committee for the board of directors of her local Dallas-Fort Worth NPR station. After six outstanding years in private equity at CIC Partners, Aaron has made the move back into the sports marketing industry, serving as chief financial and development officer for Genesco Sports Enterprises, a Dallas-based sports marketing, consulting and activation firm. Give us a ring next time you're in Dallas!

2000

EMBA

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Class Notes by Vanessa Toy

Bill Gillespie shared that he is working in Bahrain since September 2009 as field operations manager for Occidental Oil and Gas.

FEMBA

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Class Notes by Bill S. Kelley

I (**Bill Kelley**) got married in September 2010 in Santa Barbara, Calif. My wife and I honeymooned in Europe, including Italy, Greece and a cruise around the Western Mediterranean. I'm still working for ManTech International in El Segundo, Calif., providing consulting services for the Air Force on their rocket and satellite programs. … **Gary Weinhouse** wrote, "I am excited to report I have taken on a new business adventure over this last year. I am president of Autism Spectrum Therapies (AST), one of the premier and largest providers of in-home and school-based autism spectrum disorder services in California. AST delivers highly effective services to infants, children, adolescents and adults with autism. AST's intensive family-focused, play-based approach facilitates rapid progress and

relies heavily on natural home routines and hands-on parental participation to achieve rapid and continuous improvement. We provide services throughout California, with six regional offices and a staff of 500 or so folks. On the personal front, the family is doing great. Our three children are growing fast and have fortunately become die-hard Bruin fans who enjoy frequenting UCLA football and basketball games. All best wishes to the entire Anderson community."

Gary Weinhouse and family.

… I also heard from **Kevin Angeles**, who said, "I am still working with HSBC's corporate strategy team in Chicago, but in the past two years, my job responsibilities have expanded to include managing mergers and acquisitions work up and down the Americas and thus I now find myself traveling frequently to Latin America. On the personal side, I continue to enjoy serving on the Board of Trustees for the Heart and Mind Foundation, which helps educate disadvantaged kids, and of course, raising my daughter, Kaila, 4, and son Keegan, 2. This summer, I plan to take a trip to Ecuador and the Galapagos Islands, as well as Chile and all the way out to Easter Island. This year, I'm also celebrating my 10th wedding anniversary!"

FULL-TIME MBA

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Class Notes by Vanessa Toy

Before we get started on our class news, I want to extend a special thank you to **Marik Brockman** for his many contributions as our class president over the past years. And thanks to **Kerri Sonenshine**! After being our Assets class representative for so many years, she is officially passing the torch. If you are interested in being involved in our class alumni activities and other programs moving forward, please let me know. If you haven't had a chance yet, please also sign up for our "UCLA Anderson Class of 2000" Facebook page, and please update your contact information in our online UCLA Anderson alumni database (http://www.anderson.ucla.edu/x26567.xml), so you don't miss out on the latest announcements and news. The spring Assets was prepared/published just after our 10-year anniversary from our graduation at UCLA Anderson, but we'll feature all the latest news this time around. Many of us celebrated this milestone with our 10-year reunion during Alumni Weekend in October 2010 in Los Angeles. We had over 100 people attend – a great turnout! It was great to see everyone and to reconnect with friends and family. Dean Judy Olian, Al Osborne and Bill Cockrum also stopped by to say hello and thank everyone for supporting the school with our class gift. Many thanks to the Reunion Committee (Marik Brockman, **Vanessa Toy**, **John Matise**, **Lilian Tham**, **Andrew Vu (FEMBA '00)**, **David Williams**) and key reunion event supporters for making the event a success! To start the reunion festivities early, a few folks got together the night before at an old favorite, El Cholo. … **Steph Laflamme** shared, "The Friday evening pre-reunion was open and presented an opportunity for some of Shanie's and my close friends to get together. Steve Raymond was my ombudsman, so we could find a cool restaurant to hold the event, but at the end of the day, **Steve Smith**'s old favorite, El Cholo, was the easiest and most convenient. We had a group of our close friends across all sections attend; we ate, drank and reminisced on the 10 years gone by. Just an opportunity to catch up on the friendships we developed and maintained post-Anderson years. Many of the attendees are friends we'll be keeping in touch with the rest of our lives, and it was great to be able to all raise a glass together, at least for a night out during a weekend of celebration." In attendance were **Shanie (Geddes)** and Steph Laflamme, **Jen (Kunz)** and Steve Raymond, Vanessa Toy, Lilian Tham, **Andrew Young**, **Jon Estanislao**, Kathy Rodriguez, **Matt Chittle**, **Susan Kun**, **Mark Hicken**, **Grant Gibson**, **Bill Bujake**, **Shawn Campbell**, **Brian Anderson (MBA '09)**, **Joel Rubenstein**, **David Katz**, **Nick Ciriello** and Steve Smith.

The class of 2000 pre-reunion weekend dinner at El Cholo.

… I think **Ganesh Nair** may have won the award for "furthest traveled" for our reunion, as he flew in all the way from India. … And **Quan Le**, who unfortunately was not able to attend, sent a nice note to say hello, "Greetings from Vietnam! I can't believe we've been out for 10 years already. Time does fly. Do send my best regards to our friends. Have a great party! I'll raise a toast to us and the old days from across the ocean." … Now, on to our other class updates and new babies. … **Amy Wruble** and David Lepes welcomed their first child, a daughter named Vivien Jane, on Jan. 3, 2011, at Cedars Sinai. They are thrilled and looking forward to play dates with the Anderson crowd.

Amy Wruble, David Lepes and their daughter, Vivien Jane.

… Janet and **Nick Bijur** also have a new addition! They had their fourth baby, a girl, on March 22, 2010. Katherine "Kate" Paula Bijur joins big sister Evie and big brothers Jack and Brooks. … And in more baby announcements, **Erin (McGraw) Vera**, her husband, Ross, and daughter Emily, 2 years old, welcomed a new baby girl, Hannah, into the world on Jan. 15, 2011. "We are learning to be a family of four – including the terrible twos and a newborn sleep schedule. But overall, everyone is doing great and says a big hello to everyone."

Erin (McGraw) Vera with daughters Emily and Hannah.

… We also learned about some exciting official news in Northern California. "As part of the California General Election on Nov. 2, 2010, **Richard Ginn** was elected to a four-year term as a governing board member of the Las Lomitas Elementary School District." Congratulations Rich! … **Andy Savitz** is also close by in the Bay Area and shares that his girls are 4 and 2 now. … Lilian Tham has moved to San Francisco and is now vice president of business development for Sage Consulting Associates. She's also taken on the "when in Rome" attitude about the Bay Area, learning to swim and bike so she can participate in triathlons. She has found it hard not to embrace the fervor for the outdoors and is enjoying exploring the kayaking and hiking trails up there. She has also been eating up a storm in this food city (triathlons have been important in offsetting this hobby) and welcomes her classmates in joining her whenever they are in the area. … **Jennifer (Kyvig) Kasper** wrote, "Ten years into my career with Macy's, I've just recently taken on a new role as group vice president for digital media and multicultural marketing for the Macy's brand. As one of the few people who didn't pursue something in the digital/e-comm space right out of Anderson, the irony isn't lost on me! **Eric Kasper** continues on the institutional sales desk at Cowen & Co., and we, Noah, 6, and Grace, 2, would love to see any Anderson friends who find themselves in Short Hills, N.J., or more likely, New York City." … **Jeff Comisarow** reported, "I joined Barclays Capital in 2009 as a director in global equities with a focus on the health care sector. My daughters, Claire and Chloe, recently turned 3 and 1." … **Andy Arends** also wrote that "life is good at Dell." … From **Siew Phua**, "I will be moving to the Washington, D.C., metro area in July after I complete my current consulting contract. My partner

and foster son have already moved, and we have bought a house in Silver Spring, Md. I will be on the job market again soon. Any leads will be appreciated!" … From the Southeast, **Todd Smith** wrote from Florida, "I got married to my wife, Debra, at St. John in the U.S. Virgin Islands in February of 2010. We took our honeymoon on a cruise to the Windward Islands and have settled in with our two dogs and new home in Jacksonville Beach. **Jerome Farmer** stopped by for a visit on his way from Naples, Fla., to Connecticut last year, and we keep in touch with **Hal Perdew**, the only other person from the class of 2000 who I know is in Florida. Business started turning around here in late 2010. I'm now hosting a local entrepreneurial radio show here in Jacksonville called "Business Success Radio" that can be heard on Saturdays from 3-4 p.m. EST via live stream on www.wokv.com. Feel free to tune in! I'm working on a number of businesses simultaneously and really have my hands full, so if anyone is looking for a new opportunity in a new place (by the beach), I could use some help!" … From **David Katz**, "I closed down my hedge fund in February, because my business partner and I found a seed investor, which is allowing us to start a new fund at a much larger scale. We will officially be launching the new fund on May 1, and our office will be based in San Francisco." … It's been a busy but exciting year, both personally and professionally, for **Nikhil Verma**. He wrote, "I bought a small manufacturing company and have been running it since September. Quite a big move and a big change, but I love being a small business owner – the challenges, the headaches and the rewards. I can't keep track of the number of hats I wear daily, but I love my boss! The company has been around since 1960, and I'm the third owner. The previous owner was retiring, and I had been looking into buying a business for a while. Although manufacturing was not my first choice, this business had a lot of nice characteristics and good potential. I'm looking to grow the company organically and through acquisition. If anyone has metal stamping needs, look me up! On the personal side, our twin boys just turned a year old in February, and I think we're finally getting the hang of being parents! At least we get to sleep through the night now. The boys are walking and saying a few words, which is a lot better than the first few months of sleepless nights. Needless to say, I've got my hands full." … From Michigan, **David Chang** wrote, "I have been with General Motors for over two years now. It is, perhaps, an understatement to say that it has been a very 'interesting ride.' I have witnessed and been part of the transformation of an iconic manufacturing company, as well as an entire U.S. industry segment, and yet, the drama continues as the industry scrambles to deal with supply disruption challenges created by the unfolding events from the disaster in Japan. But I continue to learn and enjoy my current role, helping the company's supply chain organization improve and transform its capacity management capabilities. I still relish the fact that I am no longer traveling four days a week (like I did for eight years in consulting) and can spend more time with my wife, May, and Kevin, my 9-year-old son (soon to be 10!). We are all doing well and would welcome reconnecting with any Anderson alumni, especially if you are ever in the Troy, Mich., or greater Detroit area." … Some fun travel news from **Bing Kongmebhol**: "My wife and I had a great vacation in Egypt and Jordan last November. Our timing couldn't have been better, as we just missed all turmoil. In February, I had a business trip to Italy, and while there, I was able to go to an AC Milan soccer game. And I flew an airplane (with the help of a real pilot) for my 40th birthday." … After spending the better part of the last 10 years working on music business startups in Germany and Brazil, **Jeremy Woods** is now working on his doctorate in entrepreneurship at the University of Cincinnati. He also shared, "I had an awesome time catching up with old friends (at the reunion)!" … **Alek Orloff** is currently working on expanding Alpine Waste & Recycling's recycling plant in Denver, which will increase capacity by 50 percent. "A low-tech startup in 2000, we surpassed $21 million in revenues last year and are now proud to be the largest privately held waste services company in Colorado. Of course, with a knack for cutting to the chase, my 6-year-old tells everybody that I drive a trash truck for a living," he said.

Alek Orloff is working on expanding Alpine Waste & Recycling's recycling plant in Denver.

… From San Diego, **Ken Stimeling** wrote that he is still working for Nokia. "I have to be one of the minority still working for the same company since graduation. Exciting times here for us at the product development center – the mobile industry is never boring." He also shared, "It would be cool to get the class of 2000 grads together – there are several of us down here." … **John Matise** shared that he "recently joined SSA & Company to help them build out their private equity practice. They are a small boutique management consulting firm that helps companies with their business strategy and operations. The company was originally the Six Sigma Academy (hence the "SSA" in the current name) but has been transforming into more of a strategy and operations consulting firm from their strong operations origins. They really want to build out their PE practice, so another person and I will be focusing on this." On the personal news front, "Everything is good with the family. AJ is doing well in kindergarten and Zach is getting excited about his second birthday party." … All the way from Singapore, **Josh Li** wrote, "My wife, Melissa, and I have two kids: Abigail is 5 1/2, and Aidan is 2 years old. We live in Singapore, where I work for Google as the head of the enterprise channels for Asia Pacific. If anyone is coming out to Singapore (or other parts of Asia Pacific or Australia), let me know, because I may be able to meet up with you here!" … **Kevin Barry** said, "Greetings from the nation's capital! It's been three and a half years since I retired from the Navy. We resisted the urge to relocate to a nicer climate when I retired, since our children were getting used to living in the same area! We live in a great neighborhood and have a wonderful circle of friends. After a short stint as a financial planner, I landed a consulting position at Booz Allen Hamilton. I'm supporting a Navy client where my past experience comes in very handy. We don't have a strong alumni contingent here yet, but I'm excited that at least one classmate (**Siew Phua**) will relocate here this spring. I've done my best to stay connected to Anderson by interviewing candidates for future classes. I've interviewed five candidates (so far) for the class of 2013. My children are growing quickly and keeping Ginny and I very busy. Jack, 16, is a junior in high school. The college application season is almost upon us. He's not sure what he wants to study, but he knows he wants to study in California. Since Ginny and I went to college and graduate school in California, we take his professed interest in 'studying' in California with a grain of salt. Erin, 12, was born at the end of my first quarter at Anderson. She's a great student and a leader in her sixth grade class. Caroline just turned 10. She's doing great in the fourth grade. Our children are very active in sports (golf, soccer, swimming) and other activities (music, Irish dancing). We (mostly Ginny) put a lot of miles on the car getting the kids to their activities. It can be tiring, but it is also rewarding to see them happy and successful. Despite the cold winters and hot, muggy summers, the District of Colombia is growing on us. We've enjoyed a couple of big snowstorms that knocked out our power (and heat!) and kept us from going to school/work. The power outage was not fun, but we made the most of the adventure. We have become big hockey fans this year. We are praying that the Washington Capitals can finally put it together in this spring's Stanley Cup playoffs after three straight disappointing playoff appearances. Let's go Caps!!"

Kevin and Ginny Barry, with Jack, Erin and Caroline.

… Lots to share from **Itir (Sayin) Clarke**. "Ten years should amount to a lot, you'd say. For Tom and I, it amounts to two beautiful daughters, two jobs, two houses and a few spectacular trips. Defne is my graceful and witty first grader, who is an expert at monkey bars and a blooming soccer player. Melisa displays the advantages of being a second child,

testing boundaries while making great progress on the path to individuality. We should have named her Loki. Right after Anderson, I joined Sun as a product manager and now I work for Brocade as an OEM marketing manager. After remodeling our first home nicely, we, of course, had to move to a bigger home and are in the process of renovating again. If you are in Sunnyvale, please drop by. As for trips, the first place goes to last summer's trip to Marmaris, Turkey, and the Greek island of Simi. Sailing on a boat between these beautiful locations on the Aegean with friends and family was very memorable. The second place goes to our trip to Paris and Denmark when Defne was 2 years old. Copenhagen is the most child-friendly place to visit. What else you are going to ask? One word: Zumba."

Itir (Sayin), Tom, Defne and Melisa Clarke.

… All the way from Asia, **Yi Cecilia Yang** wrote, "**Tommie Fang (MBA '99)** and I made Hong Kong our home, where our two kids, Jonathan, 8, and Michelle, 5, were born and raised. I worked in venture capital companies from 2001 until 2007, and after Michelle turned 1, I decided to shift focus to taking care of my family. I spend most of my time now with the kids and volunteering at their school. We are planning to visit L.A. this summer and hope to see some friends from the class of 2000 by then. Looking forward to hearing everyone's updates soon! And wish you all well."

Yi Cecilia Yang and Tommie Fang (MBA '99) with Jonathan and Michelle.

… Thanks to everyone for the updates. We look forward to continuing to keep in touch and hearing from you next time!

IN MEMORIAM BEBE HUTTER (1972 – 2010)

Bebe Hutter (MBA '00) passed away on Sept. 2, 2010, at the age of 38, after unexpected complications related to giving birth to her baby girl, Meka. She will be missed by all who knew her.

Hutter's family shared that "Bebe wanted most of all to be pregnant and to have a baby, a girl." They also said that her daughter survived and is doing well and that they "hope Bebe's smile will be evident as she grows up."

The family also wanted to give their best wishes to the class of 2000. They said, "It seems like it was just a short time ago that she was in L.A., but we have very good and vivid memories of the many friends she made while in California."

After receiving her MBA, Hutter became a shining star in the wine industry. She held marketing and brand management positions at New World Wine Communications, Baron Philippe de Rothschild at Dreyfus Ashby and Remy Contreau. Most recently, she was director of marketing with W. J. Deutsch.

To honor her memory, the family has set up a memorial fund for a charity that was close to her heart. They would welcome any donation to The Bebe L. Hutter Foundation at 5 Croton Lake Road, Croton on Hudson, N.Y. 10520. Checks should be made out to The Jewish Communal Fund at Bebe L. Hutter. This is a nonsectarian fund.

2001

EMBA

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Class Notes by Paul Friedman

In July 2011, members of the FutureValue.com study group from EMBA 2001 held a 10-year reunion in Southern California. Aside from a visit to campus, activities included a harbor cruise aboard a World War II cargo ship, a trip to Laguna Beach to see the Pageant of the Masters, as well as fine dining.

On campus: Steve Saruwatari, Dave Moore, Paul Friedman, Paul Rubel and Witold Olszewski (not pictured: Shree Khare and J.R. Reed).

Seated at the beach: Shree Khare, Witold Olszewski, Paul Friedman, Steven Saruwatari, Dave Moore and Paul Rubel (not pictured: J.R. Reed).

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FULL-TIME MBA

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Class Notes by Todd Gemmer

Scott Showalter wrote, "After many years working for Stanford University, I'm leaving at the end of March to take a new position at the University of Chicago. As associate vice president for schools and programs, I'll oversee the development operations for the university's various units: business school, law school, public policy school, divinity school, athletics program, museum, libraries, theater, etc. Should be a good – and hopefully fun – challenge."

2002

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FULL-TIME MBA

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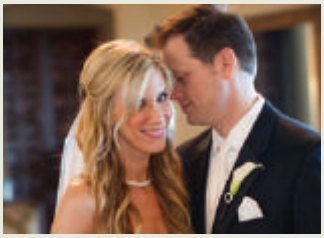
Class Notes by David J. Whelan

It's been a while since our last update, and boy has our class has been busy. It is a veritable baby boom out there! Before we get into that, let's talk about some possible future parents, starting with a few recent weddings. No pressure here, guys! … **Gayla Dodson** and **Kelly Trotter (FEMBA '03)** both tied the knot in December 2010. No, not to each other. Kelly was married to **John King (FEMBA '04)** on Dec. 18, 2010, at the St. Monica Catholic Church in Santa Monica. Kelly continues to lead Los Angeles-based Generation Think, which provides exceptional, one-on-one, supplemental education services to students in grades K-12. Check her out on Twitter@genTHINK. Gayla was married to Robert Bella. Gayla, we'd love to see some photos and the story of how you met!



Kelly Trotter was married in Santa Monica in December.

… We had a few sets of double birthdays out there. What are the chances? Let's start with July 26, 2010. Up in the Bay Area, **Susan Humphries Salop** and her husband, Burt, welcomed Daniel Benjamin. That same day, in Cincinatti, **Kathleen O'Connell Judkins** and her husband, Brian, had their first, another boy, Davis. Kathleen wrote, "He is quite possibly the world's most handsome little guy, and I am loving being home with him for an extended maternity leave!" A few days later, we had the magical date of Aug. 9, 2010, leading to some bicoastal magic. **Julia Humphreys King** and husband Rory welcomed Zoey Eleanor. Julia was working for 7 Studios and has recently transitioned to World of Warcraft juggernaught Blizzard Entertainment, which may necessitate her leaving L.A. for Orange County. Meanwhile, in New York, **Mitch Bornstein** and Amy greeted Reid Leo.

New mother Kathleen O'Connell Judkins shows off son Davis.

… In the middle of all that excitement, we had some genuine twins. **Alison Gelb Pincus** and her husband, Mark, took time out from their growing businesses for Georgia Olive and Carmen Bloom, who were born a few weeks early on July 31, 2010. Mark dreamed of the names Georgia and Carmen many years ago, while Ali and Mark's childhood nicknames were Olive and Max Bloom. … I suppose even I qualified for the double birthday badge. Few things can make turning 40 fun – maybe an Aston Martin or an around-the-world cruise. Well, I didn't get either of those, but I got something even better. Lauren and I welcomed Evan Ryan into the world on Aug. 31, which just happened to be my 40th birthday. Yes, **Dave Whelan** is a father, and I have no excuse for forgetting my son's birthday. Now my anniversary is another matter.

Dave Whelan shares a birthday with his son, Evan Ryan!

ADVANCED TO PRESIDENT AND CHIEF EXECUTIVE OFFICER

John Suh (FEMBA '01) has been promoted to the role of president and chief executive officer of Panavision Inc., a leading designer and manufacturer of high-precision camera systems, comprised of film and digital cameras, lenses and accessories for the motion picture and television industries. It also supplies lighting, grip and crane equipment, renting its systems through a domestic and international owned and operated facilities and distributor network. In his new role, Suh is overseeing the effort to achieve Panavision's long-term objectives, including the completion of next-generation products and other important strategic initiatives.

"Panavision has a tremendous legacy within the entertainment industry for leadership in the design and manufacture of optics and cameras systems, as well as being a best-in-class service provider to the global production community," said Suh. "I am excited about Panavision's future as we move closer to the introduction of a portfolio of innovative new products. Our focus is to continue to be a leader in technology at the point of capture."

Suh joined Panavision in March 2007 as chief financial officer and has transitioned into broader operational roles, initially overseeing Panavision's North American business and subsequently taking on responsibility for worldwide operations as chief operating officer. Suh also serves on the board of Hathaway Sycamores, a nonprofit that provides child and family services. Previously, he spent over 15 years at Technicolor, working in various finance and strategic planning roles.

… **Suzanne Park** is taking a lesson from Ali, launching businesses and babies with equal vengeance. Last spring, she launched Plaid Doctrine (@plaiddoctrine), an eco-friendly travel goods company that makes laptop bags and iPad sleeves here in the USA. Baby CJ (chief crying officer) was born on June 9, just a few weeks after launching the business. Suzanne is returning to L.A. in summer 2011, with husband Trevor and CJ in tow. They are excited about seeing old friends and getting their vitamin D levels back to normal.

Suzanne Park is juggling a new baby, a new business, a move to L.A., and Cookie Monster.

… Forgive the pun, but **Holly Han** puts the labor in Labor Day. She and Wil welcomed Kiki on Sept. 6. … **Christina Zappala Ongpin** and husband Ollie had their second, Camille, in September. Life is as chaotic and fun as ever with two sweet girls! Christina is working in product management for online fraud and authentication at Wells Fargo.

Christina Zappala Ongpin is teaching Ollie how to survive in a house with three females.

… Also in September, **Claudio Chamorro** welcomed a second daughter, Dominga. At the same time, Claudio left his first post-Anderson employer, where he was focusing on real estate, banking and supermarkets, to join the ministry of poverty in Chile, where he is implementing a revolutionary way to improve options for the needy.

Claudio Chamorro poses with new daughter Dominga.

… **Hillary Seegul Chassin** and **Andy Chassin (MBA '03)** had their second child, Oliver Henry, on Oct. 10 (10/10/10!). Oliver joins big sister Avery.

Hillary Seegul Chassin and Andy Chassin (MBA '03) had a son, Oliver Henry, on 10/10/10!

… Another Anderson couple, **Judy Chang Liu** and **Chien Liu**, welcomed Paxton Saber on Nov. 11. He joins big brothers Burton, 5, and Jake, 3. The whole family is doing great in Palo Alto.

Judy Chang Liu, Chien Liu and their sons, Burton and Jake, welcome little brother Paxton..

… **Jennifer Hull** finally added a girl to the mix. When she isn't juggling Piper and her two big brothers, Jenni is working part-time for a medical device company, IntraPace, which recently received approval in Europe for its unique product to help combat obesity. They are still living in Marin, having recently relocated from Mill Valley to Greenbrae.

Jennifer Hull enjoys the snow with her two sons and new daughter Piper.

… 2010 ended with **Jacki Woodger Bond** and husband Shaun becoming parents. Jack Randall was born on Dec. 26, with Jacki spending most of Christmas Day in "labor."

After a Christmas spent in labor, Jacki Woodger Bond and husband Shaun relax with son Jack.

… For a short month, February 2011 proved busy. **Cristian Cabero Burnier** reports that son Matias arrived on Feb. 27. … **Ed Montoya** and wife Monica welcomed Lucia. **Matt Woelbern** checked in from San Diego to let us know that Elijah Matthew was born on Feb. 15, joining Ethan, 5, and Anna, 3. Let's see some photos, guys! … In breaking news, **Kevin Lin** and Jeannie had a daughter, Clarissa, in April, just as I was sending in this update. … And, in double breaking news, **Kristen Galanek Griffin** and **Mike Griffin** had a son, William Edward, on April 7. Like I said, let's see some photos, guys! … We also expect to hear more from **Bob Aris**, whose wife Brooke is pregnant with their third daughter. Bob wrote, "Yes, we're exhausted, and, no, we're not going for a boy. In the wise words of **Bear Barnes**, 'Two is lazy, but four is crazy.'" Bob just relocated the family back to Phoenix, where he continues to grow Amazon's operations. If anyone is interested, he is hiring like crazy, so drop him a line on LinkedIn. … I imagine some of our other classmates are hiring as well. First off, **Deena Williams** has returned to Los Angeles, where she has joined The Broad Residency in Urban Education as a recruiter. She is sad to leave Chicago and Kellogg, but we are glad to have her back! … **Kerry Edelstein** has gone "client side" after 15 years on the vendor side of market research. She recently joined Joost, a digital media firm and video ad network, as vice president of research and analytics. After driving to the hinterlands for several years, her new job is less than a mile from her house, so if you want to reconnect with her, be prepared for gloating about her "6 minutes door-to-door in the heat of L.A. rush hour." In between jobs, she traveled enough for a lifetime of commutes, touring New Zealand and Sydney. … **Ed Lieberman** has also recently returned to Los Angeles, where is he still doing business development for Bloom Energy. Right before his move, he also took a trip to New Zealand. Peter Jackson must be on to something. … Finally, I want to give a shout out to **Greg Kahn**, who received a 2010 Ad Age Media Mavens Award. Greg, whom Ad Age refers to as "Mr. Kahn," joined Publicis Groupe's Optimedia in 2007 to run its strategic insights practice. There, he launched a first-of-its-kind metrics tool, Content Power Ratings, while dividing his time between New York and Los Angeles. … Please drop me a line and let me know what is going on. Hopefully we will have another Anderson Assets or two before we get together in May 2012 for our 10-year reunion. Yes, it has been almost 10 years! **Sanket Agrawal** said it best when he predicted that our next updates might be about "various joint replacement surgeries and kids' graduations." You heard it here first.

2003

EMBA

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Class Notes by Steve Yu

Andrew Campion is currently the chief financial officer of the Nike brand. He lives in Lake Oswego, Ore., with his wife, Shelby, and three children, Miles, Lou and Riley.

Andrew Campion with the swoosh and Nike logo in the back.

… **Jonathan Demeter** wrote, "My wife, Karen, and I had another little girl in 2008! Her name is Megan Christine Demeter, and she was born Aug. 8, 2008 (8/8/08). Now Sarah has a little sister to play with!"

Jonathan Demeter, wife Karen and daughters Megan and Sarah.

… **Adiel Guinzburg** wrote, "Greetings from rainy Seattle. I am still with Boeing." … **Joshua Rundus** wrote, "I'm back in the United States with Hewlett Packard in San Diego. I'm a new dad! My first daughter, Sophie An, was born Feb. 26!" …**Peggy Teng** wrote, "Here is my current work position: business development manager, Deloitte Recap LLC (Deloitte Touche Tohmatsu), since February 2010. I also have my Ph.D.!" … **Kelly Trotter** wrote, "I got married to **John King (FEMBA '04)** on Dec. 18, 2010, in Santa Monica, Calif. We got married at St. Monica's Catholic Church and had our reception at the Bel Air Bay Club. Other Anderson alums in attendance were **Ramit Varma (MBA '02)**, **Daniela Greville (MBA '02)**, **Melissa Hyatt Hirsch (MBA '02)**, **Stephen Elkind (MBA '99)** and **Anthony Falati (MBA '99)**. It was wonderful, and I am now thrilled to be Kelly Trotter King!"

Kelly Trotter and John King, two FEMBAs, married in 2010.

FULL-TIME MBA

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Class Notes by Daniel Granof

More babies! **Yvonne Hsieh** and **David Schumacher** welcome their second daughter, Tessa Hsieh Schumacher, last October 2010. Tessa joins big sister Sonia in creating chaos in the Hsieh Schumacher household. Yvonne wrote that they have decided that there is definitely no such phenomenon as "economies of scale" when it comes to having children.

Yvonne Hsieh and David Schumacher with daughters Sonia and newest addition Tessa.

… **Stephanie (Atlas) Bohn** and Andy Bohn joyfully welcomed their first child, a daughter named Lucy, on Feb. 21, 2011. Just prior to this little miracle's arrival, Stephanie was promoted to vice president of marketing for Warner Bros. Digital Distribution. In this role, Stephanie oversees the studio's global mobile applications business and drives new direct to consumer and social initiatives such as Warner Bros.' recent plans to distribute feature films through Apple's App Store and Facebook.

Stephanie (Atlas) Bohn with husband Andy Bohn and new daughter Lucy.

… **Brad Holcenberg** wrote that he and his wife, Julie, had their second son, Ben, on Sept. 8, 2010. "We are enjoying watching him grow up and start to interact with his big brother, Max."

Brad Holcenberg's new son Ben with his brother, Max, and wife Julie.

… Congrats also to **Mark Kleinknecht** and his wife, Jessica; they welcomed a baby girl, Annabel, on Aug. 18, 2010. … **Nicole (Belytschko) Szafranski** wrote with "old news." "[Husband] Jim and I had a baby in January 2010, and I keep forgetting to submit. Her name is Madeline Paige. She is a little spitfire!" Given Nicole's affiliation with consonant-rich last names, we suspect Madeline is also already a spelling champion.

Nicole (Belytschko) Szafranski and her daughter, Madeline.

… **Lindsay Kaplan** wrote that she is living in L.A. with her husband and her "best life addition," Tucker Hudson Barnett, who turned 1 at the end of May 2011. Lindsay is still in HR at Amgen and hopes everyone from 2003 is doing great. She added, "The footloose and fancy free days at Anderson never felt further away!" So true, Lindsay, but it sounds like the tradeoff was well worthwhile.

Lindsay Kaplan and son Tucker.

… On the career front, member of the M.D./MBA elite **Ray Oshtory** wrote of the demands of medical entrepreneurship. "I have started my own practice doing Orthopedic Spine Surgery and named myself the president and medical director of the Pacific Heights Spine Center. I'm also the janitor and mailroom boy. I'm also the only employee. As such, I will likely soon be a client of the Hair Club for Men." … Congrats to **Kwame Anochie**, who has been promoted to senior vice president at PIMCO. … **Russell Benaroya** sent over a press release announcing that his newest company, EveryMove, has formed a relationship with Premera Blue Cross in Mountlake Terrace, Wash. "EveryMove was founded to revolutionize the way that groups of people use technology to come together to reach their physical activity potential in a way that is fun, interactive, intelligent and actionable." This is Russell's second venture in health care; he previously built and sold REM Medical, a sleep medicine services company. You can read the entire release at http://bitly.com/fBOMs8. … Viva Anderson en América del Sur! Tons of great recent activity in the southern hemisphere to report as 2003's reach truly knows no bounds. Dean Judy Olian visited Brazil and Chile in March 2011 and was welcomed by a full cadre of alumni in both countries. **Carlos Horta**, vice president of events for the Brazil chapter of the Anderson Alumni Network, wrote about the great time that he, **Eduardo Arnoni** and **Adam Peterson** had with Dean Olian at a dinner in São Paulo.

Laira Sanui represented 2003 in Rio de Janeiro at a similar dinner. Dean Olian was accompanied by **Bob Pettit (MBA '89)**, executive director of Global EMBA for the Americas, who gave a progress report on the program. From Brazil, Olian and Pettit traveled on to Chile for a dinner with alumni that came with a special surprise – a visit from the president of Chile! Class of 2003 was represented by **Jorge Astaburuaga**, **Andrés Chechilnitzky** and **José Jeria**. Pettit picked up the story: "As you may know, Andrés is very active as a chapter leader in Santiago. He helped to organize the event. Coincidentally, Chilean President Sebastián Piñera was also at the location where we had our dinner, and he came by to say a few words to the dean and the alumni. There is some debate over who actually convinced President Piñera to come see us, but I know that Andrés was vocal about taking some credit for it." One should never be shy about standing up for one's accomplishments! We're trying to get video of the encounter and post it on the class of 2003 Facebook site. … Pettit also brought to our attention some great news from Peru. **Benjamin Castro**, director of customer relationship management at Banco de Crédito del Perú (BCP), accepted the Gartner & 1to1 Media CRM Excellence Awards' Silver Award for integrated marketing. Ben was interviewed on camera accepting this award, and you can check it out on YouTube at http://youtu.be/MvS3LLjKg2w. Pettit also had contact with **Rafael Inchaustegui** who lives in Lima and works for Roche. That's it for now. Email me with news or just a friendly hello!

2004

EMBA

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Michael Mazour
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Kevin Barrett (EMBA '95) wrote, "I had the pleasure of meeting with **Paul Webber**, at his business, Klim, in Rigby, Idaho, last week. Klim makes very impressive hi-tech Gore-Tex extreme gear for snowmobile and off-road motorcycle riding. See www.klim.com. Paul is the managing director of sourcing."

Kevin Barrett visits Paul Webber at his business in Idaho.

Paul Webber with the Klim line of products.

FEMBA

Class Correspondent:
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FULL-TIME MBA

Class Correspondent:
Peter Janda
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Class Notes by Peter Janda

Natasha Crain and her husband, Bryan, welcomed their third child, Alexa Grace Crain, to the world on Sept. 14, 2010. Alexa joins her siblings, Nathan and Kenna, and two parents who are trying to figure out how to best juggle three small, wonderful children.

2005

EMBA

Class Correspondent:
Antonio Ramos
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Class Notes by Antonio Ramos

First, if someone wants to volunteer as class correspondent, please let me know! As you may realize by now, **Jennifer Vescio** is now the president of UCLA Anderson Alumni Network, and **Farideh Mehrdad** is chair of alumni programs, while your faithful correspondent is also now your class president. You are warned: My main goal is to get more of you involved with the Alumni Network. … This time, we did not receive that many updates. Jen, Farideh and Tony were at

AWARDED CHIEF FINANCIAL OFFICER OF THE YEAR

Gil Borok (EMBA '04), chief financial officer of CBRE, was named the 2011 Chief Financial Officer of the Year in the large public company category by the Los Angeles Business Journal.

"Gil took the CFO reins just as our company emerged from the 2008/early 2009 severe global economic downturn," said Brett White, chief executive officer of CBRE. "Gil has played an invaluable role in helping the company to not only weather the downturn but emerge in a stronger financial position during the recovery. With Gil's help, CBRE continues to be the industry's most profitable firm across market cycles. We are tremendously proud of Gil and his accomplishments."

Borok is a veteran financial executive with a comprehensive background in management, including Big 4 public accounting experience. His has provided leadership in multidivisional, international operations with a solid knowledge of strategic planning, U.S. GAAP and SEC compliance, business development, profitability and cost improvement, investor relations, acquisitions and dispositions.

Borok joined CBRE in 2002 and held several senior-level positions within the corporate finance team, including global controller and chief accounting officer, before being promoted to his current position in early 2010. Previously, he held several positions at Dole Food Company Inc. and began his career with Arthur Andersen.

PROMOTED TO CHIEF EXECUTIVE OFFICER

Jeff Meyer (FEMBA '05) was selected as the new chief executive officer for the American Red Cross Northern California Blood Services Region. In this role, he oversees the collection of nearly 95,000 blood donations for patients in 29 Bay Area hospitals. The region employs more than 300 staff members and hundreds of volunteers in six facilities.

"Jeff brings outstanding leadership skills, coupled with a deep commitment to volunteerism," said Patricia Austin, M.D., chairperson for the Red Cross Board of Directors. "With a passion for our mission and the people we serve, he will ensure excellence in Red Cross service."

Meyer has been with the Red Cross in key management positions since 2001, most recently as the senior director of finance and planning for the Western Division, which comprises Arizona, California, Idaho, Montana, Nevada, Oregon, Utah and Washington. One of his key accomplishments was overseeing a $41.6 million project, including construction of a 201,000-square-foot facility in Southern California. The project also involved consolidating major functions while maintaining a high level of customer service. Previously, he spent two years in the Peace Corps, serving in the West Indies.

"I look forward to working with the community and with the hundreds of dedicated American Red Cross volunteers and employees who help to ensure an adequate blood supply in Northern California every day," Meyer said.

UCLA Anderson for the Alumni Network board of directors meeting and also had the chance to see **Cathy Sandeen** and **Monica Higgins**. Congratulations to Monica for her recent wedding to Marcus Walker while busy as usual with her venture, Renovation Planners, which as you may recall, placed in the Top 3 at the Tech Coast Angels' 2010 Fast Pitch Competition with honors for best presentation. Monica also joined the Los Angeles Conservation Corps in September 2010 as program director of weatherization, helping low-income residents decrease the burden of high energy bills via installation of energy-efficient improvements.

Monica Higgins recently celebrated her marriage to Marcus Walker.

… We missed seeing **Rama Malladi**, certainly because of how busy he is with his Ph.D. program at Anderson; apparently, Rama is the first EMBA to be in the Ph.D. program in finance. Rama was also elected as a board member at the CFA Society of Los Angeles for the second year in a row. … **Darius Gagne** moved from Westwood to Brentwood, but that did not stop the production of his new series of videos on the Quantum Wealth Management site, www.quantumwm.com. In addition to servicing families and individuals, Quantum has launched a turn-key solution for 401(k) plans that implements the same investment principles applied to other Quantum clients, namely broad diversification and asset allocation at a very low cost. … Congratulations to **Wayne Chan**, who in addition to Sean (born during the EMBA program) and Nathan (born in 2007), had another future Bruin, Emily, join the team. Mom and baby Emily are doing well, and we hope to have a picture of the whole happy family in a future issue. … **Tara Sayre** leaped back into management consulting with an employee-owned and "Best Place to Work in L.A." firm called Point B. She loves the work, the people and the lack of travel. But she still travels! Tara and her boyfriend of three years, Scott, tied the knot in Iowa July 2010 (congrats!). Scott, a U.S. Marine, is currently stationed on the East Coast, so Tara does the two-coast shuffle on weekends. … **Westley Koenen** is conquering the world in two fronts: with his venture GSA – Green Screen Animals (www.greenscreenanimals.com) and, on his time off, leading the global information solutions business unit for MasterCard Worldwide. GSA has successfully closed a new round of funding, got new clients, including the John Steward Show and Jimmy Kimmel Show, and hired a new chief executive officer, Laura Conrad, previously from PriceGrabber.com and others, and finally will start working on a new Paramount feature film, "Darlings." … And, speaking of movies, **Amy Cox** is designing a fashion line inspired by a summer action film for a major movie studio in 2012, exciting stuff indeed – unfortunately the NDA won't let us divulge any more than this. … We also received short notes from **Michael Winterburn** and **Todd Keener** – thank you.

EXEC PROGRAM

Class Correspondent:
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Class Notes by Tariq Rana

On a pleasant Sunday morning, as former California Governor Arnold Schwarzenegger and his family sat nearby, Exec Group 102 alums **Brian Hollowaty**, **Roger Aull**, **Cathy Yang**, **Shiv Joshi**, **Tariq Rana** and **Zina Victor** congregated for a networking breakfast at Café Montana in beautiful Santa Monica, Calif. Besides catching up with personal lives and career challenges, the discussion revolved around exciting new products by Brian's company, SoulR Products, and Tariq's involvement with Kumon Franchise, an after-school enrichment program for pre-school through high school and his plans to launch Global Retail and Management Institute. Exec Group 102 will be meeting in May 2011 for a networking breakfast. If you would like to join us for a networking opportunity, please email Tariq.

Exec 2005 networking breakfast.

FEMBA

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FULL-TIME MBA

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Class Notes by Mitsy Lopez

Congratulations, first and foremost, to **Jason Wiethe** (Section E) and **Vola Grilli** (Section D) who got married this year in Washington, D.C., with more than 20 fellow Anderson classmates in attendance. They join the ever-growing ranks of fellow 2005 wedded alumni. Jason and Vola reside in Manhattan Beach. … **Scott Shriver** completed his Ph.D. at the Stanford Graduate School of Business and has accepted an appointment to Columbia Business School starting this fall. He will be teaching the core marketing class to the full-time MBAs and continuing to work as an empirical researcher. "I will miss sunny California," wrote Scott. "But I am looking forward to new adventures in the Big Apple." Scott joins the growing ranks of our 2005 alumni who have recently moved to New York, including **Devana Cohen**, now at the Ford Foundation. … **Paul Baranello** and **Mitsy Lopez** also recently relocated to New York, where Paul joins Estée Lauder as executive director of capital markets. Their oldest daughter, Serena, recently celebrated her fourth birthday, and their youngest daughter, Madelina, celebrates her first birthday in July. … **Canyon Ceman** recently made the move to Stamford, Conn., to work at a hedge fund after finishing volleyball in 2008 and trying his hand as chief financial officer of the AVP (Association of Volleyball Professionals). Wife Kimberly, 3-year-old girl Cayenne and 1-year-old boy Caden will follow this summer. … **Borbala Gergely** has been exploring her new neighborhood in the Bay Area. She wrote, "Dancing is going well, we placed sixth in the Professional Open Smooth event at the recent Emerald Ball Dancesport Championships, one of the four big events of the year." Borbala has also been spending lots of time at SFO and highly recommends it. "Where else can you get an organic breakfast at 5:30 a.m.?"

Borbala Gergely competed in the 2011 Emerald Ball Dancesport Championships.

… **Carla Williams** was recently selected by the Greater Raleigh Chamber of Commerce as Leadership Raleigh's "Spirit of Leadership Raleigh" award winner. With this honor, she will also be the program's commencement speaker in June.

Carla Williams was selected as the winner of the "Spirit of Leadership Raleigh" award.

… **Johanna Wright** is now a product management director on search at Google. Next up: kindergarten, as Leo, 4, heads there in the fall with Lucy, 2, soon to follow. … **Stephanie Sun** welcomed her second child, Danielle Sun Patel, into her family last September. While on maternity leave, she launched her new venture, California Sun Investment, a real estate investment firm that specializes in Chinese investment in California. As always, Stephanie amazes with her energy level.

Stephanie Sun and family with new addition, Danielle Sun Patel.

… **Tommy Bligh** and wife **Ali Akers Bligh (MBA '04)** just had their second child, Matthew Thomas, born on May 5. … **Jill Witty** and **Graham Evarts (MBA '06)** welcomed a daughter, Ravenna Corinne, on Aug. 2, 2010.

Jill Witty and daughter Ravenna Corinne.

… **James Meehan** and his wife, Kristin, welcomed new baby daughter Annabelle Rose into their family in March. Annie joins her two older siblings, Charlie and Julia, in what is becoming a full house in Culver City. James continues to work in banking at Barclays Capital, which he joined in 2007, following a couple years at Credit Suisse. … **Stephanie (Sotelo) Perdue** and husband Chris just had a baby girl, Alexis Kaia Perdue. Alexis was born on Feb. 18, 2011, weighing in at 6 pounds, 9 ounces and 18 inches long, and they are so excited about the new addition to the family. … **Jim Adams (M.S. '99, FEMBA '05)** and his wife, Kyla, had a surprise on Super Bowl Sunday with the birth of their second son, Ryan Logan Adams. Ryan was born during the second quarter. Jim is still consulting with Booz & Company in the Los Angeles office. … **Gunjan Thiagarajah** shares that son Rehan now has a younger brother, Ruben, who turned 9 months old last May. … **Tara Hale Capalbo** was blessed with a second son, Sawyer, last December. She is staying busy working as a product director in eye care at Allergan Pharmaceuticals and caring for Sawyer and first son Troy, now 22 months. She and husband Ryan live in Orange County. In February, Tara met up with classmate **Melissa Toma** for a ski trip to Telluride.

Tara Hale Capalbo with husband Ryan and sons Sawyer and Troy.

Tara Hale Capalbo and Melissa Toma on their ski trip in Telluride.

2006

EMBA

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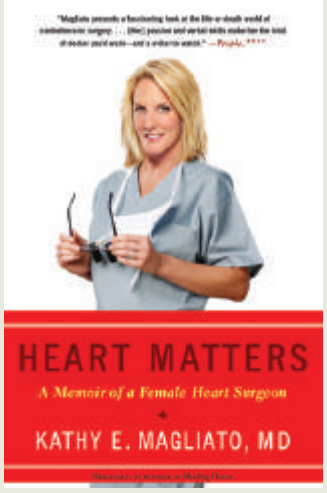
Class Notes by Raj Manek

What's **Liat Ben-Zur** doing these days? "1) My partner and I have had a baby, Adi Colleen Ben-Zur. She was born on Valentine's Day, Feb. 14, 2011. 2) My current job title and company: senior director of software strategy and business development at Qualcomm Inc."

Liat Ben-Zur and baby daughter Adi Colleen Ben-Zur.

… What's **Kathy Magliato** doing these days? "I re-launched my book in paperback form, retitled to 'Heart Matters.' **Michael Whitt** and I received a substantial grant from the U.S. government to proceed with building a phase 2 prototype of our medical device that can be used to detect the earliest signs of impending cardiovascular disease. Our company is called Cordex Systems LLC, and we have employed **Eric Tochner**'s engineering and design firm to develop the prototype for human testing. How's that for a little Anderson networking? (Eric: feel free to chime in about your company's role in the product). I was selected for the Anderson 100 Inspirational Alumni campaign as part of their 75th year anniversary celebration. I am speaking at the second annual "Heart-to-Heart Symposium," hosted by the dean who has invited all EMBA and FEMBA students. Details are on the school website. I was on the Martha Stewart show (she didn't make me cook, but I did offer to split a lobster for her) and a Barbara Walters 20/20 special on heart disease in women. Both appearances were in February. I have not slept in a month."



Kathy Magliato relaunched her book, "Heart Matters," in paperback form.

… What's Eric Tochner doing these days? "My company, SMC Ltd., just kicked off the development of Michael and Kathy's prototype for their company, Cordex. SMC Ltd. is a global CM of medical devices, and our engineering arm is working with Kathy and Michael to help bring their device to the market. I am the western business manager for SMC and am responsible for commercial issues for our customer base on the West Coast. What a fun twist to now include fellow EMBAs among our customer base!" … What's Michael Whitt doing these days? "Michele and I adopted another child. He was born on Aug. 10, 2010. His name is Micah David Whitt." … What's **Cassie Walker** doing these days? "After four years of running my own sustainability consulting firm, I've taken a position as the marketing and sustainability director at PureLife, an eco-friendly health care company. It's a perfect fit, as it combines my first love, marketing, with my passion for sustainability. Plus, I get to walk to work – an L.A. dream. I couldn't be happier!" … What's **Jeff Davidson** doing these days? "I am engaged, getting married over Memorial Day to a phenomenal woman from Argentina named Paola. Paola and her two kids moved here to live with me almost two years ago, and we have formed an amazing family! Also have a new job, I have joined the wealth management practice of the entertainment group in the Beverly Hills office of Morgan Stanley Smith Barney. I am a financial advisor specializing in managing the financial futures of creative types but am also anxious to work with any and all Anderson alums!"

Jeff Davidson and family.

… What's **Roderick Rozanski** doing these days? "No new moves, still at Genentech as senior product manager for Rituxan, an oncology drug. Family is doing well, Bonnie is at DreamWorks Animation, and both Juliana, 4, and Tessa, 1, are at daycare at Genentech, called Second Generation."

Roderick Rozanski and family at their ski trip in Mammoth last December.

FEMBA

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FULL-TIME MBA

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Class Notes by Ruben Pranata

Russell Jacobsen wrote, "I was ranked No. 1 Salestrader in Asia for 2010 by Asiamoney, and I was promoted to global head of salestrading at Samsung Securities. My wife and I had a baby girl on Oct. 9, 2010, Phoebe Li Jacobsen; she is 5 months old now."

Russ Jacobsen receiving the No. 1 Asian Salestrader Award for a second time.

Russ Jacobsen and his three children, RJ, Owen and Phoebe.

… **Matt Earnest** left AECOM with two partners in November 2010 to start Entertainment + Culture Advisors (ECA), an international advisory firm focused on economic and market analysis for world-class destination entertainment and cultural development projects. ECA has staff in Los Angeles and Hong Kong. … **Cody Winn** left his job at MySpace in January 2011 and embarked on an 8-month worldwide adventure. So far, his travels have included Bali and India, and he also plans to go trekking in Nepal. He traveled with **Nikki Lewis** and met up with **Pratap Penumalli** in India. In April 2011, Cody will be in Rwanda for three to four months to volunteer with Technoserve, helping build information services for things like helping farmers check fair crop prices. … **Jeff Kendig** was promoted to vice president at Caltius Equity Partners in Los Angeles. … **Kevin Yuann** joined Visa as a business leader/director in the corporate strategy group. He, his wife, Marie, and new baby Eva Juliet now live in San Francisco. … **Perry Chudnoff** started a new job as a senior underwriter in the real estate acquisitions group at Invesco. … After sitting on the board of directors of a private wealth management bank in Poland, **Boguslaw Krysinski** is now setting up his own company in Warsaw, specializing in credit management. … **Michael Heller** is working in corporate marketing for Target in Minnesota, where he is in charge of the toys and sporting goods departments. He and wife Michelle welcomed their first child, William Thomas Heller (nicknamed "Liam"), on July 27, 2010. … **Pranav Seth** moved from his previous job at McKinsey to a more anchored role as the head of e-businesses for a local Singaporean bank, OCBC. Pranav and wife Surabhi welcomed a baby boy, Vihaan Seth, in January 2010. They currently live in Singapore. … **Warren Smith** has a new job as head of business and legal affairs of Endemol Worldwide Brands, a startup division of Endemol.

… **Diana Christie** is transitioning into a new job at Kaiser Permanente as a senior manager of product management, benefit administration and KPIC compliance. … **Julie Lacouture** and **Kate Pletcher (MBA '07)** started a business called Mom Corps – a staffing and search firm that helps companies looking for highly qualified temporary and full-time employees with candidates seeking flexible jobs. They launched in January 2011, and their website is www.momcorps.com. … **Christopher Tam** was promoted to director of customer experience marketing at Hilton Worldwide in McLean, Va. … **Ben Koff** and his family moved to Memphis, Tenn., where Ben is now regional director of database marketing for Harrah's New Orleans and Grand Biloxi. … **Gregoire Gensollen** was promoted to vice president of international strategic and sales planning at Lionsgate. … **Vanessa Rozanoff** and Benjamin Meininger were engaged on March 26, 2011. … **Olivia Gentin (Svilik)** and husband Nicolas welcomed fraternal twin daughters, Madeline and Vienna, born on Jan. 30, 2011 – and this continues a Svilik family tradition, as Olivia is a twin herself. The Gentins relocated back to Los Angeles in December 2010 and are looking forward to reconnecting with the UCLA Anderson community. … **Travis Lane** and wife Stephanie had a baby boy, Evan Chai Yi Wen Lane, born Feb. 25, 2011. … **Sy Kim** and wife Karen welcomed a new son, Ryan Woerner Kim, on Feb. 10, 2011. … **Lisa Toleno (Castaneda)** and husband Michael welcomed James Isaac Toleno on Feb. 25, 2011. … **Brad Carter** joined CitizensTrust in Pasadena as a vice president and investment analyst. … **Melissa Igushi (Tang)** now has both a boy and a girl in her family – Kyle turned 3 in April 2011, and Peyton was born in October 2010. … **Jonathan Delshad** and new wife Afsoun Esmailzadeh were married on June 13, 2010, and enjoyed a three-month honeymoon in Israel. … **Yoko Senga** and husband Julian Marsh had twins on May 25, 2010: Eliot Juno Marsh (girl) and Koji Kevin Marsh (boy). … **Victor Vilaplana** and wife Carrie had a baby girl, Olivia Darlene Vilaplana, born on Aug. 10, 2010. … **Graham Evarts** and wife **Jill Witty (MBA '05)** welcomed a baby girl, Ravenna Corinne Evarts, on Aug. 2, 2010. … **Bill Jordan** and wife Laura had their second child, Summer Ann Jordan, on July 14, 2010. You can follow their adventures at http://californiajordans.blogspot.com. … **Dana Rohde (Early)** and husband Adam Rohde welcomed their new baby, Porter King Rohde, on Sept. 19, 2010. … **Alex Shartsis** and **Kim Shartsis (Mariash)** had a baby boy, Aiden William Christensen Shartsis, on Jan. 2, 2011. … **Katie Hanson (Phillips)** and husband Marc welcomed a baby boy, Cooper Hanson, on Nov. 2, 2010. … **Daniel Rodda** and wife Angela had their first child, Hanna Marie Rodda, on Nov. 12, 2010. … **Jeremy McDowell** and wife Chrissy welcomed a baby girl, Beatrice Ann, on Nov. 17, 2010. … **Dan Henderson** and wife Bethany had their second child, a girl named Eliana Mirit, on Oct. 12, 2010. They also relocated to the Washington, D.C., area in December, and are eager to hear from any other alums who either live in the area or are passing through. Dan's email is daniel.henderson.2006@anderson.ucla.edu. … **Daniela Simpson** and husband Aaron welcomed a baby girl, Amelie Helena Simpson, on July 2, 2010.

APPOINTED TO THE ROLE OF PRESIDENT

Dovi Frances (MBA '08), left Deutsche Bank Private Wealth Management a year ago to become president of billionaire Sergey Grishin's family office, SG Acquisitions (SGA). SGA is a multifaceted investment firm that focuses on the purchase and rehabilitation of real estate properties, as well as investments in early stage technology startups.

Frances also co-founded SG Companies, comprised of SG Premier Lending Group, a traditional mortgage brokerage and direct lender, and SG Private Wealth Advisors, an advisory firm specializing in providing high-net-worth clients with customized credit solutions.

"Now more than ever, it is important for lenders and financial institutions to understand the complex income structures of high-net-worth individuals and for those individuals to understand the intricacies of the ever-changing banking industry," explained Frances. "SG Private Wealth Advisors was created to bridge this specific void. The firm achieves this by providing a methodical assessment of each client's financial picture and a keen understanding of the mechanics of the numerous financial institutions. There is a moment for an institution when they truly 'see' the client. Achieving that point leads to a successful execution, optimal rates, and all with minimal distraction to the client."

Recently, Frances was included in "Who's Who in Banking and Finance" and was awarded "40 Under 40" by the Pacific Coast Business Times.

2007

EMBA

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2008

EMBA

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FEMBA

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FULL-TIME MBA

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FROM THE DESK OF THE EXECUTIVE DIRECTOR

Creating a Culture of Giving Back

Dear fellow alumni,

What kind of person is this applicant really, and will they do more than just be smart in the classroom? How have they contributed to their college, communities, organizations to which they belong and to other people? Those were critical questions I used to ask myself in the "good ole days" when I was our director of admissions. These same questions remain critical components as we seek to attract and admit applicants who will contribute to both the classroom and to society. The outcomes of these decisions made over the years give us reason to be proud every day.

The proverbial test of time indicates that we've done splendidly when it comes to identifying people who positively impact society. A look at our 100 Inspirational Alumni is cause for tremendous pride, and there are countless more alumni who have been similarly impactful. I'll avoid the temptation to name and describe how these people (and others) have inspired and mobilized those they come in contact with. (But do check out our 100 Inspirational Alumni website at: www.anderson.ucla.edu/x35426.xml.) They deserve enormous recognition.

With a social responsibility theme for this edition of Assets, you will read about a few more examples of what some of the members of our community are working on to help make the world a better place. We hope that you will stay connected to the school and your classmates by keeping us informed about what is new with you, either by submitting an update for class notes or attending the next alumni event in your area. We would love to hear about your latest goals and accomplishments, and we would appreciate your input on and involvement with our collective efforts.

The central fabric of our culture at UCLA Anderson acknowledges the importance of giving back. From the spirit and effort associated with "winning" *Challenge for Charity* so many times to our leadership in Net Impact, to countless other examples of philanthropy, service to others and doing good for the world, nobody does it better. UCLA Anderson's 75th anniversary behooves us to take a moment to consider the mighty deeds of our alumni, faculty and others in our amazing community.

Yes, we've chosen our students wisely.

Warm regards,

Eric Mokover (MBA '80)
Associate Dean, External Affairs
Executive Director, Alumni Relations

WINTER 2012

MARCH

Wilbur K. Woo Greater China Business Conference

Date: March 2, 2012
breakfast at 7:30 a.m.
opening session at 8:30 a.m.
Location: UCLA Anderson Korn Convocation Hall
Contact: Lucy Allard
Email: woo.conference@anderson.ucla.edu
Website: http://anderson.ucla.edu/wooconference

UCLA Ziman Center for Real Estate and ULI Los Angeles Vantage Forum 2012

Date: March 21, 2012
7:30 a.m. – 5:00 p.m.
Location: Covell Commons, UCLA Campus
Cost: $350 general admission (early bird $275), $150 UCLA student and ULI Young Leaders Group (early bird $100)
Contact: ULI Los Angeles
Phone: (800) 321-5011 registration
(213) 542-4693 other inquiries
Website: http://www.vantageforum.org/

APRIL

Executive Education Mergers & Acquisitions Program

Date: April 10 – 13, 2012
Location: UCLA Anderson Collins Executive Education Center
Cost: $5,695
Contact: Danielle Ulwick
Email: execed@anderson.ucla.edu
Phone: (310) 825-2001
Website: www.execed.anderson.ucla.edu

Executive Education LGBT Leadership Institute

Date: April 17 – August 7, 2012
Location: UCLA Anderson Collins Executive Education Center
Cost: $5,950
Contact: Danielle Ulwick
Email: execed@anderson.ucla.edu
Phone: (310) 825-2001
Website: www.execed.anderson.ucla.edu

MAY

Experienced Hire Executive Recruiter Networking Night

Date: May 3, 2012, 6:00 p.m.
Location: UCLA Anderson Alumni Plaza
Cost: Free to recruiters, Anderson alumni and Pro-MBA students
Contact: Kathryn Ullrich
Email: alumni.career.services@anderson.ucla.edu
Phone: (310) 825-8216
Website: http://alumni.anderson.ucla.edu/career

Alumni Weekend Conference 2012

Date: May 4, 2012, 8:00 a.m. – 5:00 p.m.
Location: UCLA Anderson
Cost: $75 including meals
Contact: Office of Alumni Relations
Email: alumni.office@anderson.ucla.edu
Phone: (310) 825-9448
Website: http://alumni.anderson.ucla.edu

Reunions 2012
Reunion celebrations for the UCLA Anderson classes of 1977, 1982, 1987, 1992, 1997, 2002 and 2007

Date: May 5, 2012, 6:00 p.m. – 12:00 a.m.
Location: Exclusive off-campus location
Cost: TBD
Contact: Office of Alumni Relations
Email: reunions@anderson.ucla.edu
Phone: (310) 825-9448
Website: http://www.anderson.ucla.edu/x38613.xml

Executive Education African American Leadership Institute

Date: May 8 – August 21, 2012
Location: UCLA Anderson Collins Executive Education Center
Cost: $5,950
Contact: Danielle Ulwick
Email: execed@anderson.ucla.edu
Phone: (310) 825-2001
Website: www.execed.anderson.ucla.edu

Entrepreneurs Conference

Date: May 11, 2012, 8 a.m. – 5 p.m.
Location: UCLA Anderson
Contact: Angela Klein
Email: angela.klein@anderson.ucla.edu
Phone: (310) 825-2985

Executive Education Director Education & Certification Program

Date: May 14 – 16, 2012
Location: UCLA Anderson Collins Executive Education Center
Cost: $5,950
Contact: Danielle Ulwick
Email: execed@anderson.ucla.edu
Phone: (310) 825-2001
Website: www.execed.anderson.ucla.edu

UCLA Anderson
alumni network

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