

ASSETS

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Christine Waters
EMBA Class of 2008



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Entrepreneurship
In Action

“Growth, though essential to all businesses over the long term, creates its own set of challenges.”

If the appropriate organizational elements are not in place to support each stage in the process of scaling up, companies of all sizes can and do experience ‘growing pains,’ though they are most characteristic of early-stage entrepreneurial enterprises. Some businesses become dominant forces in their industry while others with equally promising starts fail completely because of the complexity of developing the right mix of capabilities for an organization at each evolutionary step. Transitioning to professional management often requires training to acquire the knowledge and skills necessary to design the internal systems, structures and processes that can be the source of a firm’s sustainable competitive advantage.”

– Eric G. Flamholtz, professor of human resources and organizational behavior at UCLA Anderson School of Management



CALENDAR Fall

October

Women’s Leadership Institute

Date: Oct. 15-19, 2007
Location: UCLA Anderson School of Management
Cost: \$5,500
Contact: Office of Executive Education Programs
E-mail: execed@anderson.ucla.edu
Phone: (310) 825-2001
Web site: www.execed.anderson.ucla.edu

Creativity and Innovation in the Organization Program

Date: Oct. 22-26, 2007
Location: UCLA Anderson School of Management
Cost: \$5,650
Contact: Office of Executive Education Programs
E-mail: execed@anderson.ucla.edu
Phone: (310) 825-2001
Web site: www.execed.anderson.ucla.edu

IS Associates Fall Meeting & Members Business Meeting Luncheon

Date: Oct. 23, 2007, 11:30 a.m. – 1:00 p.m. (luncheon); 1:30 p.m. – 6:30 p.m. (meeting and dinner)
Location: UCLA Faculty Center
Cost: Free – Members and Their Guests
Contact: Emilie Robertson
E-mail: emilie.robertson@anderson.ucla.edu
Phone: (310) 825-1879
Web site: www.anderson.ucla.edu/x574.xml

UCLA Anderson Forecast Focus on Orange County 2007-2008

Date: Oct. 29, 2007, 7 a.m. – 10:30 a.m.
Location: Hyatt Regency, Irvine
Cost: \$165, \$125 with code Andalum0C07
 VIP Tables of 6 with placard: \$600
Contact: Sherif Hanna
E-mail: sherifhanna@ca.rr.com
Phone: (310) 825-1623
Web site: www.uclaforecast.com

November

Latino Leadership Institute

Date: Nov. 5-9, 2007
Location: UCLA Anderson School of Management
Cost: \$5,500
Contact: Office of Executive Education Programs
E-mail: execed@anderson.ucla.edu
Phone: (310) 825-2001
Web site: www.execed.anderson.ucla.edu

Leadership Institute for Managers with Disabilities

Date: Nov. 12-16, 2007
Location: UCLA Anderson School of Management
Cost: \$5,500
Contact: Office of Executive Education Programs
E-mail: execed@anderson.ucla.edu
Phone: (310) 825-2001
Web site: www.execed.anderson.ucla.edu

December

IS Associates Executive Leadership Award Dinner

Date: Dec. 3, 2007
Location: UCLA Faculty Center
Cost: Free – Members and Their Guests
Contact: Emilie Robertson
E-mail: emilie.robertson@anderson.ucla.edu
Phone: (310) 825-1879
Web site: www.anderson.ucla.edu/x574.xml

Global Access Program (GAP) Final Presentations

Date: Dec. 8, 2007, 8 a.m. – 6 p.m.
Location: UCLA Anderson School of Management
Cost: By Invitation
E-mail: gap.fieldstudy@anderson.ucla.edu
Web site: www.gap.ucla.edu/

January

Executive Program

Date: Jan. 20, 2008 – Dec. 6, 2008
Location: UCLA Anderson School of Management
Cost: \$15,595
Contact: Office of Executive Education Programs
E-mail: execed@anderson.ucla.edu
Phone: (310) 825-2001
Web site: www.execed.anderson.ucla.edu

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- Allows you to keep your information confidential enabling you to “test” the marketplace while you are employed.

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2007

Assets

Fall 2007

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A MESSAGE FROM THE Dean

The Advantage of Location



Dear Friends,

Location, location, location... It's a key driver of competitive advantage and a very significant asset at UCLA Anderson. I continue to marvel at the very good fortune of our location in one of the most flourishing and diverse centers of entrepreneurship and innovation in the world.

ENTREPRENEURSHIP

The power of the U.S. economy was built on innovation and entrepreneurship, and these characteristics remain embedded in the DNA of our nation. According to *Fortune Small Business*, nearly 672,000 new companies with paid employees were created in 2005 – 30,000 more startups than in 2004 and 12 percent more than during the heyday of the dot-com era. The future also bodes well. Junior Achievement Worldwide reports that 71 percent of teens polled in 2006 expressed interest in becoming entrepreneurs.

This penchant for entrepreneurship and innovation is evident, in abundance, across the Southern California region. Ninety-eight percent of all firms in Southern California are small businesses employing fewer than 100 people. The region is the world center for media and entertainment, with 65 percent of the industry's global revenue headquartered in this town. The portfolio of commercial and residential properties clustered in this region comprises among the most valuable real estate collections in the world, and more than 40 percent of the global life sciences and biotech industry is concentrated from Northern California to San Diego.

The advantages of our location are reflected, also, in the strengths, distinctions and strategic priorities at UCLA Anderson. In this issue of *Assets*, we highlight several of our activities in the area of entrepreneurship, a long-standing distinction of UCLA Anderson. The Harold and Pauline Price Center for Entrepreneurial Studies sponsors many innovative learning and practice opportunities for our students and organizes forums that create stimulating intersections among budding entrepreneurs, venture capitalists and students.

The Management Development for Entrepreneurs (MDE) program helps new business owners develop strategies and tools to grow their young ventures into professionally managed organizations. Second-year MBA students with prior business experience serve as advisors to MDE participants to coach, guide and assist in formulating and implementing the entrepreneurs' business improvement plans.

The Price Center also sponsors the Entrepreneur Association (EA), Anderson's largest student organization. The EA holds more than 100 networking, mentoring and capitalization events each year, including the Knapp Venture Competition, the Entrepreneurs' Conference (featured in this edition of *Assets*), the Venture Fellows

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Program and the Student Investment Fund. At dozens of Dinners for Eight and at the annual Price Center Board of Advisors Roundtable, students interact in small groups with successful entrepreneurs from the region.

Our alumni reflect the strong tradition of entrepreneurial engagement of the school. One example is UCLA Anderson alumna Jennifer Openshaw. Drawing on her newest book, "The Millionaire Zone: Seven Winning Steps to a Seven-Figure Fortune," she describes in *Assets* her strategies for becoming a financially successful entrepreneur.

DIVERSITY

Another remarkable feature of our location is the rich diversity of the community. Los Angeles County is comprised of people from over 140 cultures speaking 135 languages. It is the most ethnically and religiously diverse county in the world, with the largest number (3.4 million) of foreign-born residents in the nation.

It is also a rich environment for learning and research. For example, the Kauffman Foundation's Index of Entrepreneurial Activity shows that across the United States, Asians, Latinos and immigrants started more entrepreneurial businesses than Caucasian and native-born Americans last year. This diversity is reflected, also, in the profile of entrepreneurs in the Los Angeles region, offering the school interesting opportunities for collaboration and research.

OUR STRATEGY

The UCLA Anderson strategic plan for 2007 – 2010 lays out our vision for the future. It builds on the traditional academic distinctions and geographic advantages of UCLA Anderson, some of which are described above. It relies on the power of our alumni and student community to expand our global reputation and to continue to reinforce the values that form our core.

If you haven't yet read the UCLA Anderson strategic plan, please take a moment to review it, at www.anderson.ucla.edu/x16498.xml. It's our road map to continued excellence, together.

One of my top priorities is to connect with our alumni no matter where you are, to hear your ideas for the future of UCLA Anderson and for the continued excellence of the management education and thought leadership we provide. I hope to see you back at UCLA Anderson or on one of my next trips visiting alumni and partners in Southern California, in many U.S. cities and across the globe.

With warmest regards,

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

UCLA Anderson Student Team Competes on New CNBC Game Show

During their summer break, five UCLA Anderson MBA students flew to CNBC's New Jersey headquarters to participate in the new

business-themed game show, "Fast Money MBA Challenge." Team members were (left to right): Umi Mehta ('08), Nital Patel ('08), Martin Key ('08) and Bryan Applequist ('08). Yatin Patel ('08) was an alternate. The show

featured 32 current MBA students from eight top business schools who put their financial knowledge to the test,

competing for \$200,000 in prize money for school-related expenses. Other participating schools included Columbia, Tuck, MIT, NYU, University of Chicago, University of Texas at Austin and Yale.

The UCLA Anderson students won their first round, but unfortunately, lost in the second round. However, they succeeded in their goal of representing UCLA Anderson well. Though they had not worked together before, they displayed the famous Anderson teamwork with a positive attitude and good sportsmanship. They agreed the experience was not only a once-in-a-lifetime opportunity but a lot of fun. Applequist summed it up this way, "I don't think any of us imagined we'd appear on CNBC this early in our careers. Here I am, 26 years old and on CNBC – it is just surreal."



Loeb Awards Celebrate 50th Anniversary

Journalists from across the nation gathered on June 25, 2007, at New York City's Cipriani 42nd Street for the 2007 Gerald Loeb Awards Banquet. Celebrating their 50th anniversary, the Loeb Awards are the highest honors in business journalism and recognize the work of journalists whose contributions illuminate the world of business, finance and the economy for readers and viewers around the world. UCLA Anderson has presented the awards since 1973.

The Lifetime Achievement Award, one of two special awards for career contributions, was presented to Matthew Winkler, editor-in-chief of Bloomberg News (left), by New York City Mayor Michael R. Bloomberg (right). The Lawrence Minard Editor Award went to Dan Kelly, the news editor of page one at *The Wall Street Journal*. In addition, there are 12 competition categories in which winners were named at the banquet. Tyler Mathisen, managing editor for business news and host of "High Net Worth" for CNBC, served as the master of ceremonies. For more information, please visit the Loeb Awards web site at www.loeb.anderson.ucla.edu.



Winners of the 26th Annual Knapp Venture Competition

The members of the first-place team pose with the namesakes of their award, left to right: Betsy Knapp, Budd Knapp, Saujin Yi ('07), Joann Lofgren ('07), Laura Loh ('07) and Stan Stuka ('07). They received the grand prize for Tastination, a Web portal and tour company that helps food lovers discover ethnic cuisine in their neighborhoods. The company offers



restaurant tours that introduce people to new foods. Its Web portal allows users to share their dining experiences, access recipes, locate ethnic food restaurants and sign up for tours.

The student-run Knapp Venture Competition, hosted by Anderson's Price Center for Entrepreneurial Studies and the Entrepreneur Association, is designed to provide an intensive learning experience in the venture initiation process. Teams present business plans to a judging panel of distinguished entrepreneurs and investors. Bud and Betsy Knapp's \$2 million gift supports the annual event, as well as other entrepreneurial initiatives. EyeLight Inc., a company that developed a minimally invasive surgical procedure for the treatment of glaucoma, came in second. Make Believe Ink, a retail company providing children with the opportunity to become a character in their own self-designed storybook, finished third. Many of the Knapp competition's winning ideas evolve into successful businesses.



UCLA Anderson Hosts Its Fourth Episode of PBS's "CEO Exchange"

For the second consecutive year – and for the fourth time in five years – UCLA Anderson presented the taping of the renowned PBS program, "CEO Exchange." Moderated by Jeff Greenfield of CBS News (right), the program broadcasts from one of the nation's top business schools and features two influential chief executives in a lively discussion of topical issues. This episode brought together Steve Wynn, chairman and CEO of Wynn Resorts Limited (left), and Terry Semel, former chairman and CEO of Yahoo! Inc. (center). "Betting on Big Ideas: How Taking Risks Can Reap Rewards" was the segment title. The studio audience included Anderson students, alumni, faculty and friends.

Passion was a key element in the success of both men. The pair discussed how even after all of their career achievements, they still need the risk of new challenges. They also shared some advice and thoughts about the future. Wynn – who is studying Mandarin – told the students that China "will be the overwhelming force in your lifetime." Semel said, "I don't see business as a one-day scorecard. ... I was trained to think long term, never quarter to quarter to quarter. If we're creating value, it's long-term value."

6 New Appointments

Dean Olian Named AACSB International Chair

Judy D. Olian, dean of UCLA Anderson, has been appointed the 2007-2008 chair of the Association to Advance Collegiate Schools of Business (AACSB) International. AACSB International has been the premier accrediting body for bachelor's, master's and doctoral degree programs in business administration and accounting since 1916.

“Management education is now a global enterprise, with responsibility to prepare individuals to grow and lead organizations in communities across the world,” says Olian, who began her AACSB term July 1. “AACSB has an obligation to set the standard for the ingredients of quality management education worldwide. It must also look to the horizon for emerging challenges that will impact how we prepare individuals for leadership in organizations around the world and how business schools can impact markets and societies.”

Olian has already left a mark on AACSB, having chaired two important industry commissions – one on the future of management education and the other on the looming crisis surrounding shortages of doctorally trained business faculty. She has been an AACSB board member since 2001. As chair, she will continue to champion critical initiatives such as addressing the doctoral faculty shortage, enhancing the impact of business research, documenting the societal and market influences of business schools worldwide, and helping define what global education means.



Senior Associate Dean of the Full-Time MBA Program

Kevin McCardle, professor of decisions, operations & technology management, assumed the role of senior associate dean for the MBA Program on July 1, 2007. He joined

UCLA Anderson in 1999 as a professor from Duke University Fuqua School of Business with research interests in mathematical models of decision making. McCardle has been area chair for both the policy and the decisions, operations & technology management groups, and is on the Faculty Executive Committee. He also serves as chair of the Anderson Teaching Improvement Committee. McCardle teaches regularly in the core curriculum of the MBA and FEMBA Programs and received the Citibank Teaching Award in 2004.



Senior Associate Dean and Director of the Professional MBA Programs

Carla Hayn, associate professor of accounting, assumed the role of senior associate dean and director of the Professional MBA Programs on July 1, 2007. She has been a

member of the Anderson accounting faculty since 1997. She teaches regularly in the core curriculum of the MBA and FEMBA Programs, and in the joint UCLA-NUS EMBA Program. She has won several teaching awards, most recently the 2007 and 2006 UCLA-NUS EMBA Teaching Excellence Award. Hayn's research focuses on the impact of financial reporting and disclosures on security prices, earnings quality and analysts' forecasts. She is an important contributor to the Executive Education Programs and is the co-coordinator of the Directors' Training and Certification Programs. She held faculty appointments at Northwestern University – the Kellogg School and at UC Irvine – Graduate School of Management before joining UCLA Anderson.



Associate Dean of the Professional MBA Programs

Gonzalo Freixes, J.D., lecturer in accounting, was named associate dean for the Professional MBA Programs, effective July 1, 2007. Freixes will assist Carla Hayn and will work with both the FEMBA

and EMBA programs on staffing issues, student conduct and other administrative matters. He has been with Anderson since 1990, with a primary teaching focus on courses in business law and taxation, and has developed curricula for several courses. He has lectured in Spain and Chile on international business and tax subjects. He recently developed new courses in international business law and international taxation for the UCLA Summer Sessions Travel Study Program. Freixes also directs the Price Center's UCLA Summer Entrepreneurship Institute for undergraduate students. He also has served as a faculty advisor in the AMR, GAP and EMBA field study programs. He will serve as director for the EMBA Field Study Program in the upcoming academic year. Freixes has been an active member of the California State Bar since 1979 and has been admitted to practice in multiple jurisdictions.



Director of Web Strategy

Consistent with the UCLA Anderson strategic plan, John Mamer now serves as the school's director of Web strategy. In his new role, Mamer will partner with internal and external stakeholders, including faculty, students,

key administrative units, the Board of Visitors, alumni and business partners to develop a comprehensive vision and strategy for UCLA Anderson's Web presence across all of the goals of the Anderson strategic plan. One of Mamer's first challenges will be the development of a comprehensive e-learning strategy that advances the goals of Anderson's

degree and non-degree programs, and is aligned with the needs of the various market segments we target. He has been a member of the faculty in the decisions, operations & technology management and policy areas since 1981. In addition to his significant scholarly achievements, Mamer has had an unparalleled record of providing academic and administrative leadership across UCLA Anderson and the campus, most recently as faculty director of the Entertainment and Media Management Institute (EMMI) and interim director of ACIS.



Senior Associate Dean for Global Initiatives

Chris Erickson, professor of human resources & organizational behavior, has assumed the role of faculty director of the Center for International Business Education and

Research (CIBER), as well as for UCLA Anderson global initiatives more generally, effective July 1, 2007. Erickson also will continue in his role as UCLA faculty director for the dual-degree UCLA - National University of Singapore Executive MBA program, a position he has held since 2003. In this expanded role, Erickson's title will be senior associate dean for global initiatives, overseeing CIBER, the UCLA-NUS EMBA program and other global initiatives including faculty and student exchanges, center research on international topics, executive education and alumni outreach. Erickson's own research is focused on labor and industrial relations in various regions of the world. He has been a member of the Anderson faculty since 1991 and previously served as vice chair of the faculty for UCLA Anderson, associate director of the UCLA Institute of Industrial Relations, and as a member of the governing council of the University of California Institute for Labor and Employment.



Promotions

David Aboody

David Aboody has been promoted to full professor in the UCLA Anderson accounting area, recognizing his creative and impactful research, excellence in teaching and commitment to the school. His research area is empirical financial accounting.



Anand Bodapati

Anand Bodapati has been promoted to associate professor of marketing at UCLA Anderson and received tenure from UCLA. He is one of the leading young scholars in micro marketing and customer relationship management and has established a strong reputation for careful and relevant research. He is also a gifted teacher and a valued colleague.



Charles Corbett

Charles Corbett has been promoted to full professor of decisions, operations & technology management at UCLA Anderson. He is an extraordinary researcher and teacher and has already established an impressive record of service to both the school and the university, particularly for someone at such an early stage in his career. His research and teaching focus on two main areas: environmental issues in business, and contracting and coordination in business networks.



Avaniidhar Subrahmanyam

Avaniidhar Subrahmanyam has advanced to professor, step VI, in the finance area at UCLA Anderson. This is in recognition of his extraordinary research productivity and scholarly impact, outstanding teaching and dedicated service to the school. Subrahmanyam is an expert in behavioral finance and economics and holds the Goldyne and Irwin Hearsh Chair in Money and Banking.

Recipients of the 2007 Faculty Awards

Selected by the La Force Committee:

**J. Clayburn La Force Leadership Award
(for exemplary service to the school)**
Daniel Mitchell

Selected by the Teaching Improvement Committee:

Neidorf "Decade" Teaching Award
David Lewin

Citibank Teaching Award
Mark Garmaise

Dean George W. Robbins Assistant Professor Teaching Award
Felipe Caro

Selected by the Graduating Classes of 2007

Full-Time MBA Outstanding Teacher Award
Eric Sussman

Full-Time MBA Dean's Award for Outstanding Service
Kate O'Phelan

FEMBA Distinguished Teacher Award
John de Figueiredo

Patricia J. Hughes (1943 – 2007)



Professor Emerita
Patricia J. Hughes passed away on Sunday, July 29. She was to turn 67 on August 2. She is survived by her husband, UCLA Anderson Professor Emeritus Michael Brennan, their children, Katie, Andrew and James, and their families.

Hughes joined the accounting area at UCLA Anderson in 1983 after earning her doctorate at the University of British Columbia. She was first an assistant professor and later an associate professor at the University of Southern California, before returning to Anderson as a full professor in 1995. In addition to her professorial duties, Hughes served as a member of the first Faculty Executive Committee from 1995-97, was chair of the accounting area from 1995-2000 and was vice-chair of the faculty from 2002 until 2005.

During her tenure at UCLA Anderson, Hughes was a well-liked instructor – her Corporate Reporting course was particularly popular among students. A respected scholar among the faculty, Hughes was well-known for her research on financial reporting and disclosures. Her papers appeared in leading accounting and financial journals.

“Pat was a terrific friend, colleague and co-author,” says Associate Professor Carla Hayn, who published a paper with Hughes. “Among many great traits, she had two characteristics that I found really striking. First, her pragmatic, ‘down-to-earth’ approach to problems, whether administrative or research-related, was a breath of fresh air. When discussions meandered into lengthy digressions as can often happen in academia, Pat would bring the focus back to the issue at hand through a single, clarifying comment. Second, Pat had an inner strength that enabled her to maintain an optimistic outlook throughout her illness. No matter how bad she felt, Pat was in the classroom teaching, counseling students, working with coauthors and performing service for the school. While Pat’s spark and wit will be sorely missed, her legacy will certainly live on through the many lives that she has touched.”

Professor Eduardo Schwartz, who had known Hughes since their days together in Vancouver more than 35 years ago remarks, “Pat was an exceptional human being. She was a great administrator and an extremely supportive colleague and teacher, much loved by everyone who knew her. Our two families have been friends since our Vancouver days. We even moved together to L.A. sharing the same moving truck. We will greatly miss her.”

Added Faculty Chairman Antonio Bernardo, “She was one of the loveliest people I’ve met here at UCLA.”

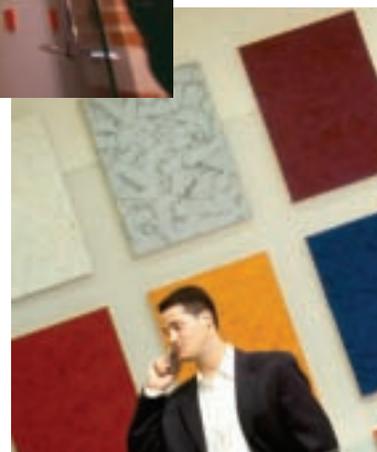
Joseph D. Carrabino (1923 – 2007)

UCLA Anderson Professor Emeritus Joseph D. Carrabino passed away in Los Angeles on July 17 at the age of 86.

Carrabino began working for UCLA in 1950 and retired in 1988. During his career, he served as assistant dean for Executive Education, director of the Executive Program, and chairman of the production and operations department. He was an expert in management planning and control systems. He also held several civic appointments, including positions with the Los Angeles Harbor Commission, California State Board of Education, California Postsecondary Education Commission, Governor's Infrastructure Review Task Force, California Commission for the Establishment of Academic Content and Performance Standards, Industry Education Council of California and the Pacific Coast Association Port Authorities. Carrabino also served on the boards of 20 private and public sector enterprises.

Entrepreneurship *in*





Action

The entrepreneurial spirit permeates the UCLA Anderson experience.

On any given day, one might come upon entrepreneurial courses or research seminars, as well as lectures hosted by the Entrepreneur Association (Anderson's largest student organization). Experiential learning activities, such as the Wolfen Awards and the Knapp Venture Competition, support students who are launching new ventures. The Harold and Pauline Price Center for Entrepreneurial Studies, now in its 20th year, is also well-known for its executive development programs for entrepreneurs and directors of non-profit enterprises. Anderson's Fully Employed MBA (FEMBA) students and faculty members participate in the school's Global Access Program, which brings together teams of students and entrepreneurs from around the world.

At UCLA Anderson, entrepreneurship is an attitude, a way of approaching any business activity, regardless of your career path. It's about getting things done, no matter where you fall in the organizational hierarchy. It's a willingness to take the first step, knowing you may fail, and having the persistence to try again if you do. It's about recognizing opportunities in a changing global environment and rewarding those who undertake measured risks in the pursuit of those opportunities.

In the pages that follow, *Assets* offers the reader a taste of the school's entrepreneurial offerings. It's not a complete picture but rather a sampling of the many people and programs that are making an impact through entrepreneurship in action at UCLA Anderson.

Developing Supply Chain

Diversity

By Paul Feinberg



The Value of Vendor Variety to Businesses’ Bottom Lines

Supplier diversity, simply put, is good business. For something so seemingly basic, it is not necessarily the most widely-understood management term in the lexicon. Here is how it is described in “Straight to the Bottom Line” (SBL) by Robert A. Rudzki, Douglas A. Smock, Michael Katzorke and Shelley Stewart Jr., considered a definitive work on procurement and supply-based management by many top business professionals:

“Companies at the leading edge of obtaining value from their procurement practices give serious attention to supplier development and supplier diversity, because it is both good business and common sense. Supplier development is about developing future outstanding suppliers by investing your organization’s time and resources today in a mentoring relationship that helps those suppliers understand your business and understand how to become a top-tier supplier. Supplier diversity is often linked to supplier development and introduces the additional perspective of addressing your local community regarding awarding business to companies that represent local demographics and assisting economic development objectives.”

So, supplier diversity refers to a firm increasing the number of outside sources it employs to satisfy its needs. A diverse supply chain allows a firm the security of having a variety of vendors on which it can rely for the various products and services it requires. In addition, companies can also choose to work closely with their smaller suppliers to support their efforts. In many instances, as these businesses scale up and do more work with large corporations, they may need assistance in understanding what is needed to adequately meet the demands of both quality and quantity for their clients. Supply chain diversity

A diverse supply chain allows a firm the security of having a variety of vendors on which it can rely for the various products and services it requires.



Diversity

management is often as much about relationships as it is about variety.

There is a common misperception that often arises in this subject area. When many



Al Osborne, MDE founder, addresses the group at the MDE 2007 Alumni Lecture and Open House.

people first hear the term “supplier diversity,” they think of it as something akin to affirmative action – a program that falls more within the responsibilities of a corporation’s foundation rather than its procurement office. This is not the case. Valued unanimously by experts in the field, supply chain diversity is an important business practice, because it has a direct effect on a firm’s bottom line, which cannot be ignored by organizations that are concerned about their shareholders. Diversity, as described here, refers mainly to variety, which leads to vendor competition, which in turn leads to better prices, more choices and potentially higher quality. However, making an effort to be inclusive of all types of demographics represented in a company’s constituents, including women and minorities, is part of achieving the value of variety.

“I am motivated, because I want entrepreneurs in our diverse community to have a fair shot at wealth creation.”

– Al Osborne, MDE Founder

Beginning to Work Toward Diversity

It is no coincidence that supplier diversity programs began about 40 years ago, as then President Lyndon Johnson’s Great Society policies were taking shape. They were originally seen as social programs, but over time, that view has changed. According to SBL (published in 2006), “Over the last 25 years, supplier diversity has become a business imperative for many companies.” So much so that it is now common for large corporations to have an entire department dedicated to supply chain diversity. Their purpose is to actively seek out and develop relationships with existing and potential vendors owned by minorities and women. And, yes, corporate spending on products and services provided by these businesses is still a good social strategy, looked upon favorably by the government. However, this is not the primary benefit of interest in supply chain diversity. Instead, corporations understand that women and minorities have greatly increased their own purchasing power, so that doing business with their companies is only logical, since they represent many potential new customers as well.

UCLA Anderson’s Senior Associate Dean Al Osborne is a key leader in the world of supplier diversity. When *Minority Business News* released its inaugural 100 Men Impacting Supplier Diversity list late in 2006,

Osborne was included. Following is part of his quote in the magazine.

“I am motivated, because I want entrepreneurs in our diverse community to have a fair shot at wealth creation,” Osborne says. “This led me to establish a management training program at UCLA Anderson. Yet, policies that shape opportunities matter, too. So, I write, give speeches and serve on taskforces. ... Management training and access to capital are critical to the growth and survival of diverse enterprises.”

The management training program Osborne refers to is Management Development for Entrepreneurs (MDE). Administered through UCLA Anderson’s Harold and Pauline Price Center for Entrepreneurial Studies, the program was first offered in 1990 in Southern California with a Northern California component added five years later. Over 900 graduates with diverse backgrounds now make up MDE’s alumni base.

The Perspective of Large Corporations

“All organizations are concerned with having a set of relationships that help optimize goods and services to produce the value customers demand and that help foster customer loyalty at the same time,” Osborne says while describing the value of supply-chain diversity. Well aware of the misconceptions about the association with affirmative action, Osborne

counters it with a specific example. “At AT&T, half the customers are Hispanic,” he says. “It’s just good business to have a supply base that is simpatico with that community.”

AT&T is a good example. It has been active in supplier diversity for over 40 years. As the company’s executive director for supplier diversity, Joan Kerr heads up – among other things – a robust outreach program dedicated to identifying and recruiting a diverse group of suppliers for the telecom giant. She and her staff participate in over 90 events a year all across the globe, interacting with prospective vendors. She says her goal is to recognize interesting and diverse suppliers who bring AT&T a competitive advantage.

“Finding companies with better business solutions is critical,” says Kerr. “When I look at a business, I ask myself ‘Will this company make AT&T’s supply chain faster, more efficient and better optimized?’ We also constantly ask ourselves ‘How can diversity improve our business?’”

Kerr adds that there are other advantages. “Supply chain diversity leads to greater customer loyalty as well,” she says. “Our demographics are changing considerably, and our customers appreciate buying their communications products and services from a company that includes diverse suppliers from their communities. Since many of our business and public sector clients are interested in diversity in their supply chains, we are often asked to include diversity solutions in our bid responses. In this way, supplier diversity delivers the advantage of revenue enhancement and sales enablement. Our program enables us to win more bids.”

Finally, Kerr explains that showing great

Diversity

community support helps with public policy support. She concludes, “Those suppliers we do business with and diverse community groups are more than happy to speak at city

“It creates opportunities for them to do more business with each other and for corporate America to create economic wealth and vitality in the communities that they live and work in.”

— Denise Coley, director for global supplier diversity business development at Cisco Systems

council meetings or in front of regulatory panels and say, ‘This is a great company that should be allowed to maximize its operations, since they are investing in the communities where they do business.’”

Another good example is represented by Denise Coley, director for global supplier diversity business development at Cisco Systems. She says Cisco has an internal goal to have expenditures with small, diverse businesses and that “the supplier diversity organization acts as a facilitator of relationships at Cisco.” Her department is active with groups that certify diverse businesses and attends annual conferences with these organizations. Every quarter, Cisco also sponsors “How to do Business with Cisco.”

This is an opportunity for diverse-owned businesses to hear about opportunities at Cisco.

“The opportunities can range from janitorial services or landscaping to promotional products, marketing, advertising, leadership training and transportation,” Coley says.

Coley sees the supplier diversity landscape as being in a transitional state. “Now that we have the Internet, access is easier and available for everyone. A small business can be run out of a home or garage and still have a global reach,” she says. Coley also believes that the greatest change in the next three to five years in the supply chain is the inclusion of diverse businesses in the global economy. So at Cisco, the concept of relationship facilitation now has a global connotation.

“We now encourage our diverse suppliers to accompany us on business missions abroad with diversity organizations and other corporations to meet diverse suppliers throughout the world,” she says. “It creates

opportunities for them to do more business with each other and for corporate America to create economic wealth and vitality in the communities that they live and work in.”



The 2007 San Francisco MDE Institute in the Mission District.

Mentoring and Being Mentored with MDE

Andrea Garfield ('06) is vice president of business development and a partner at Startech Global, which creates custom software for entrepreneurial and growing companies. She originally chose UCLA Anderson for her MBA degree to best prepare for a career in entrepreneurship and is now happy to have her own company.

While at Anderson, part of Garfield's

“Now a successful entrepreneur herself, Garfield reflects on how rewarding her MDE experience turned out to be. ‘It was exciting to work with people who were doing exactly what I aspired to do.’”

preparation for business ownership was serving as a teaching assistant in the Management Development for Entrepreneurs (MDE) program. She led small groups of participants and helped them develop their Business Improvement Project (see accompanying story). The benefits of involvement in the program run both ways. MDE participants get advice from Anderson students while the students receive real-world experience working with existing entrepreneurial companies that face the same issues the students will eventually come across in their own careers.

“There are distinct patterns that emerge,” Garfield says. “So the more frequently you work through the strategic planning process, the more effective you can be. For example, if

someone starts a marketing firm, they tend to focus on serving their clients by doing the marketing work. However, as the company gets bigger, they need to spend more of their time overseeing and running the company as a whole.”

Garfield commonly encounters entrepreneurs who resist changing roles, which is an obvious problem, since as she points out, somebody has to be in charge. She sees the MDE program as giving the participants new confidence in their management skills, which makes transitions easier. She says it gives them an understanding of the latest in best practices to give their companies a competitive edge. Garfield has a long line of teachers in her family, and she found it satisfying to try new ways of thinking and to apply them to help grow a business.

Now a successful entrepreneur herself, Garfield reflects on how rewarding her MDE experience turned out to be. “It was exciting to work with people who were doing exactly what I aspired to do. On the surface, it might seem that we had little in common, but I now have strong bonds with them. Some have 20 years of experience in the business world, and they have given me a lot of valuable advice in return. In addition, we’ve been able to do some business together as well.”



Andrea Garfield ('06) is vice president of business development and a partner at Startech Global.

Training that Transforms

UCLA Anderson's MDE program is in the opportunity creation business as



Fred Naranjo, senior partner of Scarborough Insurance Agency, consults with Anderson MBA student Saujin Yi ('07) on his business improvement project at the 2007 San Francisco MDE Institute.

well. The curriculum offers both a 10-day certificate program in Southern California at UCLA Anderson in the fall and a four-day certificate program in Northern California's Silicon Valley in the winter. Both offer a wide-ranging series of topics, including organization and strategy, operations, management, marketing and finance. Classes are taught by UCLA Anderson faculty members.

Nancy Duarte, principal of Duarte Design Inc., says the MDE program is "one of the best things that ever happened to me." Duarte Design is a global leader in the production of presentation materials in any media form. Their clients include Cisco Systems, Sun Microsystems, Al Gore, Citrix, Hewlett

Packard and Adobe, among many others. Since participating in MDE, she has seen to it that five of her team managers have also graduated from the program. She added for emphasis that "the whole program has transformed my organization."

It's important to remember that Duarte's company was successful before she completed MDE. She says she never experienced a "glass ceiling" and even felt that going through the necessary steps to have the company officially categorized as woman-owned was potentially diminishing. However, "as a favor to Cisco," she spent the money, took the necessary steps and on the advice of Cisco's Coley enrolled in MDE.

At the heart of the MDE program's curriculum is a Business Improvement Project (BIP). It is a strategic initiative designed to add significant value to the entrepreneur's enterprise. UCLA Anderson MBA students participate as teaching assistants, serving as consultants in strategy workshops to help formulate and implement the entrepreneur's plans. It is then refined in the weeks after the academy. (Incidentally, the BIP concept has proved so successful that Osborne uses it in a variety of other Price Center educational efforts, as well.)

For Duarte, her business improvement project enabled her to see the different

“The future for us is taking these ideas to emerging countries, not just emerging communities in the United States.”

– Al Osborne



stages of development in her business and to see the gaps in what she needed to do next to enter the mature stage for an entrepreneurial enterprise. One specific thing she did was institute a new level of management – middle managers – so that her senior management team could focus more on strategy. As a result, she says they have learned how to plan and how to treat their departments as their own businesses.

What the Future Holds

What began as social policy and became good – even necessary – business policy continues to expand and go global as executives and educators anticipate what is to come. Cisco’s Coley notes that more diverse-owned businesses will be included in supply chain opportunities. Kerr of AT&T says that those opportunities are there for international companies to enter the supply chain as well.

Whatever is ahead, UCLA Anderson’s MDE program will be a part of it.

“The future for us is taking these ideas to emerging countries,” Osborne says. “Not just emerging communities in the United States. We are currently in discussions about taking an MDE-type program to South Africa, to the emerging central European countries and even Latin America. We’ve also been invited to Mexico, where their national policy supports entrepreneurship as an important element in raising standards of living. There is considerable momentum in recognizing the value of this kind of business thinking to enhance the democratization of a society. UCLA Anderson will continue to be a leader in this initiative through bringing the empowerment of business skills and tools to emerging populations.”

FEATURE

Dermalogica's Seven Steps to Success:

An Entrepreneur with “Skin in the Game”

By Deborah Holdship



Dermalogica founder Jane Wurwand may be in the skin care business. But as the entrepreneur who launched the world's No.1 professional skin therapy line in 1983 (with three people and \$14,000, no less), her mission is more than skin deep.

“For Dermalogica, it's not about beauty, pampering and luxury,” says Wurwand. “It's about empowering women through the human touch.”

That empowerment is delivered via Wurwand's International Dermal Institute. What began as a one-room storefront some two decades ago now counts centers in more than 40 locations worldwide. The institute trains health and wellness experts – the majority of whom are women – to create careers as skin care therapists and salon owners. “We teach people how to do a professional skill that is good for their

lives and their careers,” Wurwand says. (All while using Dermalogica products, of course!)

Wurwand is an active board member at UCLA Anderson's Harold and Pauline Price Center for Entrepreneurial Studies. She shared seven key lessons to her success at the 2007 Entrepreneurs Conference, presented by the student-run Entrepreneur Association. By following these simple rules, Wurwand now oversees an operation with distribution in some 48 countries via more than 850 “team members.” The Dermalogica line is used by some 75,000 therapists and can be found in more than 25,000 salons.



Seven Steps to Success — Dermalogica Style

- 1 Operate in a “no flake” zone:** Commit. Deliver. Repeat. Consistently.
- 2 Play your game.** Do something you love and then focus, focus, focus. “I am not in the hair, nails or makeup game,” Wurwand says. “I leave that to the department stores.”
- 3 Go for the big idea.** “You can start with the safe idea, but don't settle there,” she says. “Have the courage to move on to the crazy, wacky, 'out-there' idea.”
- 4 Spend your money where it matters.** “You can go bankrupt 'looking good,’” warns Wurwand. “Don't get seduced spending money on advertising campaigns that don't matter.” Public relations and editorial campaigns are just as effective in promoting one's business and tend to cost less money.

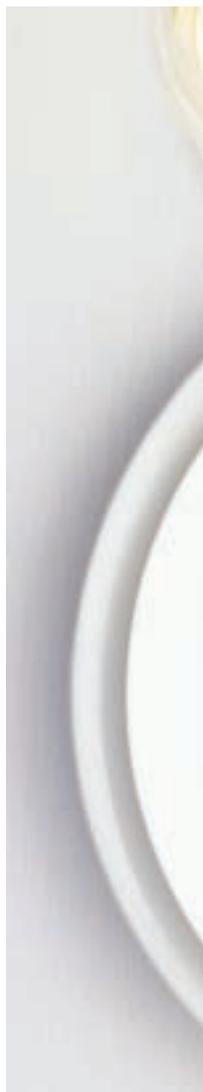


you. I don't care how many times you try and fail, get up again, again and again. And I don't like to use the word 'fail.' I don't think we actually 'fail.' We just stop trying.”

“For Dermalogica, it's not about beauty, pampering and luxury. It's about empowering women through the human touch.”

— Jane Wurwand

- 5 Risk incompetence.** “Competence is the last refuge of the truly unimaginative,” Wurwand says. Much of an entrepreneur's time is spent in discomfort, so get used to it, she adds. “If you're competent at every thing, it's a recipe for mediocrity.”
- 6 Energy creates form.** “What you think becomes reality,” says Wurwand. “Don't buy into negativity – yours or those around
- 7 Seek the higher purpose.** “At Dermalogica, we actually teach a skill that can help women have more successful lives,” says Wurwand. The company recently opened training centers in Shanghai and Mumbai.



Seriously Simple

By Paul Feinberg

AMR Project Takes Every Day Fine Dining From the Printed Page to the Pantry Shelf



Diane Worthington had an idea. She wanted to take her existing reputation and move it into a different business setting. Well-known to foodies, she is an expert on California and contemporary American cuisine and the author of nearly two-dozen popular cookbooks. She also hosts an award-winning radio show and serves as editor-in-chief of Epicurus.com, a web site devoted to food and wine.

What all this activity amounts to is national recognition for her expertise, along with a brand – Seriously Simple – that embodies her food philosophy. What she didn't have was a way to turn the Worthington oeuvre into a manufacturing enterprise, or more specifically, a line of food products that reflect her creative approach to everyday fine dining.

At just the right time, a mutual friend introduced Worthington to Melissa Lynn ('07). Though they initially met for social purposes, they soon began to talk about Worthington's still gestating idea, what she calls “a lifestyle concept related to food.” Melissa immediately recognized that Worthington's business idea would offer the perfect opportunity for her to apply her marketing and entrepreneurial interests to a real world situation. In turn, Worthington would receive recommendations for how to approach her business idea. It appeared to be a win-win arrangement for them both, and the timing could not have been more perfect.

As it happened, when she met Worthington, Lynn was a first-year full-time UCLA Anderson student. Recognizing the possibilities in the author-chef's vision, she brought together some of her classmates – Stacie Hajduk ('07), Traci Kroeger ('07), Dayna Mintz ('07) and Alicia Weisser ('07). Together they explored the creation of a business framework – a shelf if you will, on which to arrange the various ideas and products Worthington was considering. This led to the team's first collaboration with Worthington in their business plan course. The results of their class

SERIOUSLY Simple

work impressed Worthington enough that she continued the relationship as the sponsor of the team's Applied Management Research (AMR) project.



The Seriously Simple team and their client (left to right) Alicia Weisser, Stacie Hajduk, Diane Worthington, Melissa Lynn (holding the book cover), Dayna Mintz and Traci Kroeger.

Taking It to the Next Level

AMR, colloquially known simply as field study, is the two-quarter long, hands-on application of their MBA training that is required of all second-year full-time Anderson students. It's designed to bring them into close contact with the organizational and competitive realities of the business world. Each team examines a specific company, industry and strategic opportunity and then develops written and oral implementation recommendations.

Sponsoring companies range from young to mature, but rarely do they offer the entre-

preneurial challenge facing the Seriously Simple team. Unlike the overwhelming majority of their past and present peers, the team started with the earliest stages of developing an enterprise. Their start-up assignment required the passion to pursue a full year's commitment with the unusual process of going from business plan course on into field study with the same project. As a result, they were charged with conceiving what Worthington's potential new business should look like and determining what aspects of their partner's vision would prove viable in the marketplace.

The process began with a series of meetings, brainstorming sessions in which Worthington outlined her notion of creating a line of sauces and the like based on her recipes that would reflect the Seriously Simple approach.

"Diane is extremely passionate," Hajduk says. "She had 25 different ideas and that was one of our challenges. We had to rein her extensive ambitions back in a bit, before we could apply some structure to them."

Though it wasn't necessarily by design, the team members each brought experience with different business specialties to the project. Mintz, for example, was considered the finance expert of the group. However, everything didn't break down into neat compartments, so a true team effort was required with each of them involved in all aspects. Like a standard start-up experience, they all did whatever was necessary from crunching numbers to marketing. They also found themselves immersed in areas none of them were familiar with.

"I feel like I spent half my time with food chemistry," Mintz says. "And that was the best part of the project as far as I'm con-

cerned. We got to really extend beyond our comfort zones into unfamiliar territory like finding test kitchens and forecasting demand for different food products.”

The team undertook a series of multifaceted surveys. Not only did they try to unearth what types of products might interest the public, but they also sought to define the gourmet and specialty food market in general. Information about Worthington herself was also important, the group needed to understand the author's image, to see what space she occupied in the realm of epicurean celebrity. The students took advantage of in-house Anderson experts as well, consulting with Carla Hayn, associate professor in accounting and the team's faculty advisor, and Susan Dearing, EMBA career and leadership director, who by a happy coincidence had a prior career in the food industry.

Presenting the Final Plan

This research took most of the winter, and in March, the team formally presented their findings to Worthington. The goal was to recommend the best strategy for launching a specialty food product line. The five team members each took a turn at the lectern, laying out the Seriously Simple timeline, an industry overview, their research strategy, their findings and recommendations, and an implementation plan.

The outlook proved positive for Worthington and the potential for a Seriously



Simple line of products. The gourmet and specialty food market is growing, and the most popular segment of it is in the United States, including condiments, sauces and dressings – which dovetailed well with the direction Seriously Simple wanted to go. There were comparisons of Worthington to other well-known chefs and authors (think Rachael Ray and Emeril Legasse) and analysis of the target consumer (think foodies and casual cooks) and the qualities of the brand (think West Coast sophisticated.)

Ultimately, a series of specific recommendations were made, including the types of products Seriously Simple consumers might be interested in (such as dipping oils, pestos, tapenades, vegetarian spreads, dessert sauces and basics like roasted garlic puree). Customers also favored different flavor choices within each type of product and even exhibited a preference for fewer, yet familiar, easily-pronounceable ingredients.

Kroeger made the link between image and packaging and then detailed a pricing strategy. She noted that consumers liked fancy seals



The gourmet and specialty food market is growing, and the most popular segment of it is in the United States...

S E R I O U S L Y

Simple

“Kroeger made the link between image and packaging and then detailed a pricing strategy. She noted that consumers liked fancy seals rather than ‘cheap-looking’ plastic, but they also expressed a preference for homemade-looking labels.”



rather than “cheap-looking” plastic, but they also expressed a preference for homemade-looking labels. Short jars for non-dry products and tins for dry products were preferred, and consumers want them to be able to fit into their cupboards and pantries along with products they already have. Smaller sizes were important to focus groups, because they wanted to try the foodstuffs before committing to purchasing large quantities. Pricing was also field tested, including store visits, and it was found that Seriously Simple faced tough competition in this space.

“Since consumers are going to have so many options,” Kroeger says. “We feel it is really important to price relative to these competitors, so the \$8 to \$12 range would be most appropri-

ate for Seriously Simple products.”

The end goal for distribution was specialty stores like Trader Joe's and Whole Foods. But to get into those locations, proof of sales must be shown. With this in mind, the Seriously Simple team strongly recommended that Worthington take the products to various farmers' markets where flavors, packaging and pricing could be tried out and where customer feedback is immediate and easily obtainable.

The final portion of the presentation was the five-phase implementation plan, which was handled by Weisser. The first phase was the creation of the business plan, which was taken care of the prior year. Phase two, creation of the product line, was the core of their AMR project. The next step would be the creation of the actual products for use in phase three, the farmers' market test runs, which was expected to require six months. Phase four would be co-packing the products to help with packaging and distribution, requiring someone with the same attention to detail and quality standards as Worthington. The fifth and final phase would be securing a strategic partner.

“Before we can attract the right partner, we have to have a really firm value proposition to offer,” says Weisser. “With a proven track record of sales for a desirable product line and strong branding, potential partners can be successfully approached.”





During their project's final presentation, in the background (from left to right): Stacie Hajduk, Alicia Weisser, Traci Kroeger and Melissa Lynn with Dayna Mintz at the podium.

Also during the team's final presentation, Traci Kroeger (left) and Melissa Lynn (right) with product examples.

Continuing the Working Relationship

When all was said and done, Worthington called her AMR experience one of the most incredibly invigorating of her working life and credited the team as wonderfully compatible working companions. Unfortunately, despite her effusive praise, you won't find any Seriously Simple products on your favorite store's shelves any time soon. After digesting the group's presentation and the accompanying report, Worthington eventually decided to seek out a partner with whom she can launch a line. She realized that it would be an enormous commitment of time and money, noting that she was also releasing a new book, "Seriously Simple Holidays," at the same time.

"I'm still very happy that I went through the process," Worthington says. "You have to do all the right work and have all the right information to be able to make an intelligent decision. And I had a great team who were absolutely driven to do their best for me. Participating in an AMR field study project is a wonderful opportunity for any small business owner."

As for the team, they've since graduated and gone their separate ways with new post-MBA careers. (As a matter of fact, two are working in the food industry, Lynn at Kraft Foods and Hajduk at Del Monte Foods.) However, Hajduk says that the group still feels they have a vested interest in Seriously Simple. Mintz adds that they maintain contact with Worthington, who has come to them for advice and feedback outside the scope of their original work. Both sides value the ongoing working relationship that was forged during the project, and only time will tell where it will ultimately lead.

“After digesting the group's presentation and the accompanying report, Worthington eventually decided to seek out a partner with whom she can launch a line.”

INTERNATIONAL
EXCHANGE

Accessing the Global Marketplace

By Paul Feinberg



What does American enterprise giant Oracle have in common with Metra, a New Zealand company that provides weather-related products and services to customers around the world? And what connection do they have to Mobisoft, a Finnish company that offers software solutions for passenger transport through GPS tracking, or Gozzo Impianti of Italy, which operates the planning, engineering and construction of technological systems for commercial construction?

Though these different companies may seem completely unrelated, as well as far apart geographically, they all came together at UCLA Anderson on July 27, 2007, to participate in the opening weekend of the annual Global Access Program (GAP). Each of 33 early-stage technology-based companies sent representatives to take advantage of the opportunity to engage a team of third-year Fully Employed MBA (FEMBA) students as professional consultants. For these students, GAP participation is the culmination of their MBA experience, where all their newly acquired skills and knowledge come together in international real-world application. Working with key company executives, they address the most critical strategic challenges facing each organization and develop comprehensive strategic business plans to effectively address the issues.

A Specific Case Study

A case and point is YouMail, a cell phone voicemail service that allows subscribers to individualize their greetings for missed calls. Based on caller ID, it allows each caller to hear a unique customized greeting. In 2006, the company (a spin-off of Zeacom, a New Zealand-based company that develops Unified Communications application software solutions) engaged a GAP team as part of its efforts to gain funding to launch its program in the United States. Zeacom's founder, Miles Valentine, had earlier met GAP leaders, Bob Foster, GAP director and UCLA Anderson adjunct professor of decisions, operations & technology management, and Elwin Svenson, GAP executive director and UCLA vice chancellor emeritus. GAP has a long history of working with businesses from New Zealand, as well as those from five other foreign countries.

George Greenberg (FEMBA '07), manager of finance and business planning for the Walt Disney Internet Group, was one of five students who worked on the YouMail project (along with fellow classmates Giri Damerla, Amit Jain, Amir Rao and Sharad Varadarajan). Here's how he described the project as first presented to his group.

“They came to us saying, 'Here is what we have. Can we do



A case and point is YouMail, a cell phone voicemail service that allows subscribers to individualize their greetings for missed calls.

something with it for the cell phone market in the United States?” says Greenberg. “Essentially, YouMail had a concept and wanted to know if it was a business. They needed to determine if there was a viable market for the product and whether or not they could make money with it.”

The GAP team found exactly where users were getting stuck, examining what worked and what didn't, and determined a suitable solution to the problem. They talked to customers to see what was acceptable to them, what they would and would not do. The result, according to Greenberg,

*Left Photo:
Bob Foster, GAP
director (right), and
Jonathan Lasch,
faculty advisor for
GAP (left), listen to
the teams' final pre-
sentations.*



*Right Photo:
Elwin Svenson,
GAP executive
director (left), in
conversation with
Jack Powazek ('74),
UCLA assistant
vice chancellor
(right), at a break
in the project pre-
sentations.*



Getting to the Heart of the Matter

Every GAP project has a significant primary research element and concludes with an “investment grade strategic plan” – a business blueprint of high enough quality to be capable of being successfully presented to angel investors and venture capital firms. Miles Valentine, chief executive officer of Zeacom and chairman of YouMail, says the greatest benefit for the company was the extensive and focused primary market and product research the group provided.

“Both the initial and later the secondary research conducted by the students proved crucial in identifying the key elements needed to effectively structure the project,” says Valentine. “The primary research found some interesting things about function and usability. For example, a major discovery was that one of the barriers to adoption in the United States was how we program call forwarding. It required putting a 14-digit sequence into the phone and then sending it out, and we had to create this type of system for a wide-range of phones.”

was that many of the fundamental ideas and strategies on how best to create a value offering to the customer, position the product, expand its features and ultimately generate a tremendous business was a direct result of their team's work or brainstorming in conjunction with the company's team. He says that together they came up with totally new and different ways to approach and best capitalize on the patent-pending technology. Armed with this new understanding and the resulting strategy, YouMail sought funding, but it still had some obstacles to overcome.

Attracting More Than Interest

“It was a wireless Internet play, even though it had all sorts of social networking potential,” Greenberg explains. “Everyone in the investment community had been burned by the dot-com crash, and Zeacom's board of directors was skeptical about dedicating resources to YouMail.”

Despite these concerns, the YouMail business plan passed its ultimate test as GAP's Foster explains, “Only three months after the December presentation in the spring of 2007, YouMail raised \$1.8 million in capital from the Tech Coast Angels, the largest angel investment group in the United

States in terms of number of members (over 300). Not only did they raise the funds, but two members of Tech Coast Angels joined YouMail. Founder Luis Villalobos became a member of the board of directors and recruited an experienced serial entrepreneur, Alex Quilici, to become the



The World-Wide Workplace

Greenberg considered the international aspects of GAP a key component with significant benefits, pointing out that students have the opportunity to meet with many different global groups, not just those associated with their particular project. For



Left Photo: Damerla (second from left) makes a point during the team's final presentation while Rao (left), Greenberg (center), Jain (second from right) and Varadarajan (right) look on.

company's chief executive officer. Both the funding and personnel moves demonstrate the considerable confidence generated by this great GAP success story.”

Gratifying results like these don't happen by accident. FEMBA students are full-time working professionals who are well prepared for their final field work in GAP. In addition to the rigorous first two years of the curriculum with elements of both theory and practice, students begin their hands-on learning experience during the summer prior to conducting their primary research. GAP projects are entrepreneurial in nature, requiring students to be prepared to create a business from its earliest stages. So they master disciplines such as business plan writing, secondary and primary research methodology and how to interact with technology-based international companies.

example, he recalls students meeting with various trade ministries and participating in networking events with government officials, including the consul general of New Zealand in his case, as well as one of the other team members meeting the deputy governor of New Zealand's Reserve Bank during their visit to New Zealand.

As a result, GAP's international reputation continues to spread throughout the global marketplace, through participants like YouMail's Valentine, who recommended the program to two of the companies with GAP projects for this year. He also considers having a U.S.-based partnership vital to any enterprise from elsewhere in the world that hopes to compete in the coveted U.S. market.

“I think it's an outstanding experience, especially for an entrepreneurial company that is just getting started,” Valentine says. “The team's diligence astounded me, and they not only worked very hard, they worked very smart. The resources they provided for a relatively low fee (\$12,500) were impressive. You'd pay a hundred thousand dollars for a commercial consulting firm to do the same work.”

For more information about the Global Access Program, send an e-mail to gap@anderson.ucla.edu or visit www.gap.ucla.edu.

Right Photo: Jain (left) thanks two of the volunteer panelists – Heikki Ketola, president of the Scandinavian Center (center), and Murray Ansell, founder and CEO of ThinkUSA (right) – for their evaluation of the project.

Working the Pacific Rim

UCLA Anderson's Ziman and Price Centers Connect with Alumni and Partners in China

In support of UCLA Anderson's efforts to build and maintain relationships in Asia, Elaine Hagan ('91) of the Harold and Pauline Price Center for Entrepreneurial Studies and Sharon Nakamura-Brown of the Richard S. Ziman Center for Real Estate at UCLA joined a contingent of Anderson students on the annual spring break trip. This is the first time the centers have actively participated, and their representatives began the journey in Hong Kong, where they connected with several alumni, and then moved on to mainland China to join the student tour for Beijing and Shanghai.

"It's refreshing to see how supportive our students and alumni are of promoting the UCLA Anderson brand in Asia," says Hagan of the experience. "They appreciate that the school's global reach connects them in a worldwide network."

The centers presented several events in collaboration with the student-led Greater China Business Association. In Beijing, the group toured Gang (Mark) Mai's ('03) VenturesLab incubator facility, which included a presentation by the company and a reception. There was also a panel discussion with Beijing-based alumni sharing their personal career path choices in media, finance, venture capital, sports marketing and technology enterprises.

"The events gave our China alumni and friends the opportunity to reconnect with the school by participating in the centers' activities and interacting with current students,"

says Nakamura-Brown.

In Shanghai, a meeting and networking reception was sponsored with assistance from Scott Pollack (MBA/JD '95), an active alum who was instrumental in creating the Greater China Alumni Group. Finally, a real estate developer, Shui On Land Limited, and their business development manager, Andrew Goodridge ('06), hosted an executive panel discussion and tours of two major mixed-use redevelopment projects. Knowledge Innovation Community has office and incubator space, residential lofts and a sports stadium, and Xintiandi is a major urban tourist attraction. Student Britta Tracy ('08), president of the Anderson Real Estate Association, commented on the lasting impression of the experience's international perspective.

Goodridge encouraged students and alumni to consider Asian opportunities, saying, "I wanted a career that involved both venture capital and real estate, and I couldn't be more pleased with Shui On. In China, my UCLA Anderson MBA training is highly valued."



Sharon Nakamura-Brown and Andrew Goodridge ('06).

UCLA Anderson students visit the Great Wall of China.



Evaluating the European Union's Expansion

UCLA Anderson's CIBER Hosts First Conference in Series

UCLA Anderson's Center for International Business Education & Research (CIBER) presented "EU Expansion - Three Years Later," on April 18, 2007. Co-sponsored by the UCLA Center for European and Eurasian Studies (CEES), this was the first symposium in a series to examine the mutual economic, political and social impacts of the integration of the central European countries into the European Union (EU) in 2004. The conference was also a joint effort with the consulates from these new member nations, Hungary, Poland, Slovakia and the Czech Republic. The event was timed to coordinate with the EU's celebration of the 50th anniversary of the signing of the Treaty of Rome, which brought the European Economic Community into existence.

Dean Judy Olian and CIBER Program Director Robert Spich welcomed the Korn Convocation Hall audience and introduced the two keynote speakers, Rockwell Schnabel, former United States ambassador to the European Union, and Hannele Tikkanen, trade counselor at the European Commission in Washington, D.C. In his address, Schnabel said the accession "has been a great success." He further noted that the European alliance has enjoyed enormous benefits over its 50-year history, leading to an economy that is now the largest in the world with the corresponding political power. Tikkanen concurred, calling the EU expansion "a win-win process for old and new member states."



Ivan Berend, former director of the CEES and an eminent authority on European history, served as master of ceremonies and moderator of the two panel discussions, the first on policy and social issues and the second on economic concerns. Panelists included: from Hungary, Miklos Merenyi, state secretary at the ministry of economy and transport; from Poland, Jerzy Kwiecinski, deputy minister for regional development; from the Czech Republic, Martin Dvorak, economic and commercial counselor at the embassy in Washington, D.C.; and from the Slovak

Hannele Tikkanen of the European Commission delivers a keynote address for the CIBER conference on the European Union at UCLA Anderson.

“Tikkanen concurred, calling the EU expansion ‘a win-win process for old and new member states.’”

Republic, Tomas Bican, economic officer of the embassy to the United States. A luncheon followed with an address by Nicholas Cull of the USC Center on Public Diplomacy.

“This was a true consortium,” says Spich. “Working together to provide a meaningful way to mark these important milestones in their history certainly strengthens UCLA Anderson's ties with the European government and business communities.”



Leave 15-minute blocks between most calendar entries so that you have one to two hours free to handle interruptions during your day.”

you are in sales, start your day with setting sales appointments (or selling). Whatever your profession is, make sure that the most important activities lead your day. And if you don't know why these activities are important, for each item ask yourself, “Why do I care about that? Why is that important? Why does that matter to me?”

2. Schedule your work and work your schedule.

Starting with the items from above, schedule time periods in your day to accomplish whatever you are committed to. Include recurring appointments for doing similar activities together when possible: Return or make phone calls together; check and respond to e-mails only at two or three specific times during the day; run all errands during one trip out of the office. Don't leave unscheduled time for working through your to-do list. Research shows that you will only get to 25 percent of it anyway. Schedule it or don't - including what you are committed to doing outside of work.

3. Pick one method for capturing and keeping track of all of the actions items, tasks and to-do's that you think about as you go through your day.

Whether it is a notebook, a hand-held voice recorder or a Personal Digital Assistant (PDA), you will always know where you put that important information. Be sure to carry it with you at all times, so you never have to worry about forgetting or losing these items.

4. Leave enough time unscheduled for emergencies and interruptions.

You don't know when they are going to come, but you do know you will get them. Leave 15-minute blocks between most calendar entries so that you have one to two hours free to handle interruptions during your day. In other words, don't schedule yourself back to back all day long.

5. Plan for tomorrow at the end of today's work day.

Use this time to enter whatever you “captured” during the day into your calendar for the coming day(s) and to make sure the most impor-

tant items are getting scheduled in the near future.

Todd Benton is a partner at Benton Consulting Group. Since 1995, he has led a variety of programs and consulting engagements and has trained thousands of people in communication, teamwork and productivity.

Benton has sold and delivered programs and consulting to organizations such as Microsoft, Wells Fargo, PricewaterhouseCoopers, Adobe Systems, Guardian Life Insurance and many others. As a Mission Control licensed partner, he is a certified Mission Control program leader and is one of the primary corporate program leaders in North America.

For more information on Benton Consulting Group, please visit: <http://www.bentoncg.com>.

For bios and more information regarding the career coaches available to Anderson alumni, please visit <http://alumni.anderson.ucla.edu/career/CareerCoach.aspx> or call (310) 825-3325.

Q & Anderson

Network like a Millionaire

By Paul Feinberg

CAREER MANAGEMENT

Jennifer Openshaw (FEMBA '98) is the voice behind “Winning Advice with Jennifer Openshaw,” heard nationwide on ABC Radio, and founder of TheMillionaireZone.com, a social networking site for the financially motivated. She has appeared on a host of television and radio shows, including “Oprah” and programs on CNN and CNBC.

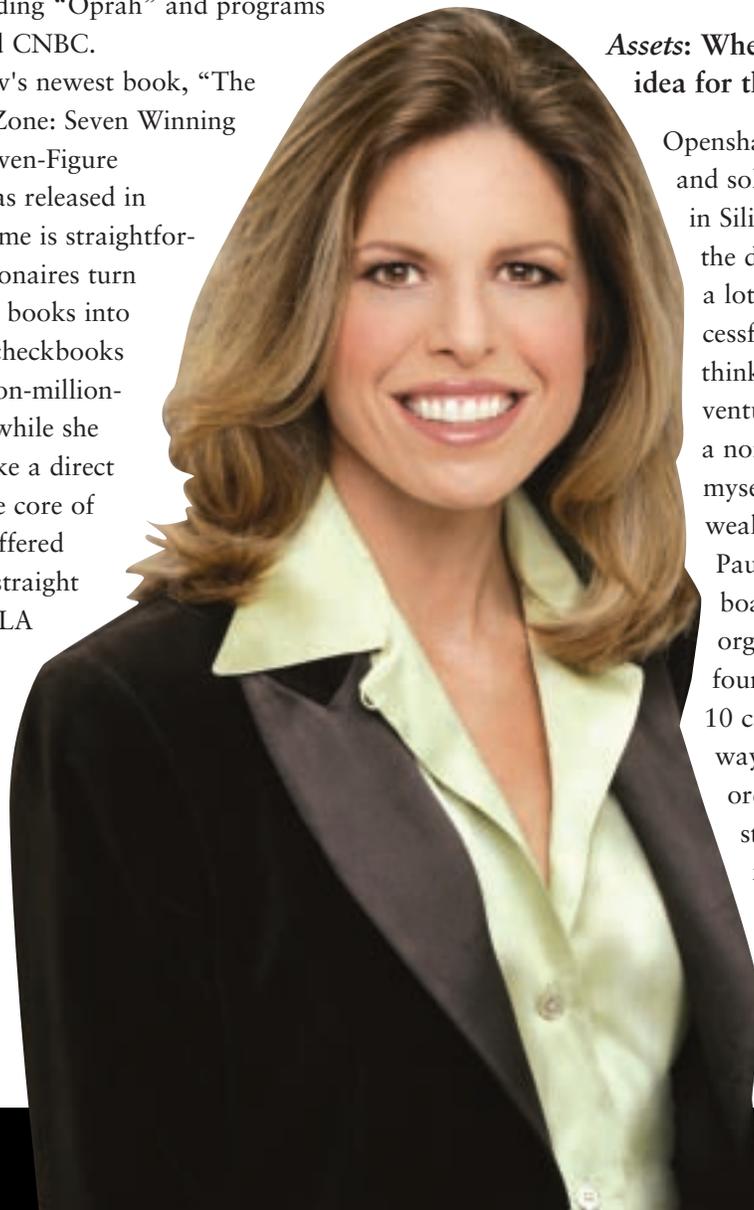
Openshaw's newest book, “The Millionaire Zone: Seven Winning Steps to a Seven-Figure Fortune,” was released in April. Its theme is straightforward: “Millionaires turn their address books into burgeoning checkbooks more than non-millionaires.” And while she does not make a direct reference, the core of the lessons offered seem culled straight from the UCLA Anderson experience – that is, be entrepreneurial, start with

your passions and see every rejection as an opportunity to help you get where you want to go. Visit www.themillionairezone.com/excerpt to read an excerpt from the book.

Recently, Openshaw spoke to *Assets* about the new book and her Anderson years.

Assets: Where did you get the idea for the new book?

Openshaw: After I built and sold my first company in Silicon Valley during the dot-com days, I met a lot of financially successful people. As I was thinking about my next venture, I helped launch a nonprofit and found myself around the super wealthy – people like Paul Allen (on whose boat we launched the organization) and the founder of the 10-10-10 calling card. In many ways they seemed like ordinary people, but I started asking myself, “What makes these millionaires more successful than



“While most Americans are afraid to venture out on their own, successful people overcome those fears by tapping into the people, places and resources right at their fingertips.”

everyone else? What is it about the way they act, behave and operate that differentiates them?” Doesn't everyone want to know that?

So, I started watching them more closely, and my theory began to develop: While most Americans are afraid to venture out on their own, successful people overcome those fears by tapping into the people, places and resources right at their fingertips. I call this your LifeNet. It's a simple but powerful concept that goes beyond the traditional notion of networking.

Assets: So, the book is based on that theory?

Openshaw: You bet, and a lot of hard research.

I commissioned two national surveys of 3,000 Americans, and when I saw the data, I went “Wow!” There's no question that millionaires make better use of their networks than non-millionaires. There's a way in which they operate that makes people *want* to help them, want them to succeed. Imagine how much easier your life would be if people *wanted* to help you, whether you're raising money for a venture, looking for that next job or wanting to start your dream non-prof-

it. In the book, I offer tips and exercises to change your mindset so that you create a greater connection to your LifeNet; you'll be a whole lot more successful and happier if you do.

Assets: In what ways do they leverage that network?

Openshaw: First, their network (or LifeNet, as I call it) goes well beyond just people and the traditional thinking of “who can get me to x, y, z.” Those who operate in the million-dollar zone view their network as an extension of them, as something to be cared for. And as they care for those elements in their LifeNet, they find that their LifeNet will give back in many ways. The book teaches you how to do that.

The research also found that networks include everything from your alma mater and local government to professional clubs and your current or ex-employer. Let me give a personal example. When I left a major bank, I had their credit card division – among the largest in the country – as my first customer for a new product I was developing. It's a great example of turning to an organization in my LifeNet to propel my success without a lot of risk. In speeches, I talk about an investment banker who was looking to make a change from a major bank. By really tapping into his LifeNet and gathering more advice and information than the typical person does



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Q & Anderson

in a job hunt, he had two offers that were a solid 20 percent higher than their *initial* offers. Today, he's happier, in control of his destiny as one of four partners in a top firm and truly in the millionaire zone. These are just two examples of what the research

showed – that financially successful people leverage their LifeNets more, for everything from ideas, information and advice to financial, emotional and practical support. And, the research showed that those in the “wanna-be” millionaire category (net-worth of \$500,000 to \$1 million) not only failed to enjoy the same benefits from their LifeNets but also regretted not using their LifeNets more.

I got to talk to a lot of inspiring Americans, and their stories are in the book. But I also highlight many on the Forbes 400 Richest Americans list who also didn't “go it alone” as they achieved their wealth. Did you

“Dealing with rejection and becoming successful is *all* about thinking outside the box.”

ever think of Oprah Winfrey, who relies on her best friend, Gayle, to run her publishing business and provide emotional support through those late-night phone calls we've all heard about? Or, Phil Knight, who turned to his track and field coach for feedback on his idea for shoes and ultimately found his business partner. These people hit the millionaire

zone and truly reached the American Dream, because they leveraged their LifeNets. I really believe everyone has the same potential if they follow the few important principles in the book.

Assets: What is the No.1 obstacle your readers and listeners must overcome if they want to achieve financial success?

Openshaw: Fear, whether it's fear of failure, of losing money, of rejection, you name it. When it comes to starting a business or changing jobs, it's hard to leave our comfort zones. But if you take a look at successful people, whether it's the founders of YouTube or Bill Gates and Paul Allen, you'll find some key themes. They started with their passions – something they know well, something “close to home.” They also turned to their LifeNets. As a result, they never really left their comfort zones; they simply redefined it. By tapping into *who* and *what* they already know, they stayed on familiar ground and were able to overcome their fears as a result. It's a different mindset. It's not “I can't.” It's “how can my LifeNet help me?”

Assets: What's the No.1 requirement – what quality is essential for real success?

Openshaw: You asked the question I asked millionaires: What was the single key to your financial success? The answer was persistence. It was even ahead of education.

We all face rejection, but people who operate in the millionaire zone understand that rejection is just a part of the game, and they even use it to their advantage. I share the story of a business school colleague, Kevin DiCerbo ('98), who was on his third venture, a skin treatment company. Kevin approached some 50 bankers for a business loan, and

everyone kept turning him down, because he didn't own a home as collateral (he actually preferred to put his money into his business rather than into mortgage payments). Every time Kevin got a “no,” he asked, “So, you can't give me a loan, but do you know someone who can?” By asking that question, he ultimately got his loan from a banker who had room for non-collateralized loans, and now Kevin has a business slated to gross about \$5 million a year.

I share some other great tips on turning a “no” into a “yes.” One of my best pieces of advice is what I call Yes Conditioning. You can use it on your boss and even your kids or spouse. The trick to getting a “yes” is to lead in with questions you know they'll say “yes” to. In other words, you condition them, which will make it easier for them to say “yes” to the question you really want to ask. Let's say I ask you: “Can I help you save some money? Would you like to go on an all-expense-paid trip to Hawaii? Do you want to make a million dollars? So, how about that raise?” I'm having a little fun there, but you get the idea, and it works. I use it all the time.

I also share the story of another Los Angeles friend, Bob Lorsch, who asked his client if he could run with a business concept he had developed after they turned it down. They said “yes,” and he ultimately made millions off a pre-paid calling card business that was later sold to AT&T. Talk about turning rejection into opportunity.



Assets: How has your UCLA Anderson experience influenced your work?

Openshaw: Well, I got bitten by the entrepreneurial bug during my Anderson days. I felt a little intimidated in business school, because I wasn't an analyst or something like that, but the whole experience completely changed my thinking. I remember sitting in (Adjunct Professor) Bill Cockrum's class watching my peers trade stocks online, just as the Internet was coming to life. They were using their student loan money. I was thinking, “They *better* get a higher return than the rate on their loan.” At about that time, partly from my full-time job at Bank of America and partly from my work as a commentator at KCBS-TV Channel 2, I got this idea for my first company, a brokerage firm targeting the growing women's market. One of the people I turned to for advice was Professor Cockrum.

I also remember taking a class called “Creative Thinking.” I walked in the first day shaking my head and thinking, “This is the dumbest class. What a waste of money.” But I still apply some of the lessons I learned in that class even today. Dealing with rejection and becoming successful is *all* about thinking outside the box.

Openshaw on the “Rachel Ray” show to talk about how everyday people turn their passions into profits and become millionaires.

UCLA Anderson has Record-Breaking Fundraising Year

By Tracy Mlakar

\$18.4

*million was raised
in gifts and
pledges from
alumni, friends
and corporations.*

For the second consecutive year, UCLA Anderson celebrates a record-breaking fundraising year. More than \$18.4 million was raised in gifts and pledges from alumni, friends and corporations. More than half of this total, \$9.7 million, was given by alumni. This success would not be possible without the hundreds of students and alumnus/alumna volunteers, as well as support from the entire campus, particularly the research centers. This strong showing of private support signals an endorsement of UCLA Anderson by the entire community.

“We are privileged at UCLA Anderson to be regarded among the very best schools of management in the world,” Dean Judy Olian says. “Our distinctions have been built over many years, but must be continually nurtured and supported. Private giving has been the life blood for the school to build the programs and research excellence for which we are known.”

Following are some of the specific areas

that have benefited from private gifts over the past year:

- Recalled Professor Emeritus J. Fred Weston established a second J. Fred Weston Doctoral Fellowship and the J. Fred Weston Chair in Finance with generous gifts and pledges totaling \$3.5 million.
- Approximately \$2.5 million was raised for student fellowships and other student support.
- With a pledge of \$500,000, Maxine and Gene Rosenfeld established a student fellowship in their name and supported the Rosenfeld Library and the Anderson Excellence Fund, a new quasi-endowment that will provide important discretionary dollars.
- The Center for Finance & Investments added four new Founding Board members and six new Advisory Board members. Members are



industry leaders who support the center by participating in a variety of activities and by giving significant private gifts.

- The Richard S. Ziman Center for Real Estate added five new Founding Board members who contributed individual gifts of \$250,000 each.
- Students, alumni and friends contributed more than \$1.7 million in discretionary

- Gifts from corporations totaled more than \$3.7 million, with more than \$2.3 million in major contributions for strategic programs such as the UCLA Anderson Forecast and the Harold and Pauline Price Center's Johnson & Johnson/UCLA HIV/AIDS Management Development Institute and Management Development for Entrepreneurs program.

“We are privileged at UCLA Anderson to be regarded among the very best schools of management in the world.”

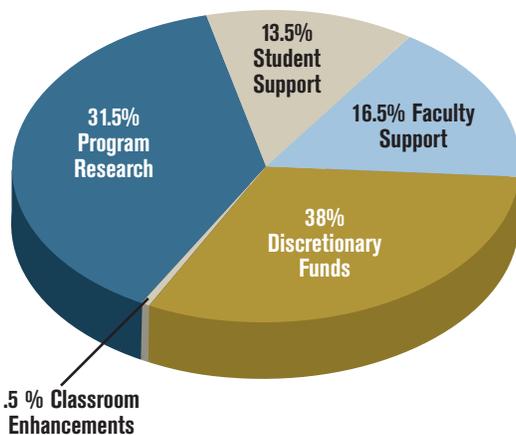
– Dean Judy Olian

funds to the Anderson Fund for the school. These resources allow the dean to immediately invest in new and strategic programs that contribute to the school's distinction.

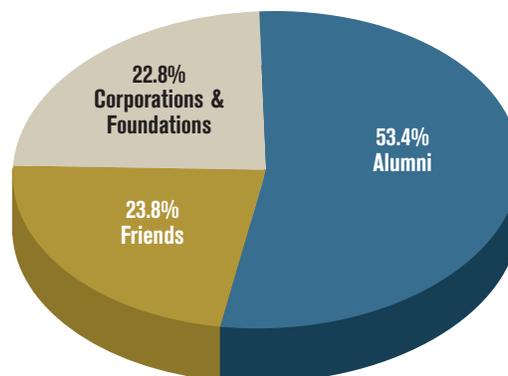
- More than \$1.8 million was secured by reunion classes through the important Reunion Class Gift campaign. Funds from this effort are designated to many areas of the school and the annual fund.

Private support enables the school to achieve the highest degree of excellence in its programs, faculty and students. These elements are vital to UCLA Anderson's ranking among the very best MBA programs in the world. To find out more about giving to UCLA Anderson, visit <http://www.alumni.anderson.ucla.edu/give/>. Or, to learn how you can make a major gift to UCLA Anderson, please call Thanh Hoang, associate director of major gifts and regional giving, at (310) 794-7040 or thanh.hoang@anderson.ucla.edu.

Gifts and Pledges by Area Supported:



Gifts by Source:



Randolph Bucklin Appointed to Chair Position

By Tracy Mlakar

“An exceptional scholar, Bucklin has been honored with five awards for teaching excellence at UCLA Anderson and sits on the editorial boards of top professional and marketing journals.”

UCLA Anderson Dean Judy Olian and Faculty Chairman Tony Bernardo announced the appointment of Professor Randolph E. Bucklin as the new Peter W. Mullin Chair in Management. Bucklin, a faculty member in the marketing area, specializes in the development of models of individual choice behavior and researches customer purchase behavior by using scanner and Internet data. An exceptional scholar, Bucklin has been honored with five awards for teaching excellence at UCLA Anderson and sits on the editorial boards of top professional and marketing journals. He currently is serving a four-year term as co-editor of *Marketing Letters*, a journal well-known for shorter academic articles and a streamlined yet rigorous process, enabling rapid reporting of results. The stature of the chair is a fitting tribute to Bucklin’s esteemed pedagogy and research record.

The distinction of an endowed chair enables UCLA Anderson to retain top scholars like Bucklin by providing extra funds for new research opportunities and collaboration with graduate students. Faculty chairs are also a critical component of UCLA Anderson’s reputation as one of the world’s pre-eminent sources of management thinking and teaching excellence. As such, endowed chairs are a significant priority in the school’s Strategic Plan moving forward to 2010.

Over the next three years, UCLA Anderson seeks to create four new chairs for senior-level faculty and four term chairs to be awarded every three years for mid-level faculty. UCLA Anderson currently has 32 endowed chairs, most of which are occupied. With

almost no remaining vacant endowed chairs, the school’s ability to leverage a chaired position as an incentive to recruit established researchers is jeopardized. Moreover, competitive offers from other business schools often lure top faculty members away from UCLA Anderson. The addition of new chaired positions is essential to continue UCLA Anderson’s legacy of distinguished scholars and teachers.



The Peter W. Mullin Chair in Management was enabled by the generosity of Peter Mullin, chair emeritus of the Board of Visitors and chairman of Mullin TBG. Mullin continues to serve on the board and is actively engaged with the school. The establishment of the Peter W. Mullin Chair in Management demonstrates Mullin’s pride in the intellectual contributions of Anderson’s faculty and the value of scholarship to advance management thinking and practices in the global economy.

For more information on establishing a chair or term chair, thereby forming a permanent connection with academic excellence, contact Thanh Hoang, associate director of major gifts and regional giving, at (310) 794-7040 or thanh.hoang@anderson.ucla.edu.

Honoring a Classmate

Carl Peter Odebjer (1974-2007)

By Tracy Mlakar

Just days before commencement on May 30, 2007, the world lost UCLA Anderson student Carl Peter Odebjer (Peter) in a motorcycle accident. Peter was well-known on campus for his smile, energy, ambition and zest for life. He made many friends at Anderson by being a loyal friend, a team player and a quick wit. This zeal for life spilled over to his volunteer efforts, having served in Darfur, Sudan, for Doctors Without Borders. In his life, Peter's enthusiasm and warm personality touched many.

Prior to his passing, Peter and his brother, Kristian Odebjer ('04), had been discussing the positive impact that UCLA Anderson had on

marathon races that Peter completed in different countries.

The initial goal is to grow the fund into an endowment of at least \$250,000.

“The fund has gone from a project he and I would have been leading together, to a way for all of Peter's family and friends to honor his memory,” says Kristian.

Donations can be made to the Peter Odebjer Fund at UCLA Anderson, in care of Lindsay Newlove. Please make checks payable to the UCLA Foundation with Peter's name in the notes line. (Mailing address provided below.)



“The Peter Odebjer Memorial Fund will provide a fellowship for at least one student who exhibits strong academic excellence with a demonstrated global outlook and a history of volunteer leadership.”

their careers and their desire to establish a fellowship as a way to attract more students who bring an international perspective to the program.

“Peter truly loved Anderson. The school gave him innumerable experiences and friends,” says Kristian. “By setting up a fellowship in Peter's name, he will keep giving back to many generations of future 'Andersonites.'”

The Peter Odebjer Memorial Fund will provide a fellowship for at least one student who exhibits strong academic excellence with a demonstrated global outlook and a history of volunteer leadership. As an extra nod to Peter's memory, preference for the selected recipient will also be given to a person with a passion for the outdoors. According to Kristian, annual fundraisers will be held in connection with

Or visit <https://giving.ucla.edu/anderson> to give online.

Peter is survived by his parents, Christer and Ann-Charlotte, his long-time girlfriend, Anna, Kristian ('04), younger sister Wiveka, younger brother Tobias, sister-in-law Mimi and niece Selma. He also leaves behind numerous friends throughout the world.

Checks to support The Peter Odebjer Memorial Fund may be sent to:

UCLA Anderson School of Management
110 Westwood Plaza
Mullin Management Commons, Suite F312
Los Angeles, CA 90095-1481
Attention: Lindsay Newlove

She is the *First*

By Paul Feinberg

ALUMNI CONNECTIONS

To visit Sally Choi (FEMBA '06) at work, you must pass through a metal detector while your belongings ride past security guards on a conveyor belt. You are required to wear a visitor's pass and sign in with uniformed personnel, who then direct you to the third floor. There, you are asked to take a seat in the waiting area, and before long, you're led through a maze of staircases and hallways, past seemingly endless rows of



usual attention from local press, especially outlets targeting Asian constituencies. She is the first Korean-

American woman to become a deputy mayor for the City of Los Angeles.

In her news-making new

role, Choi has dual responsibilities. On the financial side, she prepares the city's \$6.8 billion budget for Mayor Antonio Villaraigosa. She says the greatest challenge is making sure the city remains on a fiscally responsible path while making vital investments. She explains that the budget still has a structural deficit due to revenue shortfalls from 2001, when the

fallout of the dot-com bust and 9/11-related terrorism issues left Los Angeles with less than projected income. In addition, the current cooling of the once white-hot real estate market is cutting into revenue growth as well, intensifying the challenges facing Choi and her staff.

"We're required to present a balanced budget every year with the goal of expanding some programs and critical services while reducing the structural deficit at the same time," Choi says. "That requires emphasizing efficiency, and answering the questions of how we can work smarter and make sure to find the best uses for taxpayer dollars."

Mayor Villaraigosa's main budget priority has been public safety and reducing crime. He has a goal of adding 1,000 net new police officers over five years, and the city is committed to adding 780 of those officers this year. Choi says that is a top priority in the budget, but even the police department wasn't exempt from finding effi-

“On the financial side, she prepares the city's \$6.8 billion budget for Mayor Antonio Villaraigosa. She says the greatest challenge is making sure the city remains on a fiscally responsible path while making vital investments.”

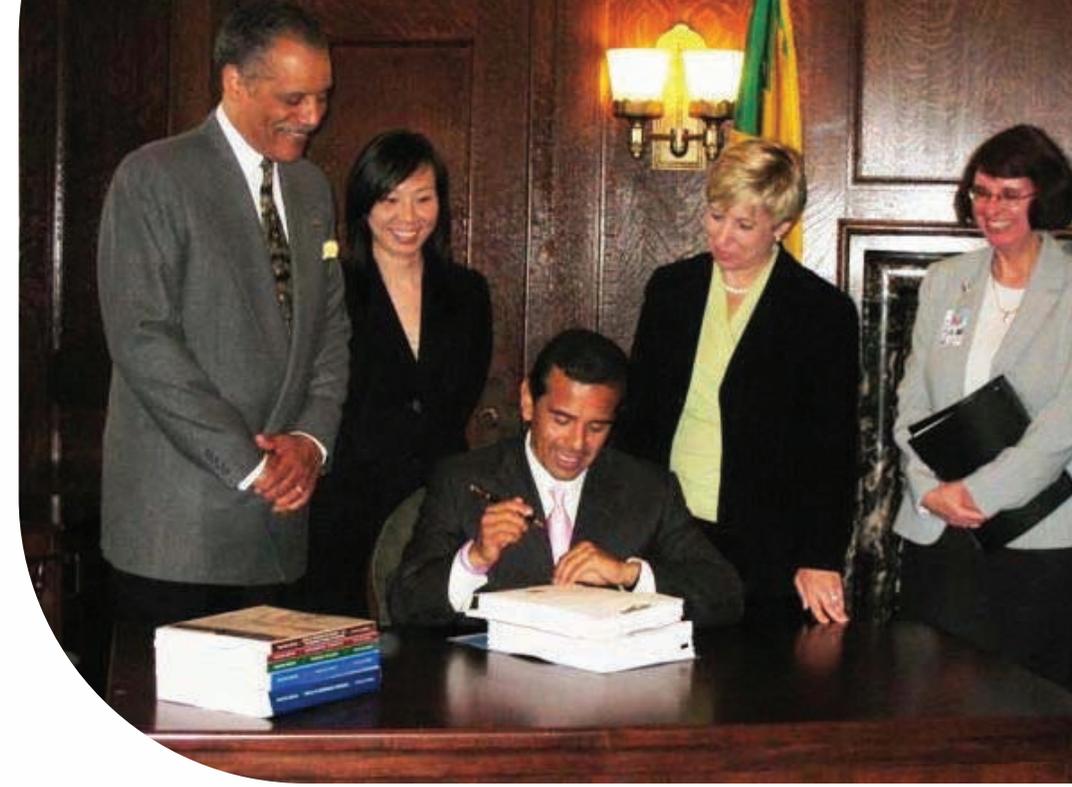
cubicles to finally reach her office.

All of this is standard procedure for Los Angeles City Hall, where Choi is the deputy mayor for finance and performance innovation. At the time of her appointment, she received more than the

ciencies for their operations.

The budgeting process is complex. Choi works closely with the City Administrative Office during budget preparation. Villaraigosa then submits the results for scrutiny by the city council's budget committee, and Choi presents the details and reasoning in their hearings. Then, it's back to the mayor, who can accept the council's changes or veto them, followed by re-submissions until agreement is reached. As a result, the mayor's fiscal year 2007-2008 budget was unanimously approved by the city council. Choi explains that it puts more police officers on the street, works to reduce gang violence, promotes youth development and cuts the deficit while protecting the increases in basic city services.

The other side of Choi's responsibilities relates to the performance management unit, which is a concept implemented by Villaraigosa and modeled on strategies employed by then British Prime Minister Tony Blair. There is a set of objectives



with desired outcomes that Choi likens to a strategic plan for Los Angeles. Under each of the six focus areas with 26 outcomes, there is a set of objectives and initiatives to meet those goals. For example, in the focus area of energy and the environment, the mayor's goal is to generate 20 percent of total energy used by the city from renewable resources by 2010.

"All of it is monitored by our group," Choi explains. "My team evaluates each plan and tracks the progress. Many are ambitious goals with both performance and fiscal metrics, which we track as well."

Prior to joining the mayor's team, Choi served as assistant general manager for the city employees' retirement fund, where she helped manage about \$10.1 billion dollars in assets (the fund is now approximately \$11.1

billion). She continued to work there while a student in UCLA Anderson's Fully Employed MBA (FEMBA) Program, having decided to increase her career opportunities and enhance her management skills. Joining the mayor's office just months after completing her class work at UCLA Anderson, she says the leadership training she received was called upon immediately.

"My Anderson experience gave me the confidence to lead change in a large organization," Choi says. "It taught me different ways to generate ideas for creative problem solving and to think more strategically, and it helped me to become a more effective leader."

Watching as Mayor Villaraigosa (seated) signs the city's budget are (standing left to right) Bernard Parks, city council member; Sally Choi, deputy mayor; Wendy Greuel, city council member; and Karen Sisson, city administrative officer.



Darvish (left foreground) consults with an associate physician on a x-ray.

Raphael Darvish ('04) is medical director of Concierge Medicine/LA (www.ConciergeMedicineLA.com), an innovative healthcare practice he created after

(though patients are still required to carry insurance for medical needs that are not covered).

Benefits include but are not limited to 24/7 physician cell phone access, complimentary valet parking, and perhaps best of all, weekend and evening unhurried appointments with no waiting. Gone is the need to bide time reading old magazines, because appointments are spaced throughout the day to eliminate overlap.

A fourth-generation physician (his father is a partner), one of Darvish's goals when he formed Concierge

Everything, Including House Calls

By Paul Feinberg

ALUMNI CONNECTIONS

receiving his MBA from UCLA Anderson and completing his residency at the David Geffen School of Medicine. Designed to offer truly excellent care with an emphasis on preventative efforts, the program is the ultimate in convenience and attention to detail.

The business model is simple. An initial consultation is required to ensure the practice is the right fit for each potential client, but once accepted, there are no deductibles or co-payments, just a flat annual fee. That is, comprehensive primary care is provided without insurance hassles

Medicine/LA was to achieve a slower pace so that he could get to know his patients well and really listen to them.

He sees only eight or nine patients a day, and his father sees fewer still.

“In a standard medical practice, an appointment lasts 10 or 15 minutes, and many doctors limit their patients to one problem at a time,” Darvish says. “Patients don't get a chance to talk



about everything they need to discuss.”

Darvish's patients not only get all the time they need, they receive thorough evaluations. The centerpiece of the program is the Presidential Physical, a comprehensive exam which Darvish created to mirror the chief executive's annual check-up, based on details he received when he contacted the White House. The practice also has established an extensive network of relationships with top specialists across the country and around the world to ensure easy referral access whenever it is needed.

As you would expect, Concierge Medicine/LA's offices in Brentwood, Calif., are equipped with an array of the most advanced diagnostic equipment, as well as an x-ray suite, which includes a darkroom. However, their examination rooms are also outfitted with flat screen television sets. The facilities are quiet and decorated to emulate the relaxed atmosphere associated with visiting a spa.

It might seem that affording such service would not be within the financial reach of many. However, Darvish insists his program is not intended only for those who are wealthy but for anyone who values their well-being. For those under age 35, the cost of the program is \$1,750 per year. For those 35-49 it's \$2,400, and those over the age of 50 pay \$2,900. Darvish considers it a small price to pay to have a doctor doing everything possible to help you achieve and maintain good health. He also notes that those with means won't hesitate to spend a similar amount on a designer handbag or suit. He adds, “If you don't have your health, you can't enjoy the things money can buy.”

Currently, Concierge Medicine/LA has about 450 patients, which Darvish estimates is about half what the three-doctor office can reasonably serve. (An associate physician completes the team.) He believes they will reach their maximum in one to two more years. At that time, the partners will consider expanding to other neighborhoods with business districts, like downtown

Los Angeles or Century City, since many of their clients are corporate executives.

Darvish says his Anderson MBA experience was essential to developing his ability to create and expand the company. He cites the emphasis on an entrepreneurial perspective, as well as the financial knowledge and marketing skills he



acquired, as useful on a daily basis. He says he keeps the pyramid he was taught to use by Eric Flamholtz, professor of human resources and organizational behavior, close at hand for continual reference.

“Building a medical practice, like any other business, takes patience and perseverance,” Darvish continues. “You develop an understanding of the long-term nature of this commitment in business school. I treasure my Anderson education for giving me the tools to launch Concierge Medicine/LA, enabling me to positively affect the lives of all my patients.”

Darvish and Concierge Medicine/LA's reception area.



Playing for Anderson

By Jim Hannon ('98)



Fundraising and fun with a fondness for UCLA Anderson prevailed on May 17, 2007, during the inaugural Alumni Golf

Tournament. Seventy-two eager golfers convened at the legendary Dwight D. Eisenhower Golf Course in Industry Hills, Calif. The “Ike” proved a formidable challenge for experienced and novice players alike, as the teams battled in a scramble format to be the first holders of the Anderson Cup and the Affiliates Cup, as well as the Dean’s Trophy. (There was even a long-shot chance of winning a Mini Cooper if any participant managed to sink a hole-in-one.)

“We aspired to be innovative and benefit Anderson at the same time,” says Chris Benedict ('98), tournament chair. “We wanted to drive more than golf balls down the fairway, hoping to stimulate camaraderie

among both recent and not-so-recent alums with a chance to meet and bond with some current students, staff, faculty and friends as well. I think we achieved all that and more.”

Lunch sponsor Wood Ranch provided barbecue for the golfers as they rounded the turn to the back nine. Their generosity, along with other major sponsors, Hermosa Capital and the William H. Hannon Foundation, contributed to the event’s financial success.

“The tournament raised nearly \$10,000 for the Anderson Fund, which is a great start,” says Curtis Colon ('98), tournament co-chair and Alumni Board member. “Next year, we plan to double the field of players to 144 and secure additional sponsors to help us make a difference for the school. This will be a marquee event for Anderson alumni.”

At the end of the day, the thirsty golfers

ALUMNI CONNECTIONS

sated their appetites with cocktails and dinner at the awards banquet, and most left with silent auction purchases or raffle prizes in hand. In addition, everyone received an overflowing goody bag, containing everything from golf balls to dental hygiene kits to stuffed Shar-Pei puppies.

“The day was a blast,” says Antonio

Bernardo, professor of finance and faculty chairman of UCLA Anderson. “It was great to see a number of former and current students out on the course, and my team finished its round with three consecutive birdies – not enough to win but strong momentum to carry over to next year’s tournament.”

Far Left Photo: Everyone prepares to head out to the course in their carts.

Middle Photo: Peter Calveley ('07) splits the fairway on No. 18 with a monster drive.

Right Photo: Drake Watten ('07) keeps a close eye on Kristina Hermanson ('07).



The 2007 UCLA Anderson Alumni Golf Tournament Tournament Results

	The Anderson Cup (Gross)		The Dean's Trophy (Net)		The Affiliates Cup (Gross)	
Place	Gross Score	Team	Net Score	Team	Gross Score	Team
1st	59*	Dr. Robert Del Valle Ralph Solis Gerry Garcia Max Wallick	58*	Gregory Zikos ('97) Josh Yafa ('07) Richard Rodner Andrew Carter ('07)	61*#	Class of 2008 Hunt Cairns Greg Little Tim Davidson Daniel Shea
2nd	64	Chris Benedict ('98) Brian McLoughlin Joel Golfstein Kevin Watne	59	Drake Watten ('07) Kelly Kent ('07) Brett Ramos ('08) Sachin Patel ('08)	61*#	Class of 2007 Zach Dworkis Dan Weinstock Nick Schommer James Lucania
3rd	66	Frank Arentowicz Dan Horwitz ('65) Kent Salisbury Dan Park ('06)	60	Curtis Colon ('98) Bill Brinkman Paul Nikcevic John Jacobs	64	Class of 2004 Canyon Ceman John Peetz Brian Walden Mike Rabinovitch

Other Awards

Hole 9 Closest to Pin:
Daniel Weinstock

Hole 13 Closest to Pin:
Dominick Savo

Longest Drive:
Dr. Robert Del Valle

Most Accurate Drive:
Kevin Graff

Notes:

* Establishes tournament record for that division.

Class of 2008 declared winner in card-off per PGA rules.



“Remember that our nation's first great leaders were also our first great scholars.”

— John F. Kennedy

1970

News and notes from alumni relations:

Ahmet Ates Aykut writes in, “Developed a very competitive and totally integrated business simulation software, REFLEX, for scenario simulation for budgeting, strategic planning, valuation and capital budgeting. It is being used by the top industrial companies including Mercedes-Benz, Petrol Ofisi and Erdemir.” ... **James Robert Bennett**, former executive officer of the Santa Ana and Central Valley Regional Water Quality Control Boards and deputy director of State Water Resources Control Board in California, writes in that he is enjoying living abroad for three-month stays, most recently in both Paris and Florence. He is an avid hiker, photographer and student of foreign cinema.

1972

News and notes from alumni relations:

Gerald A. Porter writes in that he was “appointed chairman of CRESA Partners LLC, one of the largest global real estate firms specializing exclusively in the representation of corporate users of office and industrial space. With 45 offices in North America and 127 offices worldwide, CRESA Partners, in partnership with Atisreal, a wholly owned subsidiary of BNP Paribas, comprises the fifth largest real estate company in the world. Porter’s successes include headquarters deals for Yahoo!, Symantec Corporation, Electronic Arts, DreamWorks SKG, Sony Connect, BAE SYSTEMS, Activision, Roland Corporation,

HBO, Vivendi Universal and other major corporations. Recent past chairman of the Los Angeles Business Council (LABC), the Los Angeles Commercial Realty Association (LACRA), Kidsave International, and a Ziman Center Associate, Porter has been active in the business community and the charitable community since graduation from Stanford University and UCLA Anderson.”

1976

Full-Time MBA Class

Correspondent:

Paul Bowinkel

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1977

News and notes from alumni relations:

Dawson Tang writes in, “Responsible for private banking and institutional asset management in Greater China for the largest life insurance group in Switzerland.”

1982

Full-Time MBA Class

Correspondent:

Garry Tyran

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garry.tyran.1982@anderson.ucla.edu

1982 Full-Time MBA Class Notes by

Garry Tyran

This spring, my wife, Barbara, and I attended a UC reception with President

Robert Dynes on Capitol Hill, which was in honor of the California Congressional delegation. While there, we had a chance to talk with President Dynes about our 25th reunion, which will occur on Oct. 12-13, 2007. I hope that all of you are planning to attend this one! Please feel free to e-mail me your class notes along with any photos so that we can share them with the rest of our classmates. Thanks in advance for taking a moment to send me an update! Best regards.

EMBA 1984

EMBA Class Correspondent:

John Scillieri

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EXEC ED 1984

News and notes from alumni relations:

Edward Costello writes in, “I was in Cyprus, on a Fulbright Scholarship, for the first six months of 2005. I studied informal dispute resolution on the divided island and taught arbitration, negotiation and mediation on both sides of the Green Line.”

1984

Full-Time MBA Class

Correspondent:

Joanne Haase

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1984 Full-Time MBA Class Notes by Joanne Haase

Mark Triska writes in that he’s soon to have a new badge of distinction – grandpa! ... **Steve Dickstein** took a new position as president at Freeman Beauty Products, a successful beauty supply brand found in major mass merchandiser accounts. With two young daughters, he’s destined to play regular episodes of beauty parlor at his house and will probably be subject to a few facials along the way; of course, all in the name of market research (and not middle age). ...

Linda Vaughn checks in from Europe where she’s spending five months in Milan, Italy, and Valencia, Spain, on a leave of absence she negotiated from her job as a senior analyst in the Florida Legislature. She writes that she would love to connect with classmates and hopes friends will send an e-mail her way (linda.vaughn.1984@anderson.ucla.edu). In Florida, she works for a “watch dog” unit of the Florida Legislature that’s designed to save Florida taxpayers money by identifying areas of government waste and making recommendations for program cuts, improvements or abolishment. During the last legislative session, she testified in front of six different legislative committees on three very different topics: how regulation of Florida hotels and restaurants affects the state’s primary revenue source of tourism, the efficacy of Florida’s foster care program in preparing foster youth for self-sufficiency and the impact of Florida’s inmate visitation

program on offender recidivism. ... **Ruy Chaves** sends an update from Brazil where he and **Ricardo Noda** have enjoyed tremendous success with a business they started 20 years ago (Plastrom Tecnologia LTD, plastrom.com.br). He writes that he and Ricardo got to know each other at GSM (he's from Rio and Ricardo is from Sao Paolo) and talked about starting a business together way back then. After graduating, they went to work at Booz Allen for a couple of years as they thought about what business to launch. Now with 250 employees, their partnership has really paid off. ... **Wilhelmina Steen** logs in from North Carolina where she's currently working as the CFO of UNC's Department of Public Safety and Transportation (which has 200 employees, an annual budget of \$23 million and a capital budget of \$150 million). After business school, she did mergers and acquisitions of failing S&L's throughout the United States, first based in Los Angeles and then moving to Washington D.C. Next came financial consulting to non-profits and start-ups while living in Seattle and Memphis and raising two daughters. In summer 2003, she moved to Chapel Hill, N.C. when her husband accepted a professor position at the UNC Medical School. She writes that she really likes both her job and living in a college town like Chapel Hill, where there's always a lot of cultural and sporting events to take advantage of. One daughter is now a freshman at UNC, and another is a sophomore in high school. She would love to connect with other classmates in the area, perhaps looking to form a North Carolina triangle alumni chapter (wilhelmina.steen.1984@anderson.ucla.edu). ... **Scott Bailey** sent an e-mail to report that he's getting involved in the new Santa Barbara Anderson alumni chapter and welcomes others to join him.

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 1986 Full-Time MBA Class Notes by Robert Simoni

Philip Penaloza reports that Dean Olian made a trip out to Hong Kong last year, and a group of alumni went on a UCLA boating trip to Lamma Island for a seafood lunch. Emma Xiao Lummis, Leland Sun and Philip attended from the Class of '86. Then on March 3, 2007, they had a belated 20th Reunion of the Class of '86 in Hong Kong at Emma's home. ... **Thomas Bak**, "In December, CBRE purchased Trammell Crow Company with whom I have enjoyed a 22-year career. We are now an independent subsidiary of the parent company and have retained our culture as an entrepreneurial and collaborative real estate developer and investor. We are very excited with our new relationship with CBRE as we will broaden our user, investor and broker relationships. Equally important, CBRE paid us \$49.50 per share. We traded at less than \$10 per share several years ago. My wife and fellow classmate, **Christina**, is an avid golfer when she is not teaching our kids and running the household. Life is good" ... **Bing Yang** reports, "I attended the Greater China Forum and met classmates and speakers Leland Sun and Mark Lam. Leland did a fantastic job talking about real estate development in China and his project in Chong Qing, the largest western Chinese city. He was probably the most down-to-earth speaker among the panelists. He told me about classmates in Hong Kong, most are ex-Goldman and investment bankers from other firms. Mark wrote a book on China and is CEO of 365, the Internet radio company based in Folsom, Calif.



From left to right: Edmund Chan, Dr. T.J. Wong, Emma Xiao Lummis, Leland Sun and Philip Penaloza.

... From **Robert K. Kinsey**, "You can report that I just completed an exciting vacation in China and Tibet. The Buddhist monasteries in and around Lhasa are unbelievably beautiful, but it did take some time to adjust to the altitude and a steady diet of yak steak, yak cream, dried yak, yak butter and yak stew."

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 1987 Full-Time MBA Class Notes by Mary Lor

This edition of Class Notes includes two updates and three very sad pieces of news. First, the updates. **Ken Perez** writes that he and his wife, Janet, live in Menlo Park, Calif. In February, after seven and a half years of working for Omnicell, a healthcare IT company, Ken left to become the vice president of marketing for Jacent Technologies, a provider of software and services for the restaurant industry. Ken recently completed his sixth year of coaching youth basketball. The Perezes have three kids, Kristy, 15, Steven, 13, and David, 11. ... **Nancy (Nielsen) Sarro** lives in the Boston area with her husband, Rich, and their kids, Jessica, 14, Kimberly, 12, and Daniel, 8. She has worked in financial management for Philips Medical Systems since 2001. Nancy recently took a reunion trip to Las Vegas with classmate **Candy Bishop**. ... Nancy sadly reported that her good friend and our fellow classmate, **Sue (Markowski)**

Lubais, passed away this spring after a nine-year battle with ovarian cancer. ... We lost two other beloved classmates. **Steve O'Leary** also passed away this spring, and **Pat Anslinger** passed away this summer. Both were nonsmokers but died of lung cancer.

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 1988 Full-Time MBA Class Notes by Gigi Johnson

Brian Petersen, CEO of Copenhagen Airports. Brian was last seen packing to return home to Denmark after 21 years abroad with Procter & Gamble. He is changing both company and industry to become the CEO of Copenhagen Airports. He had left Denmark to go to UCLA back in 1986. He continued on his journey, spending for Proctor & Gamble a few years in England, then Sweden, Germany, Morocco, Switzerland and currently China as general manager. Brian promises more when he gets a chance to settle down. ... **John Cloward**, project risk assessment specialist with ConocoPhillips. John also is changing company and industry. As part of its "adapting to scale reorganization" (what you might call two 10 percent layoffs in three years), Pfizer offered him an early separation opportunity that was too good to refuse. He has chosen another opportunity that means relocating his family from eastern Connecticut to Houston, Texas. In his new job as project risk assessment specialist with ConocoPhillips, he'll be responsible for assessing schedule and budget uncertainty and contingency requirements for all capital projects worldwide. (In other words, he gets to tell

the CEO that his new refinery will cost a billion more than he has budgeted and take a year longer than planned. Then he has to decide whether to warn shareholders now or wait 'til the bad news actually happens)... **Julianto Sidarto**, Accenture, automotive and industrial equipment practice head - ASEAN, and country managing director, Indonesia. Julianto isn't changing companies, but he has been all over. He's in his 19th year with Accenture, which he joined right after UCLA Anderson in 1988. Time flies, and people ask him why he stays so long in one company. Well, life has not been dull at Accenture. He started in Los Angeles, then moved to Chicago, Indonesia, Germany, Singapore and back to Indonesia. He has been country managing director for Accenture Indonesia since 2002 and added a regional role last year, which got him to travel around again part of his time. Last September 2006 was a major milestone in life as he and his wife, Indri, brought their 18-year-old son, Ryan, to the United States to enter college life at Cal Poly San Luis Obispo, Calif., the first one to leave home. Luckily, they still have two teenage daughters, Larissa, 16, and Nastassia, 14, at home. Other than trying to stay close to their daughters (when they are in the mood for it), they still enjoy ballroom dancing together, something they picked up while at UCLA in 1987!



Julianto Sidarto with his pet, taken in their backyard in August 2006. From left to right, excluding the pet: Julian, Ryan, Nastassia, Indri, Larissa Sidarto. Ok, just kidding, it was a vacation in South Sumatra forest preservation.

...**Chris Johnson**, chairman and CEO of Nestle Japan. He rejoined Nestle after graduating from UCLA Anderson and worked in the United States, Japan, France, Taiwan and Switzerland. Chris is now back in Japan as chairman and CEO of Nestle Japan. He's married with two daughters:

Anna, 13, and Lily, 10. While in Taiwan, he took some time away from his day job to play the role of the American Ambassador to Panama in a straight to video movie called "Noriega: God's Favorite." ... **Mark Talkington**. Mark and **Jeff Zuker** looked across the soccer field in April and saw each other cheering for both their kids in a third grade soccer game. Both sons named Maxwell.



Mark Talkington and Jeff Zuker with third grade sons, Maxwell, at a local soccer game in Dallas.

... **Suzyn (Elise) Chyet Ware**, SCPMG, senior business and operations consultant. Suzyn recently joined Southern California Permanente Medical Group in the consulting and implementation division and is working on the rollout of infertility services for the Southern California region.

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1989 Full-Time MBA Class Notes by John Burns

News and notes from alumni relations:
Jose Silva writes in, "After six years of riding the real estate boom wave as a mortgage banker with Bank of America, I am very excited to have joined Merrill Lynch as a financial advisor in the Daytona Beach area. Timing is everything! My networks, including Anderson, Rotary and several local organizations, are critical in providing

me with a solid platform of prospective clients and referral sources for my new wealth management career. My wife, Diana, is very motivated with her own new career as the Spanish teacher for a local private grade school. My daughter, 14, starts high school next fall and our younger son, 10, has discovered a talent for playing the electric guitar."



Jose Silva and family.

... **Gigi Johnson ('88)** wrote in to give us an update on **Akhilesh Gulati**, principal, Akhil International and PIVO Management Consultants. In March 2007, Akhilesh completed the acquisition of another printing business to add to his existing printing and promotional products business Akhil International (www.akhilinternational.com). With his consulting business, PIVOT Management Consultant (www.pivotmc.com), focusing on operations and quality (Lean, Six Sigma, Kaizen), 2007 was the best year yet.

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News and notes from alumni relations:
Chris Campbell writes in, "Hi, I'm back with Cisco Systems as product sales specialist focusing on emerging technologies in the New England region. Give me a call if you are in Boston." ... **Everette Phillips** writes in, "I have been busy with the growth of China Manufacturing Network and my family. My wife Isabelle and I recently adopted three more children, so the household is busy with five children. I was featured this past November in a write up on China Manufacturing Network in *Fortune Small Business Magazine* and the CNN/MONEY web site."

1990
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News and notes from alumni relations: **Barrett Madrigal** writes in, "I have been recently promoted to international marketing leader at Eli Lilly and Company. My family and I will be relocating from Kobe, Japan, to Indianapolis, Ind. in the near future. In my new role, I will be responsible for selected products in Europe, Latin America and Asia. On a personal note, my oldest daughter, Lillian, will be graduating from the Canadian Academy in Kobe with honors and will attend the University of Michigan next fall!"

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1991 Full-Time MBA Class Notes by Maria Hermanussen and Anne Fisher Vollen

Elaine Hagan is our guest correspondent for this article as she reports on several of our classmates who have been back to UCLA since the reunion. . . . Over in Entrepreneurs Hall, Associate Dean **Eric Mokover ('80)** is running the Parker Career Management Center, and welcomed back **Steve Potter** and **Rob Craig**, both managing directors at Banc of America Securities in New York, who were on campus recruiting for summer associates. Rob, his wife, **Ashley ('95)**, and their three kids live in Rye, N.Y., and have been able to vacation in Manhattan Beach the past few summers, catching up with old friends. Steve and his family are in Darien, Conn. Steve's oldest, whom some of you may remember from when we were in school, is now a freshman at BYU, Steve's alma mater. The Potters have a son in high school as well. . . . **Chris Renner** came in from China in early February to speak at the Woo Greater China Business Conference and sat in on a panel along with such luminaries as **Mitch Kupchak ('87)**, general manager of the Los Angeles Lakers, and Rick Welts, president of the Phoenix Suns. Chris' sports marketing career has taken him from Switzerland to Hong Kong and now Beijing, where he is president of Helios China and lives with his wife and three children. While here, Chris and his former field study teammate, **Craig Hubbell**, were able to head over to Beverly Hills to catch up with **Terry Pouchain**, who still has his hand in the entertainment business. . . . Craig and **Jennifer (Gerlach) Tabbush** work in the MBA Admissions office with Linda Baldwin, and are currently working feverishly to admit the Class of 2009!..

Andrew Gengos spoke on one of the "Getting to the Top" alumni panels recently regarding his consulting experience and how it led him to his current role at Amgen. Andrew, **Debbie** and their kids spent the holidays in Australia with extended family and highly recommend it. Debbie has her hands full with projects at her kids' schools, saying that she works harder than ever in her unpaid "volunteer" jobs, I'm sure several of you can relate. . . . **Barry Mori** called to check in. He is CFO at Perquest, an online payroll solutions company based in Oakland. Barry reports that his Hopyard

restaurants in Pleasanton and San Ramon are still doing well. Stop in if you are ever in the area and want a brewpub experience. . . . And Elaine bumped into **Tom Tolles** and family at the Farmers Market in Brentwood one recent Sunday; the bouncy house was a big hit with the younger members of the Tolles family. Tom and Kristen live in Santa Monica with their three children. . . . While in Boston to speak to alumni this past December, Elaine caught up with **Marni (Josephs) Grossman** who was in the middle of closing escrow on a new home in Wellesley and trying to keep up with Jay and the boys (or more likely, they were trying to keep up with her!) Marni had a family wedding the weekend of the reunion but promises to make the 20th! . . . **Paul Wolf**, Denise and their girls headed off for a ski vacation in Colorado for the holidays. Paul very much enjoys his work at Century Park Capital Partners and living in Manhattan Beach. . . . Elaine also met up with **Susan (Lillard) Reckers** last fall in the East Bay. She looks terrific and is a busy carpool mom and contractor, having just about finished up a major home renovation project (if you're about to engage in one, Susan can give lots of advice!) . . . Elaine went to China with a group of MBA students over spring break, then New York and San Francisco for recruiting in April, and visited with more of our classmates during her travels. She writes, "I had tea with **Benji Chou** in Hong Kong, where he is in the private equity business and married, with a young daughter. Benji had actually met with **Ned Doubleday** when he was visiting the week before. Sharon Nakamura-Brown (from the Ziman Center) and her wonderful husband Chris (our escort, bag carrier and great all around traveling companion) also traveled to Beijing, where we met up with the 30 plus MBA students who were there over spring break. . . . We put **Chris Renner** to work again when he served on an alumni panel in Beijing that spoke to the students about career opportunities in China. After climbing the Great Wall, the students then headed to Shanghai for a few days of company visits, alumni mixers and more sightseeing, and eased into classes on Monday with a bit of jetlag. . . . *Variety* noted that Paramount Pictures has

named **Mark Pinkerton** senior VP of finance and capital management, where he will be responsible for strategic capital financing activities, including securing film financing, as well as driving return on capital measurement for all of Paramount's business units. Pinkerton comes to Paramount from biotech company, Amgen, where he was assistant treasurer. Congratulations to Mark! . . . Entrepreneur **Anne Vollen** remains very busy with her start-up, Green Zebra, as it expands operations, perhaps internationally. The earth-friendly coupon book format was mentioned on a Dutch trend-reporting web-site, which has resulted in inquiries from around the world from folks interested in starting branches of Green Zebra in their own communities. . . . **Maria Hermanussen Marcus** is very busy with a new house in San Francisco, which required a bit of renovation before moving in this week. *News and notes from alumni relations:* **Marco Blasi** writes in, "After 10 years at Universal Music Italy, I moved on and became CFO of Phonemedia (telecommunication services). My next goal is to take the company to IPO in the London Stock Exchange. My three children are growing (Angelica is now 11, Lenka, 9, and Matija, 5), and I am very tempted to go for a fourth. The kids and I are working hard trying to convince my wife!" . . . *More news and notes from alumni relations:* **Judith Rubin** writes in, "I recently returned to work full-time after taking a hiatus from my career and staying at home with my two little boys, Jacob, 5, and Jonathan, 4. As a native Angeleno, I'm still not accustomed to the Chicago winters and I've been here almost nine years! My husband, Bob, and I reside in the northern Chicago suburbs."

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FEMBA 1993
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Lynn Geller is moving with her family to Prague, Czech Republic, to manage a large application services outsourcing contract for IBM with Vodafone. Vodafone is the largest cell phone company in the world. This is a great career opportunity for Lynn to give her international management experience in Central Europe and work with the new IBM employees who have joined IBM from Vodafone. Lynn's husband, Bill, will continue to be a stay-at-home dad, and their daughters, ages 11 and 8, will attend the International School of Prague (ISP). ISP has students from 60 countries all being taught in English, providing the Geller daughters a great global experience in a beautiful location. The Gellers will be in Prague for two years. Be sure to let Lynn know if you are planning a visit.



Lynn Geller in Prague.

1993
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News and notes from alumni relations: **Victoria Montes** writes in, "As vice president of development for Oaklink Capital, I am linking high-net-worth investor groups and small to mid-sized

pension funds with proven developer builders to provide exceptional returns in commercial and residential real estate investments. My daughter is preparing for college in the next couple of years! Time flies! I would love to hear from my classmates."

1994

Full-Time MBA Class

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Laura Johnson

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1994 Full-Time MBA Class Notes by Nancy Argent

The Class of 1994 has another busy quarter. Thanks to all of you for providing updates!... **Adam Eckart** writes that he is currently working in San Diego for an insurance broker to learn the ropes in preparation for starting his own commercial insurance brokerage this year, Pro Firm Insurance Services. ... **Tony Ueber** updates us that he actually just changed roles at Office Depot from senior VP, marketing, to senior VP, global private brands. This will be his great chance to lead a major global initiative for the company and will allow him to do some more international travel. Tony adds, "So if anyone is living in China, India, South Korea, etc., let me know; or if you have any advice, I would love to hear from you"... It was great to hear from **Phil Banfield**. He updates us that he and Kris were married in September 2005 and just welcomed their daughter, Brooke, into the world on March 30. Phil and his family live in Hermosa Beach, and he is working in online media and video games in Santa Monica... **Larry Stein** reports that he is still in Cupertino and working for ShoreTel (IP telephony) in marketing, competing with the likes of Cisco, Avaya and Nortel. Larry adds, "We are growing rapidly with the biggest challenge being getting home at a reasonable hour. You may remember our oldest daughter, Allison, who was born between the first and second years at Anderson. She enters high school next year! If anyone has a contractor who can

install a moat with alligators, I am interested, especially with three daughters! This summer we all go to Dublin, London and Paris supporting our global economy all along the way." ... **Geoff Fawcett** and his family are now living in Boise, Idaho, since October 2003, and glad to be away from the large city! The small software company he worked for was acquired by Microsoft last May. He is now moving from presales engineer to product manager and engineering working for Microsoft. Geoff's kids will be 12 and 10 this summer, and one is entering junior high next year! Geoff and his wife are celebrating their 15th anniversary in May, and Geoff is turning 40 this year - how time flies! ... **Sarah Holliman** updates us that she and **Monica (Nielebeck) Marcone** and their families went skiing at the end of March in Northern California with the **Salzers (Kim Cieslak)** and **Thomsons (Kirt and Theanne)**, which was fun. Ironically, Sarah adds, "We're getting together this weekend with **John Garner**, the Salzers, Marcones and possibly Thomsons as well"... It was great to hear from **Marla Libraty**, who recently went back to work full-time; here's her story. Marla recently joined Extend Fertility as vice president of marketing. Extend Fertility (www.extendfertility.com) is a Boston-based, innovative women's healthcare company that helps women to effectively slow down the biological clock through advanced techniques in egg freezing. Marla currently serves on the board of directors for Step Into Art (www.stepintoart.org), a Boston-based non-profit that provides engaging art experiences for children. Marla also restarted the UCLA Anderson Boston Chapter in February 2006 and continues to assist with the Boston Chapter's events and outreach efforts... It is always fun to hear from **Chris Jenks**. He is still playing volleyball most Saturday mornings with the likes of **Bob Buchi** and **Bill Rosenkrantz**, as well as several members of the Class of 1993 including **Jamie Mearns ('93)**, **Eden Warner ('93)** and **Carl Spangler ('93)**. He recently got together in the South Bay for a poker game (Bob, Bill and **Keith McNamara** came out of hiding) in which Bill told them how he did not have

enough money to play because he paid gazillions of dollars for a 1,300 square foot house in West Los Angeles. He reports **Jeff Stargardter** recently added a point guard to their family in Evan Stargardter. All is well in the Jenks house. Chris has been working at Body Glove for the last three and a half years and likes it. He still cannot surf though... And finally, we had a "mini" Class of '94 reunion at the end of January to attend the wedding of **Steve Huot** and Ana Piedrahita. What a week of fun, as over 15 classmates (and spouses) came from all over the United States to Cartagena, Colombia! From salsa dancing until dawn, to snorkeling trips to the islands, to cruising the streets in a chiva bus drinking "fire water," we definitely have the stories! A few highlights include: **Lawrence Antoine** dancing with the rehearsal dinner entertainment, **Mark Burchill** having his own personal mariachi band to follow him around the streets of Cartagena, with **Mark Carroll**, John Garner, **David "Crash" Michaels** and **Chris North** singing at the top of their lungs, **Scott Gauch** making the sacrifice of traveling coach to the wedding (need we say more), Bill Rosenkrantz practicing his conversational Spanish skills on all Colombians he saw, Bob Buchi making the most of his 48 hours in the country, and **Nancy (Malawsky) Argent**, Sarah Holliman, **Laura Johnson**, Monica (Nielebeck) Marcone and Kim (Cieslak) Salzer salsa dancing like pros as the Aquadiente helped their hip action. Pretending they were back in school, they partied well past dawn the night of the wedding, while the others were down for the count. Alas, no wedding week is complete without Steve doing stage dives, at the clubs, off the stage and even off the wedding pulpit at the reception. Yes, he's still alive, and we all survived the great week! Well that is it for now. Great hearing from you! Have a wonderful summer!... *More news and notes from alumni relations:* **Adolfo Tunon** writes in, "Would like to share with my '94 classmates, my recent promotion to managing director at Citigroup. Continue working in London in the area of cash management and covering Europe, Middle East and Africa. I would be glad

to be in touch with my classmates while they are in London."

EMBA 1995

EMBA Class

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News and notes from alumni relations: **Kevin**

Barrett writes in that he joined the Sacramento office of Bullivant Houser Bailey in February 2007 and will continue to practice in the corporate and finance fields.

FEMBA 1995

FEMBA Class

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1995 FEMBA Class Notes by Debra Nelson Schonfeld

Hi all, it was great hearing from so many of you this time around! Keep those notes coming - your classmates want to know what you're up to! **Larry McDonough** just completed one year in January at Sun Microsystems as product line manager for JavaME. He's working on next generation mobile device platforms and having a great time. Evan, his son that was born during our class project, is now 12 and in 7th grade! Brendan is 9. Colleen and Larry are healthy and well and living in San Jose, Calif., with their two boys and chocolate lab Rosie. ... **Tim Traynor** was promoted to senior vice president, advanced services and content (DIRECTV) last March, mostly working on interactive television and digital distribution via broadband and prepping for the change in ownership from News Corp. to Liberty Media. My team received our

second technical Emmy award in January for interactive sports (won a primetime Emmy and a technical Emmy for NFL Sunday Ticket Interactive back in 2004). Lisa and I added number three to the lineup, Daniel, born May 12, 2006, so now its: Rachael, 5, Michael, 2, Daniel, 11 months. ... Here's an update from **Greg Rivers**, "Still lots of traveling. Drop an e-mail if you are coming to San Francisco." ... And a note from **Michele Connolly**, Bill Swails and I have founded a company called EarthRoamer. We manufacture environmentally friendly four-wheel drive expedition vehicles. See www.earth-roamer.com for more info. Bill left yesterday for a 42-day expedition in Mexico and Central America. He is traveling with other EarthRoamer employees. They have one of our XV-LT vehicles and one of our new XV-JP vehicles, based on the Jeep Wrangler Unlimited platform. They will travel through mainland Mexico, Guatemala, El Salvador, Honduras, Nicaragua and Costa Rica. It is a final R&D shakedown trip for the XV-JP and a promotional trip for both vehicles. EarthRoamer is doing very well. We are building a new 56,000-square-foot facility in Lafayette, Colo., which we hope to be in by year-end. We would love to see any fellow classmates coming through Denver. Give us a call.

1995

Full-Time MBA Class

Correspondent:

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1995 Full-Time MBA Class Notes by Masami Suzuki

Hello, fellow 95-ers! Hope all is well. You'll notice that updates are light in this issue. Why? Your class correspondent, Masami, slacked on giving everyone advanced notice. Sorry! I'll do a better job next time. ... I'm sure many of you will be interested to hear what **Dawna Stone** is up to after winning "The Apprentice: Martha Stewart" last year. She reports exciting career and family developments here. "After spending a year working with Martha Stewart, I am finally

back home in St. Petersburg working full time on my magazine, *Her Sports + Fitness*. My husband, **Matt Dieter ('94)**, and I have finished writing our first business book, "Winning Nice", which will be released to major bookstores on Aug. 29, 2007. Steve Forbes wrote the foreword and the galleys, press copies, have already been receiving great reviews. The book is available for pre-orders on Amazon now. Matt's been busy with his marketing/advertising company, Blue Reef Creative, the magazine and the book. I hope everyone is doing well. I feel like I've been so busy these past two years that I haven't done a great of a job keeping up with everyone. I still talk to **Robyn Lewis**, **Kelly Perdew** and **Evan Kinsella** but hope to keep in touch with more people this year." ...



Dawna Stone's new book "Winning Nice".

From Evanston, Ill., it is great to hear this exciting news from **Stephanie Kimmel**, "I got married in 2006 to Mike Conroy. He is a high school biology teacher. Anderson friends in attendance included **Laura Spelman Mecciarello (FEMBA '95)**, **Matt Briger**, **Heather Peeler** and **Uma Rao Sartory**." Congrats, Stephanie! She also adds, "We recently had a nice surprise visit from **Steve Valerie**. We traded wedding stories and heard about his wedding in Brazil last year. (Editor's note - Steve, where was your update and photo?) I'm also excited to see Shannon Krizo who is visiting us before attending training at Grant Thornton." ...



Beautiful bride Stephanie Kimmel with classmates Laura (Spelman) Mecciarello (FEMBA '95), Matt Briger, Heather Peeler and Uma (Rao) Sartory.

Finally, to put the rumors to rest from our last issue's Class Notes, the "Avanish sitings" of **Jim Dellisanti** in the Bay Area are in fact substantiated by Jim himself. Says Jim, "I am living in and enjoying the Bay Area immensely. Everyone asks what I like best about living up here rather than Los Angeles. I always say it is great to have a day in which no police helicopters are circling my area with a spotlight on the ground! Life at Yahoo has been hectic, but fun and exciting (as many of you have probably read recently). Re-learning golf, competing in couples West Coast swing dancing, taking sailing lessons and baby-sitting my niece and nephew. Lots of fun. I have seen in-person **Leland Lai ('95)**, as well, who is trying to fix me up with a few single gals. Seems like I am the last single guy in the class! Hope to re-connect with Andersonites soon!" ... *More news and notes from alumni relations:* **Eric Freeman** writes in, "After 11 great years in San Francisco, we have relocated to Madrid to enjoy Spanish life and the joys of Europe. The transition is a bit rough, and it is taking a while to get used to a suit and tie every day. Nonetheless, the wine is excellent, and with luck, we'll all improve our Castellano sooner rather than later. Visitors are very welcome, and we look forward to seeing you soon in Madrid."

EMBA 1996

EMBA Class

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1996

Full-Time MBA Class

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1996 Full-Time MBA Class Notes by Steve Smith

Hello Class of 1996! Here is wishing that the April showers have indeed brought May flowers and that you are avoiding the dreaded June Gloom. Of course by the time you read this, we may well be into the late summer/early fall (or fummer to be precise). In San Francisco, the fummer signals the end of the dense fog season. The fummer is the warm, mild reward for enduring the cold of the summer. This factoid does not have much to do with the Class Notes, but it does set the stage for pointing out that many of you are hot, hot, hot right now, both professionally and socially. Doesn't matter what time of year, you are always hot! The Class of 1996 is impressive like that. So let's hear some more about those stories below. Here are your Class Notes. ... **Paula Brownstein** writes in, "We wanted to let you know about our new addition. Sam Connelly was born at 12:36 p.m. on Monday, April 30. He weighed 8 pounds, 7 ounces and measured 22 inches long. We were blessed not only with a healthy boy, but also with a speedy and easy labor. Can't really ask for more. Too early to say who Sam looks like, but he has Mom's dark hair and gray/blue eyes. Alyssa is very excited to be a big sister and is extremely interested in helping change Sam's diapers, feeding him, etc." ...



Paula Brownstein and Sam Connelly.

Bill Trento writes in, "I co-founded a company called Coghead. We offer a do-it-yourself service that provides a simple, powerful way for tech-savvy businesspeople to create, manage and deploy custom web-based applications. We just came out of beta, so now anyone can go to our web site (www.coghead.com), create a free account and try out the service. I think you'll like our web site as it was built by our awesome marketing team, managed by our very own **Steve Smith**. If you have a chance, check it out. Both Steve and I would love to

hear your feedback." ... **Pete Rose** writes in, "Greetings from Los Angeles. My sons, Isaac, 7, and Caleb, 4, are trying to figure out how much they won in the annual Smither PC NCAA Tournament Pool! In addition, ran my first marathon (Los Angeles) on March 4 in 5:35. Not exactly in the lead pack of runners, but as someone who had last run during business school, I'll definitely take it!" ... **Jeremy Strauss** writes in, "I am still in West Africa where I get paid to opine on trade, energy and infrastructure matters for the U.S. Agency for International Development. Details at www.internationalstrategy.org. I have one daughter, one wife, as well as copious amounts of domestic help.... **Kevin Boeh** writes in, "I met **Andre Kovensky** while in Tokyo doing some PhD research. I have almost had coffee with **Bill Duff** several times, but we keep running into conflicts. Will write when that actually occurs." ... From **Mike Solomon**, "Great seeing everyone at the reunion! In April, I was promoted to VP at Commission Junction, where I will head up CJ Search, a full service SEM that manages paid and organic search campaigns on the major search engines. This is a newer venture for the CJ, but one that has huge growth planned for 2007-'08." ... From **Judy Rosensweig Kapiloff**, "My family and I moved to Miami Beach in June 2007, where my husband accepted a faculty position with the University of Miami medical school. I am still an independent consultant in the interactive gambling industry, focusing on the racing sector. I specialize in regulatory and compliance and start-up ventures in highly regulated jurisdictions. As my primary projects are in Portland, Ore., and Las Vegas, Nev., I am slowly racking up those airline miles. My daughter is now 2, and we are really having a lot of fun watching her grow." ... *More news and notes from alumni relations:* **Kevin Boeh** updates, "I published a book on mergers & acquisitions (published by Sage) intended for teaching M&A in business and executive programs. See it on Amazon (or any other)!"

EMBA 1997

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News and notes from alumni relations: **Porter May** writes in, "After 26 years with Western Air / Limbach Co., I've moved on to HPE Inc. in Denver, Colo. We live in the mountains and really love the lifestyle change, four seasons, snow, lots of skiing, elk, etc. We also have plenty of room for Thunder Lizards and any other classmates to visit. Speaking of the Thunder Lizards, we've been able to see each other occasionally, mostly skiing at Mammoth." ... **Scott Hampson** writes in, "After 24 successful years in the electronics industry, most recently with Toshiba, I have accepted a new challenge in the medical device industry as vice president of global supply chain for Advanced Medical Optics. With my family (Julie, Kelsey, 8, Kyle, 6), I recently moved to Ladera Ranch, where we are enjoying the family oriented life-style."

FEMBA 1997

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News and notes from alumni relations: **Dorian Patrizia Baroni** writes in, "After 15 years of working in the oil industry in the organizational change and leadership development field with assignments in such places as Alaska, Venezuela and most recently the United Kingdom, I have decided to retire from the corporate world. I'll be taking 2007 as a personal sabbatical year to creatively explore areas of professional and personal interest in the areas of women's unique leadership contribution, corporate responsibility and social entrepreneurship, and the healing effects of a deeper connection with nature. It has perhaps taken me longer than some other women executives, but I have finally come to the realization that at some point in one's life one must listen to that something within us that asserts itself to say 'this is who you really are, this is what you were meant to be doing'. I don't know where the exploration will lead, but the voice inside refuses to be silenced. And so a new 'work' adventure begins to unfold."

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1998 EMBA Class Notes by Chuck Davis

Jim Padley is now CEO of Northwest Medical Specialties, PLLC, an oncology and infectious disease group in Tacoma, Wash. "Currently looking for a home with land and views of Puget Sound (dreaming, they exist only for those with Microsoft fortunes). Our boys are at three universities on two continents. Justin is at Gonzaga, and the twins are freshmen (can you believe it?). Iain is in the United Kingdom at American International University in Richmond. Drew is at Stanford, soaking up the good life and rushing a fraternity." ... **Teri Frisch** writes that she, Mike and Roxy, their Lhasa Apso, live in New York most of the time. "I am still with PIMCO; 15 years this year. We are very fortunate to have the best of both worlds. When I moved

to New York in 2000, I kept my home in Long Beach, Calif. It seems that many people in the city have a weekend home in the country. We laugh that we do too; it is just ACROSS the country..."



Teri Frisch with husband Mike and Roxy, their Lhasa Apso.

Greg Levy reports his son, Nathan, has narrowed his basketball scholarship college considerations to Stanford, Arizona, Texas (Austin), Texas A & M and Duke. ... **Jim Fabe** continues in his dental practice and is a financial advisor for Merrill Lynch. In addition, he is a carrot farmer in Lancaster, Calif. What's up Doc?...The 6th Annual Chris Newton Memorial Golf Tournament is set for Aug. 17 at the Black Gold Golf Club in Yorba Linda, Calif. Contact Chuck Davis for more information.

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1998 Full-Time MBA Class Notes by Betsy Tong

The nice thing about our class is we are all over the globe. Here is a snippet of some of our classmates and where they have ended up. **Jim Valdes** sends greetings from Tampa, "This past April I went on an amazing trip to Cape Town, South Africa, with fellow alumnus, **Dave**

Gersholowitz ('99) and his family. Dave grew up there so his relatives were our tour guides. While my girlfriend Robbin and I were on our way to South Africa, we ran into **Danny King** at JFK in New York. In other news, besides owning a title company and selling real estate (the market is slooow), I am working with a reputable, experienced group to establish professional team boxing in North America and eventually throughout the world in a way that will eliminate corrupt promoters and give honest fights back to the fans and honest money back to the fighters. Love hearing what everyone is up to!" ... **Spencer Cutter** welcomes a new member of the family. Alden Robert Cutter was born at 4:42 p.m. and weighed 8 pounds 12 ounces. Mother and baby are doing well. Dad's head is spinning. He says he has had several very interesting diaper changing experiences but is beginning to figure things out. Spencer and wife are going through the obligatory lack of sleep but enjoying every minute of it (well, maybe not every minute). ...



Spencer and Robert Cutter.

Julie Mehta Russell says hello from Tokyo and hopes than any alums in the area will give her a call. ... **Dumas Maguile** has followed Morgan Stanley to London and also looks forward to seeing people again. ... **Chris Erickson-King** reports he and the rest of the E-K family are doing well. "Double trouble twins turned 4 and challenge me to wrestling and foot races at every turn," Chris reports. "Julia, our dream baby, turned 1. I work at Yahoo (or as Jack calls it Ya-hoo-hoo) in the wireless group pushing mobile advertising like crack to school kids. The next big thing for us: avoiding enrolling our kids in the San Francisco socialist school system. Probably move out of San Francisco into one of the surrounding communities. I heard they actually have sun there, so that will be nice." ... **Stephanie (Lataif) Stiker** gave birth

to a beautiful little girl named Julia this spring. She welcomes anyone to New York City to visit her and her two monkeys. She is the second to report a **Danny King** sighting this year. ... **Jason Knapp** reports Strategic Data Corp, the company he joined in 1999, got sold. Although all of us would like to congratulate him as he and fellow Anderson grad **David Van Middlesworth (EMBA '99)** were founders, he modestly reports he will be sitting in a cubicle at Fox for some time, and yes, he uses a Lenovo ThinkPad. Other Anderson grads **Varoujan Bedirian ('02)** and **Ravi Narasimhan (FEMBA '01)** also worked at Strategic Data Corp. ... **Eric Johnson** finally moved out of Dallas to join KKR in San Francisco - only to find former KKR employee **Jonathan Flesher** has moved on. I can only hope Eric is making deals using a Lenovo ThinkPad. ... On other big moves, the **Jolly** gang is moving to India. After years with Garage, Jolly is leading Draper Fisher Jurvetson in India, and as such will be responsible for establishing their presence, building a team and doing deals in India, including one might imagine outfitting the office with ThinkPads. He says, "This is obviously a very big decision/move on our part, but the kids are young and the opportunity is tremendous. I don't know if I will be in Delhi or Bangalore, but now the Andersonites will have a home in India as they travel around the world." Hopefully he will still be able to get Quiznos Subs in Bangalore.

EMBA 1999
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 1999 EMBA Class Notes by Kerri Pelonis Fox

Nadine Padilla wrote in with news about a huge life change: "This year I'm quitting my job in order to pursue a lifetime objective of collecting one specimen of each type of existing butterfly. My venture will take me to at least five continents, where I will conduct peacekeeping missions in between romps through fields and jungles in search of ever more beautiful butterflies. (See Mom, that

Political Science degree was good for something!) After I've completed my collection, I intend to donate it to Oprah's school (in a thinly veiled attempt to score a ride on her jet or a gig on her show. In addition, my escapades will be documented by a noted film maker and turned into a reality series called "Insecta Inspecta." I can't wait!" We look forward to hearing Nadine's updates as she begins this exciting chapter in her life. ... We also heard from **David Van Middlesworth**: "The company I helped Professor Lee Cooper start (and where I was the CFO) was sold to News Corp's Fox Interactive Media on Feb. 20. I have attached a story about it. **Russell Wong** from our class was also an investor. While the official press release (below) doesn't give details, the leak to the *Wall Street Journal* said \$150 million paid over four years. I am looking for new opportunities." Excerpts from the Feb. 22, 2007, press release include: "Fox Interactive Media (FIM), a division of News Corp (NYSE:NWS - News), announced today that it has completed the acquisition of interactive advertising technology company, Strategic Data Corporation (SDC). SDC's advanced, proprietary technology is designed to optimize the delivery of online advertising. SDC's technology will enable FIM to deliver highly-targeted, graphical performance-based advertising on literally billions of Web pages viewed each day across its growing network. Fox Interactive Media, which spans MySpace, IGN, Direct2Drive, AmericanIdol.com, AskMen.com and more, is among the most visited networks on the Internet with more than 135 million worldwide unique visitors each month and is the number one most viewed network in the U.S. with over 40 billion pages viewed each month.(a) Since being founded in 2000, SDC has specialized in developing display ad serving and yield-optimization technology that significantly increase the revenue for its clients. SDC's clients include large ad networks and publishers." ... **Daniel Fox** and I (**Kerri Pelonis Fox**) will be relocating back to California this summer. Dan will be a special prosecutor for the State of California based in San Diego. We are celebrating our eighth anniversary this summer, and our children are Erin, 6, Joe, 4, and Jack, 2. ... *More news and notes from alumni relations:*

Per Welinder writes in, "Blitz Distribution successfully sold (for an undisclosed sum) one of its brands, Howe, to Seattle Pacific Industries (September 2006) Howe, a men's contemporary fashion line of clothes, was founded in 2001 by Per Welinder and Jade Howe. The collection is selectively distributed in the United States through specialty boutiques such as Fred Segal in Los Angeles and the Lounge and Atrium in New York. The line is also available at Nordstroms and Bloomingdales. SPI is mostly known for its flagship brand Union Bay and will now enter into the world of higher men's fashion and has plans to expand the brand internationally as well as rolling out Howe stores in select locations in the United States starting in summer of 2007."

FEMBA 1999
FEMBA Class

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 1999 FEMBA Class Notes by Ken Stockman

Johnathan Parson writes in, "Update for me is I own a spa now, www.lavielorange.com, and it's growing into one of the hottest spas in Los Angeles and Hollywood. I welcome all of our alums. You can get the details from the web site." *More news and notes from alumni relations:* Johnathan's hand and foot spa was voted "hottest" by City Search 2005 and 2006, Oprah "O" list (product), US Wide coverage, by TV Guide Channel and USA Today. UCLA alum 30 percent discount on all treatments.



Johnathan Parson.

1999

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1999 Full-Time MBA Class Notes by Tina Sroat

It's been just about 10 years since the Class of 1999 came together for the first time. Time certainly does fly when you're having fun, or when you're busy working your rear off and/or building your family. That seems to be the case with all of our submissions this go round, and if you missed it this time, there's always the next issue. The prize for the first reply goes to **Mark Wittenberg** who writes, "Myself, **Will Barnard** and **Eleanore Chen** are all working in the same group at HP (Inkjet Printers). El and I sit down the row from each other, and Will and I have the same boss in a six-person group. We all have two kids, all within a year of each other. It makes for a lot of really good meetings when we can IM each other." Glad to hear you haven't changed a bit, Witt. ... Here's the latest from **Greg Isaacs**: "2006 was a big year for Leah and me. In July we had our first child, Julia Claire Isaacs. She is a ton of fun and always keeps us on our toes. Also, after five and a half great years at eBay, I recently left to join LeadPoint, an early stage Internet company. If that wasn't enough change in one year, we also moved back to Los Angeles after eight great years in San Francisco. We look forward to seeing all our friends in Los Angeles." ... **David Gersholowitz** writes, "The Gersholowitz clan has been busy getting settled in New York, after moving from Connecticut via Florida (don't ask!). We moved to New York in July of 2006 and have been living the Brooklyn life in beautiful Park Slope. I have been busy with our start-up, a large veterinary specialty and emergency hospital based in Midtown West. We employ 25 veterinarians with specialties such as oncology, neurology and ophthalmology represented; we provide state-of-the-art care for pets! On the family front, our two kids

are doing great and getting used to life without a car in the big city. Adam just turned 7, and Nadia just turned 5. Mairim is almost done with her master's degree in Mental Health Counseling and is currently working at a non-profit that helps the homeless population in New York City. We all just returned from a vacation in Cape Town, South Africa, to visit my grandparents and enjoy the great outdoors. We also recently met with **Nick Almond** and Reny, who just celebrated the birth of their son (hope they sent in an update with pictures!). Look forward to seeing other Andersonites in New York City, please look us up if you are ever in town." ...



Gersholowitz Family in Capetown.

Things have been going well with **Tiffany Chu** and her family. After almost eight years working full-time at the Disneyland Resort (DLR) in various business planning and financial roles since we graduated in 1999, she'll be moving to a part-time position in DLR sales planning and development in May. She's excited to finally spend more time with her children, Sabrina, 6, and Brandon, 4, help her husband a little bit with his company Biometrics4ALL and maybe have some "me" time. ... Our fearless leader **Alex Lawrence** had this to say, "In March, Kelly and Alex Lawrence were blessed and very proud to announce the birth of their first son, Carter Alexander Lawrence. Every day, our lives are filled with the smiles and happiness that only a new baby could bring." ...



Alex Lawrence and son Carter.

It was great to hear from **Ben Ancheta** who submitted this, "By the

time you read this, the Ancheta family will have relocated to Honolulu, Hawaii. After living in Northern Virginia for five years, we are moving to my home state, where I will be taking the COO position at ProService Hawaii, a small PEO focused on outsourced HR services in the SMB market." ... **Ivan Choi** had this to say, "In early 2006, I finally left PRTM after five years to relocate to Sydney and marry my Aussie girlfriend, Jodie. We first met after Anderson and were in a long-distance relationship (my past stints working in Japan and China gave me plenty of opportunities to travel Down Under). We had a lovely honeymoon in Bali and returned to San Francisco for a reception later in the year. I also managed to secure another job quickly, with Palladium Consulting, which led me to client work locally in Australia as well as China, Brunei, Malaysia, Dubai and a national civil service reform project for Botswana (a truly fascinating engagement working with the key government ministries!). The last few months we've been house-hunting and thanks to Jo's sharp eyes (she's an architect) and ruthless bidding (residential property purchases are done via auctions here), we found and closed on a house just last week. We'd love to hear from any Anderson alum dropping by the neighbourhood." ...



Ivan Choi and wife Jodie.

Matthew Grossman, his wife, Alaine, 14-month-old daughter Keira and, of course, Sophie the lab moved to Paris this past February. Matt continues to be responsible for developing the Digital Entertainment, Rights and Technology practice at Edelman Communications? he is now focused on Europe rather than Los Angeles. His wife remains at The Walt Disney Company in corporate alliances. They are still getting settled into life in Paris and will be moving into their permanent apartment in mid-May. They have already had quite a few visitors but none from Anderson yet? so if you're in the area, send an e-mail! ...



Matt & Keira Grossman in Tuileries Gardens.

Ritch Viola and his wife, Emily, welcomed their second child, son Zachary, on Oct. 20, 2006. Big sister Abby is 3-1/2 and loving her little brother. They are still living in San Francisco. If life with two kids hasn't kept them busy, they also started their own company and recently launched a new brand of men's grooming products called Every Man Jack. Visit www.everymanjack.com for more details. ... Here's the scoop from **Gregg Swartz**, "Not quite sure what was the last update I gave, but it's been a busy past couple of years. In March 2005, I married Shannon Presley in Manhattan Beach, and we celebrated our honeymoon in Kauai and the big island of Hawaii. The past two years have included numerous trips to Mammoth, Cambria and last summer's three-week jaunt in Switzerland and Austria. I'm still working at Toyota, in the financial services division, as the national manager of customer analytics. The big announcement is the birth of our daughter, Emma Marie Swartz, on March 18, 2007. Emma weighed in at 8 pounds 2 ounces, and was 20.75 inches long. Now 6 weeks old, Emma is growing fast and fortunately is a sound sleeper (taking after her dad, who always found a way to fall asleep in strategy class.) She brings us nothing but joy and has changed our world in so many wonderful ways. We own a condo in Redondo Beach and are watching the housing market, hoping to one day move to a house with yard in the Palos Verdes area." ...



Gregg Swartz, wife Shannon and baby Emma.

Ileana (Perez) and John Street are happy to announce the birth of their daughter, Janowyn Sierra Street, born

April 7 at 7 pounds 3 ounces and 19 inches. She is super cute, smiley, and her proud parents are absolutely in love with her. ...



Ileana (Peréz) and John Street with baby Janowyn.

My fellow class correspondent, **Isabelle Fymat**, writes, "In February, **Karin Kelly** and I visited **Nancy Shultz** in her new home in Redondo Beach. It was nice to be back in the South Bay strolling the strand and living the beach life. My son, Bennett, was with us, and it took him awhile to realize that sand is not food. And just recently, **Jennifer Samuelson**, Karin Kelly and I joined **Stephania Gaspar** to celebrate her birthday. I get to see a lot of Stephania as our kids are becoming fast friends and even have their own language." Have a fun, safe and healthy summer everyone!

FEMBA 2000
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 2000 FEMBA Class Notes by Bill Kelley

Can you believe it's been seven years since we graduated? I (**Bill Kelley**) miss the good ol' days of Beer Bust and sleepless nights pulling my hair out, trying to get a project done with my group. Last time I wrote, I had left my job with Home Depot and was looking for my next opportunity. Since then, I started working for a company called SRS Technologies in El Segundo, Calif. SRS Technologies was just recently acquired by ManTech International (a public company) and now I am operating under a division called ManTech SRS. It feels a little odd being back in aerospace, but it was a good opportunity and my commute is almost nothing now. Other than work, I'm a couple of weeks away from

running the San Diego Rock 'N' Roll Marathon (at the time of this writing) and getting ready to go on vacation to the Bahamas. ... **Jodel Sanchez** said, "It's been awhile since I last checked in. I'm still in alliances at SAP, but as of this January, I transitioned out of public sector and into the role of regional alliance director for the west region (mid-market). SAP is an exciting company to work for (especially given our strategic push into the mid-market). Each day presents new challenges, and I seem to be living a dual life between Los Angeles and San Francisco, but this is by far the best company I've ever worked for. Let me know if any of you Anderson alumni ever want to come over. I'd be happy to make the introductions. On a personal note, my latest passion has been competing in Brazilian Jiu-Jitsu. I've been training with the Rickson Gracie Team and fought my way to the semi-finals at the Gracie Jiu-Jitsu World Championship and the Pan-American Games. Not much of a point-oriented competitor (which is probably why I never take the gold), I pretty much go in looking for the submission. Tap out or pass out!" ... I also heard from **Diana Lidgett**, who wrote, "Hello from Sweden! I am now a regulations and compliance manager for Volvo Cars in Göteborg, Sweden. I am working closely with the European and Asian markets. We live only 10 minutes from Volvo, and it is a 15-minute walk to the North Sea. Young James (now 2-1/2) attends bilingual day school (Swedish and English). My husband, Jim, is looking forward to continuing his musical career in Europe. It was a difficult decision to leave our beautiful little farm in New Hampshire, but we will be living in Sweden for at least two years, during which we plan to do a good deal of travel throughout Scandinavia, Britain and Switzerland."



Diana Lidgett and family in Göteborg, Sweden.

2000
Full-Time MBA Class
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 2000 Full-Time MBA Class Notes by Kerri Sonenshine

Bernard Efendi married Liawaty Lie on Jan. 7, 2007, in Jakarta, Indonesia. Among the attendees was **Boyke Suadi ('00)**. He is now back in the United States. ...



Bernard Efendi wedding.

Peter Weng reports that after seven years at Dell, he is joining Google to do online sales and operations in China. ... Our fearless president, **Marik Brockman**, has given us his first Assets update since graduation. Marik is a principal with Chicago-based Diamond Consultants, the same firm he joined while at Anderson, and has spent most of the last year working on projects in New York, though he still lives in Portland, Ore. Recent vacations included travel to France, India and Dubai. ... **Todd Smith** got to catch up with **Hal** and **Steph Perdew** at their home in Sarasota, and then again with Hal later that same week in New Orleans when he was in town for a convention, "I was there for my friend's wedding. Things are slowly but surely improving in the Big Easy! It was great to catch up with Hal and also to have at least one classmate here in the Sunshine State! Y'all come visit! I'm gearing up to climb Mt. Rainier this August and am still gleefully self-employed." ... **Alek Orloff** sent in a Denver picture of himself and his oldest son, Joel, from the blizzard days this winter. ...



Alek Orloff and son.

Ada Duan reports that "After leaving AOL last year, I moved back to the Bay Area to head up business development for LucasArts, the video games division of Lucasfilm. It would be great to hear from fellow classmates in the area: ada.duan.2000@anderson.ucla.edu" ...

Jose Serra sent in a detailed update, "I'm now full time with my businesses, GNC franchise with 25 stores in Guatemala and Life Fitness specialty fitness stores (in Guatemala, El Salvador and Costa Rica). My oldest daughter, Daniela, is now 17 (ouch). She's going to a summer course at Savannah College and will get a feel for the place before entering college next year. Wal-Mart bought the majority of the family biz about a year ago." Ana recently graduated as a legal translator in Spanish-English. ... Claudia and **Grant Deyoe** welcomed their daughter, Janine Deyoe, on March 28. Like her dad, she was born with a full head of hair and a very healthy appetite. ...



Grant Deyoe and baby.

Steve Pickle updates with a quick note, "I'm back in consulting, having joined Monitor Group in San Francisco in November. So far I'm really enjoying it. Doing a fair amount of work with colleagues in Monitor's Santa Monica office, so that gives me good reason to get back to Los Angeles from time to time. Saw **Adam** and **Frannie Guttentag** last time I was there. On the home front, Sissel and I are well and having a great time with our little boy, Leif, who is now 18 months old. We have also fixed up our little home in Berkeley and are especially enjoying our new garden, where Leif runs around chasing balls. ... **Jasper Bear** got married in 2002 to Kim Horstman, then a pediatric resident and now

a pediatrician. "We bought a house in Los Angeles, a complete top to bottom fixer, which we put a ton of time and love into, then decided to sell. Typical. Our daughter, Lucy, was born in 2005, and we are thinking about No. 2. We moved to the Bay Area in early 2006, and I took a job at Gap after much consultation with our Anderson classmate **Mike Lorenzo**, whom I still see often. I'm now in a business operations/supply chain strategy role at Gap, having fun trying to help turn a very large ship. I still keep in touch, though not as well as I should, with our classmates **Heather Sorensen, Irina (Wolf) Carriere** and **Siew Chye Phua**, as well as 1999 grads **Todd Jerry ('99)** and **Ing Lee ('99)**." ...

More news and notes from alumni relations: **Kevin Angeles** writes in, "My wife, Katie, and I welcomed our first child, Kaila Angeles, into this world on Nov. 13, 2006! Both Katie and Kaila are doing great!"

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 2001 Full-Time MBA Class Notes by Todd Gemmer

From **Celso Nunes da Silva Filha**, "I got married to Claudia last Oct. 13 in Sao Paulo, Brazil. As you can see from the picture, I was a tad reluctant, but in the end, it was a blast! The party numbered some other Anderson alumni, including **Alfredo Pinto**, my best man, and **Emerson Marcomini ('02)**." ...



Celso and best man, Alfredo Pinto.



Celso, wife Claudia and friend Emerson Marcomini.



Celso and wife Claudia.

From **Ben Myers**, "After five years in San Diego, I am leaving Enterprise Partners and moving to Sydney, Australia. I am joining an Australian investment fund that brings U.S. tech companies to Australia (netus.com.au)." Any Anderson alums heading down under should feel free to say "G'day" and look me up. ...

From **Chris Jenkins**, "A brief update on the Jenkins family, our house in Great Falls, Va., is under contract, and we are in the process of moving back to Southern California (likely Orange County). We should be in California by mid-July and can't wait to see everyone!" ... From **Jen Abell**, "It's been a very exciting last six months. I got married, went on my honeymoon and quit my job! Last fall, I married UCLA Anderson graduate, **Steve Smith ('96)** in Squaw Valley, Calif.



Jen Abell and Steve Smith ('96) are married on Sept. 3, 2006, in Squaw Valley, Calif.

In attendance were **Todd** and **Karen Gemmer**; **Kristen (Carosielli) Rossi** and her husband, **Jason**; **Amy (Robinson) St. John** and her husband, **Michael**; **Rick** and **Kathleen Sliter**, **Scott Showalter**.



UCLA Anderson Class of 2001 attends Jen Abell's wedding in September in Squaw Valley, Calif. First Row: Karen Gemmer, Kathleen Sliter, Amy (Robinson) St. John, Kristen (Carosielli) Rossi. Back Row: Todd Gemmer, Steve Smith ('96), Jen Abell, Scott Showalter, Rick Sliter, Michael St. John and Jason Rossi.

It was the best weekend of my life, programmed exactly like an Anderson event, with a golf tournament, a welcome reception and a 12-foot blow up dinosaur as Scott's date!



Scott Showalter and his date "Dino" attend Jen Abell's wedding in Squaw Valley, Calif.

We honeymooned in Austria and Switzerland over the holidays; no snow, but really amazing scenery and friendly people. The last few months, I've been playing and freelancing my creative genius (ha) to friends, family and the UCLA alumni network. Soon, it will be back to work, so I am enjoying the time while it lasts!" ... From **Ruslan Polinovsky**, "I'm happy to announce the birth of our first child, Greger, on Feb. 1, 2007" ...



Olga, Ruslan and Greger Polinovsky.

From **Rex Babiera**, "I have a few short items for Class Notes. First, I am now a published author (of sorts)! I wrote an article in the Grantmakers for Education Winter/Spring 2007 newsletter titled 'Due diligence and the right fit - Choosing grantees wisely creates new possibilities for success.' The two sentence summary is as follows: 'The difficult work of transforming schools requires that funders and grantees tackle problems whose solutions are not already known. In order to build the capacity necessary for this kind of adaptive change, the Ball Foundation strives to cultivate close partnerships with its grantees.' Unfortunately, it is not available on line unless you are a member of Grantmakers for Education (www.edfunders.org). Also, Geoff and I recently took a week vacation in Costa Rica (we felt like we were two of the last North Americans who had yet to visit)" ...



Rex getting attached to the zip line, just before flying about half a mile across a ravine in the rain forest near the Arenal volcano.

From **Khosrow Hassibi**, Khosrow is currently a senior technical director at KXEN Inc. in San Francisco. His area of focus is in the application of data mining and predictive analytics in industries such as Internet, telecom, financial and retail. Khosrow and Leyla now have a 1-year-old daughter called Darya.



Khosrow, Leyla and Darya Hassibi.

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FEMBA 2002

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2002 FEMBA Class Notes by Chad

Michael Smith

Dick Cavett said, 'If your parents never had children, chances are you won't, either.' This quarter's *Assets* entry for the FEMBA Class of '02 highlights that vital turn in the circle of life: the joy of having kids. That is about as coherent a thought as I've had for months, since the wife **Timna Tanners** and I joined the world of the sleep deprived when our son, Jonah Samuel Smith, was born on Jan. 26. Born a respectable 7 pounds 5 ounces and growing like a weed, he's still so far average for baby size, which is making me question just how big the milkman really is. As two FEMBA grads, we'd like to say that Jonah one day dreams of tackling an enlightening Anderson field study, but come on, he still soils himself. On the bright side, that already qualifies him for USC. A picture of mom and mini-mini-me is included. We moved out of Manhattan to what passes for suburbs in the Northeast, which gave us room for a neat man-toy, a boat. ...



Timna Tanners and Jonah Smith.

Luckily, we were able to get some fantastic pointers and a Sesame Street CD from another FEMBA couple and parental unit extraordinaire, **John and Jana Spruce**. (The 'Captain Vegetable' song just won't go away.) For those that thought two perfect kids weren't enough, John and Jana had another youngster to add to the troupe, Matthew Everitt Spruce, who arrived on April 4 at (gulp) 9 pounds 2 ounces! A pic of John and this hunk of burnin' love is included.

Additionally, John says he led an MBO of the business he's been working for the last few years, which closed in March. I would say Renaissance Man here, but I'd just misspell it. ...



John and Matthew Everitt Spruce.

Senthil Govindaswam's family added another participant, a second daughter on Feb. 27. They named her Vaishali and note that everyone is doing great. Big sister Sonali is thrilled at the new addition, for if a tattletale talks in the forest and no one else is around to blame, didn't she just break the lamp herself? Senthil says he tried to send a picture but failed to get two kids under 2 standing still and facing in the same direction long enough. Hmm, sounds easy though. Thanks and congratulations Senthil! ... And giving the new and returning parents something to shoot for, **Tom Philp** writes in to say that he's paid his last college payment. His daughter, Jennifer, is graduating from Miami University (Ohio) with her bachelors in accountancy and has landed a job with Price Waterhouse Coopers after graduation. With the extra money, he should go for his doctorate. But on second thought, 'Dr. Philp' sounds like he should have a lame daytime talk show. Keep the submissions coming, or I make it all up! *More news and notes from alumni relations:* **Vivien Rothwell** writes in, "Started my own consulting business in January 2007. Specialized in finance, taxation and real estate development?"

2002

Full-Time MBA Class

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2002 Full-Time MBA Class Notes by

David J. Whela

Is this a ginormous update, as promised? Well, not quite. What that means is the next time I ask for Class Notes, I really mean it. What it also means is that ginormous isn't a word. Weddings, on the

other hand, is a word. And we've got 'em. First up is another update from **Omer Burak Ozkan**, who shares with us the happy news of his wedding on Feb. 24. He and Muge were married in a small family ceremony in Bodrum, the famous holiday resort in southwest Turkey. Stay tuned, he writes, for news of a big wedding party this summer. Omer is doubly (at least) blessed, since he just underwent a successful endoscopic brain surgery to remove something that sounds scary enough not to print in *Assets*. I am sure he will share all the details this fall at our reunion. ...



Omer Burak Ozkan and new wife Muge tie the knot in Bodrum, Turkey.

Karen Reid signs in with news of another international wedding, this one just south of London. ... **Chris Russell**, who was part of the Sony program, was married in January to his longtime sweetheart, Jo. Joining Karen at the wedding were **David Kiese** and wife Shannon (from New York), **Olivier Lauzeral** (from San Francisco) and **John Barber** (another Sony classmate) and his wife. After returning to New York, Karen relocated to Atlanta with Citi, where she is a relationship manager covering multinationals like Home Depot, UPS and Coke. She invites visitors down south to give her a (rebel?) yell. ...



Chris Russell was joined by an Anderson posse in the United Kingdom for his wedding to Jo.

We've got a veritable plethora of babies for your reading pleasure. First up is **Donald Bruce**, who happily reports that he and Candice are the proud parents of Kyla, born on Dec. 21. Apparently, Kyla has jumped on Donald's bandwagon, thanking the folks who organized the

Vegas DisO trip in 2002, where he and Candice met. ...



Donald Bruce and daughter Kyla.

Next up is **Mitch Brody**, who wasn't content with the instant family he got when he married Tracy. They welcomed Sunny Jo Brody into the world on Jan. 16. ... **Ritu Tandon** wrote in to let us know that she and **Amrit Nagpal** recently launched No. 2, Jay, a healthy boy born on Feb. 23. They are still living in San Francisco, where Amrit works in the hedge fund world. Ritu left her hedge fund job to be a stay-at-home mom, which she loves!...



Ritu Tandon with daughter and son Jay.

Finally, **Jorge Cisternas** adds that his son, Jorge Andres, was born on April 20 in Los Angeles. His wife, Maria, and the two big sisters, Belen and Rocio, are doing great. But wait, there's more!... **Javier Braun Burillo** is keeping busy with triplets (Javier Jr., Diego and Camila) and his company, Pegaso Banda Ancha, which is entering the U.S. market with value-added satellite services such as broadband Internet and VoIP. ... Also going strong in the international communications arena is **Luis Serrano**, who recently was promoted to vice president, network strategy for Boingo Wireless. He travels quite a bit, but he spends as much time as possible with **May Hasso** and their daughter, Ava, who is "adorable and well-behaved." ... **Gavin Sword** dropped me a line with lots of news. He and Leslie adopted two children from Rwanda. They are living in New York and Florida, where they recently opened a Miami office for Automated Shading. Gavin is raising funding, growing the business and having what sounds like a fantastic time. ...



Gavin Sword and Leslie with their newly adopted children.

This time, I've saved the best for last. I'm a sucker for an action-packed story that brings it all together. This time, the award goes to **Jenni Hull**. First of all, she's not Jenni Hull anymore. Meet Jennifer Frank, who married Reade Frank in June 2005. Since then, they bought a home in Mill Valley (just north of San Francisco) and have filled it with Riley, who was born in May 2006. Jenni is enjoying the balance of part-time consulting for a medical device company and part-time hanging with Riley. Before entering the world of consulting motherhood, Jenni spent one and a half years with a molecular diagnostics start-up and another one and a half years as an associate equity analyst covering devices at First Albany. You'd probably love some proof of all of this excitement, but Jenni claims not to have a single photo featuring her from the past five years. Please take some photos of Jenni at the reunion this fall.

EMBA 2003

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FEMBA 2003

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2003 FEMBA Class Notes by Steve Yu

Darren Cross writes that although he has no changes to his personal life, he is now vice president, acquisitions & busi-

ness development of ClickStar...

Corey Cunningham is now the president of the Anderson San Diego Alumni Chapter and wants to encourage our fellow '03 alums in San Diego area to contact him and stay involved with the school... **Shannon Flint** announced that their fourth child, Ryan John, arrived a few weeks early on April 19. He weighed 6 pounds 2 ounces and is 20 inches long. Just for a little background, his middle name is after Shannon's grandfather, Johnny Downs, who was an original "little rascal". After our first week, we think Ryan might be a little rascal too! ...



Shannon Flint and her kids with newborn fourth child Ryan John.

Dr. Adiel Guinzburg has accepted the position of deputy supporting the vice president leading the corporate initiative 'Development Process Excellence' in the engineering, operations and technology organization at the Boeing Company. In this role, Adiel collects, synthesizes and implements best practices across the corporation in R&D, laboratory and test asset utilization, and product development/large system integration programs. She will be facilitating, directing and leading multiple disciplined/functional teams in order to accomplish the initiative goals. She will work with other organizations, business units and associated executives to define and evaluate accomplishments of the initiative...

Felix Horng successfully launched his new practice, the Woodbury Medical Group, in Irvine, Calif., on Jan. 8, 2007. In attendance at the grand opening were Anderson alums **David Young** and **Sandra Lee** and their brand-new baby, Lance, as well as **Dana Zimmer**, **Brian Mech** and their son, Caiden. Felix would like to thank David for his help with financing and Dana for her help with marketing his new seven-day-a-week family practice and urgent care... **Nook Kolluru** writes that since graduation he has had two kids.

Sanvi is now 2 years old, and Ronak is only 2 months old... **Sylia Obagi** joined the Annenberg Foundation in October 2006 as their administration and operations officer... **Stacey Schlegel** recently joined Roche Diagnostics in the diabetes care division, overseeing the Accu-Chek line of blood glucose monitors. She is the regional business manager for Southern California... **Tanya Wallace** and **Mike Presser** had twins, Kate and Drew, on Dec. 11. They're all doing well and now residing in Orange County.

2003

Full-Time MBA Class

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EMBA 2004

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2004 EMBA Class Notes by Maggie Bohlman

Well, well, well bobs your uncle, and we've been a busy bunch these days. For any of you reading these surreptitiously in hopes that you will learn some juicy tidbit, please consider sending in your own juicy tidbit; the more tidbits the better. ... It seems we have heard about Sam's new venture as it has progressed, but here is the scoop in its entirety.

Sam Ahn has been putting his business education to good use. After graduating from Anderson, Sam left his academic job at UCLA to pursue his passion in implementing a new paradigm for delivering vascular treatments to patients using innovative minimally invasive procedures within the friendly confines of a physician office. In 2006, he set up his own vascular center, University Vascular Associates, in Westwood, Los Angeles, where patients can be treated for a variety of vascular disorders on an outpatient basis. Now a three-physician practice, University Vascular Associates, celebrated

its one-year anniversary last month. In March 2007, Sam started a second vascular center in Dallas, Texas, with another physician. Sam also founded a management company for vascular centers, Vascular Management Associates, which began operations in January 2007. ... **Navin Gupta** reports some news he wants to share with his class buddies. On April 2, 2007, he joined Ingram Micro as senior IT manager (e-Commerce). For those, who are not familiar with the name Ingram Micro, this is the world's No. 1 technology distributor company based in Santa Ana, Orange County. It is No. 72 on the list of Fortune 500 and also appears on Fortune's list of the most admired companies in America. In his current role, he is responsible for introducing new features and functionalities on its e-Commerce web site, www.IngramMicro.com. ... **Michael Mazour** was a co-organizer of the Second Annual International Head-Fi Meet in San Jose, bringing together fellow audiophile headphone fanatics from around the country and around the world. (Yes, he knows it's geeky; you don't have to tell him.) Stereophile Magazine covered it, www.stereophile.com/news/407headfi/. ... **Don Haisch** took his partner, Hersin Magente, back to his roots, beautiful Peoria, Ill. How's that for a spring break party? ...



Don Haisch and Hersin Magente.

Steve Krulik finally sent an update after nearly three years. First, he and his wife had a second daughter. "It's hard to believe, but we had Sammy halfway through the EMBA program, and she'll be turning 4 this August!" Second, he and his wife both switched jobs recently. Steve left CarsDirect after six years for another startup, then left that a few months back for a finance gig in the entertainment world. Meanwhile, his wife left Disney for NBC, where she's supporting worldwide sourcing for their theme parks. "Between the new jobs and our two little girls our days are very full!" ...



Steve Krulik and daughters.

Our very own **Sonya** also has some news to report, "I'm leaving the Anderson School to work at Anthropologie as an in-store artist at the Grove. I will miss the EMBA program; I've been here eight years!" Good luck Sonya, you certainly made our experience a fun one. . . . On March 26 **Vicki Halliburton** hosted Dave Duben and an EMBA alum from an earlier year, **Dianne Harris (EMBA '87)** for lunch at the commissary on the DreamWorks Animation lot. Vicki, Dave and Diane enjoyed the meal, the conversation and the celebrity spotting (Jerry Seinfeld has a project with DreamWorks currently, *The Bee Movie*). . . . **Heather Gilmour** reports, "After 15 years in Los Angeles, I'm making a break for the Northwest and am moving to Bainbridge Island near Seattle in June. Any and all job leads in the new media field in the Seattle area are welcome!" . . .

Newlywed **Rosalind Chu** is in the process of renting her house out in Irvine/Tustin Ranch (four bed/three bath) while they have moved into her husband's home, which they are remodeling. . . . **Dave Crowder** has moved around a little bit since school was over. First he took a position with Lewis Operating Corp in Upland - moved the family and everything - and now he is with DMB Associates, working on a resort project about 40 miles north of Valencia. (He moved right back to Valencia after choking on the smog for a year, and he couldn't do the 65 mile commute any longer.) . . . **Lee Goodglick** and his lovely wife, Rietta, took me to go see "Wicked" the other night; we had a grand time. My dog, Bernie Williams Jr., (named after my favorite Yankee, of course) has passed all the tests needed, and she is now a therapy dog with Love on 4 Paws; we go once a week to visit kids at local hospitals. . . . **Patricia Turney** reports that she got a new job within Amgen. She is now executive

director, Amgen Thousand Oaks, facilities and operations. Basically she is responsible for the infrastructure /site operations for the site and its 45 buildings (office, lab, manufacturing, warehouse, etc.) or about four million square feet. The group has almost 350 staff. . . . **Camille Landau** is pleased to announce the arrival of Benjamin Isaac Mayer Landau Stoffmacher (yes, it's an exceedingly long name, but his parents are ok with 'BIMLS'), who was born Sept. 23, 2007. He was relatively big (8 pounds 4 ounces) and long (23 inches) but has in the last five months grown to certifiably "huge." (19 pounds, 97percent for length and weight). He has figured out how to roll over from his back to his front but still shows zero interest in rolling from front to back (which, as milestones go, is the one that's supposed to happen first). . . .



Camille Landau and Benjamin Stoffmacher.

Jon Katzman (EMBA '05) recently produced a couple of plays, and one night, Camille, **Terry O'Day**, **Rich Olsen**, **Toni DasGupta** and **Linda Lai Cornish** all got together to check it out, as I hear a good time was had by all.

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2004
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News and notes from alumni relations:
Marc Kolin recently switched sports leagues, leaving the NBA to

head the team marketing division of the NFL. Marc will be in charge of building a group that works with NFL teams to optimize revenues in ticket sales, sponsorships and new media. He is excited to work for his fourth professional sports league after previous stints at the NHL, MLB and NBA, and he promises to do his best to bring an NFL team back to Los Angeles. . . . **Lindsey Zuckerman** writes in, "I have recently begun work as a strategist at Wolff Olins, a brand consulting firm with an emphasis on innovative thinking and design." . . .



Dean Olian with Odebjer siblings at commencement.

Kristian Odebjer writes in that he wants to thank everyone in the Class of '04 for the support the Odebjer family received after the tragic death of Kristian's brother Peter Odebjer ('07) on May 30. Kristian says that the Anderson community really came together like a family in its own right and paid tribute to Peter's memory in connection with commencement. The Odebjer family is excited about the fellowship that is being created in Peter's name (see separate story on page 43) and would like to thank everyone who has contributed to date.

EMBA 2005
EMBA Class
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2005 EMBA Class Notes by Antonio Ramos

It is with great sadness that we heard of the passing of Keith Belsby, husband of our dear friend **Sophie Leguillette**. In name of our class and of everyone that knew Keith, we extend our heartfelt condolences to Sophie and her children, Jennifer, Adeline, Tristan and Connor. . . . **David Coleman** reports that his software startup, SoundStreak Inc., is progressing nicely and he enjoys all the hard work. With a small angel round in February, selling preferred stock to two investors, they have just now started to deploy the solution in enterprises and have beta test agreements in place with Disney, Sony and A&E, and other big media companies are expressing interest. SoundStreak will be looking to hire a sales representative in the near future. The software, which is branded as "2-Picture, The Internet Recording Studio," allows producers and directors to connect to voiceover talent or musical performers anywhere in the world and run a recording session over the Internet without purchasing or hiring a pro-audio workstation. Check out the web page at <http://www.soundstreak.com> . . . **John Deepu** has joined iSherpa Capital as principal, a VC firm that invests in early stage wireless startups. . . . Our always very busy friend **Darius Gagne** will be teaching the investments course at UCLA Extension, which is one of the core required courses in the personal financial planning program. Darius has become CFO of his neighborhood association, a corporation with approximately 500 members; been elected to another term as secretary of the partners group serving the Weingart Center homeless rehabilitation program; and been appointed to the executive committee of the Brentwood chapter of the Professional Networking Group; while being an assistant coach on each of his sons' baseball teams this spring. Somehow Darius still manages to have time for Quantum Wealth Management and is currently working on a fund for a new and exciting asset class (stay tuned) visit the web page at <https://www.quantumwm.com> . . . We hear from **Monica Higgins** that life is good, as it should be. Monica has founded Renovation Planners, a remodel consulting and management service. See the web page at <http://renplan.com>. Their empowering approach to remodeling recently garnered the attention

of Scripps Networks, the leader in lifestyle media, comprised of the favorite lifestyle brands HGTV, DIY Network and FINE LIVING TV Network, Wachovia Bank and *Entrepreneur Magazine*. Renovation Planners made it to the semi-finals of Anderson's 2007 Knapp Competition. Monica is also working on a book proposal about remodelitis™, the acute or chronic anxiety that discourages homeowners from starting a remodel and has written a few remodeling related articles to be published very soon. ... Congratulations to **Todd Keener** for his promotion to COO for Scholars Resource. ...



Rich and Carter Low.

Congratulations also to **Rich Low** and his wife, Erin, for the new member of the Class of 2035, Carter Low (born Sept. 2). Rich says that Carter reminds him of **Stephen Cole**. Stephen where are you? Rich is also traveling quite a bit to Europe helping to establish a new business unit for Mentor Corporation ... Double congrats to **Pedro Medrano**; Pedro got married this last October to Adriana Flores, a medical entomologist and professor/department chair at the Universidad Autonoma de Nuevo Leon in Monterrey, Mexico. The wedding was in Monterrey, and Kate and **Ali Dianaty**, Kwan and **Ken Tran** and **Laurie Stelzer** were there for the festivities. Pedro has also joined as director of product development at The Innovation Factory in Atlanta, Ga., a medical technology incubator. Pedro claims that life is back to semi-normal!... Someone else that made some professional changes is **Beatrice Perotti**, who after leaving Amgen started her own pharmaceutical consulting business. Today Beatrice is at 100 percent capacity with clients in Europe and in Canada. Beatrice mentioned that our colleagues, **Dave DeWolf** and **Darius Gagne** at Quantum Weath Management were invaluable in getting her going. ... Finally, **Susan Touse**, our own "Queen

of the Geeks" at Kodak, this February help launching the new Kodak Easyshare 5000 series of All-In-One Inkjet Printers, a disruptive entry into the inkjet marketplace, changing the model of low-priced hardware and high-priced ink, for value-priced hardware and affordable-premium Kodak ink! Susan helped create this line of business and was a key spokesperson for the launch (featured in an extensive *BusinessWeek* article, where she was dubbed "Queen of the Geeks"). Susan says that it was great to finally see the result of this three-and-a-half year sprint to market, creating new technologies and business strategies for a \$50 billion industry. You can read the article on *BusinessWeek* (http://www.businessweek.com/magazine/content/07_08/b4022048.htm). Susan says that she misses our school days, the valuable (and often hilarious) classroom discussions and mostly the camaraderie through sharing sleepless nights of family, work and school stress. That is why she is not keeping away from school, and once more her Kodak division is sponsoring another EMBA project to look at a new product concept. The work the EMBA 2007 team has completed is impressive and a testament to the caliber of the students and the program. This time, Susan was happy to be in the audience judging rather than presenting. And by the way, the two key opportunities that the EMBA 2005 team (**Kostadin Basamakov**, **Mick Benton**, **Deepu John**, **Todd Keener**, **Laurie Stelzer**, **Susan Touse** and **Jerry Welsh**) identified are exactly what Kodak is pursuing in the consumer space, one of them was inkjet!... *More news and notes from alumni relations:* **Pedro Medrano** writes in, "After 15 years at St. Jude Medical (a cardiac implantable device company), I've joined The Innovation Factory (TIF) in Atlanta, Ga., as director of product development. TIF finds promising medical technologies in their earliest stages and leads them to market via new companies it launches (in conjunction with dedicated VC partners) and manages." ... **Michael Winterburn** joins the team at The Creative Group, a division of Robert Half International [NYSE:RHI] specializing in the placement of highly skilled marketing, adver-

tising and creative design professionals on a project basis, (www.creativegroup.com). He brings to The Creative Group over 20 years experience working with creative talent in the fields of entertainment, advertising, marketing and communications and is an active member of the Los Angeles business community. Michael currently serves as vice president of the Weingart Partners executive board supporting the Weingart Center Association and its solutions for homelessness in Los Angeles (www.weingart.org)

EXEC ED 2005 EXEC ED Class Correspondent: Tariq Rana

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2005 EXEC ED Class Notes by Tariq Rana



From left to right: Tariq Rana, Brian Hallowaty and R. Shiv Joshi.

There is essential homework that each entrepreneur must do (before they quit their day job). This was the topic addressed by three entrepreneurs from the Executive Program's group 102, **Brian Hallowaty** (partner, China Global Ventures), Dr. **Shiv Joshi** (chief technology officer, NextGen Aeronautics) and **Tariq Rana** (president, Business Resources and BizEducation.org). They were part of the panel discussion at "The Entrepreneur's Workshop" on June 2 at the Knollwood Country Club in Granada Hills, Calif., discussing the mistakes they made when they started their own businesses and how they would do things differently now. Moderated by Naeem Zafar, a serial entrepreneur based in Silicon Valley, Calif., the discussion included the following steps: (1) understand your purpose, (2) know the size of the opportunity (is there an unmet need? - this is the most important of all home work) (3) apply three reality checks to see if there a unique market, a workable business model and what the competition is doing,

(4) define a timeline and (5) get organized. The panel concluded that successfully starting a new company is about being clear headed, being focused and having the discipline to write things down, listen and follow through. The essence of entrepreneurship is that magic makes up 20 percent, but hard work and persistence is the other 80 percent.

FEMBA 2005 FEMBA Class Correspondents: Alice Huang

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2005 FEMBA Class Notes by Marjorie Daleo

Felicia Alexander welcomed her first son, Gavin, on Jan. 2, 2007. ... Amy M. Chan, CPA and her husband had their first daughter, Shelby Lai, on Oct. 12, 2006. Additionally, Amy joined Wells Fargo this January as a business relationship manager. ... **Matthew Christopher** was promoted to the Western Region Overlay for the Nortel/Microsoft Alliance Team. He is excited to be working as part of the team for a key strategic initiative for Nortel. ... **Royce Hanamaikai** started a new company selling surfboard blanks and other products and services to surfboard manufacturers (shapers). The name of the company is Pau Hana Surf Supply (www.pauhanasurfsupply.com). Pau Hana is Hawaiian and means "work is over" and is what islanders say at the end of the work day. He just began selling in January and is having a great time. ... **Alice Huang** has been promoted to executive director of recruiting at Hult International Business School, a one year MBA program in Cambridge, Mass. In her new role, she oversees student recruitment and marketing in Europe, North America, Latin America and Africa. ... **Savita Iyer** is enjoying life in Stockholm. In addition to working for Xlent Strategic consulting, she now speaks Swedish fluently and is managing a local band. ... **Anicia Mendez** and her husband, Adam Krikorian, had their first baby this past summer. Jack Brett Krikorian was born on July 17, 2006. ...



Anicia Mendez, husband Adam and baby Jack Brett Krikorian.

Cathleen (Cat) Morse (Caruso) got married last September in Santa Barbara and moved back to Southern California where she now works in brand management at Nestle. . . . **Stephen Oliver** effectively leveraged his MBA to move from marketing manager for International Rectifier in El Segundo to land a job as VP marketing and sales for a company called Vicor near Boston. He has been living there for almost a year and is missing the California sunshine.

News and notes from alumni relations: **Ryan Lane Bradley** writes in, "My wife, Michelle, and I moved to Simi Valley. First child, Brooke Bradley, was born Dec. 7, 2005. Career at Amgen in marketing is fantastic."

2005 Full-Time MBA Class Correspondent:

Tina Castro
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2005 Full-Time MBA Class Notes by Tina Castro

EXEC ED 2006

News and notes from alumni relations: **Chris Crocker** writes in that he was "promoted to vice president of programs, research and development for the NRT division of Realogy. Chris will oversee strategic planning and technology innovation for the Coldwell Banker real estate brand in the western United States."

EMBA 2006 EMBA Class Correspondents:

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FEMBA 2006 FEMBA Class Correspondents: Damien Perriman

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2006 FEMBA Class Notes by Damien Perriman

The FEMBA Class of 2006 has been busy discovering their new lives since graduation. **Iwona Cholewa** and her husband, Quao Hill, would like to announce the birth of their first son, Sebastian, in August 2006. If you'd like to meet him, visit with them soon, as they will be relocating to Austin, Texas, this summer. . . . **Mark Hausknecht** and his wife, Danwei (Annabelle), would like to announce the birth of their first son, Donovan Masato Hausknecht. He was born on Jan. 24, 2007. . . .



Mark and Donovan Hausknecht.

Audra Narikawa and her husband, John Wang, would like to announce the birth of their son, Carter Akio Wang, on Sept. 10, 2007. He was born at 8 pounds 5 ounces and has been gaining weight steadily ever since. Now 7-months, Audra reports that he has brought so much more fun and joy into their lives and consumed all of the free time she had after graduating. . . .



Audra Narikawa and son Carter.

Ishai Crane and wife Dorit welcomed Yonatan Crane (8 pounds 6 ounces) into the world on Feb. 6, 2007. The Cranes report that they are all doing well in Houston (although missing Los Angeles) and that their door is open for all visitors any time. . . .



Ishai Crane, wife Dorit and baby Yonatan.

Shortly after graduation, **Naomi Schlosberg** married fellow Bruin William Flores on Aug. 5, 2006. They were married in Calabasas and spent two wonderful weeks in the Greek Islands on their honeymoon. The following Anderson alums were in attendance (**David Somers, Eric Kaled, Jeremy Kalan, Karen Orlandi, Mia Bolin, Michelle Lee,** and Sara and **Troy Smildzins**). Naomi has also started a new position in the corporate strategy group of HealthNet Inc. in Woodland Hills.



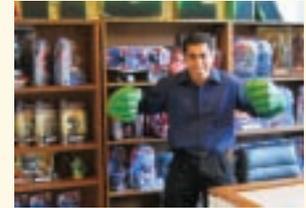
Naomi Schlosberg's Wedding.

2006 Full-Time MBA Class Correspondent: Ruben Pranata

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2006 Full-Time MBA Class Notes by Ruben Pranata

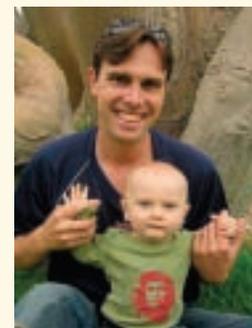
Class of 2006, please join us for our one-year reunion on Saturday, Oct. 13, 2007. It's during Alumni Weekend, so it will also be a great opportunity to mix it up with the rest of the alumni network. If you can't make it, I'll post some reunion photos in the next issue of Anderson Assets. . . . **Scott Minker** and his wife, Tracy, celebrated Father's Day with their newborn son, Ethan Ames Minker, born on June 15. . . . **Christos Apartoglou** recently moved to London on May 17 and will be there until Oct. 5. Now a product marketing manager with Google, this is the fifth city he has lived in since graduation, including Los Angeles, Athens, San Jose, San Francisco and now London. . . . **Alex Yaracian** started a new job in corporate development at Marvel Studios. He'll be

involved in all business development and studio finance activities for the comic book movie studio. Marvel is currently shooting "Iron Man" and will be soon begin shooting the next "Incredible Hulk" movie. . . .



Alex Yaracian started a new job at Marvel Studios.

Warren Smith and his wife, Danni, are the proud new parents of their new son, Ned, born on Feb 27. . . . **Bradley Carter** and his wife, Sarah, welcomed their newborn baby girl, Aubrey Celine Carter, on May 2. . . . **Erik Horacek** represented the MBA alums on the Class of 2006 foursome at the inaugural UCLA Anderson Alumni Golf Tournament. The team, which included EMBA and FEMBA alums as well, shot a very respectable five-under-par in the scramble format. . . . **J. Panupong** is back in Thailand and is working on plans to open up a hip, upscale coffee shop in the heart of Bangkok that will put Starbucks to shame. . . . **Peter Allen** and wife Jill have a new son, Miles Molina, born on Nov. 22. . . . Do you have news or updates for Class Notes 2006? Send an e-mail to ruben.pranata.2006@anderson.ucla.edu.



Peter Allen and son Miles.

FEMBA 2007

News and notes from alumni relations: **Dan Hua** reports, "I am happily married to Cora Lee, the love of my life. We now have a wonderful baby boy, Evan Hua (check out his pictures at www.evanhua.com). Cora is running a top ranked baby business (www.blissliving.com), and I am at Ares Management, a premiere private equity firm based in Century City."

The Value of Involvement



Dear Fellow Alumni,

One of the privileges of my job is to work with an outstanding Alumni Board of Directors. The UCLA Anderson Alumni Network is led by a wise and committed group of class presidents, chapter presidents and an executive committee. The collaboration between the professional staff of the school and the Alumni Board is what keeps the school in touch with the needs of alumni and vice versa. Space does not permit me to introduce everyone, but I would like to direct you to the roster of our board members and invite your support of them and involvement in the areas that may be of interest to you. You may find this roster on our web site at alumni.anderson.ucla.edu/about/bod.aspx.

I should emphasize that we have added two new positions this year in recognition of the importance of these areas for alumni, namely chair – career management and chair – centers/industries. The former position will work with our associate director of alumni career services to create programming that will help alumni in their career development. The latter role will communicate with the directors of our Centers of Influence in such areas as finance, real estate, entertainment and entrepreneurship to help the Alumni Board determine how to reach out to alumni in related industries. We believe that the school and the Alumni Network can play a vital role in the professional success of alumni, and we will strive to create value-added services and activities to achieve that very purpose.

I would also like to highlight the incredible work of the president of the Alumni Network, Grady Smith ('01). Grady has exercised boundless professionalism, hard work and good humor to create an effective Alumni Board that collaborates with the school in a positive and productive way. Since Grady was unable to write a column in this edition of *Assets* due to work obligations, this is an opportunity to shine the lime-light on someone who would never do it for himself.

Please consider how you might contribute to the building up of the Alumni Network. If being on the Board of Directors is not possible for you, how about helping your class president with your upcoming reunion planning? Or how about helping your chapter president to lead just one event for your chapter? These kinds of contributions are all vital to our strength and success as alumni – and much appreciated by the Alumni Board and the school.

If you do not have a specific idea but are willing to help in any way possible, just let Grady or me know, and we'll get you plugged in.

Yours truly,

A handwritten signature in black ink that reads "Bob Pettit". The signature is written in a cursive, slightly slanted style.

*Bob Pettit ('89)
Executive Director
Office of Alumni Relations*