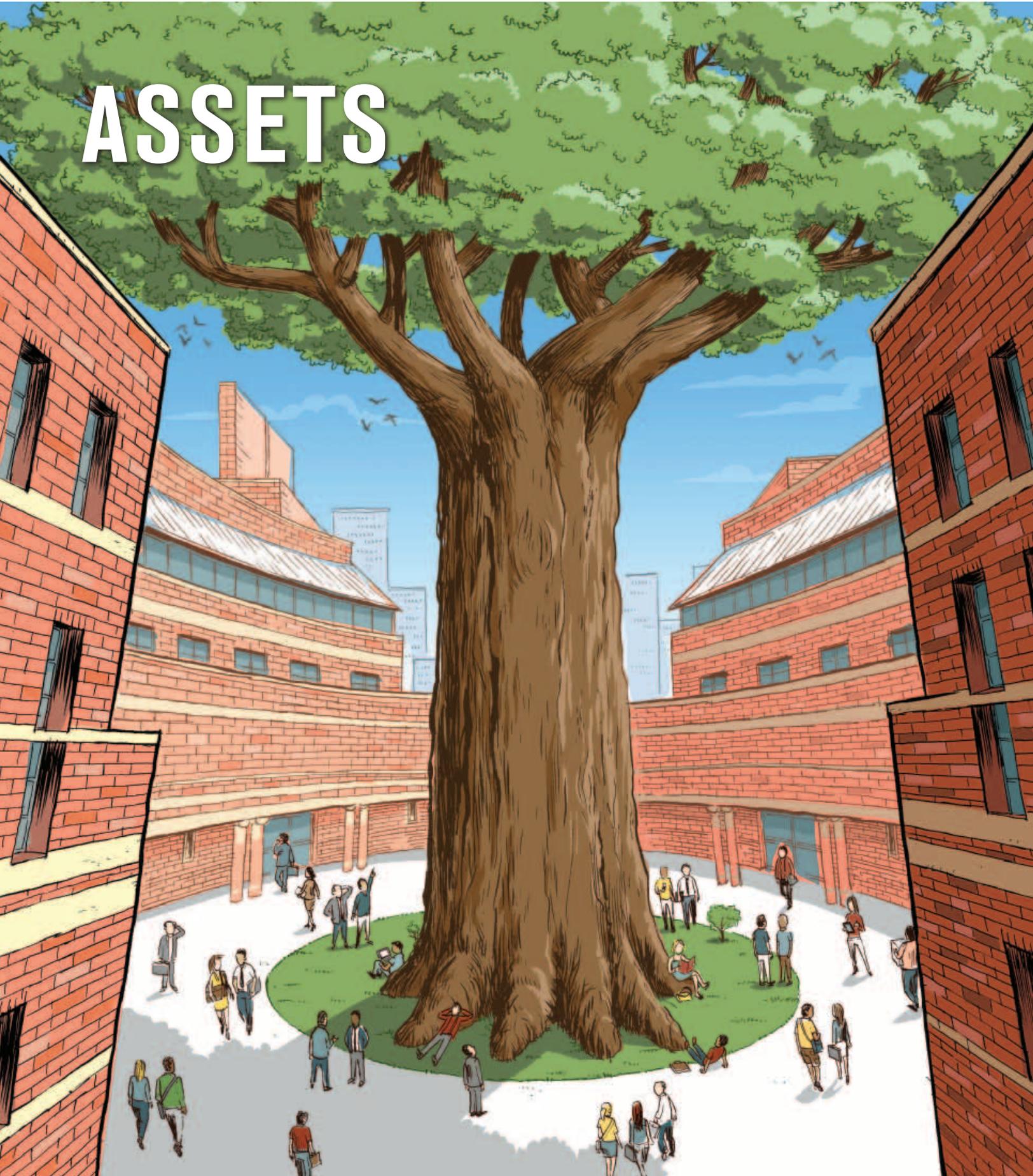


Celebrating 75 Years of Business Beyond Usual

ASSETS

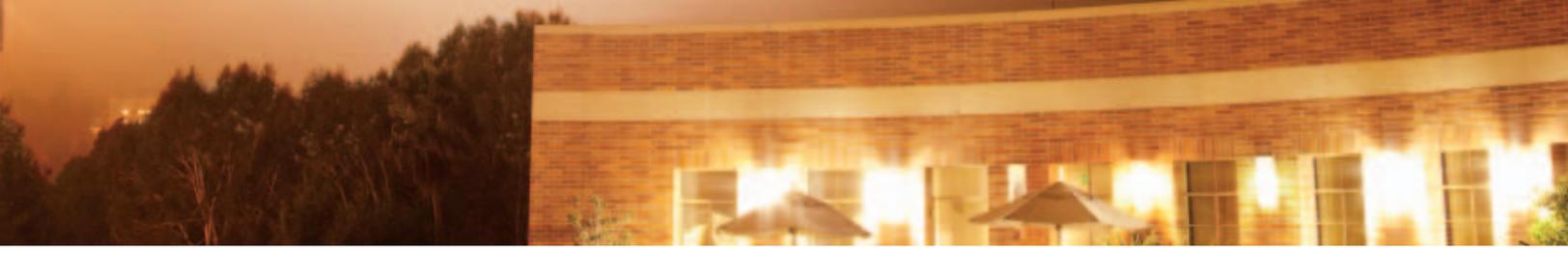




IN MEMORY OF JOHN E. ANDERSON

1917 – 2011

REMARKABLE BUSINESS LEADER, PHILANTHROPIST, FRIEND



UCLA ANDERSON 75TH ANNIVERSARY SPECIAL EDITION

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Front cover: "A Tree Grows in Anderson" by Paul Hoppe
Back cover: "Anderson Nightscape" by Amanda Friedman

FROM THE DEAN

DEAR FRIENDS,

Welcome to a very special issue of Assets.

This year, we are celebrating UCLA Anderson's first 75 years, a period of extraordinary growth, innovation and achievement.

Our school was born in 1935 as UCLA's College of Business Administration, an undergraduate program and the first professional school in UCLA history. Housed in one office in Royce Hall, it had seven faculty members who taught economics and accounting, as well as typing, shorthand and penmanship, figuring they were valuable skills during the Great Depression.

This was the world of 1935: The U.S. gross domestic product (GDP) was about \$600 billion. China's was under \$24 billion. U.S. unemployment was "just" 20.1 percent, down from a high of nearly 25 percent two years earlier. The Dow peaked that year at around 100. The average cost of a new house was \$3,450; average annual wages were \$1,600. A gallon of gas cost 10 cents and a car? About \$625.

From that economic landscape, the school grew into what it is today – a vibrant, creative, intellectually rich and world-renowned learning and research institution. Today, we're shaped by the financial, social and technological forces that are redefining world markets and communities at speeds inconceivable just a few years ago.

And look how far we've come: After the Great Recession of 2008, the Dow is back above 12,000. The United States has a GDP of \$14.6 trillion, nearly three times that of China, which recently overtook Japan to rank No. 2 at \$5.7 trillion. Today, the average cost of a new house is \$268,900; average wages are \$40,711. A gallon of gas costs almost \$4 and a new car about \$32,000.

We're reading books and newspapers electronically. We're learning without classrooms. We have more "virtual" friends than ones we see everyday. Games are played with people you can't see or hear. Telephones are TVs, TVs are computers, and computers are anything you want them to be.

And UCLA Anderson has grown into one of the leading business schools in the world, each year providing management education to over 1,800 students enrolled in full-time, fully employed and executive MBA programs, Masters of Financial Engineering and doctoral programs. We also teach more than 2,000 professional managers annually through executive education programs. Our global alumni network has reached 37,000, living in all 50 states and in more than 80 countries. And our full-time research and teaching faculty number 120, not one of whom teaches typing!

In this special edition, you will learn about how we got here, and you'll meet many of those responsible. Overall, it's a remarkable story of Business Beyond Usual – founders with the confidence to forge new directions, an unwavering dedication to quality and a passionate conviction that excellence in management education can significantly impact global communities.

As our 75 years of growth suggests, we are the beneficiaries of many who have made profound contributions to the prestige and distinctions of our school. We've assembled a world-class faculty, created 34 endowed chairs and turned the single office classroom of 1935 into the complex of six buildings we now call home, with 12 classrooms that pulse each day with stimulating conversations and transformative moments of learning.

PORTRAIT OF JUDY D. OLIAN BY MARK HANAUER



When I think about what we stand for as a school, what is beyond usual about us, I gravitate to the unique character of who we are and where we are.

As a community, we are uniquely entrepreneurial and individualistic, open-minded and curious, intellectually challenging with diverse talents, supportive, warm and very caring for each other and for the communities in which we live. We're focused on stretching intellectual horizons and on making a difference in the lives of organizations and communities. That's beyond usual.

We are also beneficiaries of our location: Southern California is a global hub and an innovation factory. It spawns the industries of the future. It connects to the primary growth regions of the world. It is home not just to mega-corporations but also to numerous small to medium-sized entrepreneurial businesses that are the engine of growth to the world's economies. And it is the most ethnically and linguistically diverse region in the world.

At UCLA Anderson, we're flavored by that economy in the courses we teach, the research we produce, the research centers we build, the type of students we attract, the employment they seek and the community partnerships we initiate. That's beyond usual too.

While anniversaries like this give us the opportunity to revel in our past, it also gives us the chance to contemplate our future. What can we look forward to over the next 75 years, when the rate of change will accelerate even further?

What we know for sure is that few things will remain the same. Breakthrough ideas, new technologies and the changing global landscape transform everything and then transform it again. Our approach to education is being upended as we speak, with more global exposure, more leadership preparation, more innovative content, new technologies and new models of learning.

And while I'm sure that the classroom of the future will look very different from the classroom of today, I don't believe that place-based universities will become entirely obsolete. Nothing replaces the vibrancy of spontaneous and profound discussions that occur when people face each other, share different world views, surprise each other and transform in the process.

In the years ahead, I see us re-calibrating and expanding our mission to embrace a world and markets far more complicated and connected than they are today. The fact is, the quality of life and the quality of societies depends on the caliber of the leadership of communities and organizations – for-profits, nonprofits, schools, hospitals, the arts, volunteer organizations and governments. As a business school looking ahead, we must engage with all of these organizations and with the people who lead them. Beyond the range of organizations we serve, we

must expand diversity in other key areas: the demographics of the people we engage and the breadth of people who are our teachers and coaches.

I see us becoming even closer partners to other parts of the campus as we prepare our graduates to engage in the big issues of the day beyond just business: education improvement, affordable health care, sustainable communities and poverty eradication. None of these immense societal challenges, which transcend borders, can be resolved without the insights of management research and business leadership. And if business voices are not part of the policy debate, the policies will be less viable, effective or transformative.

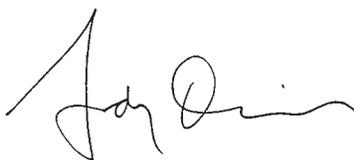
While we cannot predict the future, we do know that change at rapidly increasing rates will be forever part of our lives, opening doors to breath-taking opportunities. In 1995, at the dawn of today's cyber age, 16 million people around the world used the Internet – just 0.4 percent of the world population. This year, the number is projected to hit two billion, nearly three of every 10 people on the planet. What an opportunity! In the years ahead, our educational impact will reach further across national, economic and cultural borders. We'll touch the poorest communities of the world, and we'll transform them through education. And in the process, we'll learn, and we will expand our own world view.

With all of this change, UCLA Anderson can be assured of one constant – that the special character, values and ways of thinking of the last 75 years will carry us forward and remain an essential part of who we are.

I am certain that 75 years from now a future dean will look back and take enormous pride in what our school has achieved and contributed to transforming the life course of our graduates, the thinking and practices of management, and the leadership of organizations and communities in all parts of the world.

However, at this moment, it's our 75th. Let's pause to celebrate how far we've come.

With warmest wishes,



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

"75" BY WARD SCHUMAKER



GREAT MINDS DON'T THINK ALIKE

Born in the Great Depression, UCLA Anderson School of Management is an evolving entity, constantly reinventing itself to meet the changing – and challenging – realities of the business ecosystem, here and abroad. Guided throughout its history by a series of inspirational visionaries and academic thought leaders, today it ranks among the best in the world.

By Paul Feinberg and David Geffner

J

JOHN ANDERSON LIKED LONG WALKS.

He had always been an athlete. Long before he became a lawyer and renowned entrepreneur, he attended UCLA on an ice hockey scholarship, graduating in 1940 (and is one of our 100 Inspirational Alumni*). Years later, after building a vast holdings company, Topa Equities Ltd., he began his days with an early morning walk through the rolling streets around his Bel Air residence, his route often including a detour through the UCLA campus.

Clay La Force liked to run.

During his years as dean of UCLA's Graduate School of Management, from 1978 to 1993, J. Clayburn La Force lived on Wyton Drive, across from the six-story structure that served as the school's home. Like Anderson, La Force began days with a workout, setting off most mornings with a jog across Sunset Boulevard into the hills.

As La Force tells it, his relationship with Anderson began casually. The two early risers would cross paths and nod, their nods evolving into a friendly acquaintance, then a friendship. In time, the two began discussing issues facing the dean and the school. La Force liked what he heard and asked Anderson to join the school's board of visitors. "I think this invitation pleased John a great deal," La Force said.

La Force shared with Anderson his vision to build a world-class faculty and how he was pursuing IBM, Allstate, Ford and other major corporations to endow faculty chairs. The two friends discussed how the school could raise money and lessen its dependence on state funding – an issue that still resonates today. They talked about enhancing the curriculum to help reach their goals.

A TREE GROWS IN ANDERSON, CIRCA 1994





1935: During the depths of the Great Depression, the College of Business Administration is founded with offices in Royce Hall. Howard S. Noble is the first dean, initially overseeing the teaching of accounting and vocational business skills to undergraduates and, within a few years, the authorization of the MBA degree.

While Anderson shared La Force’s concerns, his vision differed. Unencumbered by the day-to-day trees involved in running a school, Anderson saw the forest – and the forest was an aging building, unsuitable for a modern graduate school of management. Anderson believed the key to its future was rooted in its physical presence: For UCLA’s Graduate School of Management to remain competitive with the world’s best schools, to attract

and retain top faculty and students and to position itself for prominence in the future, a new campus facility was essential. La Force was convinced, and he and John Anderson set about finding a “name donor” to spearhead the funding that a new campus would require.

Naturally, such a search requires the efforts of more than just two people; in this case it required a focused effort that included UCLA’s then-Chancellor Charles Young and a group of dedicated businessmen including alumnus Eugene Rosenfeld (B.S. ’56, 100 Inspirational Alumni^{*}), and James A. Collins. According to La Force, he, Anderson and others spent about a year seeking such a donor, with their eye on one in particular. Eventually, Anderson and La Force – along with Young, Rosenfeld and Collins – met with their prime candidate, who (again) declined to

1948: Neil H. Jacoby is appointed dean. He eliminates the vocational courses and attracts top academic talent, including his first recruit, J. Fred Weston, paving the way for the transition into a graduate school of business. George W. Robbins is Jacoby’s second in command through most of his term and a major partner in accomplishing these goals. In 1968, Robbins becomes the school’s third dean and serves for two years.



make a commitment. “He apparently just liked to be asked,” La Force said. “We rode down in the elevator after the meeting, and that’s when John made up his mind.”

“I’ll do it,” Anderson told the others, including the caveat that he would, of course, need to consult with his wife, Marion.

Anderson tied three conditions to his commitment. He wanted the school named after him. The funds were to be used entirely for a new facility. And the location for the new facility would be at the corner of Sunset and Westwood.

On behalf of the university, Young accepted the terms. The future was at hand.

John and Marion Anderson made a donation



1952: The first UCLA Business Forecast is created by its first director, Robert M. Williams (right), which he develops from a consensus of opinions expressed in a roundtable discussion with a few key members of the school’s faculty. Larry Kimbell (left), the Forecast’s second and longtime director, embraces computerization and lays the groundwork for today’s renowned institution.



1953: The doctoral degree is authorized. Doctoral candidate Pansy Lin Yang (Ph.D. '00) is shown doing research in 1996, and she is now the executive director of the school's Fink Center for Finance & Investments.

of \$15 million, and UCLA's Graduate School of Management became the John E. Anderson Graduate School of Management. More than a name change, the school positioned itself to be a leader in management education for years to come.

From a Modest Beginning

Despite the new horizons ahead, leadership in management education was a hallmark of UCLA Anderson long before Anderson and La Force crossed paths in the hills above Sunset. At the school's modest birth in 1935 as the College of Business Administration, Depression-era students were taught vocational skills helpful to securing jobs, such as typing, auctioneering and shorthand. The school began with just seven faculty members who transferred from the economics and accounting departments. Howard S. Noble, the chair of economics in UCLA's College of Letters and Sciences and a Harvard graduate, was appointed the first dean.

Under Noble, the school received national accreditation and began granting an MBA degree within two years. He watched as 90 percent of the school's male enrollment went off to war in 1941 and then oversaw a post-war boom as undergraduate and graduate enrollment doubled to 1,963 and 94 students respectively. When Noble left in 1947, his legacy was an accounting faculty that would become world-class. Still, the first dean ran, by all accounts, a teachers' training school.

The seeds of a first-rate full-service

business school were planted a year later, when Provost Clarence A. Dykstra laid out his vision for training Southern California's business leaders at a luncheon. Neil H. Jacoby, a University of Chicago economics professor, was in the audience. According to Jacoby, as recorded in an interview with him conducted under the auspices of the UCLA Oral History Program, Dykstra wanted "a school that would 'train the future business leaders of Southern California' and accounting was not enough. You needed to get into finance, marketing, personnel, management and the emerging fields of operations management and computer science."

Jacoby became dean in January 1948 and set off attracting top academic talent, including fellow economist J. Fred Weston and two experts in management theory and policy, Harold Koontz and Cyril O'Donnell. Jacoby also shifted the focus from an undergraduate degree with an MBA option to an upper division and graduate program.

As dean, Jacoby presided over the first Business Forecast, created by Robert Williams, a Harvard-trained economist who joined UCLA as a lecturer in 1947. Williams, a master at assessing data and sta-

1954: Executive Education is established. It begins with the Executive Program, created in partnership with Southern California's aerospace and defense industry in response to their rapid expansion and need for additional trained managers. Now, the department continues to develop leadership capacity, including custom designed programs for global organizations. Here, Moshe Rubinstein, UCLA professor in engineering and applied sciences, teaches an Executive Education class in his specialty of creativity and innovation.





1967: The first field study program in the nation is established as the culmination of the school's MBA degree. Now known as the Applied Management Research Program, it replaces a written thesis with an experiential project, providing real-world application of the knowledge gained during the program. In this photo, recent UCLA Anderson students are in Mozambique to help develop a nonprofit organization that will bring medical assistance to underdeveloped countries.

tistics, polled and surveyed fellow faculty members, created a consensus of their opinions and authored a national economic forecast based on the results. More than 60 years later, the UCLA Anderson Forecast under Ed Leamer, a renowned economist recruited by La Force, remains one of the most watched prognostications of its kind. It now publishes quarterly forecasts for the nation, California, Los Angeles and other California regions.

Over the next two decades, Jacoby helped the school reach several milestones, including an executive education program for professional corporate managers, a name change to the Graduate School of Business Administration and the addition of the Division of Research and the Western Data Processing Center, helped by a grant from IBM. In 1959, another research division, the Western Management Science Institute, was founded, thanks to a \$1.6 million grant from the Ford Foundation.

In 1961, Jacoby authorized a Master of Science degree and led the move into a new facility, the current Luskin School of Public Affairs building, where the campus' first business administration library was founded. Five years later, with the support of the faculty, he phased out the



1973: The school takes over the stewardship of the Gerald Loeb Awards for Distinguished Business and Financial Journalism, the premier honors in the field. Loeb, a founding partner of E. F. Hutton, rose to prominence during the Great Depression and left the program as his legacy to help inform and protect the individual investor and general public.

Bachelor of Science degree program and the undergraduate division.

Jacoby's tenure also included the creation of a field study program in 1967, the first of its kind in graduate management education, now known as Applied Management Research (AMR). Anderson students, in lieu of a comprehensive exam, fulfill their graduation requirements with an AMR project, a "real-world" consultation, commissioned by large and small companies and supervised by UCLA Anderson professors.

Jacoby was succeeded as dean in 1968 by George Robbins. Robbins, the one-time head of business administration for UCLA Extension (where he created what is believed to be the region's first executive education program), had been instrumental in Jacoby becoming dean at the business school. Robbins later joined Jacoby as an administrator, working closely with him on projects such as phasing out the undergraduate business program and reforms in the MBA and undergraduate accounting programs.

As it happened, Robbins' two-year tenure as dean coincided with the height of the Vietnam War protests that shook the UCLA and other university campuses. Robbins responded to the protests – which



1970: Harold M. Williams is appointed dean. He changes the name to the Graduate School of Management and is the first to begin fundraising for the school, increasing its national recognition and enhancing the quality of its faculty.



1978: J. Clayburn La Force is appointed dean. He builds bridges between the public and private sectors to fund more than 15 endowed chairs, helping to attract the finest faculty, and later, starts the drive to build the school's current complex.

disrupted classes across campus – from an organizational approach, as if it were a crisis facing a business. His response was to create a “business school strike center” where students (and faculty who supported the protests) could organize and discuss issues, sometimes with business leaders who visited. For Robbins, dealing with the unrest became a teaching experience.

Toward a New Community

Harold Williams, formerly the president of Hunt Foods and Industries (later Hunt-Wesson), took over as dean in the summer of 1970. He found a school filled with brilliant academicians but still invisible on the national radar and even in its own backyard. Even more, the sense of community was splintered.

“I remember how the old building had no place for students to congregate,” Williams said. “They came to their classes and went home.” So, Williams converted the Executive Program meeting room into a student lounge and added Potlatch, a student-run cafe, “which didn’t go over well with campus catering,” he laughed. “We also started a student teaching evaluation, which the faculty called my Red Guard. Perhaps that was to goad professors out of their inertia, but it was mainly about creating community within a graduate school setting.”

Williams, who later became chairman of the Securities and Exchange Commission and president of the J. Paul Getty Trust, implemented an arts management program aimed at grooming business

leaders for the nonprofit sector. The arts program represented UCLA’s commitment to creating management leaders outside of traditional business parameters – still a core Anderson mission. “Graduates from that program went on to great success, running the Lyric Opera in Chicago, the Los Angeles Philharmonic and the Fidelity Foundation,” Senior Associate Dean Alfred E. Osborne Jr. said. “It was a major innovation.”

The program was eventually phased out as the faculty’s interest in the nonprofit sector broadened beyond the arts. However, the school’s commitment to the arts and nonprofit sector remains strong. These include a long and successful association with Johnson & Johnson (who funds the school’s Head Start, health care and management development programs); the popular Net Impact student club, a Board Fellows program that allows students “to sit on the board of a company,” often a nonprofit, for academic credit and a series of courses and electives aimed at managing in the nonprofit sector.

Williams hired Osborne in 1972. Osborne said



1981: The Executive MBA Program, now one of the premier programs of its kind in the nation, is founded with an inaugural class of 46. Carol Scott, the first tenured female faculty member for the school, teaches this first class and is shown here with EMBA students in the old building just a few years later.

Williams' efforts at building community were helped by geography.

"One of the pleasant factors of a small, compact building was that people bumped into each other all the time," Osborne said. "Curriculum-wise, we had 'nucleus,' the predecessor to today's Leadership



1987: The school's center for entrepreneurship is created under the leadership of Al Osborne (left) and Harold Price (right). Now known as the Harold and Pauline Price Center for Entrepreneurial Studies, its naming gift is received from the Louis and Harold Price Foundation in 1995. In 2002, the *Financial Times* gives the school the first of four consecutive rankings as No. 1 in entrepreneurship worldwide.



1987: The school is renamed the John E. Anderson Graduate School of Management in honor of a \$15 million gift given by its namesake and his wife, Marion, which is the largest by an individual to an educational institution at the time. Continuing their generosity, the Andersons give an additional \$25 million in 2011, the largest gift in the school's history.

Foundations, where students got together in small teams to examine their management goals and those of organizations. Jack McDonough was the main architect, and many who went through 'nuke' together are still friends today."

During the 1970s, Osborne said the school was "well-known for its behavioral lab and human resource management. People like McDonough and Bob Tannenbaum were giants in that field."

No doubt, they also reveled in weekly beer busts, an early version of "Anderson Afternoons." The events were started on the roof of the old building, just outside the dean's office by the man who spent more time in that office than anyone besides Jacoby, Clay La Force. "I went to all the beer busts and asked the students about their favorite teachers and any problems they had," La Force re-

counted. "They were a great way to find out what was really going on."

Williams' tenure also saw the Gerald Loeb Awards fall under the stewardship of the school. The Loeb Awards were established in 1957 by the late Gerald Loeb to honor journalists who make significant contributions to the understanding of business, finance and the economy and have been presented by UCLA Anderson every year since 1973. Today, the Loeb Awards – considered the "Pulitzers of business journalism" – honor recipients at an annual banquet in New York City.

Williams also deserves credit for a seemingly small but actually quite important detail in the name of the school. It was Williams who ensured that the institution would then be called the Graduate School of Management, as opposed to the Graduate School of Business, feeling that "management" suggested a broader and more appropriate connotation than simply "business."

Through a Growth Phase

La Force joined the UCLA economics faculty in 1962. Sixteen years later, he was named dean of the management school, facing financial issues all too familiar to deans before and after him. "It became obvious that to create an elite graduate management school, we needed to find other sources of money be-

yond the state, which typically made cuts in the UC budget every 10 years,” he said. “Everything began with a world-class faculty, and we needed to find a permanent stream of income that could support faculty salaries beyond the nine months the university could provide.”

The solution was to increase the number of endowed chairs from corporations and private individuals. La Force took aim at Ford Motors, whose board included former UCLA Chancellor Franklin Murphy and Arjay Miller (B.S. '36, 100 Inspirational Alumni*), former dean of Stanford Graduate University of Business. The result was the creation of the Henry Ford II Chair in International Management. La Force had similar success endowing a chair through Bank of America and its chairman, Chauncey J. Medberry, another UCLA graduate.

“We were able to endow some 15 to 20 chairs,” La Force recalled, under whose leadership the average size of endowments to the management school doubled from \$250,000 to \$500,000. “We never achieved independence, but we had an impact.”

In 1981, La Force sought to develop an executive MBA program that had been stalled for ideological reasons – a fierce bias against covering costs by charging tuition. La Force rhetorically asked, “Do you really want to give a nearly free education to a fully employed professional making \$100,000?” The creation of the Executive MBA Program (EMBA) was a team effort. La Force put Ernest J. Scalberg – an international management expert who would later spend three years in Hong Kong as part of a group



that created a partnership between UCLA and the Hong Kong government that produced a new school of business at the Hong Kong University of Science and Technology – on point as the key administrator. The pair waged a two-year campaign built upon the premise that the enhanced fees would help increase the school’s financial independence. Former UCLA Chancellor Charles Young championed the effort as the program moved through various levels of the UC approval process. Eventually, EMBA became a model for a long-lasting revenue stream, followed later by the Fully Employed MBA Program (FEMBA). Scalberg was the first assistant (later associate) dean of both the EMBA and FEMBA programs.

1995: The new UCLA Anderson School of Management complex opens with a ribbon-cutting ceremony by (left to right) then UCLA Chancellor Charles E. Young, former Dean J. Clayburn La Force, namesake John E. Anderson and then Dean William P. Pierskalla.

Into a New Home

The Andersons’ \$15 million donation in 1987 was, at the time, the largest individual gift to the University of California, and the third largest gift to any graduate school of business. Anderson, who had come west from Minnesota on that hockey scholarship, taught in the business school’s executive education program for nearly 20 years.



1987: (far left) The Center for International Business Education and Research is established with its first federal grant. Its mission to facilitate the globalization of management research and education continues, including funding projects like this field study to assist a microfinance organization with its expansion into the Solomon Islands.

1988: (left) The Fully Employed MBA Program is founded with an inaugural class of 48. Ranked No. 1 by BusinessWeek in its first-ever study of part-time MBA programs, FEMBA now has a total enrollment of over 800 students.

*For a full list of UCLA Anderson’s 100 Inspirational Alumni, please turn to page 74.



1999: Bruce G. Willison is appointed dean. Known for his collegial management style, he uses his extensive business background to help the school become more secure financially and works to raise its reputation to new levels of prestige with the business community and back to a top 10 ranking. Also during his term, BusinessWeek ranks the school's faculty No. 1 in intellectual capital for 2004.

"I received financial support while I was a student at UCLA, and I feel strongly about giving back some of what I received," Anderson explained at the time. Even so, he said he was surprised when other prospective donors declined and "the circle turned and stopped at my door."

Rosenfeld said he also got swept up in the ambitious project. He and his wife, Maxine, made a generous donation to name the new library. "It became clear we needed a world-class facility to complement what Clay was doing with the faculty and programs," he said. Rosenfeld, a longtime Los Angeles-area civic leader and former president and chief financial officer of Kaufman and Broad Inc., said he helped to monitor the costs of the project's contract and also worked closely with the architects. Others, like Peter W. Mullin, Leon and Toby Gold, Clark and B.J. Cornell and James A. Collins also stepped up with sizable gifts, and their names now permanently adorn four other buildings in the UCLA Anderson complex.

"It's really one of the most important buildings of my career," said architect Henry Cobb, a founder with I.M. Pei of Pei, Cobb, Freed and Partners. "And Clay La Force was the most engaged client I've ever had. That's why the UCLA Anderson School of Management embodies the best of what a university

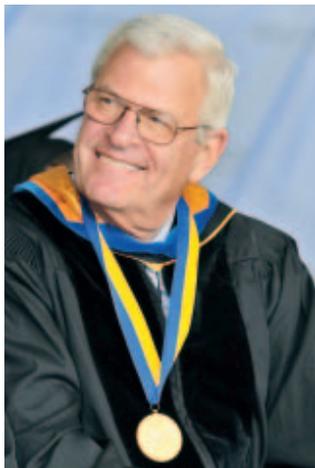
facility can be."

UCLA Anderson's six-building village design, which allowed for multiple naming rights, was driven by two architectural concepts – shape and passage. "The site has a grade change – 50 feet between the upper and lower campuses," Cobb said. "We wanted the school to facilitate pedestrian movement through the UCLA campus. Also, I felt very strongly that the complex should hark back to Royce Hall and Powell Library, two great pre-World War II buildings that shape the space between them."

While the new campus reflected a classic architectural style, it also embraced the future from a technological standpoint. Led by Jason Frand (who would later retire as assistant dean and director of UCLA Anderson's computing and information services), the school began utilizing email in 1987. It also established a microcomputer lab, a laptop program for all students, Internet ports at every classroom seat and office, and distributed computers to all faculty and staff.

Beyond the Usual

It is ironic La Force not only retired before the new John E. Anderson Graduate School of Management opened its doors but also that he left just before his longtime assistant dean, Osborne, fi-



2001: (far left) The Richard S. Ziman Center for Real Estate is named in honor of the permanent endowment provided by its namesake. A partnership is formed in 2005, making the interdisciplinary center a joint venture with the UCLA School of Law. Ziman is shown here receiving The UCLA Medal, the highest honor bestowed by the university.



2003: (left) Leadership Foundations, an intense and innovative orientation program, is established. Now the first course for all of the school's MBA students, it begins the development of a distinctive characteristic of UCLA Anderson graduates, strong teamwork skills, fostered, in part, by trust exercises like the one shown here.

PHOTO BY PEDEN + MUNK



nally saw his vision of a center dedicated to entrepreneurship receive a permanent home.

“I believed a curriculum based around entrepreneurial skills – like building value through a new company, learning how to hire employees and finding venture capital – would help distinguish UCLA Anderson from other business schools, where the whole idea was to learn general management and go to work for a big corporation,” Osborne said. “In 1987, Clay asked me to help him start building these various centers. I took over entrepreneurship, and José de la Torre headed up what became the Center for International Business Education and Research (CIBER).”

UCLA Anderson’s research centers have become a hallmark for the institution and a critical element in fulfilling the school’s mission of service, education and research. The centers facilitate a crucial interaction between Anderson faculty and students and the community at large. Today, UCLA Anderson’s centers include the UCLA Ziman Center for Real Estate, permanently endowed by Richard S. Ziman in 2001, and one in finance and investments, endowed in 2008 with a \$10 million gift from Laurence D. Fink (MBA ’76, 100 Inspirational Alumni*), BlackRock chairman and chief executive officer, and his wife,

2006: Judy D. Olian is appointed dean. Under her leadership, the school accelerates its evolution as an internationally acclaimed resource for global management education.



2008: The Laurence and Lori Fink Center for Finance & Investments is created by a \$10 million gift from its namesakes, the chairman and chief executive officer of BlackRock and his wife.

Lori. The UCLA Anderson Forecast, the Center for Management of Enterprise in Media, Entertainment and Sports, the Harold and Pauline Price Center for Entrepreneurial Studies and CIBER are the rest of UCLA Anderson’s centers.

Osborne raised \$10 million for La Force. As a result, one of UCLA Anderson’s structures does not bear the name of a single benefactor; hence, the nearly two-dozen donors recognized in Entrepreneurs Hall, including Harold Price, Elaine Hagan (MBA ’91, 100 Inspirational Alumni*), executive director of the Price Center, points out, “Harold was impressed with the work we were doing with field study and real-world business education.” Price and later his widow, Pauline, continued to donate more than \$8 million to solidify the center named for them.

Hagan has been the yin to Osborne’s yang. And the 20-year partnership has been productive, with the Price Center winning four No. 1 rankings and many top five rankings from publications such as the Financial Times, U.S. News & World Report and Entrepreneur.

After La Force retired as dean, William Pierskalla, a well-known academic and veteran senior administrator, was brought in to, among other tasks, help offset another slew of state budget cuts, as well as cap off the \$8 million debt still owed on the new complex. Pierskalla had held several positions at the Wharton

School, including deputy dean for academic affairs. He said in interviews that he sought to “operate more like private schools,” allowing UCLA Anderson to “take charge of its budget and enhance fundraising.” To that end, he focused on fundraising, increasing national and international outreach, and growing the school’s marketing and communications department. Pierskalla’s term also included the completion of the first alumni database, an expansion of the EMBA and FEMBA classes and a buildup in executive education courses.

Out into the World

John Mamer followed Pierskalla as interim dean in 1997; he served for two years as the school sought a permanent successor to Pierskalla. His tenure included the creation of the Global Access Program (GAP), which was conceived in the entrepreneurial halls of the Price Center. GAP matches students from the FEMBA Program with international technology startups to develop new business strategies, and served as FEMBA’s corollary to the full-time program’s AMR project. Since its inception, GAP projects have been performed on behalf of over 400 companies in 17 countries. (EMBA students complete similar Strategic Management Research projects to fulfill their field study requirement.)

Bruce Willison, a former president and chief operating officer of Home Savings of America and chairman, president and chief executive officer of First Interstate Bank of California, was hired as Pierskalla’s permanent replacement to improve UCLA Anderson’s ties to the Los Angeles business community and with the hope that his private sector background would prove a benefit as he sought to improve the school’s balance sheet.

“For three years in a row, the state cut our budget by about 8 percent,” Willison remembered. “So we had to get on a firm financial footing before the school could grow at the rate we all wanted. We also needed to reverse the negative effects of the dot-com implosion, proving to people that a business school with a strong entrepreneurial profile was still a valu-



2008: The John Wooden Global Leadership Program is established. Having dedicated his life to motivating individuals to achieve their highest potential, Wooden’s fundamental principles form the cornerstone of the program, including a respect for teamwork, a defining trait of UCLA Anderson graduates. An annual award to an exceptional business leader and two fellowships to students are given, based on Wooden’s leadership philosophy.

able place to get an education.”

By any yardstick, Willison’s leadership over six years exceeded expectations. He had a collegial style that endeared him to all, helped substantially by his willingness to jump off a telephone pole onto a trapeze bar with students at an orientation ropes course and his insistence that everybody address him as “Bruce.” As for corralling the budget of a public university, Willison said, “We had to increase transparency, so all of our constituents knew we had real issues.”

Under Willison, several of the aforementioned centers were launched, including the Ziman Center and the entertainment center. And in a major response to the growing economic importance of the Pacific Rim, UCLA Anderson launched an EMBA program in partnership with the National University of Singapore. “Many of the private business schools were doing this at the time,” Willison said. “But we couldn’t carve out a portion of our faculty on a rotating basis and send them to a foreign country like private universities could. So partnering with the National University of Singapore was a good way for Anderson to plant its flag in Asia.” International exchange programs increased from three to 42 during Willison’s tenure, with stu-

dents studying at such institutions as the London School of Business, IESE, HEC in Paris, Hong Kong University of Science and Technology and Australian Graduate School of Management.

Times have certainly changed since typing and shorthand were taught at UCLA's business school. But some things have stayed the same. UCLA Anderson continues to offer undergraduates from the rest of UCLA's campus the opportunity to study accounting and earn a "minor" in the subject. The top firms still recruit UCLA undergraduate accounting minors in numbers that rival schools that offer undergraduate degrees in business. "It's not rare for us to be in the top five or 10 in terms of recruiting," said David Ravetch, who has taught in the program for nearly two decades.

Another constant has been the tradition of great scholars who have taught and researched as members of the faculty – a list that would include Cyril O'Donnell, Harold Koontz and Elwood Buffa, as well as Fred Weston, who was widely known for his research in mergers and acquisitions. Also included would be current faculty members like Don Morrison, the William E. Leonhard Professor of Management, who broke ground with marketing

research and applied statistics; Richard Roll, the Joel Fried Chair in Applied Science, who was one of the first in academia to demonstrate that human failings are a critical reason for failed corporate takeovers, and he changed the way professionals evaluate them; Bill Ouchi, the Sanford and Betty Sigoloff Distinguished Professor in Corporate Renewal, whose 1981 book, "Theory Z: How American Management Can Meet the Japanese Challenge," introduced Japanese management practices to a U.S. audience; Schlomo Benartzi, whose research has spurred companies to restructure savings for their employees through their 401(k) programs; and Bhagwan Chowdry, co-founder of Financial Access at Birth, a campaign to end childhood poverty by creating a global network of donors. Faculty/practitioners such as Bob Foster (MBA '65, 100 Inspirational Alumni*), Bill Cockrum, Bill Yost, George Geis (MBA '81) and Eric Sussman have also made an indelible impact on generations of Anderson students.

Onward to the Future

The current dean, Judy D. Olian, has added to the legacy of UCLA Anderson. During her

ALUMNI BEYOND USUAL

EUGENE ROSENFELD (PICTURED WITH WIFE MAXINE): FOUNDING ONE OF THE TOP MANAGEMENT LIBRARIES

His high school guidance counselor told him he wasn't college material. His Russian immigrant parents couldn't afford tuition. But Gene Rosenfeld (B.S. '56, 100 Inspirational Alumni*) got a \$50 scholarship to attend UCLA's business school, and he made the most of it.

After graduation, Rosenfeld became one of the nation's leading commercial and residential real estate developers. He also has been a builder at UCLA Anderson. With his generous donation, the Eugene and Maxine Rosenfeld Library was built. He viewed the gift as repayment of the long ago scholarship.

"After I graduated, I was able to make quite a bit of money," Rosenfeld said. "Had I not gone to the school, I wouldn't have had the opportunities I had."

Rosenfeld also saw the gift as an opportunity to create a building complex worthy of a world-class school of management.

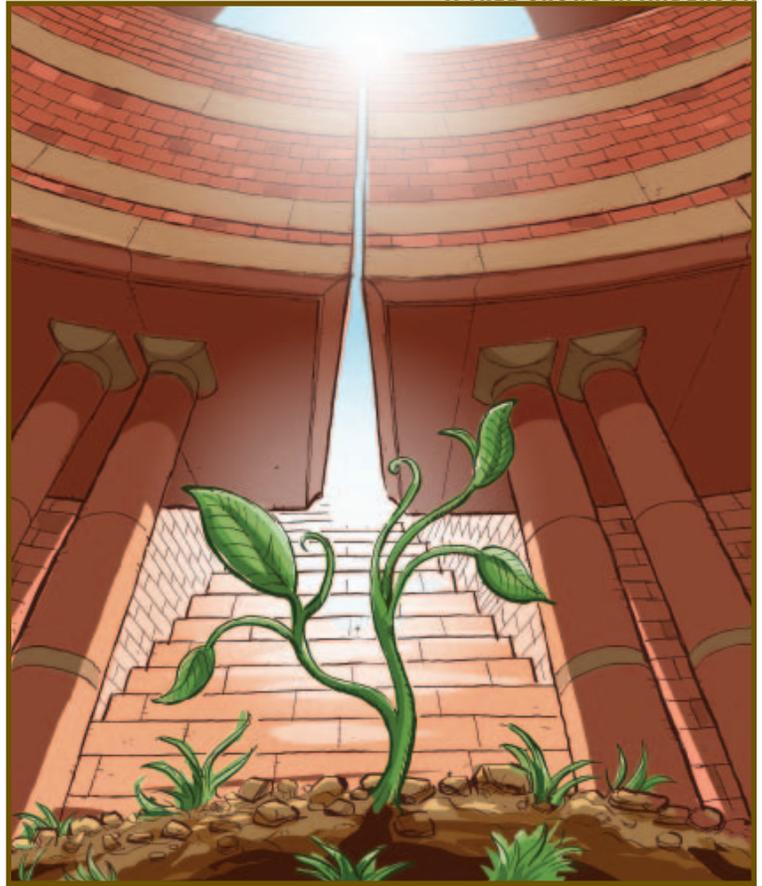
"The school used to be in only one building," Rosenfeld said. "Now, it's a little campus on the campus. The library, I might add, is the nicest building there – but I'm prejudiced."



leadership tenure, UCLA Anderson has launched new certificate and degree programs such as the Master of Financial Engineering and the Latin America-oriented Global Executive MBA for the Americas (a partnership with Universidad Adolfo Ibáñez), the launch of a Global Entertainment Executive Program, the Entrepreneurship Boot Camp for Veterans with Disabilities, the John Wooden Global Leadership Award and the Knapp Innovation, Creativity & Knowledge Conference for Women. She has traveled extensively and strengthened UCLA Anderson's global ties in Asia, Latin America, Europe and Africa. Most recently, the school implemented a curriculum reform designed to achieve more market-facing career tracks, and to enable Anderson students to hone in on the skills and language of their future career choices.

Olian is also facing some of the same budget challenges as her predecessors with declining state support. In keeping with the UCLA Anderson tradition of creative thinking, she has introduced a bold plan called "financial self-sufficiency." Olian has proposed that UCLA Anderson redirect the state support it receives to other parts of the campus in return for greater flexibility to manage the school's programs and resources. In turn, the school would compensate for lost funds with private donations and other revenue sources. She told the Daily Bruin in September 2010 that, "From the outside in, nothing will change. What I think it does is provide the flexibility to make sure the excellence is protected without, frankly, changing the mission."

In moving toward financial self-sufficiency for UCLA Anderson, which would be a first for an academic unit in the UC system, Olian has some familiar allies. One is Chancellor Emeritus Charles Young, who was involved in what could be considered the first step toward self-sufficiency, the formation of the self-supporting EMBA and FEMBA programs. "I'm a strong supporter of financial self-sufficiency," he said. "Down the road, I support it for other campuses as well. It will free the university from state control and from the lack of financial support from the state." Young, like Olian, believes that financial self-sufficiency would allow for better prioritization



ALUMNI BEYOND USUAL

KOEN PAUWELS: CREATING AN INSTITUTION OF HIGHER LEARNING

Starting a company or launching a product can be ambitious undertakings. But how big a challenge is starting up a university?

Koen Pauwels (Ph. D. '01, 100 Inspirational Alumni*) is finding out in Istanbul, where he is among the founding faculty of Ozyegin University, three years young and home to over 1,000 students and 100 faculty members.

A renowned marketing scholar and associate professor at Dartmouth's Tuck School of Management, Pauwels helped shape OzU's vision of generating rigorous and relevant knowledge with the ambition of developing an international reputation as the leading third generation university in the Eurasia region. Husnu Ozyegin, a Turkish entrepreneur and philanthropist, provided startup money, and Erhan Erkut is the founding rector. Pauwels has been instrumental in almost all facets of the launch, from curriculum development to student and faculty recruitment to teaching classes himself. The university now offers undergraduate, master's and doctoral programs.

Pauwels said he looked to his time at UCLA Anderson for inspiration. "The thing I got there was the entrepreneurial spirit – the ability to take a stand, make decisions and take risks based on what you know. UCLA taught me to go for my dreams."



of needs by school administrators, such as investing in academic programs and paying competitive salaries for faculty.

Olian's push for financial self-sufficiency received support from another pair of old friends: John and Marion Anderson. On April 25, the school announced their gift of \$25 million, bringing their total donations to \$42 million. Sadly, the entire Anderson community lost a dear friend when John Anderson passed away in July 2011. He would have turned 94 the following September.

"John and I have derived great satisfaction from following the achievements of the school and its alumni over the years, and the breadth of impact they have had on businesses and communities, not just in California and the U.S. but also around the world," Marion Anderson said at the time. "The school has meant so much to both of us, and it is particularly gratifying to be able to provide this support during these times of special need for public higher education."

Times of special need might never disappear but neither will the UCLA Anderson tradition of rising to the challenge. It took visionary thinking in 1935 to create the school, and passion for its mission to keep it thriving. That's something La Force would understand. Back in 1987, he had a sense of history and the future, all at once, when he described the school this way.

"We are not molded in tradition, although we do partake of those rigorously academic traditions that demand excellent scholarship and research. We are not fixed on one view of what a manager is and does, though we believe that all managers, if they are to be successful, must have certain skills and abilities and a strong educational foundation in the functional areas of management."

For 75 years, that foundation has always been available at a place La Force knows well, where a single classroom grew to those gleaming red-brick buildings, just below the running paths near Sunset Boulevard.

PHOTO BY PEDEN + MUNK



MAY LA FORCE BE WITH YOU

A Conversation with J. Clayburn La Force and Alfred E. Osborne Jr.

In 1980, an entrepreneurial young economics professor named Alfred E. Osborne Jr. returned to Westwood after working in Washington, D.C., and met the UCLA business school's new dean, J. Clayburn La Force, who had led the university's economics department before his appointment to dean in 1978. It was the beginning of a 15-year partnership that would shape the future of UCLA Anderson School of Management.

By the time La Force retired in 1995, the quality of the faculty soared. The Anderson complex was built. The Harold and Pauline Price Center for Entrepreneurial Studies was founded. And Anderson alumni were making their marks in the new global economy.

To commemorate the school's 75th birthday, Assets visited with Osborne, now a senior associate dean, and La Force at the former dean's home in the rolling hills of north San Diego County. For several hours, the former colleagues reconnected, smiling and laughing, talking about their accomplishments, the people who helped them, the students for whom they strived and their pride in what the school has become.

Here is an excerpt of their conversation. To see a video of the interview, visit www.anderson.ucla.edu/maylaforcebewithyou.xml.

PORTRAITS OF CLAYBURN LA FORCE AND AL OSBORNE BY HUGH HAMILTON



Photographs of Al Osborne and Clay La Force were taken at La Force's home. Page 23, La Force is on the left, and Osborne is on the right. Page 25, La Force (left) holds his dog, Tootsie, with Osborne (right) in the background.

La Force: When I first came, you were in Washington, D.C.

Osborne: Right.

La Force: And I think you were at the Brookings Institution.

Osborne: Which you quickly reminded me wasn't the best place to be for conservative policy.

La Force: [laughing] I thought you were with the Securities and Exchange Commission.

Osborne: I was with the SEC, too.

La Force: And then you came back.

Osborne: The university had just tenured me in '78, and there was some question about whether or not I'd come back. You know, Potomac Fever. It gets to your head.

La Force: I know you had it. But you came back, and we asked you to work on the MBA program.

Osborne: Right. You asked me to be assistant dean of the program, and that was an interesting opportunity. We didn't have an entrepreneurship program at the time. But I was really interested in the notion that the people doing the real work in our country – innovating, building wealth, creating employment opportunities – were entrepreneurs.

La Force: Yeah, and you soon showed you were an entrepreneur yourself.

Osborne: An academic entrepreneur. But I had a little help from the dean at the time. And in 1987, after four or five years of trying to demonstrate that there was interest in students complementing their academic training with practical experiences, the Price Center launched. You may remember Harold Price.

La Force: A great guy who really helped you along.

Osborne: Absolutely. We knew his financial advisor, and so we were able to talk to him. But the school has always relied on the force of strong individuals.



La Force: If I recall correctly, at the time probably 50 to maybe 75 percent of our students had as their ultimate goal to become entrepreneurs. We had a great base to work from because the school was well known, and we had some fine faculty. My point of view was that we should spend most of our time trying to create a better faculty and keep the ones that we had that were great. So we focused on the faculty as

much as we could, and along with that, we had to develop the resources to pay them and create an environment in which they'd be able to prosper.

Osborne: Not much has changed in the role of the leadership of the school and being able to procure resources so that the faculty and students can have an excellent program.

La Force: We were way behind in salaries. We were paying them basically for nine months, and it was up to us to find money to pay them for the entire year. The school only recently had been allowed to seek support from the business community. So we were able to begin to look for endowed chairs in a major way. We went to the foundations and the corporations and had a rather sophisticated program. In many ways, we were ahead of other institutions that had a public foundation in the way in which we would raise private money. The most important step that we took was with the Executive MBA Program. Chuck [former UCLA Chancellor Charles Young] supported us fully, as he did in everything we did during my 15 years there. But it took two years for us to overcome the UC Office of the President's resistance to charging full tuition to cover all costs.

Osborne: Heaven forbid that we would charge tuition, let alone full tuition.



La Force: Heaven forbid. The worry was that somebody might say, ‘That’s a good idea, why don’t we do that for the medical school and the law school?’ And it would be the camel’s nose under the tent.

Osborne: Not a bad idea.

La Force: [laughs] Anyway, it was a real breakthrough, because it provided a big flow of funds into the school, and then we added FEMBA and other programs.

Osborne: EMBA and FEMBA now account for a significant percent of the school’s revenue. But the notion of earning our way is not something that’s easily accepted in bureaucracies.



La Force: The other thing that was really essential was the facility. We were in a building that had been built when Neil Jacoby was the dean [in the 1950s] for the university’s great undergraduate accounting program. When business schools nationally dropped undergraduate programs and became graduate schools in the 1960s, UCLA followed suit and dropped its undergraduate program. So the building was built for a different kind of environment.

Osborne: What did it need that it didn’t have?

La Force: It didn’t have the proper kind of classrooms. They were flat and all one size. And none of them were wired. And it was a pretty grungy building. I remember talking to John Anderson about it, and he thought it was a disgrace that a school with his name on it was in a place like that. So the building project was dear to his heart, and fortunately, he put up enough money. And then Gene Rosenfeld, a great entrepreneur, and Jim Collins, another great entrepreneur, and others stepped up, and we were able to build the complex.

Osborne: And the chancellor asked us to go to the Legislature.

La Force: Yes. If I had my druthers, we’d have done it the way Jules Stein [the legendary Hollywood executive who backed UCLA’s Jules Stein Eye Institute] did it. They got all the money – none from the state – and then they were able to set up a foundation that built the building. But we needed \$25 million from the state, which we got. I went to Chuck Young and told him John Anderson was going to put up \$15 million, at the time the largest cash contribution to the UC – on the condition that it be used for a new building at Sunset and Westwood. He said sure, and we were off.

Osborne: I remember, Clay, one of the deals that you and I agreed to was to get the last \$10 million. You were very generous to allow [UCLA Anderson benefactor] Peter Mullin,

“MAY LA FORCE BE WITH YOU.”

—PHRASE STAFF AND FACULTY USED TO DESCRIBE THE TRANSFORMATIVE REIGN OF DEAN J. CLAYBURN LA FORCE IN THE 1980S AND 1990S. DURING THE CONSTRUCTION OF THE ANDERSON COMPLEX, THE LINE WAS ETCHED INTO A COLUMN OUTSIDE OF THE COURTYARD CAFÉ.

Andrew Galef, who was Price Center Board Chair, and me to go fundraising to entrepreneurs to close the deal. That support allowed the Price Center to have a capital base and to establish Entrepreneur’s Hall. In the end, you were able to raise additional dollars to create Cornell Hall, Gold Hall, Korn Convocation Hall, the Collins Center, Mullin Management Commons and Rosenfeld Library, which turns 50 this year.

La Force: We worked with architect Henry Cobb, and he loved Royce Hall. It’s one of the most beautiful buildings in California, maybe the United States, and we were going to be right next to it. So he thought about an academic community, not some great big square box, that would mimic Royce Hall’s beauty. He even traveled all around trying to find out where they made the bricks for Royce. And he and his team came up with a design for six buildings all tied together, a complex. I showed that to the executive vice chancellor, and he said, ‘What are you trying to build, a Taj Mahal?’

Osborne: And of course there was the question of who would get to look at Royce Hall, which professors would have a balcony, would we have an eastward looking view or a westward looking view.

La Force: But it got worked out in a civilized way.



Osborne: One of the cherished elements of the building complex, as you know, is a pillar in the courtyard. Engraved upon it is “May La Force Be With You.”

La Force: It’s still there?

Osborne: It’s still there, and I take people to see it. ... It was important to many of us on the faculty to signal that you really needed La Force to be with you if you were going to survive and prosper academically because of what you stood for. Nowadays when I take people around the school, I show them the pillar, and we talk about what it means.

La Force: Well, thank you. I love you, too. [laughs]

Osborne: One of the things we used to enjoy in the old building was outside of your office; remember when you used to have that garden?

La Force: Yes.

Osborne: And we used to have beer busts?

La Force: Absolutely.

Osborne: And you would come out of the dean’s garden. ...

La Force: ... And get a beer and talk to the students about what they were hearing in the classroom, who the good teachers were. I got a lot of information that way.

Osborne: Anderson still does it. We do it on the North Lawn, but in the spirit of political correctness, you can no longer call it a beer bust. It’s now called ‘Anderson Afternoons.’



Osborne: Clay, I’ve come to the conclusion that there are three kinds of people in the world. There are those that make things happen. That’s the kind of person we’re talking about. Then there are those who watch what’s happening. And the third group is those that wonder what happened. If you’re a leader, you are going to have to do something and know that you may not be popular and you might not succeed. I didn’t know if the entrepreneurship program was going to succeed!

La Force: I did. Because you were the one leading it.

Osborne: Hanging out with you was one of the best decisions I ever made, to come back to Anderson and help build what is a truly great – and will be greater – institution.

La Force: Just stay out of Washington. 🍷

PHOTO BY PEDEN + MUNK



LEARN LOCALLY, ACT GLOBALLY

At a time when economies are increasingly integrated and barriers between nations are falling, today's leaders need a firm grounding in global business, as well as an understanding of diverse business environments. UCLA Anderson has long been at the forefront of global management education, preparing leaders to navigate a challenging new world of business.

By Dan Gordon and Robert Preer

A

FORMER IT PROFESSIONAL for the County of Los Angeles, Eddie Ma (FEMBA '09), knew he needed managerial skills to advance in his job, so he enrolled in UCLA Anderson's Fully Employed MBA Program in 2006. A native of China, Ma had come to the United States as a teenager. In the last year of his three-year MBA program, Ma experienced what is offered to many Anderson MBAs – a real-world immersion in international business.

Through the school's Global Access Program (GAP), Ma and four other students were assigned to perform a study for Finnish health care IT firm, MyLab Corp. The company was considering entering the U.S. market and wanted to know its likelihood of success.

After studying the competitive landscape and MyLab's strengths and weaknesses, the student team advised against creating a U.S. venture but suggested the company consider China. MyLab then hired Ma and three other students from the team — all of whom were still in school — as paid consultants to develop a business plan for entering the Chinese market.

Within a year, MyLab China was born and a few months later, Eddie Ma was named chief executive officer. MyLab China already has contracts to provide information services to major health care facilities in China.

"It has been a challenging but rewarding process," Ma said. "We just finished negotiations with another military hospital that is China's largest infectious disease hospital and one of the most prestigious in the world. This adds to our growing list of hospitals in China. We are a smaller company and a foreign enterprise, so this is requiring a lot of teamwork."

"IT'S A SMALL WORLD" BY SCOTT MENCHIN





Left to right: Julie Kefer (MBA '06) ice climbs in Patagonia while on her quarter abroad in Argentina; Christopher Bishop (MBA '09) doing a street interview on an AMR field study trip to Hu County, China; Wendy Lu (MBA '07) conducts a focus group on an AMR field study trip to Bangalore, India; Juan Matute (MA '09, MBA '09) and Nurit Katz (MPP '08, MBA '08) doing field work in Zimbabwe.

MyLab China now has 30 employees, 29 of whom are Chinese nationals, plus Ma, a U.S. citizen. The company is largely independent of its Finnish parent, but officials of the two companies consult regularly and share research and development.

When he began his studies at UCLA Anderson, Ma's concentration was organizational management, and he had no plans to go into international business.

"International business was woven into all of the classes," Ma said. "Because of the diversity of the student body, after we discussed something happening in the United States, it was very natural for the professor to talk about how it applied to India or China or other parts of the world. That was a major part of the learning experience."

Ma's less-than-five-year journey from Los Angeles County systems analyst to global executive only came about because of his GAP experience. In 2011, he returned once again to UCLA Anderson; this time as a CEO of a company in the GAP program.

Since its founding in 1998, UCLA Anderson's GAP has teamed more than 1,900 fully employed MBA students with 379 technology-based companies in 17 countries. The students work in teams of five assigned to each company, spending six months as consultants to develop a comprehensive business plan. Each team invests on average 2,600 hours to help the company reach its next stage of corporate growth. At

the end, the teams present a plan to a three-judge panel, which includes industry experts, venture capitalists and angel investors.

"For MBA students, a global education is no longer a nice-to-have; it's a must-have," said Gonzalo Freixes, associate dean for UCLA Anderson's fully employed and executive MBA programs.

Pioneering in Global Education

As awareness of globalization has grown in recent years, business schools everywhere have scrambled to launch programs to meet the growing need for leaders who can navigate global business. But for UCLA Anderson, the challenge was easier. The school could simply build on programs put in place decades ago.

In 1962, Barry Richman, a rising young Canadian economist and author, joined the faculty and quickly gained renown in international business and comparative management. Within the next few years, Richman was joined by two other globally oriented faculty, Hal Mason and Hans Schollhammer (the latter is still teaching at Anderson), and the trio developed Anderson into one of the nation's leading international management programs.

In 1967, UCLA Anderson launched its first field study program, sending teams of students into real-world organizations to solve or analyze issues. Today, field study is offered in business schools everywhere,



but before 1967, the concept was nowhere to be found in major U.S. business schools. “We are the oldest in the nation,” said David Chang, associate director of the Applied Management Research Program (AMR).

All Anderson MBAs do a field study, and about half undertake projects with a significant international component. In the Full-Time MBA Program, field study is conducted through AMR. In the Executive MBA Program, it is done through the Strategic Management Research Program (SMR). In the Global Executive MBA Programs, it is conducted through a Management Practicum. And Fully Employed MBA students go through GAP.

Recent field study projects include an analysis of the prospects for a startup microbrew beer company in Mexico, a strategic plan for an Italian pipe manufacturer seeking oil pipeline contracts around the world and a blueprint for a hospital group in East Africa looking to build its surgical capacity.

In 1989, the UCLA Anderson Center for International Business Education and Research (CIBER) was established. It is part of a network of 33 federally funded centers that facilitate the internationalization of management thinking. With an emphasis on global pro-social enterprises, UCLA CIBER has played a major role in supporting teaching, research and programs in this area. CIBER funding supports numerous international field study projects, most recently with

an emphasis on microfinance; language programs for Anderson’s MBA students, including Mandarin, Spanish and Japanese; and also international research grants for faculty and doctoral students.

In 2011, UCLA Anderson launched its latest global endeavor — the Center for Global Management. The new center will serve as an umbrella organization for global activity at the school, advancing knowledge, learning approaches and innovative research in the issues that are central to the global agenda for management.

Transcending Boundaries, Transforming Students

Christopher Tang was senior adviser to the president of the National University of Singapore, dean of the National University of Singapore Business School and a senior associate dean at UCLA Anderson when he made the decision to develop an MBA program that the two institutions could run jointly. The curriculum would be global business. Participants would come from all over the world, and classes would be held at sites across the globe. In short, the content, the classrooms and the students themselves would all be global.

Launched in 2003, the 15-month Global Executive MBA for Asia (UCLA-NUS) program involves sessions of approximately two weeks each in Singapore and Los Angeles, as well as in Shanghai and

“AFTER WE DISCUSSED SOMETHING HAPPENING IN THE UNITED STATES, IT WAS VERY NATURAL FOR THE PROFESSOR TO TALK ABOUT HOW IT APPLIED TO INDIA OR CHINA OR OTHER PARTS OF THE WORLD. THAT WAS A MAJOR PART OF THE LEARNING EXPERIENCE.”

—EDDIE MA, PRESIDENT AND CEO, MYLAB HEALTHCARE TECHNOLOGY

Bangalore. In addition to assignments and online discussion between these sessions, students engage in global consulting projects for organizations through the Management Practicum.

“Instead of just adding global content in class, I thought it would make sense to have the students take classes in emerging markets,” Tang said. “We also introduce local content. They meet with local executives and visit local plants.”

A similar program, scheduled to launch this fall, will focus on Latin America. The Global Executive MBA for the Americas is a partnership between UCLA Anderson and Universidad Adolfo Ibáñez in Santiago, Chile, with courses taught in Miami, Los Angeles, Santiago and São Paulo.

“We are taking our know-how into a region poised for tremendous growth but one that has not historically benefitted from the same quality of education as North America, Asia Pacific or Europe,” said Dominique Hanssens, the program’s UCLA academic director and Bud Knapp Professor of Marketing. “In emerging markets, there is a great need for more

sophisticated, professionally trained managers.”

The recent financial crisis “underscored the importance of Anderson’s strategy by showing that the global economy is even more interconnected than we realized,” said Chris Erickson, professor and senior associate dean of global initiatives and faculty director of the new Center for Global Management at UCLA Anderson. “I don’t think many people, for example, thought that shortly after Lehman went under, Iceland was going to be broke.”

Intensive international experiences are also open to UCLA Anderson students. The school offers programs that include campus class sessions and one-week elective blocks, in which students travel to a university exchange partner, or with an international studies class accompanied by Anderson faculty.

In December 2008, at the height of the global economic crisis, Freixes and his students traveled to South America and met with the governor of the Central Bank of Chile to learn how that country was dealing with the crisis. “I suppose you could get that out of a book, but it’s different when the guy who is

ALUMNI BEYOND USUAL

JOHN HARRIS: LEADING A CROSS-CULTURAL CAREER

Before he began his MBA studies in the early 1970s, John Harris (MBA '74, 100 Inspirational Alumni*) had never travelled abroad. “I did not come from a background where I was given the opportunity to go to Europe for a vacation,” said Harris, who grew up in LA.

However, business school opened Harris’ eyes to a larger world. He got to know classmates from Asia, Europe, South America and Africa. “Being in a diverse student population prepares you to compete in a global economy,” Harris said.

And Harris has, indeed, thrived in the global arena. After many years as an executive for Carnation Co., the Swiss-based Nestlé S.A. named him vice president for Nestlé Worldwide PetCare and assigned him to company headquarters in 1997. Today, he is based in Paris as chairman and CEO of Nestlé Waters, Nestlé’s worldwide water division, which includes Perrier, San Pellegrino, Poland Springs and Pure Life.

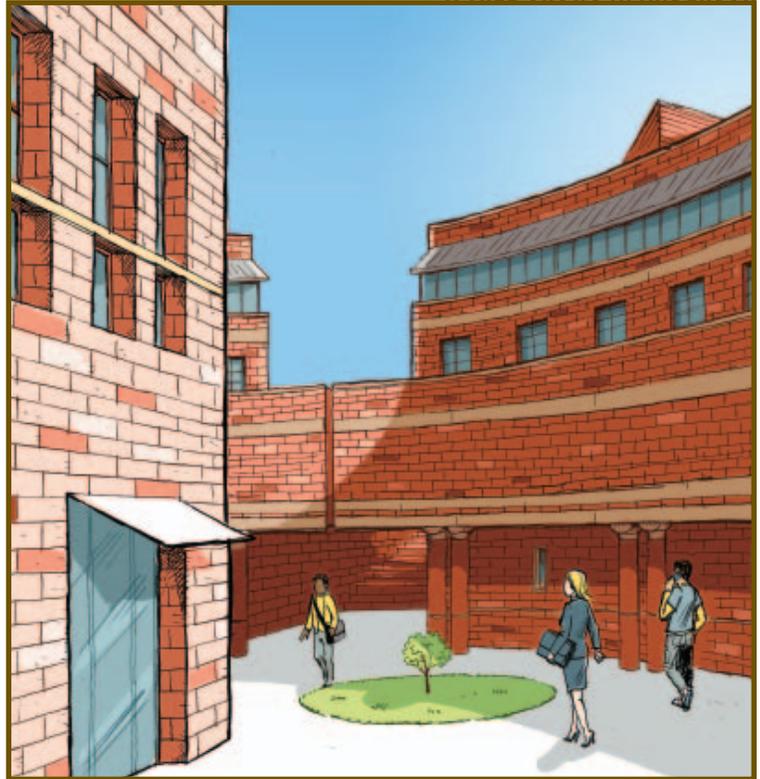
“I’ve lived in Switzerland and London, and I live now in Paris,” Harris said. “I’ve enjoyed working in different environments and different cultures. I’ve enjoyed the quality of life it brings.”



running the country's economic system is telling you about it," Freixes said. In December 2011, students will be returning to Chile for a course on economic and business opportunities in Latin America taught by Sebastian Edwards, professor of global economics and management.

UCLA Anderson is also part of a global network of leading business schools, Program in International Management, which allows Anderson students to study at foreign business schools and foreign students to take courses at UCLA Anderson.

The school's international programs not only prepare global leaders but also pave the way for them in the global marketplace. Jessica McNicholas (MBA '87), who spent years living abroad, has been working since 1990 in London as a consultant and executive coach for international organizations. She likens her UCLA Anderson degree to a passport stamp. "All I need to do is tell people where my MBA is from, and it's no-questions-asked," she said. 🌱



ALUMNI BEYOND USUAL

LUCY ALLARD: LEARNING TO BE A GLOBAL CITIZEN

A native of Great Britain, Lucy Allard (UCLA-NUS '06) was working as a consultant for a global real estate services firm when she decided to take time off to explore the world. She crisscrossed Vietnam and Cambodia, Argentina and Uruguay, did volunteer work in Kenya and trekked to the base camp of Mt. Everest.

When Allard arrived in Los Angeles, she completed UCLA Anderson's Executive Program and, in 2005, entered the UCLA-NUS Global Executive MBA program, studying global management in Shanghai, Bangalore, Singapore and Los Angeles.

Allard later returned to UCLA Anderson and became director of global initiatives and special projects and now serves as executive director of UCLA Anderson's new Center for Global Management.

As Allard said, "Global and cross-cultural perspectives are critical. In today's globally interdependent world, it is important for students to have a global mindset and understand the cultural, legal and economic differences across countries and the implications that these have for international business."



THE WOODEN WAY

Sports is the business world's favorite metaphor. But for students at UCLA Anderson School of Management, the link between athletics and what Dean Judy Olian calls "values-driven leadership" is much more direct. Why? Because we had John Wooden.

JOHN WOODEN IS THE FIRST member of the Naismith Memorial Basketball Hall of Fame elected as a player and a coach. He might have also been elected for a third role, one that carried him well beyond the basketball court: teacher.

Just ask Brian Biro (MBA '85, 100 Inspirational Alumni*), who followed the great UCLA basketball teams when he was growing up in Southern California. He became a fan of John Wooden – and many years later, a collaborator.

As the vice president of a major training company focusing on personal and team development and with distributors all over North America, Biro saw Wooden as unique, not only in the unprecedented results his teams produced, but even more in the way he treated people and the way they developed as human beings under his tutelage.

"I had this idea," remembered Biro. "What would be better than interviewing the greatest coach in history?" He called Wooden at his home, and to Biro's surprise, Wooden answered. "After I finished stuttering, I told him I'd love to come and talk to him about leadership. In his typical gracious way, he said sure."

And so began a friendship between Biro and Wooden, who died last year at the age of 99. They met or talked on the phone many times, leading to Biro's book, "Beyond Success," which was based on Wooden's famous Pyramid of Success and his belief in ethical action and morals-based leadership in the boardroom. (Wooden wrote the forward to the book.)

The book reached No. 71 on Amazon, helping advance Biro's successful career as a professional speaker and author.

Wooden's Pyramid of Success lives on in UCLA Anderson's Leadership Foundations, a course designed to promote a better understanding of leadership and career goals which is central to all three MBA programs. With 15 components, the base of the pyramid features such traits as industriousness, loyalty and enthusiasm; the middle includes condition, skill and team spirit; at the top is competitive greatness. Anderson students apply these components to their own leadership development from the very start.

"If you look carefully at Coach Wooden's Pyramid of Success, it is a set of values," said David Lewin (MBA '67, Ph.D. '71, 100 Inspirational Alumni*), the Neil Jacoby Chair in Management, who helped develop the Leadership Foundations course. "The pyramid is a clear one-page exhibit stated in declarative, easy-to-comprehend language and is, of course, colored by Wooden's

fame. MBA students respond very favorably to the pyramid, in particular, by applying individual pyramid components, such as loyalty, cooperation and self-control, to their own leadership development. They also apply some or all of the pyramid components to the analysis of organizational decisions, such as selecting a new CEO. This was recently demonstrated in a case competition in which teams of EMBA class of 2012 students used the Pyramid of Success to assess a set of five candidates to succeed Howard Stringer as CEO of Sony Corporation."

As a lasting legacy to Wooden, and to recognize business leaders who promote his leadership principles, the school established the John Wooden Global Leadership Program in 2008, renaming its former annual leadership award as the John Wooden Global Leadership Award. The proceeds from the awards dinner fund two \$25,000 fellowships each year for business students who exemplify all that Wooden taught.

The first four award winners were Howard Schultz, chairman, chief executive officer and president of Starbucks; Kenneth Chenault, chairman and chief executive officer of American Express; Frederick W. Smith, chairman and chief executive officer of FedEx; and Peter Ueberroth, managing director of Contrarian Group.

Chenault's acceptance speech was straight out of a Wooden pep talk. "Let me be very clear: competitively, I want to win every day," he said. "But I want to win the right way, and I want our company and our people to feel proud about where they work and about what they contribute and the difference that they can make in our society."

That was something Biro understood early from his days with Wooden, and perhaps the most important component, he said, was Coach's definition of success.

"Success is peace of mind from knowing you've given the best of which you are capable," Biro said. "It is based on looking inside for success, not outside."

In 27 years at UCLA, Wooden never used the words "winning" or "losing" with his players, according to Biro. Instead, he urged them to focus on things they could control: effort, energy, attitude and teamwork.

"Then," he said, "Coach would kind of wink at you and say, 'If you do that enough, you'll tend to come out ahead when you should.'" 

JOHN WOODEN, 1910-2010



SUNNY WITH A CHANCE OF SHOWERS

For more than 60 years, the UCLA Anderson Forecast has provided guidance and direction to economists, policymakers, the public and media. It's hailed for its independence. And it doesn't just follow the money: The Forecast places its predictions in context with the larger culture, gauging the impact not just of financial ups and downs but also wars, assassinations, new laws and even earthquakes.

By Jack Feuer and Paul Feinberg

“THE ODDS FAVOR RECESSION”

– Headline, UCLA Anderson Forecast, September 1990

IN SEPTEMBER 1990, writing his first report as acting director of the UCLA Anderson Forecast, David Hensley reached what he believed was an irrefutable conclusion: The United States economy was in recession. Citing an abysmal second quarter gross national product (GNP) report, an abrupt halt in nonfarm job growth, a spike in oil prices following the Iraqi invasion of Kuwait, a drop in consumer confidence and a continued reduction in defense spending, Hensley raised an ominous question: How severe would the recession be?

Hensley's report caused headlines of its own. His forecast was the first prediction of a recession at a time others saw the U.S. economy expanding. As a young Ph.D., Hensley was putting both his reputation and the reputation of the renowned UCLA Anderson Forecast on the line. But he was confident in

what the data told him: The nation was in recession, and the negative economic conditions were being driven by circumstances in California, where cuts in defense hit the aerospace industry hard, leaving him no choice but to buck conventional wisdom and call it as he saw it.

Bold? Certainly. Innovative? Undoubtedly. But just another day at the office for the UCLA Anderson Forecast.

A History of Independence

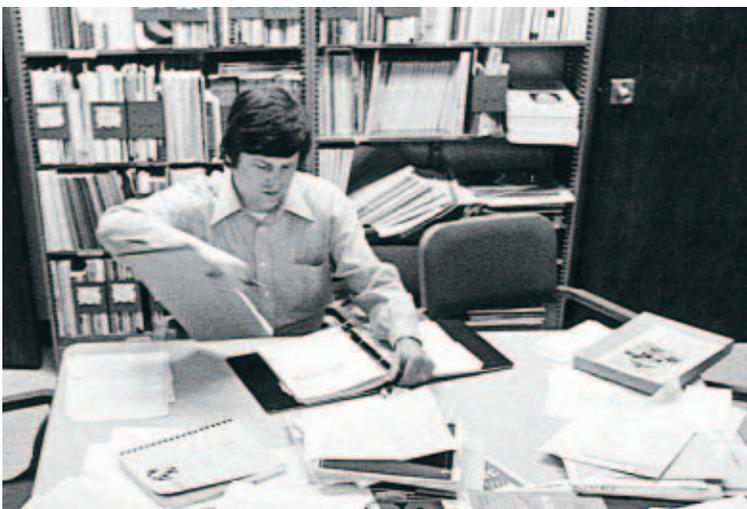
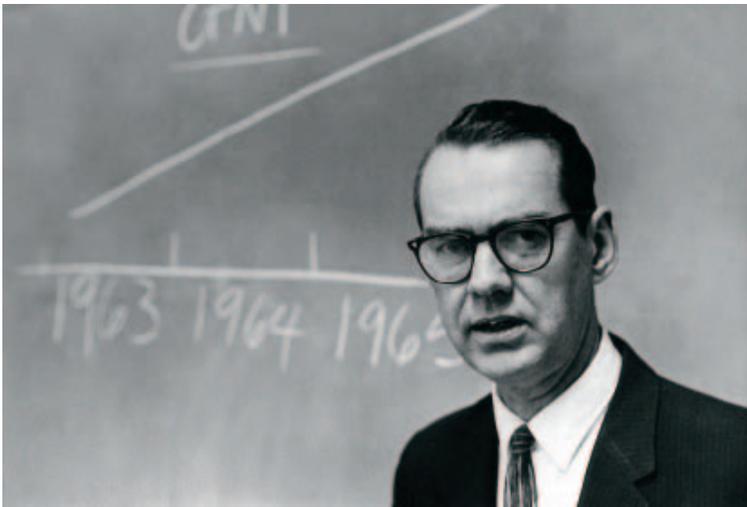
In more than half a century, the Forecast has offered a unique – and uniquely authoritative – take on economics and its relationship to the issues of the day. Bank outlooks can be subjective. Government forecasts rarely stray from conventional wisdom. But this forecast acts independently, reflecting only the

GROWTH



(Top) Robert M. Williams, a UCLA Anderson professor, shown here in 1964, founded what was then known as the UCLA Business Forecasting Project in 1952 and was its first director.

(Bottom) Larry J. Kimbell, second and longtime director of the UCLA Anderson Forecast, is shown working in the center's office at the school's old building in 1976.



scholarly research that creates it.

“A lot of people put a lot of stock in what the Anderson Forecast says,” said Dennis Meyers, principal economist for the California Department of Finance. “And so do we.”

Since the Forecast debuted in 1952, its staff has weighed in on the impact of wars, assassinations, terror attacks, riots, earthquakes and ballot propositions. And, unlike other economists, UCLA Anderson forecasters favor a storyteller’s flair for character, narrative and context. A 1982 presentation on Reaganomics that the Forecast’s director at the time, Larry J. Kimbell, gave to the Western Finance Association included lines like “monetarism works ... the way strategic bombing works ... by destroying industries” and ended with an observation on existentialism from Albert Camus’ “The Rebel: An Essay on Man in Revolt.”

The Forecast has had only five directors since the beginning: Robert M. Williams; Kimbell; Hensley (now director of global economics coordination at JPMorgan); Kimbell again; Daniel J.B. Mitchell, professor emeritus of human resources and organizational behavior; and its leader since 2000, Edward J. Leamer, Chauncey J. Medberry Chair in Management. Under Leamer’s leadership, the Forecast has become even more innovative – a product well beyond a mash-up of data and divination.

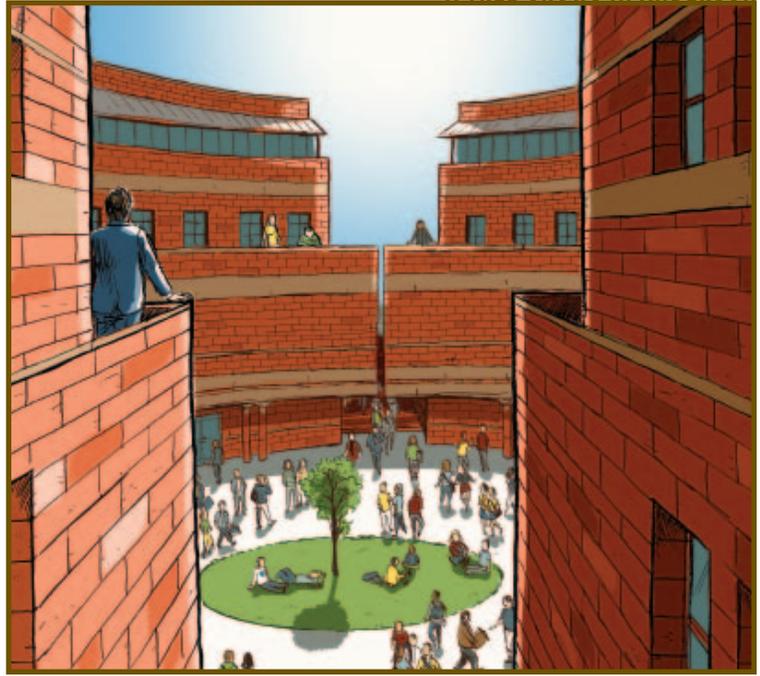
“When I took over, I said we were going to de-emphasize the numbers and emphasize the story — the ‘why’ of the Forecast,” said Leamer. “We’re doing mathematical novelettes and econometric journalism.”

A Forecast Is Born

It all started with a bunch of economists sitting around talking shop.

In 1952, Williams, UCLA Anderson economics professor, and several colleagues met to discuss the national economy. After everybody offered an opinion, they invited in other faculty members who commented on what was just discussed. The results were tabulated and became the foundation of the first forecast.

Within a decade, predictions became more scien-



tific and fact-based. In 1960, Donald Ratajczak joined as director of research for what was then called the UCLA Business Forecasting Project and, working with Williams, created the econometric models that became the backbone of the Forecast. Eight years later, the Forecast expanded to include predictions for the California economy.

Growth continued through the 1970s as the Forecast became more creative, more effective and more comprehensive with quarterly outlooks initiated in 1971. Two years later, Kimbell led a shift away from mainframe technology, leading to the first personal computer-based Forecast in 1978. More changes followed, enabling sharper analysis and better predictions, capped by Leamer's early call of the 2001 recession.

A Reputation for Accuracy

Today, the Forecast's closely watched and often-cited quarterly reports on the U.S. and California economies are compiled by a team that boasts extensive real-world experience in business, as well as academic excellence. Senior economist David Shulman brings a Wall Street perspective from years at Salomon Brothers as director of real estate research and chief equity strategist and at Lehman Brothers as managing director and head of real estate investment trust analysis. Senior economist Jerry Nickelsburg was general manager at McDonnell Douglas and a vice president at Boeing.

"I can depend on them to put together a forecast

that's scrutinized and tested," said Tim Vonder, business and economics advisor for San Diego Gas & Electric, who has been attending the UCLA Anderson Forecast conferences since 1987. "They're good at interpreting what's important and how to put that to practical use."

The Forecast also provides regional data for its Los Angeles modeling group and conducts California and regional commercial real estate research in conjunction with law firm Allen Matkins Leck Gamble Mallory & Natsis LLP. Last year, the Forecast and Ceridian Corporation created a first-of-its-kind economic indicator called the Ceridian-UCLA Pulse of Commerce Index (PCI), a real-time data set that tracks diesel fuel transactions at service stations across the country, providing a measure of the national economy by tracking the transport of goods.

Some followers of the UCLA Anderson Forecast focus on the numbers, looking for a vision of the future. For sure, they're waiting for any hint of the word "recession." But that perspective, worthy as it is, misses the point, according to Leamer.

"We bring 400 people into our audience, and the hope is that they walk away with something of value they can apply in their business lives," he said. "It's not about whether the GDP in our forecast is 2.5 or 2.8. We're part of a community here, and our role is to bring insight and wisdom to improve the school and the community we live in. And that is a highly desirable role for a university." 🌿

"THINKING OUTSIDE THE SOCKS" BY ASHKAHN SHAHPARNIA



AN ENTREPRENEURIAL SPIRIT

Anderson graduates start new ventures, buy businesses and bring innovative approaches to large organizations. Not unlike some of Anderson's faculty who, over 20 years ago, thought that it was important to add a new dimension to the MBA curriculum.

By Paul Feinberg and Robert Preer

YOU DON'T BECOME AN ENTREPRENEUR just by going to school; you have to have the entrepreneurial drive. But at Anderson, those with an entrepreneurial spirit can fine-tune their skill set so that they can be more successful."

These are the words of Bryan Kane (MBA '96), proprietor of The Winery, San Francisco's first full-fledged winery, complete with daily wine tasting and a center for corporate and wine events. But they could be the words of any of UCLA Anderson's entrepreneurial alumni. Some arrived at Anderson with a business idea, and some caught the entrepreneurial bug once they landed in Westwood. But all of them further cultivated their entrepreneurial skills in the halls and classrooms of UCLA Anderson.

"We have created an environment that teaches and inspires," said Elaine Hagan (MBA '91, 100 Inspirational Alumni*), executive director of the Harold and Pauline Price Center for Entrepreneurial Studies. "The Price Center brings together individuals who have a common interest in entrepreneurship, includ-

ing faculty, students, alumni and members of the business community."

The roots of the school's prominence in entrepreneurship can be traced to the mid-1970s, when Hans Schollhammer, professor of global economics and management, returned from a two-year leave at Columbia University, where he started one of the nation's first courses in entrepreneurship. At the time, entrepreneurial courses were not typically taught in MBA programs. When Schollhammer brought his course to the Graduate School of Management, UCLA joined a short list of innovative schools teaching entrepreneurship.

"I didn't want to call it 'How to Start Your Own Business,'" recalled Schollhammer. "I wanted it to sound more academic – because it was academic in nature. So I called the course 'Entrepreneurship and Venture Initiation.'"

In the years that followed, the school expanded its offerings to mirror the real-world arc of entrepreneurial ventures. Recognizing that entrepreneurial

*For a full list of UCLA Anderson's 100 Inspirational Alumni, please turn to page 74.

firms evolve from startups into small companies, Schollhammer developed a course in small business management. He also developed a course in corporate entrepreneurship to address the issues facing larger companies. In addition to his courses, Schollhammer arranged a joint initiative with MIT that brought entrepreneurs and academics together for regular panel discussions.

Expanding From the Startup Stage

The quality of Anderson's program became evident in 1991, when the Association for Collegiate Entrepreneurs (ACE) recognized UCLA Anderson's entrepreneurial curriculum as No. 1 in the country. Several other national and international awards followed and then came the 1996 BusinessWeek rankings. That year, BusinessWeek surveyed nearly 5,000 business school graduates, asking them two simple questions related to entrepreneurship: Who were your two best instructors, and what were your two best electives? The answers were used to identify "the best entrepreneurship teachers."

UCLA Anderson, it turned out, had three of the top 15, including S. William "Bill" Yost (MBA '63), an Anderson adjunct professor of operations and technology management; Alfred E. Osborne Jr., founder and first faculty director of the Price Center; and Bill Cockrum, an Anderson adjunct professor of finance, who ranked first.

Even if Cockrum downplays his impact, he was not surprised by the Anderson students' reaction, as his class has long been popular with students. By this year, he estimated he has taught his class – Entrepreneurial Finance – 96 times to nearly 6,500 students, about a sixth of the living UCLA Anderson alumni.

"Anderson students have always been highly motivated, yet a substantial number of them do not want to work for a large company," said Cockrum. They want to control their own destiny. That has been a distinguishing characteristic from the time I began hiring Anderson students into the investment banking industry more than three decades ago and throughout the 27 years that I've been teaching here."

"California is an entrepreneurial state and Los An-

geles an entrepreneurial community," said Osborne, professor of global economics and management and senior associate dean. "UCLA Anderson students value the opportunity to test their business concepts in the incubator that is Los Angeles, and many have grown and prospered by the networks and connections available as a result of the Price Center."

In 1985, Osborne asked Cockrum to join UCLA as an adjunct professor to teach entrepreneurial finance. At that point, Cockrum had spent his career in the financial services sector, as a marketer, chief financial officer, chief administrative officer and consultant. Along the way, he started and managed five venture capital and private equity investment funds.

Cockrum's hiring was one of the early steps in Osborne's approach to building the entrepreneurship program at UCLA Anderson. As Cockrum explained it, there are two approaches to establishing an academic area of study. At Harvard Business School, for example, entrepreneurship is a department, much the way finance and marketing are housed in defined areas at UCLA Anderson. Entrepreneurship at Anderson, on the other hand, is not a stand-alone area. The Price Center, which coordinates the entrepreneurship program, draws upon faculty members in the various disciplines.

Evolving into an Institution

Besides Cockrum, business professionals hired as entrepreneurial adjunct faculty and lecturers included Marty Rosenzweig, Rock Hankin, Yost, Bob Foster (MBA '65, 100 Inspirational Alumni*), Yvonne Randle (MBA '81, Ph.D. '90) and George Geis (MBA '81), all of whom provided practice-based knowledge and frameworks to complement the research-based courses taught in the traditional academic areas. Another member of the entrepreneurial-minded faculty through the years was Eric Flamholtz, professor emeritus of human resources and organizational behavior, whose book, "Growing Pains: Transitioning from an Entrepreneurship to a Professionally Managed Firm," is often cited by entrepreneurial alumni as an essential post-graduate reference text.

Today, the Price Center is still the hub of UCLA

Anderson's entrepreneurship programs. Visiting entrepreneurs and experts share real-world experiences through lectures, workshops and conferences or by judging the annual Knapp Venture (business plan) Competition. The center also oversees experiential learning activities, such as the Wolfen Entrepreneurial Spirit Awards, Venture Fellows and the Student Investment Fund, which provide hands-on experience in entrepreneurship, venture capital and investment management.

"We teach students the entrepreneurial process – how to identify opportunities, acquire resources and manage risk," said Hagan. "And we expose them to entrepreneurs and real-world experiences. Then they have to go out and make it happen."

The generosity of a number of entrepreneurs has had a profound and visible impact on the UCLA Anderson campus. "Entrepreneurship is a means of wealth creation, and it's interesting to note that every building name in this complex, and that of the school itself, belongs to an entrepreneur," Hagan said. The list includes Eugene Rosenfeld (B.S. '56, 100 Inspirational Alumni*), one of the nation's leading commercial and residential real estate developers; Roundtable Films' founder Leon Gold and his wife, Toby; philanthropists and entrepreneur Marion and John E. Anderson (B.S.'40, 100 Inspirational Alumni*); James A. and Carol Collins, known for Kentucky Fried Chicken and Sizzler restaurants; Peter Mullin, insurance and executive benefits consultant; and Clark and B.J. Cornell, who oversaw the growth of what is now the West Coast's largest direct-mail company. The one building in the complex that does not bear an individual entrepreneur's name is Entrepreneurs Hall, which instead features, in its atrium, profiles of the more than 20 entrepreneurs who provided founding gifts to support the financing of the building and its programs.

Venturing Out on Their Own

For many UCLA Anderson graduates, the path to starting a business takes time. Upon graduation, only about 4 percent are running their own businesses, according to the school's Parker Career Management Center. For the students who borrow money to attend



THE ROOTS OF THE SCHOOL'S PROMINENCE IN ENTREPRENEURSHIP CAN BE TRACED TO THE MID-1970S, WHEN HANS SCHOLLHAMMER, PROFESSOR OF GLOBAL ECONOMICS AND MANAGEMENT, RETURNED FROM A TWO-YEAR LEAVE AT COLUMBIA UNIVERSITY, WHERE HE STARTED ONE OF THE NATION'S FIRST COURSES IN ENTREPRENEURSHIP.

business school, a corporate job is often the quickest and surest way to repay loans. But as they become more established in careers, many Anderson graduates gravitate toward running their own businesses.

When he was a 21-year-old University of Michigan undergraduate, Kane started a small record company, which he ran for two years. After graduating, he sold the record company and went to work for General Motors in product planning. But after seven years in a corporate setting, he felt the entrepreneurial urge again. To be better prepared next time, he headed to UCLA Anderson.

“I applied to Anderson because of its entrepreneurial program and its reputation in the field,” Kane said. “I wanted to have that entrepreneurial focus and still attend a top 20 business school. I worked really hard the first year to get into a few entrepreneurial courses that were traditionally second-year electives.”

At UCLA Anderson, Kane learned how to write a business plan. He developed skills in accounting, finance and other business essentials. After graduation, he set out to launch enterprises, first with large firms that were spinning off companies. Later, he set off on

his own or, in some ventures, with partners and venture capital firms. Among his successful startups was a universal gift registry website, which received an offer to be purchased for \$17 million only six weeks after its launch.

With his success, Kane indulged his love for wine by acquiring a large collection, and then learned to make wine himself. Soon, he had started a wine label, and last year, he launched The Winery in a 20,000 square foot building located on Treasure Island in San Francisco. While he continues to consult and work with venture capital on the side, winemaking is his main focus now. He does not expect to duplicate the financial success he enjoyed with technology-based startups, but he loves being an entrepreneur.

“They say the easiest way to make a million dollars in the wine industry is to start off with \$10 million,” Kane said. “Entrepreneurs are people who want to pursue a different path, and those who can relate their efforts to something they believe in have the opportunity to do something really special.” 🍷

ALUMNI BEYOND USUAL

SUSAN MASON: GUIDING THE LAUNCH OF NEW VENTURES

To many people, the business environment today seems perilous, with the trauma of the financial crisis and recession still in the air. But to venture capitalist Susan Mason (EMBA '96), times could hardly be better for starting a business. The cost of software has plunged with the availability of open source, she noted. Bandwidth is cheap, and the cloud makes hardware irrelevant.

“The cost of starting a business has fallen dramatically,” Mason said. “This is a great time for entrepreneurs.”

Mason has been in venture investing since receiving her MBA. She was awarded a Kauffman Fellowship, a prestigious two-year program that brings together venture investors and leaders in business, science, engineering, academia and government. She spent her fellowship with Menlo Park venture firm, ONSET Ventures and remained for 15 years after as a general partner.

Earlier this year, Mason launched her own venture firm, Aligned Partners, which invests in highly capital-efficient startups that are leveraging the tremendous changes in information technology. Working closely with entrepreneurs and management teams, she has guided many startups to success.

“We are seeing great results in our companies,” Mason said. “That’s what makes me optimistic about the future.”



PHOTO BY PEDEN + MUNK



COMMERCE, CONSUMERS & COMMUNITY

At UCLA Anderson, social responsibility manifests in many forms. But for the school's faculty, students and alumni, helping others isn't just good for business. It's just what we do.

By Scott Fields

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HILE CORPORATE CULTURE BEGAN REFLECTING “SOCIAL RESPONSIBILITY” in the 1970s, it wasn't until the financial scandals of a few years ago that the nation started focusing on corporate conduct and business ethics, asking what, exactly, does business owe a community and society.

If business is unable to answer this question, today's informed consumer and investor will punish them. Any company that customers believe is not acting ethically or responsibly will quickly find investors selling their stock and consumers ceasing to buy their products or services. Consumers also will buy a competitor's product and often favor companies whose conduct and activities are more environmentally friendly than others.

And so, a powerful business imperative emerges – even if some companies are late to the party. UCLA Anderson is making it a powerful priority to send out more invitations.

Today, all MBA students take Leadership Foundations, a course that begins the discussion on social responsibility and encourages students to consider the ethical implications of a leader's actions in relation to different groups, who will be impacted by them, including the community.

For students who want to emphasize green or socially responsible business in their careers,

PORTRAIT OF NURIT KATZ BY DIANA KOENIGSBERG



UCLA offers the Leaders in Sustainability Certificate Program. Charles Corbett, chairman of the UCLA Anderson faculty, is the program's founding director, and his research demonstrates that environmental awareness meshes with sound business practice for social good. The program offers students the opportunity to interact with graduate students in other programs all over UCLA, including public health, urban planning, law, environmental science and engineering, atmospheric science and many others.

Taking what they learn into the community, many UCLA Anderson students help service organizations run better through field study projects. Julia Miele, executive director of the YWCA Santa Monica/Westside, said her group of UCLA Anderson students "brought a fresh perspective on data-gathering techniques and analyses supporting a community assessment."

The field study team that worked with the American Red Cross Los Angeles Region "recommended that we standardize and utilize two major information systems and that we get much closer to an organization with a similar mission to Red Cross," recalled chief executive officer Paul Schulz. "We adopted both of those recommendations."

"Young people want to make a difference. They don't want to retire with a gold watch anymore," said Alfred E. Osborne Jr., senior associate dean at Anderson and the founder and longtime faculty director

of the Harold and Pauline Price Center for Entrepreneurial Studies. The center's founding in 1987 elevated UCLA Anderson's commitment to corporate social responsibility and community service.

"Anderson is well known for providing a set of experiences both in and outside the classroom," said Osborne. "Through these experiences, students began to have ideas to restructure businesses, ideas to improve society and ideas to improve the delivery of services to underserved populations."

That impulse to give back is wired into alumni like Erin Eriksson (MBA '09), who has worked in Africa to fight HIV/AIDS; Sheila Choi (MBA '08), chief executive officer of Fuzzy Dog and Cat Rescue; and Nurit Katz (MBA '08, 100 Inspirational Alumni*), UCLA's sustainability coordinator. Katz said people like Eriksson and Choi represent "the community-minded side of Anderson."

And the programs mirror the individuals. This year, UCLA Anderson's Riordan Programs celebrate their 25th anniversary of encouraging high school and college students and recent college graduates from underserved communities to pursue an undergraduate or graduate business education. Founded by Richard Riordan, former mayor of Los Angeles, and William Ouchi, Sanford and Betty Sigoloff Distinguished Professor in Corporate Renewal and area chair of human resources and organizational behavior,

ALUMNI BEYOND USUAL

BLAIR TAYLOR: TACKLING URBAN RENEWAL

Blair Taylor (MBA '90, 100 Inspirational Alumni*) began his career in the private sector with an eye toward corporate responsibility. But while at Anderson and with input from many there, he laid out a 15-year plan for himself, which eventually led to public life and to the Los Angeles Urban League as president and chief executive officer. When he joined in 2005, new approaches were needed.

"We launched Neighborhoods@Work™, a 21st-century holistic model designed to transform urban communities, one neighborhood at a time," Taylor said. "You have to work on health, safety, education, employment and housing all at once to change outcomes, because they impact each other. Try to change a low performing school but not the crime happening around it; you're likely to fail. I'm 100 percent convinced holistic models are essential."

This model has yielded over 50 percent higher graduation rates in Park Mesa Heights in South Los Angeles, along with re-accreditation of a previously troubled urban school.

"When students say, 'I can get to class or the bus without being accosted,' they start performing better," Taylor said. "Dropout rates decrease, and test scores rise significantly. There's a long way to go, but we are going to keep at it."



the program includes Anderson student mentors and boasts a 100 percent success rate for Riordan Scholars attending four-year colleges.

The drive to give back permeates UCLA Anderson and often spurs students to apply for the joint program between UCLA Anderson and the Luskin School of Public Affairs, receiving their MBA and a master's degree in either public policy or urban planning.

"There is an obvious connection between the operations of business and public service and having an understanding of both sides can be a valuable perspective," said Daniel J.B. Mitchell, emeritus professor, who has held a joint teaching appointment along with Sanford M. Jacoby, Howard Noble Distinguished Professor, and Archie Kleingartner, emeritus professor. "The joint programs also had a related predecessor in the Arts Management Program at UCLA Anderson during the 1970s, which focused on running community nonprofits before there was a public policy program."

The partnerships between Johnson & Johnson (J&J) and UCLA Anderson are also bound by dedication to social responsibility and public service. The first of these partnerships was launched in 1990, when J&J turned to UCLA Anderson for help with a commitment the company was undertaking to improve entrepreneurial management skills at Head Start, the national nonprofit that promotes school readiness and healthy beginnings for the nation's underserved children and their families.

The result was the Head Start Management Fellows Program, launched in 1991, which has since trained nearly 1,300 Head Start directors and managers at a two-week seminar taught every summer by Anderson faculty on the school's campus. UCLA Anderson furthered its commitment to Head Start by launching the Health Care Institute, directed by Dr. Ariella Herman, which has reached over 45,000 families.

A dozen years later, the Price Center and J&J partnered again to launch the Health Care Executive Program directed by Victor Tabbush, adjunct professor of global economics and management. This program provides management and leadership development for healthcare executives at community-based clinics.

For some, social responsibility is business beyond usual. At UCLA Anderson, it's just another day at the office. 🌱

STEVE HILTON: FINDING SOLUTIONS TO GLOBAL PROBLEMS

After the failure of a Hawaiian oyster farm he worked on, Steve Hilton (MBA '89, 100 Inspirational Alumni*) returned to California, unsure what to do next. His family's philanthropic organization dedicated to the alleviation of human suffering, the Conrad N. Hilton Foundation, offered him an entry-level position.

"Giving away money seemed like a strange way to make a living," said Hilton, now president and chief executive officer. But after four years, he had found his calling, and he applied to UCLA Anderson to give him the tools to succeed.

What started as a seven-person operation granting \$6 million annually, now grants \$100 million to organizations focusing on global and national issues.

"We were one of the first foundations to support clean water projects in Africa," said Hilton. "And with homelessness, we've found that permanent supportive housing, along with services like psychiatric counseling, medication and job training actually saves government money and, more importantly, supportive housing brings stability and a sense of dignity to those who previously wandered the streets."

He has come to view his position as a special family legacy rather than a job. Hilton said, "I feel as passionate today as I did 27 years ago."



A SENSE OF PLACE

UCLA Anderson's location makes it ideal for real estate management education. The Richard S. Ziman Center for Real Estate has realized that promise and more, providing research, policy counsel and, of course, a top-tier management education in one of America's most critical business sectors.

By Bekah Wright

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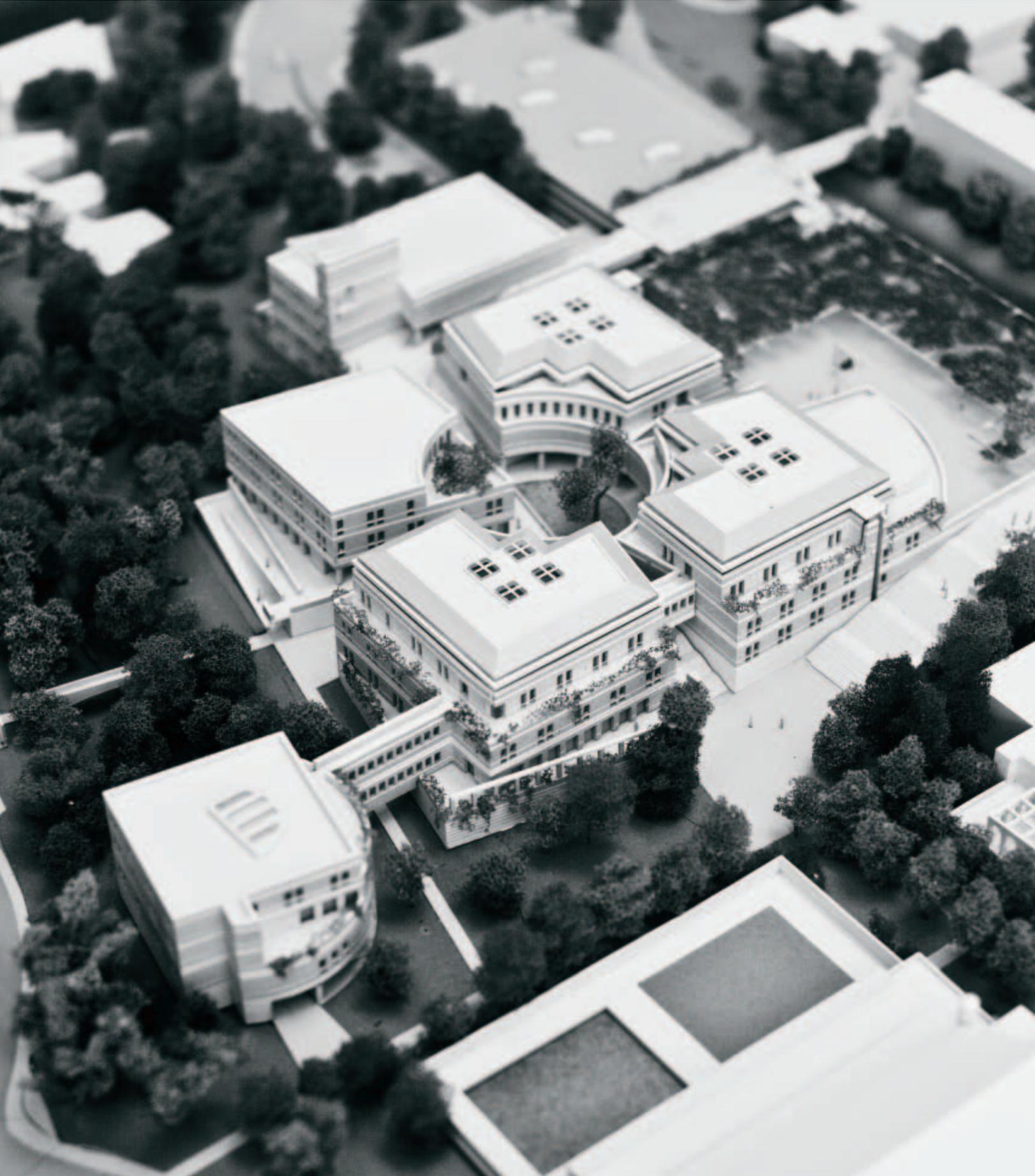
SOMETIMES, BUSINESS BEYOND USUAL means not so much thinking outside of the box as putting something impressive in it.

An example? How about taking advantage of the nation's second-largest real estate market to build a world-class real estate academic program with a team that includes powerful and visionary business leaders? In this case, it became the Richard S. Ziman Center for Real Estate at UCLA.

"I felt the basic concept was to bring together every aspect of real estate," Richard Ziman said recently, now 10 years after the center began operations. "That included not only bricks and mortar and real estate entrepreneurs, but academia, local, statewide and national government, and other disciplines associated with real estate and its role in society."

The intellectual foundation for the Ziman Center was set in the late 1990s, when three members of the school's Board of Visitors — John Long, Gene Rosenfeld (B.S. '56, 100 Inspirational Alumni*) and the school's namesake, John E. Anderson (B.S. '40, 100 Inspirational Alumni*) — joined forces to bring new prominence to real estate studies, a logical step given the size of Los Angeles and its robust real estate industry.

PHOTO BY PEDEN + MUNK



UCLA Anderson's former dean, Bruce G. Wilson, signed off on the plan, Long was named founding chairman and Walter Torous, professor of finance, was named founding director to make it happen. Within two years, school officials raised nearly \$10 million and assembled an external advisory board. Among its members was Ziman – civic activist, philanthropist and founding chairman and chief executive officer of Arden Realty Inc., one of the largest real estate companies in the United States. Thanks to his generosity, the program – and the center housing it – were named in his honor.

From a Firm Foundation

In keeping with the founders' vision, the Ziman Center was ambitious from the start, taking on a campus-wide focus and multidisciplinary approach through working relationships with other departments, including architecture, economics, public policy, urban planning and engineering. It currently operates as a joint venture with the UCLA School of Law.

In 2007, UCLA brought in Stuart Gabriel, then Lusk Chair in Real Estate and professor of finance and business economics at the University of Southern California, to be director of the center, Arden Realty

Chair and professor of finance. Gabriel previously served on the economics staff of the Federal Reserve Board and was a visiting scholar at the Federal Reserve Bank of San Francisco.

"The Ziman Center gained significant momentum when Gabriel came on board," said Ziman. "He formulated the center's mission statement and, along with a very meaningful board of directors, has been actively promoting fulfillment of that mission statement and meeting the center's objectives."

With its new academic leader in place, the center expanded. One course in real estate grew to six, along with extracurricular programs that included academic case competitions in real estate, mentor programs, speaker series and career services. For the first time, too, an undergraduate real estate program was begun, as well as a real estate finance and investment course offered as an elective in the business economics major.

Building Understanding

From the start, the Ziman Center stressed academic scholarship and research, a priority that included a grant program to fund real estate research, a program that drew scholars from Singapore, Ireland and Israel,

ALUMNI BEYOND USUAL



JAYMIE GROSS: INVESTING IN RESORT REAL ESTATE

Condé Nast Traveller U.K. rated Hotel Saint-Barth Isle de France the best hotel in the Americas and Caribbean and the fourth best hotel in the world. Despite the accolades and stellar financial results, acquiring a luxury resort during 2009's financial crisis seemed a brave choice. But for Jaymie Gross (MBA '07) and her business partner, the market dislocation created an opportunity to launch a hotel-focused investment firm.

"Everybody we spoke with told us we were crazy," Gross recalled.

But with judicious management and attention to detail, both the hotel and the company, AJ Capital Partners, have prospered. And the portfolio has grown to include three other hotels – in Miami, Mexico and Chicago – as well as a stake in a boutique hotel chain.

At UCLA Anderson, Gross leveraged her real estate finance background to focus her career on the hotel industry. She credited the alumni network with connecting her to previous positions in the industry, and today, she mentors students at the school's Ziman Center for Real Estate.

"I love that hotels are both a people and a real estate business," said Gross. "I feel fortunate to have a part, however small, in our guests' happier moments, while making sound investments."

a seminar series for Ziman faculty to present working papers and collaborative research efforts with other universities. When the country plunged into economic crisis in 2008, policymakers and thought leaders in the field increasingly turned to the Ziman Center for guidance, including a request from the California State Senate to evaluate potential legislation.

Today, the center works with government officials at the local, state and federal levels on a variety of issues, such as homelessness in Los Angeles and legislative approaches to fixing California's foreclosure crisis. Through conferences and partnerships with the UCLA Anderson Forecast, the Los Angeles County Bar Association, the Urban Land Institute and other entities, the Ziman Center's take on the real estate industry is regularly featured in the media on subjects as varied as the impact of rising housing prices on consumer spending to sustainable building design.

And then there's that natural geographic advantage.

"As a major metropolitan city, L.A. is our laboratory," said Tim Kawahara, the center's executive director. "Anything a student would see in the real world, they'll not only learn about in the classroom but will be able to touch, feel and learn from in real life. We're now seeing students who come from as far away as Europe and Asia because of the strength of our real estate program. Ten years ago, we were barely on the map with real estate as an academic institution."

As the years go on, an increasing number of UCLA Anderson graduates associated with the Ziman Center are turning up at the world's best companies, sharing their expertise on key issues of the day, such as public finance, mortgage finance reform, sustainable building and smart urban design.

"At the Ziman Center, we are building new real estate insights and strategies by connecting research, academic, professional, regulatory and policy communities," said Gabriel. "The Ziman Center is uniquely positioned to promote the deep and serious scholarship relevant to real estate through its community of scholars at UCLA and beyond. As we seek to prepare students to enter the industry, enhance professional practice, advance more enlightened policy decisions and help create better communities, we will be busy for many years to come." 🌱



"I FELT THE BASIC CONCEPT WAS TO BRING TOGETHER EVERY ASPECT OF REAL ESTATE. THAT INCLUDED NOT ONLY BRICKS AND MORTAR AND REAL ESTATE ENTREPRENEURS, BUT ACADEMIA, LOCAL, STATEWIDE AND NATIONAL GOVERNMENT, AND OTHER DISCIPLINES ASSOCIATED WITH REAL ESTATE AND ITS ROLE IN SOCIETY."

—RICHARD ZIMAN, CHAIRMAN OF AVP ADVISORS

FINANCIAL CONSIDERATIONS

If business schools were baseball clubs, UCLA
Anderson School of Management's finance faculty
would be the Yankees — Babe Ruth's Yankees.

By *Brad A. Greenberg*

UCLA ANDERSON HAS PIONEERING PROFESSORS in every program, from marketing to policy, human resources to information systems. But perhaps nowhere is that more evident than in the area of finance. In both its MBA and doctoral finance programs, the school consistently excels, because it fields a world-class team of finance scholars. The group boasts three former presidents of the American Finance Association, an unmatched distinction for the school, including Michael Brennan, professor emeritus and former Irwin and Goldyne Hearsh Chair in Banking and Finance; Richard Roll, Joel Fried Chair in Applied Finance; and Eduardo Schwartz, California Chair in Real Estate and Land Economics.

“The finance area is one of the crown jewels of the business school in terms of academic research and production of successful alumni,” said Mark Grinblatt, senior associate dean of the UCLA Anderson doctoral program and Japan Alumni Chair in International Finance.

Almost any decision a business leader can make – whether to sell a factory or upgrade it, choose one stock over another, determine when it is time to buy and sell – has been aided by the scholarship of UCLA Anderson's finance faculty. Not surprisingly, this work contributes significantly to the school's renowned research reputation, which is reflected in its considerable record for academic publishing. For example, Roll has published more than 100 peer-reviewed papers and has won the prestigious Graham and Dodd Award three times,

PORTRAIT OF EDUARDO SCHWARTZ BY DIANA KOENIGSBERG





RICHARD ROLL HAS PUBLISHED MORE THAN 100 PEER-REVIEWED PAPERS AND HAS WON THE PRESTIGIOUS GRAHAM AND DODD AWARD THREE TIMES.

which is given annually to the author of the most outstanding article published in *Financial Analysts Journal* that year.

And UCLA Anderson has had a winning finance team for a long time.

“The finance program at UCLA Anderson goes way back beyond the time of any of us who are here now,” said Roll, who joined the faculty in 1976. Among his colleagues were Benjamin Graham, of the Graham and Dodd Award, who taught between 1955 and 1965; Alfred E. Hofflander, an internationally recognized expert in the insurance industry, who taught from 1966 to 1992; and Fred Weston, who joined the faculty in 1949.

Indeed, Weston was a trail-blazing expert in mergers and acquisitions and could be considered the prototype of a UCLA Anderson finance professor. A towering figure in the field until his death in 2009

at age 93, he was the fourth former president of the American Finance Association on the school’s faculty. He also served as president of the Western Economic Association, president of the Financial Management Association and as a member of the American Economic U.S. Census Advisory Committee. He published 31 books, 147 journal articles, chaired 32 doctoral dissertations and mentored a Nobel Prize winning economist. Although he officially retired in 1986, he remained active in teaching and directing the research program on takeovers at Anderson.

The Next Generations

UCLA Anderson also provides a nurturing environment for junior professors, future professors and financial industry leaders. Of all industries, the financial services category has the greatest number of the school’s MBA graduates employed in the field — approximately 25 percent for the last few years, despite the turmoil in the industry during much of that period.

“It’s not like there was this wave. It’s just been a continual story of bringing in successful people at various stages,” Grinblatt said of the constant influx of talented academics and educators. “We just have very prolific professors.”

While the current finance faculty lineup certainly has its veterans, it also has its rising stars. Associate professor Hanno Lustig’s most recent research explores one of the most striking phenomena in the world of global investments — currency trading — giving insight into the risky nature of this widespread practice. And associate professor Mark J. Garmaise, pursuing his interests in corporate finance, real estate, entrepreneurship and banking, has been both the winner and the runner-up for best paper awards on work published in the *Review of Financial Studies* in recent years.

Doctoral programs are in the business of creating new professors, and UCLA Anderson’s finance group excels here as well. A 2009 study in *The Financial Review* ranked the UCLA Anderson finance doctoral program No. 1 in the world at “enhancing the publication record of its students in the top

three finance journals.”

“Young researchers at the doctoral level and junior faculty have done really well there,” Tobias Moskowitz (Ph.D. '98, 100 Inspirational Alumni*) said of UCLA Anderson. “They have done something smart, which is to create a smaller program but a much more mentoring program, and they have managed to produce very good students over the years.”

Moskowitz is a good example. Now the Fama Family Professor of Finance at the University of Chicago's Booth School of Business, he won the American Finance Association's Fischer Black Prize, an award given biennially to the top finance scholar under the age of 40. UCLA Anderson alumni also teach at Wharton, Harvard, NYU Stern, the University of Texas and Emory University.

Engineering Excellence

Programs power a school's reputation, along with its people, and UCLA Anderson has added steadily to its advantages.

In 2006, Larry Fink (MBA '76, 100 Inspirational Alumni*), BlackRock chairman and chief executive officer, and his wife, Lori, gave \$10 million to endow the Laurence and Lori Fink Center for Finance & Investments, which focuses on investment management, corporate finance, financial engineering and investment banking. Richard Roll is its director. Funds generated by the center have been used to provide research grants for junior faculty, allowing the center to serve as “an amazing magnet for bringing academics together with practitioners to explore the business issues of the moment,” said Jonathan Rosenthal, co-managing partner of Saybrook Capital LLC in Los Angeles.

The Richard S. Ziman Center for Real Estate at UCLA has also been led by prominent finance faculty. Walter Torous, Lee and Seymour Graff Professor, was its founding faculty director, and Stuart Gabriel, Arden Realty Chair, is its current director.

As another avenue to explore finance and finance education, UCLA Anderson in 2009 welcomed its first class of students seeking a master's degree in financial engineering (MFE). The MFE program



FRED WESTON WAS A TRAIL-BLAZING EXPERT IN MERGERS AND ACQUISITIONS AND PUBLISHED 31 BOOKS, 147 JOURNAL ARTICLES, CHAIRED 32 DOCTORAL DISSERTATIONS AND MENTORED A NOBEL PRIZE WINNING ECONOMIST.

was created by founding director, Francis Longstaff, Allstate Professor of Insurance and Finance. A combination of finance, mathematics and computer science, financial engineering uses financial instruments and analytical skill to find innovative solutions to complex problems and decision making for sales, trading and investing in financial assets.

“The way we deal with risk and uncertainty is a lot more sophisticated than in traditional finance, where you can solve the problem with a spreadsheet,” said Omid Shakernia (MFE '09), a senior research associate at Research Affiliates, who also holds a doctorate in electrical engineering and computer science.

The discipline is quickly becoming an integral part of the financial industry, and UCLA Anderson's program placed almost 90 percent of its first two graduating classes, even in the depths of a deep recession. That's because the UCLA Anderson

*For a full list of UCLA Anderson's 100 Inspirational Alumni, please turn to page 74.

program “is both rigorous and practical,” said David Booth, chairman and chief executive officer of Dimensional Fund Advisors.

Bernie Rajamani (MFE '09), a quantitative analyst at Citigroup, is building pricing models and hedging tools used by traders, primarily in emerging markets. “Banks are looking for people who have MFEs, because they can come into a new job up to speed,” he said. “That is going to be the norm in the future.”

Success on the Street

Quantitative analysts like Rajamani and Shakeria are far from UCLA Anderson’s only connection to Wall Street. Alumni such as Fink and Bill Gross (M.S. '71, 100 Inspirational Alumni*), founder and managing director of Pacific Management Company, have been hugely successful at managing funds with major assets.

Then there is the real-world impact of the school’s senior finance professors. A notable example is Schwartz, a modeling pioneer whose early research into financial decision making laid the groundwork for the analysts of today, like Rajamani and Shakeria. He was among the first researchers to develop a real-options based method of pricing investments.

As an expert in behavioral finance and economics, Avanihar “Subra” Subrahmanyam (Ph.D. '90, 100 Inspirational Alumni*), Goldyne and Irwin Hearsh Chair in Money and Banking, is known for his groundbreaking research in the use of psychological principles to explain stock price movements. He, along with Roll, is also known for his path-breaking work on systematic variations in stock market liquidity and its impact on stock prices.

What fueled the transformation of modern management education was “all finance,” said Grinblatt. “It changed the nature of business schools, and UCLA Anderson was at the forefront of that.”

As it has through its history, UCLA Anderson’s finance faculty will certainly continue to publish cutting-edge research, impacting the practices of the finance industry. Their work will continue to benefit the school’s reputation and extend its influence in the global marketplace. The recent financial crisis has reinforced as never before the crucial need for increased understanding in this discipline that is so central to the overall economy and indeed to all business endeavors. 🍀

EDWARD & ERIC WEDBUSH: STRUCTURING A FIRM FOR SUCCESS IN THE LONG RUN

In 1955, Edward Wedbush (MBA '57, 100 Inspirational Alumni*) and a partner pooled their savings to start a securities firm. “We had \$10,000, which is very small for starting a securities brokerage,” he said.

But the investment paid off. The firm’s equity has grown to \$300 million – all from retained earnings, and Wedbush Securities is one of the nation’s leading independent investment firms.

Eric Wedbush (MBA '98), son of the founder, brought his own entrepreneurial touch to the enterprise. He was instrumental in launching three new businesses under the WEDBUSH Inc. umbrella – a private equity fund, an investment fund and a commercial bank, which opened in February 2008, when banks everywhere were faltering.

The financial crisis didn’t produce many happy stories, but the Wedbush companies, with their consistently conservative approach to borrowing, found opportunity in calamity. As the big investment houses collapsed, fleeing customers and talented employees were drawn to Wedbush companies.

“We actually grew our revenues and market share,” said Eric Wedbush. “As Ed likes to say, ‘We are good at buying our straw hats in the winter.’”



PHOTO BY PEDEN + MUNK



THAT'S ENTERTAINMENT

To borrow a well-known L.A. euphemism, UCLA is “Hollywood adjacent.” In fact, one out of 10 UCLA Anderson graduates go into entertainment. This is their back-story.

By Bekah Wright

HOLLYWOOD WAS A DIFFERENT WORLD in 1977: “Annie Hall” ruled the movies, “Charlie’s Angels” was spicing up the small screen, Frost interviewed Nixon, and Elvis Presley gave his last live concert. At the same time, UCLA Anderson got into show business – in a major way. A group of alumni approached the school with a proposition to create a focused angle on the study of entertainment and media. The result was the Entertainment Management Program with classes, events and partnerships with the UCLA School for Theater, Film and Television. After all, UCLA Anderson, surrounded by studios in the heart of the image-making capital of the world, was born to play the role.

Moreover, in the late 1970s, show business was changing. Sure, deals might still have gotten done in dark restaurants, sealed with a handshake. If you knew somebody, perhaps your kid could still get in the picture. But the age of the blockbuster – and its impact on the economics and marketing of movies – had arrived with a vengeance.

In time, the consolidation era took hold with huge global media companies centralizing control of different types of entertainment. For many of the early students, the program had been more about obtaining the skills needed for a career in show business rather than earning a degree, since many entertainment employers did not value an MBA. Working your way up from the bottom by “starting in the mailroom”

was still traditional. But the new entertainment czars were business people, and as the industry matured, so did its appreciation of management education.

“The industry was going through a shift from a history of being centered on relationships to putting more professional management in place,” recalled Gigi Johnson (MBA ’88), who became director of the Entertainment Management Program in 2001 and continued when it was renamed the Entertainment & Media Management Institute (EMMI), becoming a center for the school, in 2003.

The Staging of a Center

Westwood was still the best place to mold future leaders of the industry, but the digital technology revolution had forever transformed the entire landscape. The onslaught of changes required flexible and inventive business minds. So EMMI began making advancements, including the 2004 establishment of a summer undergraduate program in entertainment. The Entertainment and Media Executive Program, run by UCLA Anderson’s Office of Executive Education, would be offered for the first time in 2007.

In 2005, Sanjay Sood, associate professor of marketing, became EMMI’s faculty director, and in 2007, Nelson Gayton joined him as executive director and lecturer. Reflecting the continuing evolution of the industry, the program was renamed again as the Center for Management of Enterprise in Media, En-

PORTRAIT OF SANJAY SOOD BY DIANA KOENIGSBERG



ertainment and Sports (MEMES) in 2010. The list and importance of activities traditionally included in entertainment broadened and adjusted, and consumer behavior changed, forcing businesses and business schools to adapt. And today, the center provides research analysis and expertise on this evolution, serving as a nexus of thought leaders, industry experts, alumni and students.

“More and more, students are going into gaming, mobile and social media and not just into film and television,” said Johnson, who still serves as a lecturer in the program. “They are also creating whole new types of entertainment properties. They’re opening their own digital media companies, building new arenas in different media for traditional companies and launching their own creative properties. They’re finding themselves to be change agents in media organizations.”

A crucial partner in connecting the players is the UCLA Anderson student club, Entertainment Management Association (EMA), through which alumni have participated in classes, lectures, events and programming over the years. As a result of the networking opportunities offered by EMA, students from the 2008 and 2009 classes were offered more than 100 full-time jobs and summer or academic internships at companies such as Disney, Warner Bros., NBC Universal, CAA, WME, Sony Pictures, Electronic Arts, Paramount, Lionsgate, Mattel, Hulu, Demand Media, Google, YouTube and Yahoo!.

Revising the Script

One guest lecturer at the center is Richard Colback (MBA '01), founder of social media marketing firm Epic States. He brings a wealth of knowledge on how to effectively communicate an organization's key messages using modern technology. “It's amazing that some students are still more engaged in the social aspect of the technology rather than the business aspect,” he said. “That's why MEMES is going to great lengths to promote the strategic side of technology.”

“Through the Internet, mobile devices and companies like Netflix, technology is encroaching on what was the traditional business model,” said Sood. “That's where Anderson and the intellectual capital

around the business school can really make a positive impact, because that's what we study. For example, the traditional 'windows' of release for a film include: theaters domestically and then internationally, pay per view, DVDs, cable and finally television. Over the last few years, however, the timing for these windows has shortened dramatically. It used to be six months before the release of a DVD and now it can be three months or less. With the advent of digital streaming, there will likely be further compression of the windows. In response, studios are experimenting to find a new business model that will work well in this new digital environment, and academics are helping by looking at the potential for different types of pricing and distribution.”

Changes in the business mean changes in the study of entertainment. The most recent additions to UCLA Anderson's entertainment curriculum are unique collaborations between a professor and a practitioner from the industry. Sood is partnered with Arthur Cohen, former president of marketing at Paramount, for an entertainment marketing class. Dean Judy Olian and Peter Guber, producer, chairman and chief executive officer of Mandalay Entertainment, co-teach a course on leadership. Harry Sloan, chairman and chief executive officer of Global Eagle Acquisition and former chairman of MGM, and Xavier Drèze, associate professor of marketing and a co-faculty director of MEMES with Sood, teach a course about business models in entertainment.

Drèze was recruited to fill a new faculty position created especially for entertainment, in part because of his research into subjects that include movie sales and movie sequel evaluations. Entertainment is an emerging academic research area, and Drèze is one of only a few scholars actively studying the industry. His other main area of interest is the Internet, which makes him an ideal leader for MEMES, since the center's work is placed at the convergence of content and technology, which mirrors his research.

“The economic model for much of entertainment is not working well, so we are looking at what can be done to fix it,” said Drèze. “That includes different ways to pay for content and emerging models for the next 20 to 25 years. Working with Harry is wonderful.

ALUMNI BEYOND USUAL

He is very generous with access to inside information and connections to great guest speakers that only he has, and his successful career credentials lend obvious legitimacy. I provide intellectual integrity and structure, a framework to ensure learning. The students understand what an incredible opportunity this is – one that only UCLA Anderson has to offer.”

The team-taught classes promote partnerships with the industry in several ways. Last year, students in the entertainment marketing class participated in a project with Adam Stotsky, president of marketing for NBC Entertainment. Students were divided into teams and created a marketing plan for a new show they were assigned from the fall lineup. The results were so beneficial for both sides that the project will be repeated with this year’s class.

“Once we determined our fall pilot schedule, I briefed the class on the high-level strategic rationale for each choice,” said Stotsky. “Each team then dissected the potential target audience, looking for the best ways to drive viewership. My team had been working on the plans for months, but the students brought a fresh and objective perspective, more like a viewer and unfettered by internal concerns. They gave us very constructive input and insight, and we ended up implementing several of their ideas in the launch campaigns. It also was a good informal process for potential recruiting, and the students impressed me enough that I would absolutely consider them as job candidates.”

And UCLA Anderson continues to innovate. “MEMES has launched a host of interdisciplinary initiatives and successful new programs, doubling programmatic income and positioning the center for even further growth,” said Guber, chairman of the founding board of advisors for MEMES.

“People look at entertainment as a slam dunk with UCLA being in Los Angeles,” said Gayton. “But to create what we want to create, we need a series of activities around thought leadership that allows the center not just to distribute knowledge to stakeholders but also to play a vital role in creating knowledge within the industry.”

HAROLD LEE, TYSON BUTLER & PATRICK BENNETT: EDUCATING FUTURE MUSICIANS

Harold Lee (EMBA '08) had studied guitar for over 20 years and was marketing director for Guitar Center, and Tyson Butler (EMBA '08) was a law firm finance director, when George Abe's entrepreneurship class challenged them to pitch a business idea. The result was Rock Prodigy, the first software to use polyphonic pitch recognition to give feedback to music students while they accompany the master tracks of the songs they're learning.

Enlisting their former UCLA Anderson teammate Patrick Bennett (EMBA '08), a former executive director of Comcast's application group, they incorporated the company while at Anderson and have since brought their first mobile application to market. Work is currently underway to bring Rock Prodigy to additional platforms.

“The iPhone/iPad gave us a new launch platform,” recalled Bennett of their market approach. “We went from a classic narrative, immersive, console videogame model to a streamlined music education idea with the fun of a game.”

“Rock Prodigy tracks user performance over time,” described Butler, “But we're tracking at a much deeper level. That information will eventually have value to retailers, manufacturers and advertisers.”

“We hope to become ubiquitous in music education,” said Lee.

So you had better remember to practice your instrument, because someday your parents, your teacher and the executives of Rock Prodigy will know if you didn't.



THE NEXT 75 YEARS

What's next? Arguably the most important question any businessperson can ask. Here are the business and business education trends and transformations UCLA Anderson faculty and leadership foresee.

By Paul Feinberg

IN 1935, TYPING, SHORTHAND AND PENMANSHIP WERE SOME OF THE VOCATIONAL SKILLS TAUGHT TO THE INAUGURAL CLASS AT UCLA'S COLLEGE OF BUSINESS ADMINISTRATION. IF EQUIVALENT CLASSES WERE TAUGHT TODAY, THEY WOULD PROBABLY BE WORD PROCESSING, TWEETING AND TEXTING.

Seventy-five years of developing technology and evolving human interaction have transformed, sometimes beyond recognition, both the process of business education and the world in which today's students will become leaders. And while no one can precisely predict what UCLA Anderson, or business itself, will look like in 75 years, preparing for the future is a managerial – and educational – imperative.

We asked UCLA Anderson thought leaders to identify the meta-trends that they believe will impact business and business education in the coming years. Not surprisingly, they foresee that technology will continue to ignite economic and societal revolutions. A sustainable society will continue to be top of mind. Changing U.S. population demographics will create new opportunities in both politics and education. The nature of innovation will continue to change. Cityscapes will look considerably different. Opportunities for trained managers will expand beyond the borders of business. And all of the above will have profound impact on the nature of management education.

Digitally Altered

Edward Leamer, Chauncey J. Medberry Chair in Management and professor of economics and statistics, thinks about the future every day. In fact, that's his job. The acclaimed economist also is the director of the UCLA Anderson Forecast. Leamer begins with a view from 10,000 feet: noting that a professor on the school's faculty in 1935 would have felt more or less at home in the office of a faculty member in 1970. The essential tasks of reading, writing, lecturing and interacting with colleagues would have been basically the same for both educators. But transport either of them to 2011, and everything has changed.

"2086" BY LEIF PARSONS





LEE MAEN: EMBRACING THE FUTURE OF FINE DINING

As graduation from business school neared, Lee Maen (FEMBA '96) pondered his options. While in school, he had launched the Gem Bar & Lounge, a popular Los Angeles nightspot. His classmates were becoming investment bankers and consultants.

"What I was doing was exciting," said Maen. "Every day was different. As an entrepreneur in hospitality, you really can control your destiny, which wouldn't be true if I worked for a big firm."

Thus, Maen and three partners founded Innovative Dining Group, which would open some of the Los Angeles area's most popular and successful restaurants – Sushi Roku, Boa Steakhouse, Katana, RobataBar and Delphine. The company also has expanded to Las Vegas and Scottsdale, Ariz.

Staying on the leading edge of technology has been critical, Maen said. When his company began, the main information technology issue was designing a website. Today, restaurateurs must understand social media, the Groupon/coupon phenomenon and other Internet marketing channels, as well as data analysis, he explained.

"In two seconds, I can now tell what beer was most popular yesterday or which server in my 13 locations sold the most deserts," said Maen.

Twenty-first century academics spend much of their time in front of a computer screen. The Internet enables today's scholars and scientists to easily create and instantly distribute graphically depicted ideas across the globe. Change is not just a constant; it's a torrent.

"Progress," Leamer said, "is dependent on the pace at which ideas are communicated. The printing press allowed one individual who had a bright idea to put it in writing and distribute a printed document by horseback and sailing ship. Today, great ideas can be posted on the Web, and individuals around the globe have immediate access. This has fundamental implications for the geography of innovation, and I think it will also have very substantial implications for the rate of productivity, growth and economic progress in all different areas."

Indeed, economic progress is now fundamentally linked to digital technology. Jim Stengel, adjunct professor of marketing and former Procter & Gamble global marketing officer, now splits his time between teaching at UCLA Anderson and running his Cincinnati-based consultancy. He is the author of "Grow," which looks at the first decade of the 21st century and identifies which companies created the most value for shareholders and consumers. Stengel discovered that many of the trailblazers during that turbulent period were communications or social media firms. They run the gamut from giants such as Apple, Google and Amazon to smaller ventures like Method or Seventh Generation.

Technology also has transformed how business defines the notion of "value." As Stengel explained, "The insight here is that the nature of consumption has changed, and that change

is very deep and profound. We were raised in a materialistic, consumption-oriented society, and that is shifting. That's a really tough one to get around, because the consumer economy was what grew the global economy. I don't think we quite know how to deal with the shift right now."

Uday Karmarkar is the L.A. Times Chair in Technology and Strategy and the founder and director of UCLA Anderson's Business and Information Technologies Project (BIT), which studies the impact of new online information and communication technologies on business practices worldwide with research partners in 16 countries. He believes that evolving technology and the growing services sector of the economy represent a sea change, not only for consumer markets but also for business-to-business endeavors as well. BIT research shows that the U.S. economy is already dominated by information intensive services. As a result, Karmarkar said, today's – and tomorrow's – managers must understand a world not addressed in traditional texts. He believes the principles that governed a physical and material economy no longer apply well in the information age.

"What's involved here is very significant change in the economic landscape," Karmarkar said. "Quantities don't work the same way in information intensive businesses as they do in the physical world. Many of our basic paradigms and models depend on a quantifiable world, whether it be demand and supply curves or costing and pricing. But information service outputs are hard to measure, and value can be elusive. Is more music always better than less? Can you think of a word worth a thousand pictures? When I send you a data file, I still have the file. Information inventories decline because of obsolescence

and not because of sales. We can't contract easily for what we can't measure; professional service firms struggle with this issue all the time."

Karmarkar also explained that economies of scale in the physical world meant big factories and big service systems. But information factories are widely distributed and shrinking daily in size and cost. A laptop can now do what used to be done on a mainframe, which used to need a roomful of people. Now a functional application can run on a phone. As a result, production machinery is not the key resource now, it's the handsets and screens. The consumption site has become more important than the production site.

"The ongoing transition is quite drastic," Karmarkar said. "Content and media-based industries like music and publishing have already been decimated by this change. Transaction-based industries like retailing, banking and brokerage are going through a similar experience. There is an ongoing process of industrialization underway that is visible in every information intensive sector. It seemed once that knowledge intensive industries would not be as drastically affected as soon, but that period is passing."

Jonathan Greenblatt concurs. The popular UCLA Anderson lecturer and social entrepreneur is founder and president of nonprofit Our Good Works and co-founder of Ethos Brands, the business that launched the premium bottled water, Ethos Water, whose sales contribute to efforts to bring clean water to water-stressed areas of the world. (Starbucks acquired Ethos in 2005.) He believes constant technological change will continue to be, well, a constant in every area of our lives. And that

means business will constantly change as well.

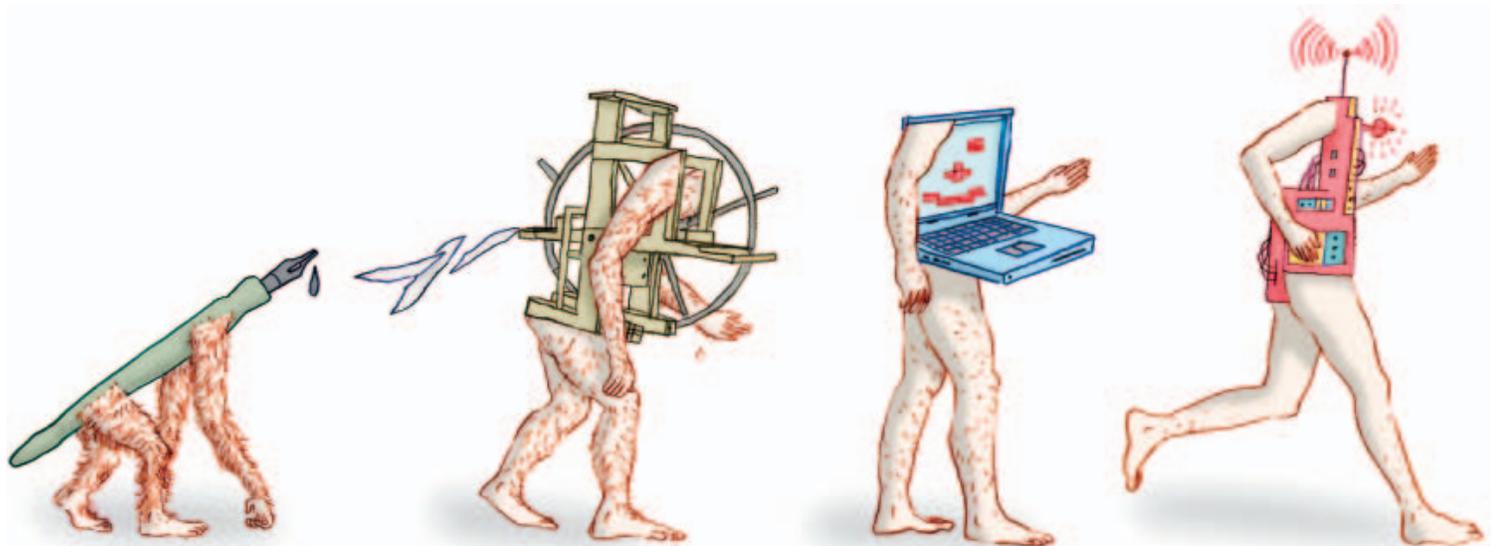
Greenblatt recalled that only a few short years ago, firms were developing Web strategies and, more recently, asking themselves, "What's our mobile strategy?" Now, he said, "That's like asking, 'What's your electricity strategy?'" Digital technology has fundamentally changed the game. You no longer have a mobile or Web strategy; it's just part of doing business."

"The impact of this industrial revolution in information services stretches from the economy, through sectors and companies, down to individual jobs," noted Karmarkar. "Every organization is essentially a bundle of information service bureaus. If one imagines how a company might reorganize today, using all the technologies available to us, the result can be a bit scary as the company seems to deconstruct into a virtual network, loosely connected by fluid contracts and markets."

It's a Big Small World

The paradox of ubiquitously available communication-based technology is that it simultaneously makes the world bigger – your potential customer or client base is now global – and smaller – you can live almost everywhere while working almost anywhere. Business no longer has strict boundaries. That opens the doors for new players.

"I think we as Americans have this Copernican view that we're the center of the world," Greenblatt said. "If the last century was the American century, some people say this will be the Chinese century. I don't think this will be anyone's century. Clearly the nation-state still matters, but there is a new world order upon us, one where the nation-state doesn't necessarily



dominate as social networks convene people across borders and cultures. This creates all kinds of interesting opportunities and challenges as firms instantly compete globally – crowdsourcing capital, building social supply chains and collaborating with customers to market their products.”

One such challenge is accurately predicting the role of geography in a digitally enabled world. Technology already allows for long-distance employment and online learning, and it seems certain that such activities will only become more common in the future. But what does that mean for business?

Stuart Gabriel, Anderson’s Arden Chair in Real Estate and faculty director of the Richard S. Ziman Center for Real Estate at UCLA, explores the impact of telecommuting on both business and cities. He sees the future of business as a mix of something old, something new.

“Telecommuting is actually very appropriate and efficient for many functions and many people,” he said. “You can trade stocks electronically; you can read MRIs remotely. But somewhere along the line, we stumbled upon the truth that we as human beings really need to interact with one another in some functions and that personal, physical interaction can have great externalities.”

For example, a company like Google can arise out of a group of young visionaries sitting in a garage and kicking around ideas. “A claim can be made that there are certain dimensions of physical congregation that transcend technology, and they will be with us for as long as we are around in our current human form,” Gabriel continued. “And that would point toward the continued vitality of certain cities, toward physical congregation of human beings in those cities, and it would point to the continued function of a university with a physical presence.”

The Devil Is in the Demographics

America is aging, and that also will change the country in many ways. An aging population will alter politics as older voters wield even greater influence. Business opportunities aimed at the elderly will likely flourish, at least in general. But there also will be new problems, such as the great expenses associated with an aging population.

The elderly receive vast benefits, particularly in health care. The young “are going to have to pay the taxes sooner

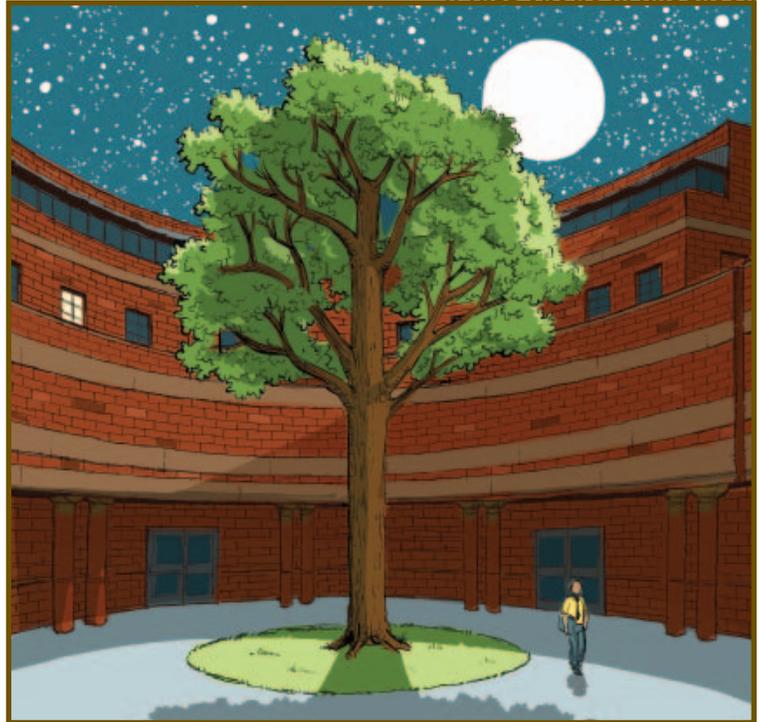
or later to service the debt on the huge deficits that we have rung up,” Leamer warned. “The U.S. government is basically bankrupt, with its unfunded liabilities greatly exceeding its assets, and the government is going to have to raise taxes and/or cut entitlements. Neither of those options is very appealing, politically. Regardless, the debt will require higher taxes in the future, and the sooner we start to worry about it, the lower the higher taxes will be. Taxes are going to go increasingly to debt service, and money for all the other things that we think are important is not going to be available.”

The aging population also represents a turnover in the workforce, which will manifest new types of careers as technology and economics create a new paradigm for companies and their employees. Professor Barbara Lawrence researches and teaches management, organizational behavior and career development. And she believes that an evolution toward the “boundaryless career,” allowing workers to function outside traditional organizations and take their skills to a variety of industries, is inevitable. Corporate economics are already forcing this shift as companies are finding ways to, as Lawrence put it, “peel off jobs that don’t require longevity,” in order to save on benefits and other costs. On the flipside, the realization that corporate loyalty to employees is eroding results in workers responding by keeping their own options open and remaining ready to change jobs, even careers. But Lawrence is not convinced that everyone will simply bounce from job to job in the future.

“I don’t think the boundaryless career will be the ideal,” Lawrence said. “The best people will want stability, and the best people will be offered stability, a way to have families and not travel all the time. So, there is going to be a balance. On one hand, it’s not the 1950s. We don’t have the classic organization man or woman, but it’s also not going to be a free market.”

Geography will also play a role in the evolution of the populace and their careers. Gabriel foresees that the population will continue to grow, but space will remain fixed, which will lead to more crowded cities. As a result, what a city contains may be redefined, and that will have direct impact on demographics.

Gabriel predicts that “non-public-facing activity” will be “shot into the periphery.” In other words, you’ll see fewer warehouses in major urban areas like Los Angeles and more – a lot more – in suburb communities like Riverside. Space and real estate values will be at a premium, meaning that only businesses



whose “face to face” interactions provide enough value will be able to justify a city address. Gabriel also believes that some businesses will “co-locate” with high-profile government entities, banks, institutions of higher learning and medicine coming together to share space as other, less vital activities are pushed out.

“There’s going to be very significant sorting of population,” he said. “For example, a lot of blue collar activities might move out of the high-rent districts of major metropolitan areas.”

For tomorrow’s UCLA Anderson alumni, such issues will be paramount in urban settings. “This has a name in urban economics,” Gabriel noted. “It’s called ‘smart growth,’ and it relates to the location of an enterprise, commute times for workers and the value of one location over another. Amgen is one of the most significant corporate entities in Southern California, and they’re out in Thousand Oaks (40 miles northwest of Los Angeles). Obviously, the land values there are consistent with the creation of an enormous pharmaceutical high-tech campus. Additionally, they allow their workers some very comfortable housing at significantly more reasonable prices than if Amgen was located in West Los Angeles.”

Sustained Effort

Professor Charles Corbett wears a number of hats at UCLA Anderson, including chairman of the faculty. He also is one of the founders of UCLA’s Leaders in Sustainability program. Corbett has said that there are great opportunities in industries that support the development and activation of clean and renewable business practices, but more importantly, sustainability is becoming just another part of doing business.

“There was a time when companies would ask, ‘Why on

earth would we hire a sustainability officer?’” Corbett noted. “It was a completely alien notion. Now, there’s not a single major company anywhere that wouldn’t have people or an entire department paying attention to sustainability.”

As with technology, though, there are critical issues clouding the crystal ball. “When technology starts interfacing with regulation and politics, sometimes things go well and sometimes things go very poorly,” Corbett said. “The worst thing for clean tech business is instability in regulation. If you build business models for wind farms based on certain feed-in tariffs, and then three years down the road, some new regulator decides to change the entire structure, suddenly your business becomes unprofitable.”

The effort to run a business cleanly, use renewable resources, protect against or eliminate toxic substances and the like, impacts every nook and cranny of a company and all of its external audiences. So in addition to management skills, the manager of tomorrow also will need to understand the language of the corporate executive or entrepreneur, the urban planner, special interest groups, politicians, local communities and scientists.

“You have to be careful not to think of management education as being only about management,” counseled Corbett. “It’s also about teaching managers to operate effectively in a broader environment. Traditionally, every school tends to keep students in different programs as separate as they possibly can, which is an incredible shame. They spend decades after they leave making up what they could have learned right here. That’s what the UCLA sustainability program is all about: get all these students from all different disciplines on campus, mix them together, get them to know each other and get them to

understand each other better, whether they are MBA students or urban planners, health experts or toxicologists.”

Craig Fox embodies Corbett’s interdisciplinary notion, holding joint appointments as a professor at UCLA Anderson and as a UCLA professor of psychology. Fox’s body of work ranges from the underpinnings of decision making to neuro-economics, which utilizes brain-imaging technology to determine how we make choices. He believes that future leaders will need a deeper understanding of motivation, judgment and decision behavior.

“To be more successful in this environment, the managers of the future will not only need to have a firm grounding in classic economic theories of rational choice but also a grounding in behavioral economic and psychological models of irrational choice,” said Fox. “They will need to understand how to avoid common decision biases in financial and strategic decision making and operations management. They will also need to know how to create choice environments that nudge people to make better decisions – whether it’s their employees, customers or colleagues. Almost every area of business teaching and practice is going to be touched by behavioral research over the next 75 years.”

Explore and Advance

In a talk before the Academy of Management in Montreal, UCLA Anderson Dean Judy Olian asked her assembled colleagues how many of their school presidents were discussing

the kind of interdisciplinary efforts Corbett described. Nearly every one of the attendees raised their hands.

“That’s inevitable, because the walls that we put up are artificial,” Olian told the group. “The issues associated with health care, education reform, poverty eradication, management incentives for innovation, all inherently involve management issues and practices.”

For tomorrow’s management educators, she believes, “It will be about addressing how we invent and how we manage that invention process. Business schools will have to move earlier into the production process, not just dealing with issues of services and products once they’re made but also how they are created. Unless we’re incredibly effective at spawning and managing the innovation process, we’re going to lose our competitive advantage.”

As evidenced by her actions, Olian also believes management education requires an international perspective. She’s instituted a number of programs in the MBA curriculum aimed at providing students with greater global understanding of management processes. And she guided the creation of the UCLA-UAI Global Executive MBA for the Americas, a dual MBA program offering degrees from both Anderson and Chile’s Universidad Adolfo Ibáñez and modeled after the successful UCLA-NUS Global Executive MBA Program for Asia Pacific, where Anderson’s partner is the National University of Singapore. The new program is aimed at Latin American

ALUMNI BEYOND USUAL



JIM MCCARTHY: INNOVATING IN AN ANCIENT BUSINESS

On the wall in the office of Jim McCarthy (FEMBA '99) is a small bronze piece – a ticket to a Roman chariot race some two thousand years ago. Co-founder and chief executive officer of online ticket seller Goldstar Events, McCarthy considers the antique a reminder of how to succeed in his industry.

“Selling tickets to live entertainment is an ancient business,” McCarthy said. “To advance, you have to have a strong eye for innovation.”

Goldstar Events is the world’s largest seller of half-price tickets and one of the top ticket sellers overall and was the first Internet site to feature consumer reviews for live entertainment. It was founded in 2002 by McCarthy and two friends, including his former classmate at UCLA Anderson, Rich Webster (FEMBA '99), the company’s chief financial and operating officer. Goldstar also recognized something about consumers that others somehow missed: People would like to go out more than they do.

Goldstar’s website makes it fast and easy for people to find out what’s playing where, how past audience members liked the show and then buy tickets, usually for half price. The company’s latest innovation: patent-pending software that lets buyers make reservations and then e-mail friends, who have the opportunity to buy adjacent seats.

“THE QUALITY OF LIFE OF A SOCIETY DEPENDS ON THE QUALITY OF THE MANAGEMENT AT ALL LEVELS OF ENTERPRISE, WHETHER IT’S IN HOSPITALS, SCHOOLS, GOVERNMENT OR COMMUNITY-BASED ORGANIZATIONS.”

—JUDY OLIAN, DEAN OF UCLA ANDERSON

managers and executives from the United States with an interest in the region.

Sebastian Edwards, Anderson’s Henry Ford II Professor of International Business Economics, is among the faculty scheduled to teach in the new global program. In his latest book, “Left Behind,” Edwards suggested that improving education is the next step in the region’s economic development, now that Latin America has mostly stabilized its economic environment.

“Inflation is gone, and currency crises are gone. That’s one part of the equation. But now Latin Americans have to become really productive,” Edwards said. “But we need better managers, and that’s where UCLA Anderson comes in. We’re going to train good Latin American managers and make them into excellent, world-class managers. Then the potential the region has is going to become a reality.”

Regarding UCLA Anderson’s new program, Edwards said, “I think the bottom line is that we’re excited about going into Latin America, because we think that we’re going to make a difference. The easy thing is to go to a country that is going to make it anyway and just share in the fruits of success. We think Latin America is ready to take off, but it’s not a foregone conclusion. It’s going to happen, because we’re going to help.”

Like her colleague, Charles Corbett, Carla Hayn juggles a number of responsibilities at UCLA Anderson; the accounting professor, whose expertise is financial reporting and analysis, also serves as senior associate dean for the fully employed and executive MBA programs. As the top administrator for Anderson’s EMBA and FEMBA programs, she embraces current technology as a means to accommodate a student population that includes individuals who work and reside outside Los Angeles, juggling career and personal commitments while pursuing their MBA.

Hayn currently meets these student needs in a variety of ways. Most core courses are available online, allowing students to miss the occasional in-person session to keep up (or as in the case of First Lieutenant Grant Thomas (FEMBA ’13), to complete an accounting class during his deployment in Afghanistan). The faculty is currently exploring the use of video conferencing technology that will allow for real-time instruc-

tor/student and student/student interface that complements conventional in-person interaction.

“The new technology will help EMBA and FEMBA students, who reside outside greater Los Angeles to take high quality courses without the need to get on planes or spend eight hours a week driving in heavy traffic to campus,” said Hayn. “While embracing new technologies, we are mindful not to dilute the Anderson experience. Indeed, we are finding that students who take a few of their classes online are just as bonded as those who are present on campus for every class. At some point, we may offer a hybridized version of the FEMBA program. In such a format, students will still spend the majority of their time on campus but receive some of their lectures and review sessions online. We would ensure that this learning experience is well-supported with plenty of face-to-face interaction with faculty and opportunities to work with classmates either in person or through technology.”

“I’m sure the classroom of the future will look very different than the classroom of today,” Olian observed. “I’m not going to go as far as Bill Gates and say that place-based universities are obsolete, because nothing replaces the vibrancy of talented people and deep, immersed discussions about observations that arise spontaneously and informally because of the intimacy of that environment. But there’s no question that the learning pedagogy will be vastly different. It will turn the models of how people learn on their heads. The quality of life of a society depends on the quality of the management at all levels of enterprise, whether it’s in hospitals, schools, government or community-based organizations. We have an obligation and a need to serve the leadership pipeline of all manners of enterprises and communities – as opposed to boxing it just around business.”

COME TOGETHER

Every business school preaches teamwork, and every one offers field study programs.

But at UCLA Anderson, those aren't just teachable skills — they're part of our core values.

STUDENTS AT UCLA ANDERSON are many things: talented, dedicated, innovative and globally oriented. One thing they're not is lonely.

"I can barely recollect anything I did on an individual basis except take exams," said Nicole Adrien (MBA '06), a former president of the Anderson Student Association and now a senior vice president at Oaktree Capital Management. "It can be challenging to work in a team, but in the real world, doing it only your way is rarely acceptable."

Veritas Prep, the largest privately owned Graduate Management Admissions Test (GMAT) preparation and admissions consultant, rates Anderson "largely unmatched" among business schools for its emphasis on teamwork inside and outside of the classroom. Veritas said teamwork "is the hallmark of the UCLA Anderson experience."

Teamwork, in fact, is why a lot of people are drawn to UCLA Anderson in the first place. It has been a core value almost from the founding of the school in 1935.

When Adrien first visited the campus, she was working at Goldman Sachs, a company she said "firmly believes the output of a team is greater than the sum of its individual parts. I was attracted to Anderson, because those things were valued."

For Rob Weiler (MBA '91), who worked in teams at Gold-

man Sachs and UBS and led a team at Los Angeles-based investment management firm TCW, his first taste of life at UCLA Anderson was decisive. "I went to a reception for a prestigious East Coast business school and didn't feel a connection to anyone I met," said Weiler, now assistant dean at UCLA Anderson's Parker Career Management Center. "I went to a reception for UCLA Anderson and loved everyone I met. These people were smart but not overbearing, competitive but not cutthroat."

This emphasis on the power of productive partnerships is connected to another core strand of the UCLA Anderson DNA — the concept of experiential learning. Critical to the distinction between true education and mere training is a collaboration that demonstrates how theory can be turned to practice.

Students have been working in teams on their capstone field study project for more than 40 years, starting with the Full-Time MBA Program's Applied Management Research Program (AMR), the first of its kind among U.S. business schools. The other MBA programs' field studies, the Global Access Program (GAP) and the Strategic Management Research Program (SMR), follow the AMR pattern.

However, students begin to learn the value of teamwork with their very first course, Leadership Foundations, a part of their orientation. An earlier intensive teamwork course, Nucleus, started the first year during the 1970s and 1980s. These innovative programs have served as models for other leading business schools.

It's easy to see why. Weiler said being able to work in a team, as a leader or teammate, "is increasingly valued by employers as business goes global."

And it's only beginning, according to Sara Tucker (MBA '88), who is UCLA Anderson's director of coaching and team skills. "The problems businesses face are more complex than one person can handle," she said. "Work across the globe is now done by teams, both virtual and in person. And in most cases, research shows that well-managed teams can come up with better solutions than individuals." 🌱



PHOTO BY PEDEN + MUNK



100 INSPIRATIONAL ALUMNI

OVER THE YEARS, the name of the school has changed and a variety of degrees and programs have been offered but always in a single subject – business. The accomplishments of our alumni demonstrate the broad applicability of the education they received. From that foundation, they have branched out in many directions to use their knowledge and skills to change the world. We are proud of that diversity, in all the ways it can be expressed.

There also are many ways to lead, and one of the most powerful is through inspiration, motivating others to follow by making a difference in their own way. The following 100 individuals have been chosen as representatives of the many different points of impact made by UCLA Anderson alumni. With tens of thousands to choose from, it would be impossible to give anything more than a small sample, but we hope there is inspiration to be found for the next 75 years from the variety of contributions made by a few of the graduates from the first 75 years.

Nancy Adler ('70, '74, '80)	Paul Colichman ('85)	John J. Harris ('74)
John E. Anderson ('40)	Richard Crowell ('80)	Scott Haug ('86)
Joao Assuncao ('90)	Juan Diaz-Andreu ('96)	Zuisho Hayashi ('62)
Jill Baldauf ('79, '81)	Brian Farrell ('78)	Jeffrey Henley ('67)
Stewart Bainum ('70)	Jay Ferguson ('94)	Steve Hilton ('89)
Sue Baumgarten ('73, '76, '79)	Richard Figueroa ('83)	Alex Hofmann ('03)
Sandy Beim ('57, '89)	Larry Fink ('74, '76)	Randy Horn ('97)
Robert D. Beyer ('83)	Louise Francesconi ('78)	John Hotchkis ('58)
Brian Biro ('85)	Clayton Frech ('98)	Nike Irvin ('89)
Henry Brandon ('89)	Carolyn Flowers ('71, '76)	Matsuo Iwata ('92)
Eleanor Brewer ('86)	Bob Foster ('65)	Christopher D. (Kit) Jennings ('80)
Lisa Brummel ('89)	Sean Gjos ('99)	Nurit Katz ('08)
David Burk ('87)	Marshall Goldsmith ('77)	Guy Kawasaki ('79)
Kimberly Cayce ('08)	William H. Gross ('71)	Richard Kayne ('68)
Keith Cernak ('84)	Joanne Haase ('84)	Lester Korn ('59, '60)
Richard Chase ('62, '63, '66)	Elaine Hagan ('91)	Ynon Kreiz ('93)
Si-Wei Cheng ('83)	Kip Hagopian ('64, '66)	



“THERE ARE MANY WAYS TO LEAD. ONE OF THE MOST POWERFUL IS THROUGH INSPIRATION, MOTIVATING OTHERS TO FOLLOW BY MAKING A DIFFERENCE IN THEIR OWN WAY.”

Mitchell Kupchak ('87)

Lauren Ward Larsen ('88)

Howard Levine ('67)

David Lewin ('67, '71)

Hwee Hua Lim ('89)

Kit Lokey ('64, '67)

Susan Love ('98)

Kathy Magliato ('06)

James (Jim) Matheson ('87)

Arjay Miller ('37)

Jim Moffatt ('87)

Tobias (Toby) Moskowitz ('98)

Robert S. Murley ('74)

John Muse ('74)

Loay Nazer ('87, '89)

Patty Oertel ('77, '80)

John Parker ('50)

Koen Pauwels ('01)

Gil Penalosa ('84)

Carissa Phelps ('07)

Lissa Poincenot ('83)

Joseph Potter ('87)

Bernardo Quintana ('68)

Guillermo Tagle Quiroz ('91)

Regina Regazzi ('97)

Stewart Resnick ('59, '62)

Giora Romm ('82)

Eugene Rosenfeld ('56)

Carol Rowen ('55, '83)

Gary Ryals ('08)

Gary Saji ('71)

Yuda Saydun ('82)

Ralph Shapiro ('53, '58)

Atsuo Shibota ('84)

Man Jit Singh ('84)

Grady Smith ('01)

Linda Smith ('95)

Charles Steinmetz ('77)

Bernee Strom ('80)

Avanidhar Subrahmanyam ('90)

Leland Sun ('86)

Blair Taylor ('90)

Stephen Torres ('94)

Esther Torrez ('82)

Stephen Wadsworth ('88)

Edward Wedbush ('57)

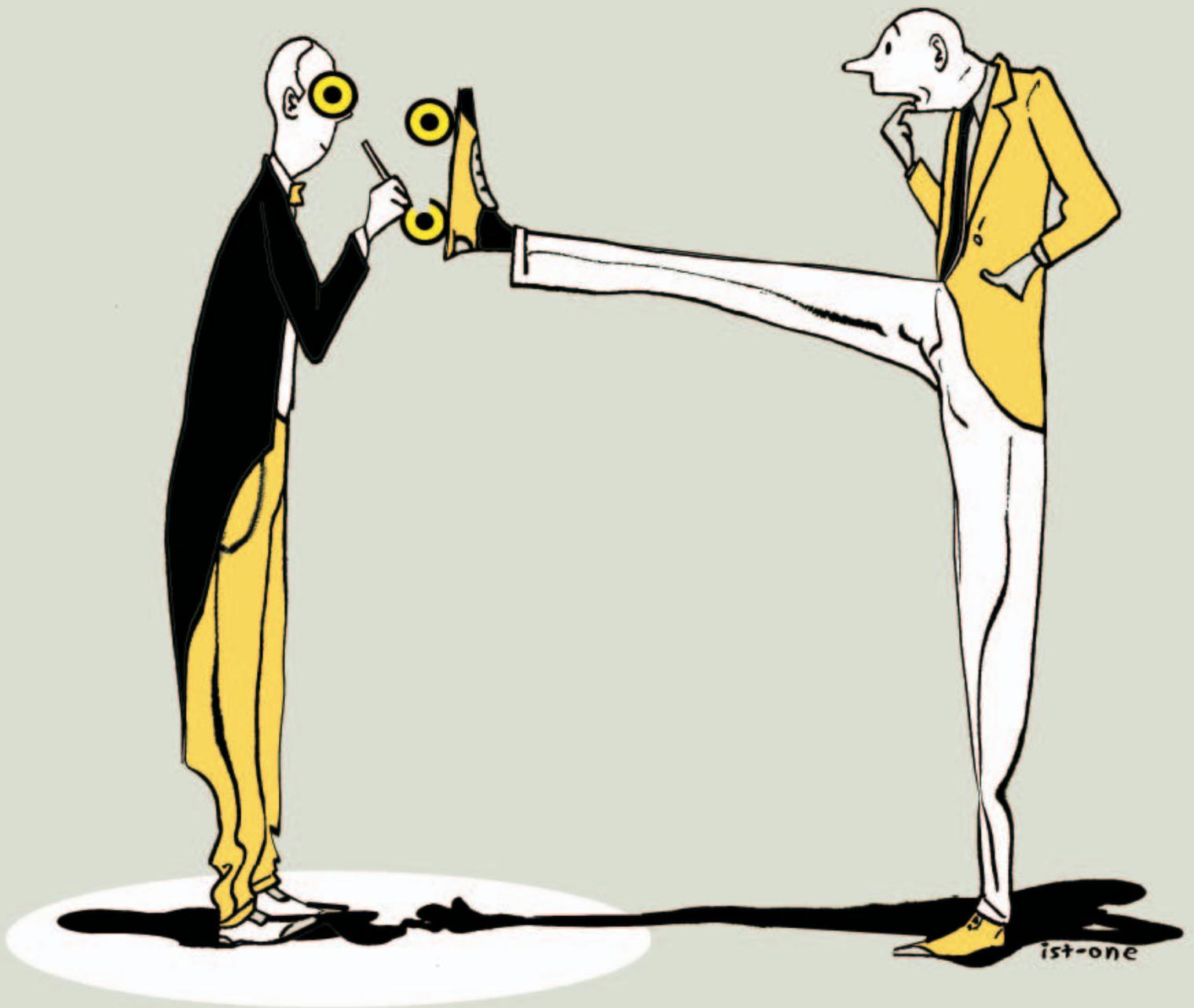
Richard S. Wiley ('80)

Susan Wojcicki ('98)

Phoebe Wood ('80)

Thomas Wu ('75)

Mark Zoradi ('80)



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Our photographic nightscapes of UCLA Anderson (inside and back cover) were shot by **Amanda Friedman**, whose work has been featured in Travel & Leisure, Entertainment Weekly, GQ and Time magazines.

David Geffner, who penned our history feature, “Great Minds Don’t Think Alike” (page 6), is an L.A.-based writer/editor whose work focuses on media, health, culture and the environment.

Dan Gordon (“Learn Locally, Act Globally,” page 28) has written for the Los Angeles Times, Men’s Fitness, Glamour and numerous university publications, including UCLA Magazine.

Brad A. Greenberg (“Financial Considerations,” page 54) was named Journalist of the Year by the L.A. Press Club in 2008 and has written for the Los Angeles Daily News and the Jewish Journal.

Sydney-born and L.A.-based **Hugh Hamilton** shot our interview with Clayburn La Force and Al Osborne (page 22). His corporate client roster includes Qantas, Sony and Unilever, and his work has appeared in Vogue, GQ, InStyle and Communication Arts.

“A Tree Grows in Anderson” series (front cover and inside) is by **Paul Hoppe**, who has worked for IBM, adidas, Farrar, Straus & Giroux and Henry Holt, and whose illustrations have appeared in The Wall Street Journal, Village Voice, Playboy, New Yorker and many others.

Photographer **Diana Koenigsberg**, whose portraits of UCLA Anderson faculty and alumni appear throughout this issue, has shot for MasterCard, Logitech, Lee Jeans, Los Angeles magazine, MTV, Fast Company, Rolling Stone, U.S. News & World Report and many others.

The blue-chip client roster of commercial photographer **Pete McArthur**, who shot “Great Minds Don’t Think Alike” (page 75), includes Nissan, Hewlett Packard, Xerox, Kraft Foods, Bloomberg, Fortune and Kiplinger’s magazines, among others.

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Jon Munkvold and Taylor Peden, collectively known as Peden + Munk, whose campus photography appears throughout this issue, have shot for UCLA Magazine, Angeleno, Food & Wine, Metropolis, Vogue Nippon and many others.

Leif Parsons, who illustrated “The Next 75,” page 64, is a Brooklyn-based artist and illustrator whose idea-driven images have appeared in The New York Times, Dwell, McSweeney’s, Harper’s and the Atlantic Monthly, among many others.

Robert Preer (“Learn Locally, Act Globally,” page 28, and “An Entrepreneurial Spirit,” page 40) is a Boston-based writer and researcher who specializes in business topics. He is a correspondent for the Boston Globe and has written for many major magazines, newspapers and online publications.

Our “75 Years” illustration on page 5 was created by **Ward Schumaker**, the San Francisco-based artist whose work has appeared in over 150 publications, including the Los Angeles Times, The New York Times, New Yorker, Esquire Japan and Le Figaro.

Ashkahn Shahparnia, who drew “Thinking Outside the Socks” (page 40), is the art director of Ubiquity Records and a provocative designer whose work has appeared on countless tote bags, T-shirts and other unconventional communications channels.

Bekah Wright (“A Sense of Place,” page 50, and “That’s Entertainment,” page 60) has written for the Los Angeles Times, Bon Appétit and TV Guide, among others.

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