



ASSETS

Summer 2008

› Housing and the
Macroeconomy

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FROM THE DESK OF THE DEAN

A New Look



Dear Friends,
There's a new look and energy to Assets magazine. It builds on the sense of momentum that permeates the school. Assets has been redesigned to achieve four goals: to share new thinking, highlight exciting news, strengthen connections and focus on intriguing people. In this issue, I hope you'll see these goals in action – from insights on housing and the economy from our faculty, to creating global partnerships in Asia and Latin America, welcoming world leaders such as Nobel Laureate Muhammad Yunus, to focusing on trailblazing initiatives such as our leadership program for managers with disabilities.

Our faculty and centers of excellence are constant sources of new thinking, inventiveness and solutions about management.

We plan on presenting their ideas in each edition of Assets. We will pay particular attention to the translation of these ideas into usable insights regarding management practices. In this issue, two features illustrate how our faculty members use primary research to inform important practical questions about markets.

Professor Edward Leamer, director of the UCLA Anderson Forecast, describes the relationship between downturns in the housing sector and the onset of recessions. In preparing his economic forecasts, he takes a deep look at the data to detect emerging trendlines, while drawing on historical patterns to add insights and understanding regarding unfolding trends. He is not afraid of taking a contrarian view,

and he has an excellent track record at that. In 1999, he was the first economist to predict the 2001 recession, and he has been something of a maverick in suggesting that our current setback is a significant slowdown, but not a true recession.

In another feature, Stuart Gabriel, Arden Realty Chair and director of the Ziman Center for Real Estate, along with Graff Professor of Finance Walter Torous and other experts, discuss some of the underlying ingredients of the real estate, mortgage and credit crisis. In “The Tail Wags the Dog,” they analyze how we got here and what we can learn from the current market failures. They make recommendations for going forward to cure the maladies that are infecting the entire economy of the United States, and spreading throughout global economies.

If ever we doubted it, this economic crisis demonstrates how walls have fallen among nations, and how economies and information are linked almost seamlessly around the globe. We're experiencing globalization in our own world of management education like never before. It's been especially evident to me through the window of my past year's role as chair of AACSB, the international organization that represents the premier schools of business around the world. The most significant, even explosive, growth in management education is occurring outside of the United States, especially in China, India and Russia. But the impact of that growth is not confined to these countries.

It has meant that competition for faculty and students has become global, that mobility of faculty and students is now multidirectional – not just *to* the United States as it had been for decades. Globalization has also unleashed an exciting array of collaborative opportunities and learning experiences in many countries that are, or will become, economic superpowers.

It's an imperative that we go global, and we're doing that. The seeds of globalization have been sprouting for some years at the school. This fall, over 50 of our MBA students will spend a quarter abroad at one of our partner schools, and we will receive about 60 students from those partners. Other schools send student groups for short, intensive UCLA and Los Angeles immersions, just as our student groups go abroad for short periods to global hubs like Beijing, Shanghai, Milan, London and Santiago, Chile. With the added advantage of a student body that is 33 percent international, our hallways sound and feel like a mini-United Nations, and our class discussions become an exercise in cultural enrichment.

The UCLA-NUS Executive MBA travels to four regions over the course of the program – to Singapore, Los Angeles, Shanghai and Bangalore – and it attracts students from close to 20 countries. This year's FEMBA Global Access Program (GAP) matches student teams to 46 entrepreneurial companies from all over the world. Our teams provide deep consultation on business development and market entry strategies, traveling to conduct primary research in the company's home country. Almost 30 percent of our executive education offerings are based outside of the United States, and a new financial engineering course is being delivered by our faculty in partnership with the Indian School of Business in Hyderabad, India. Our research centers, especially the Center for International Business and Economic Research (CIBER), have pursued a rich and varied set of program offerings, from a medical leadership program in Kenya, to microfinance projects in India and Pakistan. CIBER also hosted Muhammad Yunus, who described his revolutionary approach to providing banking services to potential entrepreneurs like the women of Rajnandgaon, India, to help them achieve viable self-employment (see feature in this edition of *Assets*).

We plan to do more, because our students must graduate with “global brains” and awareness of their responsibilities as global citizens, and our faculty must lead management thinking without being impeded intellectually by the limits of geography. With the advice of our Board of Visitors, we've developed a global strategy that encompasses both programs and curricula (see www.anderson.ucla.edu/globalemphasis). Our global strategy is flavored heavily by the advantages of our location and emphasizes the prominence of opportunities in China, India and Latin America. Beyond our established activities in China and India, we are exploring the launch of a dual degree Executive MBA in Latin America. We will also now require that each student satisfies one of a number of global immersion or curriculum options.

One of the benefits of our global strategy is the opportunity to connect with the more than 2,000 UCLA Anderson alumni who reside abroad, many of whom bring great credit to the school through their career and community contributions. It has been a true pleasure for me to meet these alumni all over the world. Through these connections and the execution of our global strategy, we are strengthening the brand of UCLA Anderson, and identifying additional promising opportunities for globalization of the school in our role as educators and as contributors to communities throughout the world. We must make a difference, here and in communities everywhere. To us, that's globalization.

I welcome your feedback about the new *Assets*, and all we are doing. Please stay in touch, no matter where you are.

With warmest regards,



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

One of the benefits of our global strategy is the opportunity to connect with the more than 2,000 UCLA Anderson alumni who reside abroad, many of whom bring great credit to the school through their career and community contributions.

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SPOTLIGHT

“The recent downturn in the housing and mortgage markets and its significant impact on our economy has made it abundantly clear that real estate commands attention. Those events have shown that a lack of understanding of this complex subject can have serious implications. In this rapidly evolving environment, the mission of the Richard S. Ziman Center for Real Estate at UCLA is to advance thought leadership in the field by generating influential research, educating the next generation of leaders and providing meaningful forums for academics, industry professionals and policymakers. Through its various programs and activities, the center employs a multidisciplinary and global approach to addressing the most critical real estate challenges facing our society today and in the future.”

— Stuart Gabriel, professor of finance and holder of the Arden Realty Chair, director of the Richard S. Ziman Center for Real Estate at UCLA

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Photo by Todd Cheney/UCLA Photography

NEWS & EVENTS

05 | GAMING SUCCESS

UCLA Anderson students took second place in the second annual case competition at the >play Berkeley Digital Media Conference. By invitation only, participants included 10 teams from top-tier business schools from across the nation.

05 | NATALIE PORTMAN AT UCLA ANDERSON

The school's Net Impact Chapter and the Center for International Business Education and Research (CIBER) hosted a presentation on microfinance. The actress is a spokesperson for one of the world's largest organizations for supporting the poorest entrepreneurs.

06 | COMMUNITY SERVICE

The St. Joseph Center, a charity providing services to the poor in the Los Angeles Westside area, honored UCLA Anderson with its Community Service Award. Faculty, staff and students have been involved in many of the center's activities.

06 | FIRST OF ITS KIND

Executive Education launched the Leadership Institute for Managers with Disabilities. This unique program examines core leadership and management topics as experienced by executives with disabilities, helping participants to leverage their value to their organizations in ways that celebrate their individual perspectives.



UCLA Anderson team members (left to right): Gita Venkata, Edward Rhodes, Josh Rapport and Akilesh Sridharan.

GAMING SUCCESS

Student Team Places Second in Digital Media Case Competition

UCLA Anderson students took second place in the second annual case competition at the >play Berkeley Digital Media Conference. Team members were Gita Venkata ('09), Edward Rhodes ('08), Josh Rapport ('08) and Akilesh Sridharan ('08). Sponsored by Berkeley's Haas School of Business and Hewlett Packard (HP), participation was by invitation only and included 10 teams from top-tier business schools across the nation.

The competitors were given 24 hours (from noon to noon) to review a real digital media business case involving gaming. Then they presented their recommendations to a judging panel of HP executives. "We worked straight through," said Rhodes, "Only breaking for a few hours of sleep."

Other teams came from Columbia Business School (which tied for third), the host school Haas (which tied for third), the Marshall School of Business at USC, the McCombs School of Business at University of Texas at Austin, the Ross School of Business at University of Michigan, the Sloan School of Management at MIT (which took first prize), the Stanford Graduate School of Business, the Stern School of Business at NYU and the University of Chicago Graduate School of Business.

NATALIE PORTMAN AT UCLA ANDERSON

CIBER and Net Impact Host Microfinance Presentation

UCLA Anderson's Net Impact Chapter and the Center for International Business Education and Research (CIBER) hosted actress Natalie Portman in a discussion on microfinance. Bhagwan Chowdhry, professor of finance, served as moderator. Anderson's Net Impact group has more than 150 student members, who want to use their business skills to help build a better world, and microfinance is a key area of interest.

Since graduating from Harvard in 2003, Portman has served as Ambassador of Hope for the Foundation for International Community Assistance (FINCA). It is one of the world's largest microfinance organizations, using this powerful tool to support the world's poorest entrepreneurs. A pioneer of the village banking method, FINCA (www.villagebanking.org) gives small business loans through community-run financial associations.

As a spokesperson, Portman hopes to inspire other young people like herself to get involved in the effort to end global poverty. Her presentation illustrated the message through video diaries of her recent visits to Mexico and Uganda, where she saw first-hand how microfinance is transforming families and communities. (See related article on page 30.)



Natalie Portman (left) with Bhagwan Chowdhry (right).



St. Joseph Center's James Bancroft (left) presents Community Service Award to UCLA Anderson representatives: Kevin McCardle (center left), Judy D. Olian (center right) and Steve Lippman (right).

COMMUNITY SERVICE

Westside Charity Honors UCLA Anderson for Its Contributions

The St. Joseph Center (SJC) honored UCLA Anderson with its Community Service Award. James Bancroft, SJC board president, made the presentation to Kevin McCardle, senior associate dean of the MBA program, Judy D. Olian, dean, and Steve Lippman, professor of policy, who accepted on behalf of the school.

SJC provides services to help the poor and needy in the Los Angeles Westside area become productive, stable and self-supporting members of the community. Bancroft credited UCLA Anderson with adopting the center several years ago. Since then, faculty, staff and students have been involved in activities from financial consulting to food drives and holiday gift giving, including raising "more than \$200,000 towards the construction of our new headquarters," Bancroft said.

Rhonda Meister, SJC executive director, also expressed gratitude for UCLA Anderson's support, adding that, "There aren't many other groups that have been as committed and supportive in so many different areas."

"UCLA Anderson has been incredibly generous with its time and resources," said Beth Kaplan, SJC director of community and donor relations. "What we've learned at St. Joseph Center is that Anderson doesn't just teach about a responsibility to community, they act on it every day."

FIRST OF ITS KIND

Executive Education Launches Managers with Disabilities Program

The Leadership Institute for Managers with Disabilities is the first of its kind, modeled after UCLA's renowned Leadership Suite of programs for other under-represented groups. The new institute incorporates input from the nation's thought leaders on disability experiences in the workplace and has been embraced by the top companies leading change in this area. Like the other institutes in the Leadership Suite, it is based on the principle that building a truly diverse workforce will have a positive impact on the bottom-line of any organization.

A breakthrough for executives with disabilities, the institute delivers provocative and stimulating sessions, during which world-class faculty and participants address key management and leadership issues from a personal, interpersonal and organizational perspective. Founding organizations of the institute include AIG, AOL, AT&T, DiversityInc, Fannie Mae, Google, IBM, Merck, Microsoft Corporation, Motorola, Office of Disability Employment Policy, PepsiCo, Society for Human Resource Management, Union Bank of California and the U.S. Business Leadership Network. It is funded in part by the U.S. Department of Labor's Office of Disability Employment Policy.



Participants in the inaugural Leadership Institute for Managers with Disabilities, presented through UCLA Anderson's Executive Education.

FACULTY NEWS

08 | FACULTY AWARD WINNERS

Dominique “Mike” Hanssens was given a lifetime achievement award by the American Marketing Association. Alfred E. Osborne, Jr., was honored with the Southern California Minority Business Development Council’s Leadership Award. Charles Corbett was recognized by the UCLA Staff Assembly for promoting partnerships between faculty and staff. Eric Flamholtz received the Distinguished Ph.D. Alumni Award from the Ross School of Business.

10 | FACULTY INTRODUCTIONS

Bruce Carlin joined the finance area faculty. Subramaniam “Subbu” Ramanarayanan is new in the policy area. Robert Zeithammer transferred from the Graduate School of Business at the University of Chicago to the marketing area.

11 | MISCELLANEOUS NEWS

Uday Karmarkar co-edited and published the first book in an ongoing series based on his work as the research director of UCLA Anderson’s Business and Information Technologies (BIT) Global Research Network. Carla Hayn, senior associate dean for the Fully Employed MBA and Executive MBA Programs, has been promoted to full professorship.

12 | FACULTY FEATURE: AN EARLY WARNING OF TROUBLE AHEAD

Edward Leamer was one of five distinguished experts invited to present at the Economic Symposium of the Federal Bank of Kansas City. He explained why residential investment can provide the best early warning of an oncoming recession.

FACULTY AWARD WINNERS

Honored for Leadership

Alfred E. Osborne, Jr., UCLA Anderson's senior associate dean, associate professor of global economics and management, and founder and faculty director of the Price Center for Entrepreneurial Studies, was given the Southern California Minority Business Development Council's (SCMBDC) 2007 Leadership Award. SCMBDC is the region's leading minority business advocacy group. The award recognizes achievements and leadership in the business community, which create positive results for small and minority-owned businesses.

"Since the mid-1970s, Dr. Osborne has advised, counseled and encouraged scores of graduate students in business at UCLA," said John W. Murray, Jr., president of SCMBDC. "In particular he has been, and remains, a truly outstanding champion, supporter and mentor to minority men and women pursuing their graduate degrees and beyond into their entrepreneurial and business careers. Dr. Osborne and SCMBDC believe deeply that strengthening minority-owned businesses strengthens the economy overall."

"Building the capacity for entrepreneurs from diverse backgrounds to succeed in our economy has been a passion of mine," said Osborne. "And I am humbled to know that our efforts at the Price Center have been of positive value to so many business owners and managers over the years."



Received Lifetime Achievement Award

Dominique "Mike" Hanssens, Bud Knapp Professor of Marketing and marketing area chairman, was given the 2007 Gilbert A. Churchill Award. Bestowed by the American Marketing Association (AMA), the largest marketing association in North America, the award recognizes the recipient's lifetime achievement in the academic study of marketing research. Among the most prestigious honors for marketing academics, the award is voted on by their peers in the AMA's market research special interest group and has been presented annually since 1996.

Hanssens' research focuses on strategic marketing problems, in particular marketing productivity, to which he applies his expertise in data-analytic methods such as econometrics and time-series analysis. His papers have appeared in the leading academic and professional journals in marketing, economics and statistics. Four of these articles have won best paper awards, in *Marketing Science* (1995, 2001, 2002) and *Journal of Marketing Research* (1999, 2007), and five were award finalists.

Hanssens is the second UCLA Anderson faculty member to be honored with this recognition, a distinction no other school can claim. Also from Anderson's marketing area, Don Morrison, William E. Leonhard Professor of Management, was given the Churchill Award in 2001.

“I do believe very strongly in collegiality across the board, so if the award helps to foster that atmosphere across the campus, then I think it’s a great thing.”

— Charles Corbett

Recognized for Promoting Partnerships

Charles Corbett, professor and area chairman for decisions, operations and technology management, won the UCLA Staff Assembly’s 2007 Faculty/Staff Partnership Award. The award honors a faculty member who has shown a commitment to the values of collaboration and collegiality by developing partnerships with staff.

Corbett’s candidacy was enthusiastically endorsed by staff members in six different departments at UCLA Anderson, who described him as being extraordinarily cooperative and supportive. He was also cited as always going well beyond what is required in his work on the projects they share with him.

“I think the existence of the Faculty/Staff Partnership Award is wonderful, although I don’t feel I’m the right role model for it,” Corbett said. “I enjoy working with people, but it seems like you should be doing something a lot bigger, or more lasting, than just being collegial. At the same time, I do believe very strongly in collegiality across the board, so if the award helps to foster that atmosphere across the campus, then I think it’s a great thing. But it feels a lot like getting an award for doing what you should be doing anyway.”



Charles Corbett (right) with Jennifer Tooley (left), formerly of the Price Center, who organized the effort to nominate him for the award.



Awarded Distinguished Alumnus

Eric Flamholtz, professor emeritus of human resources and organizational behavior at UCLA Anderson, received the Distinguished Ph.D. Alumni Award from the Ross School of Business at the University of Michigan. Given by the Ph.D. Student Forum, the award recognizes the accomplishments of a prominent doctoral alumnus or alumna. Flamholtz is its seventh recipient and was chosen for his contributions to and excellence in management of organizations. The honoree also delivers the keynote address for the Doctoral Recognition Ceremony.

In the presentation, Flamholtz was specifically cited for his research into the process of organizational growth and development, especially for entrepreneurial companies. This work is a balanced combination of both theory and practice, which he calls “practical management theory.” It is empirically tested, as well as relevant and usable. He was singled out for his creation of “a series of frameworks and management tools that enable organizations and individuals to increase the probability of transitioning successfully from one stage of development to the next.” Mention was also made of the course he designed and teaches at UCLA Anderson, “Managing Entrepreneurial Organizations.” Flamholtz is the president and co-founder of Management Systems Consulting Corporation.

FACULTY INTRODUCTIONS



Joined the Finance Faculty

Bruce Carlin is an assistant professor of finance at UCLA Anderson. His primary research focus is in the areas of theoretical corporate finance and consumer finance, and his interests include household finance, game theory, industrial organization and organizational economics.

Carlin teaches corporate finance and recently won the Dean George W. Robbins teaching award at Anderson. He has been recognized previously for teaching excellence at both Duke University and the University of North Carolina.

Carlin received his doctorate in finance at Duke University in 2007. He earned an MBA and a graduate certificate in applied mathematics from Washington University of St. Louis in 2003. In addition, he was granted an M.D. from Northwestern University School of Medicine in 1992 and a bachelor of science from Northwestern University in 1990.



New in the Policy Area

Subramaniam "Subbu" Ramanarayanan is an assistant professor of strategy and policy at UCLA Anderson. His research examines various aspects of the performance of skilled professionals, with an emphasis on the healthcare sector. In particular, he estimated the impact of task experience on the performance of cardiac surgeons. He has explored issues in the physician-patient relationship, finding evidence that physicians who overprescribe procedures are avoided by certain lucrative patient segments. He also studies competition in healthcare markets and is currently investigating the source of rising premiums in the private health insurance sector. He teaches the core business strategy course.

Subbu received his doctorate in managerial economics and strategy from the Kellogg School of Management at Northwestern University and an MBA from the Indian Institute of Management (Calcutta). Prior to graduate school, he worked as a management consultant for McKinsey & Company in India where he served clients in retail and healthcare.



Recruited to the Marketing Area

Robert Zeithammer is an assistant professor of marketing at UCLA Anderson. Previously, he held the same position at the Graduate School of Business at the University of Chicago. His research focuses on emerging auction-driven marketplaces, like eBay, which are collections of auctions related in the mind of the buyer. His work adds to the understanding of their nature, particularly the relationship between optimal selling and optimal bidding. He is working on models that capture the essence of the interplay between buyers' bidding strategies and the seller's selling strategies, on which the burden of pricing falls.

Zeithammer was awarded his doctorate in marketing from the Massachusetts Institute of Technology (MIT) Sloan School of Management in 2003.

Promoted to Full Professor

Carla Hayn, senior associate dean for the Fully Employed MBA and Executive MBA Programs at UCLA Anderson, has been promoted to full professorship. She is a member of the accounting faculty. Hayn teaches courses in financial accounting and financial statement analysis and has received several teaching awards, most recently the Outstanding Teaching Award in the UCLA-NUS Program in 2006 and 2007.

“This promotion recognizes Carla’s creative and impactful research, outstanding teaching and great record of service to her area and the school,” said Antonio Bernardo, faculty chairman and professor of finance. “I congratulate her on a well-deserved promotion.”

Hayn’s research is in the areas of financial reporting and disclosures, effect of accounting reports on stock prices, the economic consequences of taxes, mergers and acquisitions, as well as the information content of accounting numbers. She has served as a financial consultant and an expert witness in securities litigation cases, focusing on financial reporting and disclosure issues, corporate valuation and risk assessment. Before joining Anderson, Hayn was a faculty member at Kellogg Graduate School of Management and at UC Irvine. Previously, she was chief financial analyst for the State of Florida Legislature.



The book provides a global view of what is happening across the economic landscape as a result of rapid and ongoing developments in information technology.



Published Book on Global IT and Business Practice

Uday S. Karmarkar, Los Angeles Times Chair in Technology and Strategy at UCLA Anderson, and Dr. Vandana Mangal, associate research director of UCLA Anderson’s Business and Information Technologies (BIT) Global Research Network, have co-edited a book, “The Business and Information Technologies (BIT) Project: A Global Study of Business Practice.”

The book provides a global view of what is happening across the economic landscape as a result of rapid and ongoing developments in information technology. This unique and comparative picture of technology and business practices around the world is drawn from data gathered during annual surveys conducted by the BIT Project and partner institutions (now 20 partners in 16 countries) since 2003-04. The core survey has been translated from English into Spanish, Italian, Korean, Chinese and German.

“We hope to publish one book every year,” says Mangal. “For each new edition, we plan to have reports from more partners and comparative studies looking at data from different countries.”

The next edition will include data from 2005-06 and should be published in the fall of 2008. The first book includes reports from the United States, Italy, India, South Korea and Spain. The second edition will add information from Colombia, Taiwan, Chile and Germany.

For more information on the The Business and Information Technologies Project, visit: <http://www.anderson.ucla.edu/bit.xml>.

AN EARLY WARNING OF TROUBLE AHEAD

Edward Leamer on the Role of Housing
in the Economic Cycle

By Mary Ann Lowe



Homeownership is a part of the American dream and has traditionally been seen as a reliable source of security. However, when there is trouble in the housing industry as a whole, its effects extend beyond the individuals involved, impacting the entire economy. The current crisis is only the most recent evidence to confirm its importance.

“Both academic macroeconomists and Federal Reserve officials have neglected the fact that housing, although not very important in terms of overall growth, is the most important sector when it comes to recessions. It’s the only sector in the economy where weakness consistently signals the most serious impending downturns.”

— Edward Leamer

Recession. It is a word that generates anxiety in many people and not without reason. The negative repercussions from its onset can be felt across the spectrum of society, from owners and executives of huge corporations to entry-level jobseekers and the unemployed. Those with the most limited resources are the most vulnerable, but almost everyone will experience some loss. No wonder then that there is such a preoccupation with predicting our financial future.

For some time now, attention has been riveted, even more than usual, on any announcement of economic indicators. Whenever the discussion turns to the current downturn in the economy, the emphasis is on whether or not the deep drop in the housing industry will pull us into a dreaded recession. Even in the elite circles of those who study economic trends for a living, there is still no consensus. Everyone wants to know, so analysts scrutinize every bit of data with great care as soon as it becomes available, as they have since the profession began.

With so much at stake, what if in all this time and all this searching something significant has been overlooked? What if there is a reliable indicator that has been missed, which is capable of sounding the alarm to give an early warning

of trouble ahead? Wouldn’t this be just what is needed to help avoid at least some of the potential hardship to come? Edward Leamer, professor of global economics and management and holder of the Chauncey J. Medberry Chair at UCLA Anderson, believes he has found just that in the housing industry itself.

As director of the UCLA Anderson Forecast since 2000, Leamer has spent some time searching for patterns that will give an understanding of what is in store. When he took on the role, he expanded the Forecast’s emphasis from simply providing statistics to giving analysis and guidance as well. This requires a somewhat intuitive approach to achieve insight into the story behind the numbers. (Leamer already had some skill in this, since in the classroom, the focus of his teaching is on how to turn numbers in a database into knowledge.) Under his leadership, the Forecast has been very successful at it. For example, they are known for being the first of the blue chip forecasters to accurately predict the recession in 2001.

As a result, Leamer is now a leading practitioner of the art of perceiving future trends in the economy. His impressive record has made his expertise much sought after by journalists from major business media. Recently, this renowned reputation culminated in an invitation to be one of five distinguished experts to present papers at the annual Economic Symposium of the Federal Reserve Bank of Kansas City. Its subject for 2007 was “Housing, Housing Finance and Monetary Policy.” Leamer recognized this as the perfect opportunity to present his findings in support of his contention that residential investment can provide “the best



The value of a home is frequently the most significant asset on a personal balance sheet. When that declines, as in recent months, significant wealth can disappear, even to the point of dictating a change in lifestyle. These adjustments in consumer spending habits have a domino effect, triggering downturns elsewhere in the economy.

early warning sign of an oncoming recession.” He knew he would need a compelling narrative to go against the conventional wisdom adhered to by much of his audience.

“Both academic macroeconomists and Federal Reserve officials have neglected the fact that housing, although not very important in terms of overall growth, is the most important sector when it comes to recessions,” explained Leamer. “It’s the only sector in the economy where weakness consistently signals the most serious impending downturns.”

In normal times, residential investment is only responsible for an average of about 5 percent of the growth in gross domestic product (GDP), Leamer noted. However, in the year prior to most recent recessions, lack of investment in housing becomes critical, contributing about 28 percent of the economic weakness. He added that it is not the price of homes that is the crucial indicator; it is the volume of building and the volume of sales.

Home prices have historically been very slow to decline, whereas volumes have dropped precipitously. As a result, housing starts and changes in housing starts together form what he believes is the best forward-looking indicator. No other component of GDP offers this predictability.

Most of the other major economic weakness preceding recessions is also consumer driven, including consumer durables, services and nondurables. Adding the percentages for these to that of housing gives a total of 72 percent, a considerable contribution. Again taking a contrarian view, Leamer concludes from this that calling it a business cycle is incorrect. He explained that business spending responds to opportunities created by consumer spending, and weakness on the business side happens *during* recessions rather than prior to them. Housing investment, on the other hand, leads the way as the first to weaken and the first to begin to recover. To sum it up, Leamer said, “The U.S. economy is ruled not by a business cycle, as is commonly thought, but by a consumer cycle, which is significantly affected by fluctuations in housing.”

In support, Leamer gives some details on the 10 U.S. recessions since World War II, eight

of which were preceded by substantial problems in housing and consumer durables. He noted that the two exceptions were the Department of Defense downturn after the Korean Armistice in 1953 and what he calls the Internet comeuppance in 2001, which was driven by a collapse in business investment. Housing did not give early warnings of these events, nor should it have, he said. There also have been only two times that a collapse in housing has not led to a recession. Both were offset by a large ramp up of spending by the Department of Defense, the first in 1951 for the Korean War and again in 1967 for the Vietnam War.

The Federal Reserve Act stipulates that the Fed keep inflation low and also employment high. According to Leamer these two goals can conflict. Inflation is very persistent and needs to be fought every day. To keep employment high, the Fed should attempt to make the recessions infrequent and mild. Leamer believes that anyone interested in controlling this employment cycle needs to focus on housing, but housing requires a different timing of Fed moves than does inflation. For housing, it is the cycle that is persistent. Once the wave starts, it keeps on going.

“For maximum effect, the Fed should intervene at just the right point, when housing starts are a bit above normal and rising higher,” counseled Leamer. “Then tight monetary policy should be used to cool the housing market and

keep the wave from rising too high thus making the subsequent crash less.”

Leamer observed that, although the collective unwanted idleness of a recession affects everyone’s well being, the greatest damage is done to those who are least able to afford it. With that as the context, this conference was the chance of a lifetime for him to have an effect on U.S. monetary policy and to do some real good. Among Leamer’s suggestions for the Federal Reserve Board are: keep work effort productive by limiting speculative bubbles, limit redistribution of wealth from financial market disruptions and keep balance sheets reflecting reality. Most of all, he hopes the Federal Reserve will now use the “near perfect predictor” of housing in forward-looking policy to help smooth out the whole economic cycle, at least lessening the severity of those times of trouble called recessions.



Edward Leamer, director of the UCLA Anderson Forecast.

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FEATURE

The collapse in the housing sector and the related credit crisis have dominated the business media in the recent past. The impact of the real estate and credit meltdown on the larger U.S. and global economies has brought this sector to the forefront of academic, policy and professional analyses.

One of the distinctions that sets UCLA Anderson apart is its contribution to thought leadership in this field. The role of the influential UCLA Ziman Center for Real Estate in supporting relevant real estate research has never been more important. Only a detailed understanding of what went wrong over the course of prior years and how those missteps can be corrected will prevent a repeat in the future of the widespread damage experienced by financial markets and ordinary Americans.

The following feature article presents a few of the real estate experts associated with UCLA Anderson giving their analysis of the evolving situation in the sector. Included are some of their recommendations for policymakers and practitioners as they rebuild and reestablish confidence in the industry.



Housing and the Macroeconomy: THE TAIL WAGS THE DOG

By Paul Feinberg

Shelter – second only to food and water on the list of essentials for sustaining human life. Perhaps it is not surprising that something so central to our survival can have such a significant impact on our economic well being. Since all of us need housing, fluctuations in that sector affect everyone. For average citizens, a home is by far the most expensive single purchase they will make and one of their most important investments.

At the moment, housing is at the heart of a still unresolved debate about whether or not the national economy is technically in a recession, an issue on which even the experts disagree. However, if nothing else, growth has slowed considerably, bringing us perilously close. No one denies that we are experiencing tough times, which are not expected to improve anytime soon. That the collapse of residential real estate is the source of much of the trouble is also generally agreed upon. As a result, the real estate industry has captured the attention of financial experts everywhere, even at the highest levels of government.

Stuart Gabriel is the UCLA Anderson Arden Realty Chair, a professor of finance and the director of the Richard S. Ziman Center for Real Estate at UCLA. When speaking of the current situation, he is careful to differentiate between housing and the real estate sector

as a whole. He explained that real estate encompasses a wide range of assets, including those in both the property and debt markets. He points out that housing itself connects to a number of other industries as well. He cites its links to construction, construction materials, home furnishings, brokerage and financial services, for example. In addition, evidence shows that consumer spending in general is affected. As a result, though housing makes up only about 4 percent of gross domestic product, housing is capable of being either a major driver or a major drag on the economy at large.

“Housing is the tail that wags the dog,” Gabriel said. “Despite its limited absolute size, it is an interest sensitive sector that can lead the rest of the economy into an economic downturn or out of an economic downturn, as it often has before.”

A Crisis in the Making

For much of the recent past, the news about real estate seemed to be nothing but good. During earlier years of the decade, house prices soared, making homeowners feel wealthy. Anyone who purchased a house did so with confidence that their investment would immediately grow in value. So, the consumer economy prospered as property owners spent the money their homes “made” them. Further fueling the frenzy was the fact that it was easier than ever to purchase a home. With creative loan-making by financial institutions and very affordable interest rates, it seemed that almost anyone could qualify for a home loan.

As long as home prices continued to rise, the risks appeared well contained. If homeowners couldn’t afford their mortgage payment (or their second or their third), they could simply elect to sell at a profit to someone who could. Everyone, from the homebuyer to the lender to the foreign investor putting their

money into securities backed by all these loans, was making money.

As always happens in the real world, the good times couldn’t last forever. They never do. Economic cycles are a fact of life. Real estate values not only stopped their ascent, they began to decline, triggering skyrocketing mortgage defaults. The wealth everyone thought they had began to disappear.

“In the wake of ever-rising defaults and foreclosures and related downward adjustments in house prices, the housing sector at the moment is in a state of very significant dislocation,” Gabriel said. “We are currently in the midst of the worst downturn of the post-World War II era and perhaps the worst downturn ever documented by U.S. economic data.”



The Silver Shovel

UCLA Anderson Team Wins Real Estate Award For Historic Playa Vista Project Design

By Diana Greenwood

A team of students representing UCLA Anderson walked away with the Silver Shovel award at the 10th annual USC vs. UCLA Real Estate Challenge. Presented by the National Association of Industrial and Office Properties (NAIOP), this event showcases the talents of the next generation of leaders in the industry by posing a specific real estate case. The competition also draws attention to the robust real estate programs at both schools.

This year, the teams were asked to determine the best use of the 575,000 square feet of existing buildings at The Campus at Playa Vista. The 64-acre office project at the site of the historic Howard Hughes aircraft facility includes structures from the 1940s and 1950s, one of which is the famous Spruce Goose Hanger.

The team included Adam Horowitz ('08), Scott Kend ('08), Tyler Morris ('08) and Britta Tracy ('08), along with Ian Ream, a UCLA

architecture student. They focused on satisfying the project's key stakeholders: users, investors and the community. Their emphasis on low-cost design and community benefit set their proposal apart. Incorporating a host of sustainable design features, their overall development integrates well into the area's mixed-use environment, providing a strong tenant base for surrounding retail entities and job growth opportunities. Utilizing the natural layout, their proposal for Hercules Studios is divided into three distinct lots with soundstages and office space for entertainment and production-related tenants.

"We could not have done this without the tremendous support of the Anderson community and the Ziman Center," said UCLA team member Kend. "Dozens of busy and talented people provided us with the resources we needed to do our job well. They are one of the major reasons behind our success."

Tim Kawahara, executive director of the Richard S. Ziman Center for Real Estate at UCLA, and Paul Habibi, UCLA Anderson lecturer and team coach, both expressed pride in the team's accomplishments and hope they will inspire future students to participate. In addition to the Silver Shovel, which is inscribed with all past winners, the team received a \$5,000 cash prize, which they donated to Challenge for Charity, the school's largest charitable organization.



Left to right: Ian Ream, Britta Tracy, Paul Habibi, Tyler Morris, Scott Kend, Adam Horowitz and Tim Kawahara, on the floor of the Galen Center at USC immediately following the team's victory.

Beyond Creative Lending

The explanation of how it all went so wrong is what Gabriel calls a “long and sordid story.” Since last summer, the Ziman Center has convened a number of both public and private conferences to help make sense of the evolving situation. Appropriately, some of these conferences have been in conjunction with the UCLA Anderson Forecast, since real estate is so central to what is happening now in the larger economy. (For the record, the Forecast continues to assert that the nation is not in recession.) As Gabriel sees it, there were mistakes made at every point in the process, including those by borrowers, lenders, rating agencies, loan securitizers, developers, investors and regulators. In significant measure, however, the problem can be traced back to substantial pent-up demand for housing.

“We experienced considerable problems of housing affordability in many of our metropolitan areas,” said Gabriel. “This led to innovations in mortgage design, including subprime, deeply-discounted adjustable rate mortgages and the like; all facilitated by sale of related securitized mortgage pools in the secondary market. These new instruments allowed many people to qualify for homes without much equity in the house. Further, payments on adjustable rate instruments have in many cases substantially been upward adjusted. As a result, with the downward movement in home prices, we’re now seeing a tsunami of defaults and foreclosures washing across our shores.”

Financial institutions lending money to too many unqualified borrowers clearly contributed

to the problem, but it’s not quite as simple to understand the reasons for it. Howard J. Levine, a founding member of the Ziman Center, sees behind-the-scenes changes as a source of the difficulties. As founder and senior consultant of ARCS Commercial Mortgage Company and one of the most respected executives in the real estate arena, Levine is a veteran of numerous real estate cycles.

“I think we went beyond creative lending in this last cycle, because the people making the decisions no longer took the risks of those decisions,” said Levine. “The risks were turned over to Wall Street as mortgages were securitized. Today, lenders are just intermediaries.”

The Transfer of Risk

Walter Torous, UCLA Anderson’s Lee and Seymour Graff Professor, finance area chair and the first faculty director of the Ziman Center, agrees with Levine. He has been studying the issue of securitized loans, also known as collateralized debt obligations (CDOs). In the simplest terms, these are loans or mortgages that are bundled into investment vehicles, which are then sold off as shares.

“One thing that has to be addressed is that those who issue mortgages – the bankers and the brokers – have little financial interest in performance,” Torous said. “Once they make the home loans, they immediately sell them off as securities. The investors, who have a financial interest in the loans, have little involvement in how those loans are made. There’s a fundamental disconnect.”

It was not always so. In the past, a bank or a savings and loan carried the loans they made on their own books and so bore the risk associated with any bad loans. The advent and subsequent popularity of CDOs eliminated

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those potential consequences and with them the incentive to take care in originating the loans. As Torous points out, some large financial institutions weren't carrying any of their loans on their own balance sheets.

The Influence of Interest Rates

In addition, the government also, presumably unwittingly, participated in creating the housing bubble. Specifically, as suggested by Gabriel, "The Federal Reserve held short-term interest rates very low for a very long period of time." This fostered the environment in which people who typically should have been renters were suddenly qualified for home ownership.

Lewis G. Feldman, partner at Goodwin Procter LLP and another Ziman Center founding member, also sees the same economic policy decisions as adding to the problem. He thinks the lowering of underwriting standards took place in order to make investment vehicles available as a response to the enormous amount of capital which was being generated worldwide.

"So much liquidity existed as a result of (then Federal Reserve Chairman Alan) Greenspan's and (President George W.) Bush's response to 9-11, which was to push interest

rates down further and further with all of those cuts," Feldman said. "This created a great amount of liquidity, because more and more assets could be financed. And prices, as you drop rates, begin to go up, because people buy on the basis of a payment, instead of buying on the basis of value." Feldman cites Las Vegas as an example of the results. He explains that it has the highest foreclosure rate in the United States right now, because so many subprime mortgages were given to homeowners there. They made the same mistake that others did everywhere else; they counted on value continuing to go up and up.

"It was a market force generated problem," Feldman explained. "Certainly you could blame it on various segments of people being dishonest and ask why the lender would issue a mortgage that wasn't properly documented. But the fact was that just the sheer amount of money seeking yield and the availability of that cheap money and the pressure to put that money out to create earnings were all keyed on the basis of that transaction being successful."



Ultimately, nobody believed they could afford to sit on the sidelines while money was being made – not the homebuyers, not the homeowners taking out second mortgages, not the lending institutions hotly competing with each other and certainly not the global investors who were more flush with capital than at any other time in history.

The Value of the Demonized Subprime

One can't help but wonder why more people didn't see this current crisis coming. It is especially true for the often-mentioned subprime segment, which seems to be where much of the blame is focused. Torous explains that subprime loans have always been in use, just not to the extent that they are now, which he also attributes to the greatly increased volume of funding involved. However, he does find it fascinating that the recent history of the delinquency rate for subprime loans did not cause more concern.

“You have to ask what the rating agencies for the CDOs were doing,” Torous said. “Since five years ago these mortgages were defaulting at a 16 to 17 or 18 percent rate, when they were evaluating their credit worthiness today, why didn't they think that maybe they were going to be delinquent at the same rate?”

Nevertheless, Gabriel points out that there are legitimate reasons for the continued

availability of credit to other than prime borrowers. After all, the mortgage business is not just about investing in real estate. Home ownership is an important part of the American dream, and finding new and innovative ways to make loans has been and will continue to be part of the equation.

“There must be room in our menu of mortgage instruments for lower credit quality borrowers to obtain loans,” said Gabriel. “Assuming that the pricing of risk is appropriate, manageable and well-understood by the borrower. You want to see some ongoing availability of other than prime loans, because we want to allow households who have experienced credit difficulty to reestablish themselves. That being said, on the basis of our most recent experience, underwriters, insurers and secondary market entities (including Fannie Mae and Freddie Mac) do need to do a much better job of evaluating and pricing risk.”

Recommendation for the Future

Since the real estate industry is capable of having a substantial impact on the entire economy, it is crucial to consider the lessons to be learned from this crisis. We must ask not only what can be done to pull the housing sector out of its current slump, but also how a similar situation can be prevented in the future. The intricacies of today's real estate make it a very complex subject that will continue to merit careful study.

Torous believes that resolving the present situation will be “extremely protracted and costly.” He says that the affect of the bad loans made from late 2005 through 2006 and into 2007 are going to be felt for a while. Since the appetite for mortgage-backed securities has abated, there's going to continue to be less mortgage credit available. In the long run, he says that in addition to aligning the incentives of loan originators and investors, there must be a better understanding of how the whole system operates.

“There must be room in our menu of mortgage instruments for lower credit quality borrowers to obtain loans, assuming that the pricing of risk is appropriate, manageable and well-understood by the borrower. You want to see some ongoing availability of other than prime loans, because we want to allow households who have experienced credit difficulty to reestablish themselves.”

– Stuart Gabriel, Arden Reality Chair, professor of finance and director of the Ziman Center

“We’ve also learned that banks aren’t the sole source of credit in the economy,” Torous said. “The expansion and contraction of credit operates outside the world of banks, in the world of securitization. We need to be clear about what this means in terms of future monetary policy. The Fed has to grasp the process better and understand its role and sharpen its policy tools in that context.”

Feldman thinks we will see a combination of voluntary actions on the part of the mortgage industry, as well as mandated change by federal and state government. He fears that some of these attempts to stave off defaults and delinquencies will only defer the current problems rather than solve them. Specifically, he foresees that there will be added consumer protection legislation, requiring disclosure of foreclosure rates for different types of loans.

To help ensure that a downturn doesn’t happen again so rapidly or so severely, Levine believes consumers need to be better educated about the process of buying a home, especially a clear understanding of loan documents. He points out that it is understandable if they are somewhat unsophisticated. A mortgage transaction is a once or twice in a lifetime occurrence for most. As a result, he contends that mortgage brokers, the borrower’s main

contact, should become licensed nationally. Otherwise, due to the nature of the industry and the potential for extraordinary commissions, there is significant opportunity for brokers to take advantage of consumers.

In summing up his hopes for the future, Gabriel reflects on the many financing choices home buyers once had access to and contrasts that with the current situation. “Today, our menu of mortgage instruments is extremely constrained. In contrast to recent years, we see significant rationing of credit. Interventions undertaken by the Federal Reserve Board and by other agencies of government should ultimately aid in the rebuilding of lender balance sheets and in the enhancement of liquidity in the capital markets. Those steps will ultimately work to improve the pricing and affordability of mortgages,” he said. The Ziman Center will continue its efforts to promote an understanding of the complex nature of real estate to help make that better future possible.

For more information about the Richard S. Ziman Center for Real Estate at UCLA and its programs, please visit: www.zimancenter.com or call (310) 206-9424 or send an e-mail to ziman.center@anderson.ucla.edu.

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– Walter Torous, Lee and Seymour Graff Professor, finance area chair and the Ziman Center’s first faculty director

The Ziman Center Responds to the Housing Crisis

Recent Events Assist the California State Senate in Evaluating Potential Legislation and Examine the Legal Issues Related to the Real Estate Industry

By Michelle Marquis



Edmund G. "Jerry" Brown, Jr., California attorney general and former governor, delivering the opening keynote address for the Benjamin S. Crocker Symposium on Real Estate Law & Business.

California Mortgage Roundtable

At the request of the California State Senate, the Ziman Center hosted state legislators, mortgage lenders and housing finance scholars at a roundtable discussion on the mortgage and housing crisis.

The group met at UCLA Anderson to review a proposal for legislation intended to stabilize California's statewide and regional economies and housing markets. State Sen. Ellen Corbett, chair of the Senate Judiciary Committee, and state Sen. Michael J. Machado, chair of the Senate Committee on Banking, Finance and Insurance, were among the policymakers in attendance. A representative from the office of Senate President Pro Tempore Don Perata presented the state's proposed plan to help keep troubled borrowers in their homes, avoiding unnecessary foreclosures. A comparison was also provided between the state's plan and the federal government's proposal to address the same issues nationwide. Stuart Gabriel, professor of finance, Arden Realty Chair and director of the Ziman Center, moderated the proceedings.

"We were pleased to serve the people of California by convening this blue chip panel of industry professionals and finance scholars to advise the state in formulating an appropriate response to the current housing finance crisis," said Gabriel.

Benjamin S. Crocker Symposium

The Ziman Center partnered with the real property section of the Los Angeles County Bar Association to sponsor the Benjamin S. Crocker Symposium on Real Estate Law & Business. It is the premier event in Southern California for its subject, and this year marked the first time the event was hosted at UCLA.

The day-long symposium featured prominent keynote speakers and panelists, among them California Attorney General and former Gov. Edmund G. "Jerry" Brown, Jr., former California Gov. Gray Davis and Henry Cisneros, former secretary of the United States Department of Housing and Urban Development.

Breakout sessions covered diverse topics, including the capital markets, commercial real estate risk management, handling troubled real estate assets, leasing challenges, the aging housing market population segment, global real estate opportunities, green development and sustainability, ethics in real estate law, and the economic outlook for real estate law and business.

INTERNATIONAL EXCHANGE

27 | EXTENDING OUR GLOBAL REACH

Through travel, Dean Judy D. Olian connects UCLA Anderson with alumni and strategic partners worldwide. Globalizing UCLA Anderson is a key ingredient of the school's strategic plan, which includes graduates who have a global perspective, cross-cultural faculty collaboration and international partnerships with key universities and major employers.

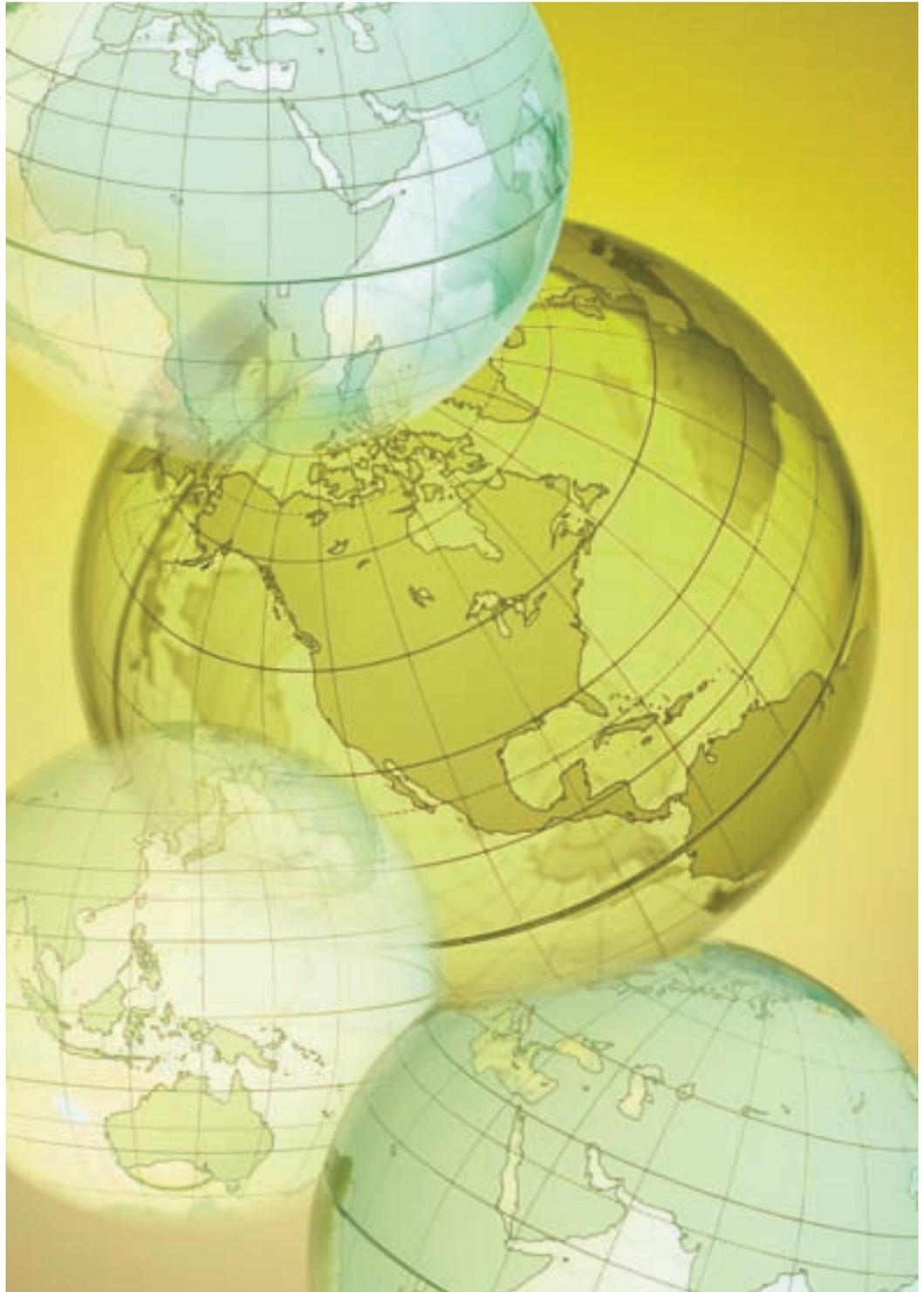
30 | VISIT FROM A PEACEFUL REVOLUTIONARY

Nobel Laureate Muhammad Yunus was a surprise guest lecturer in Bhagwan Chowdhry's class for a taping of the Emmy Award-nominated mtvU program, "Stand In." He spoke about franchising microfinance, a concept he created to provide self-supporting banking services for the world's poorest entrepreneurs.

EXTENDING OUR GLOBAL REACH

Dean Olian Connects UCLA Anderson with Alumni
and Strategic Partners Worldwide

By Paul Feinberg



Our world seems to be getting smaller all the time, as former barriers between cultures are dissolved by the relentless forces of globalization. As businesses must adapt to these changing conditions in order to remain relevant, the same is true for business schools. A truly global perspective is no longer a desirable advantage; it has become a necessity for future success.

Globalizing UCLA Anderson is a key ingredient of the school's strategic plan. That means graduating students with "global brains" who have an intuitive grasp of business conditions and market opportunities around the world, awareness of international trade and policy issues, and deference to cultural differences. Included in the global agenda are faculty collaboration with peers from leading schools in various countries and the formation of key global partnerships around research and executive education.

Because of its size and focus, UCLA Anderson must be strategic and selective in its global expansion initiatives and partnership relationships. Led by Chris Erickson, senior associate dean for global initiatives, and the Board of Visitors Global Task Force, the school has developed a focused global strategic plan. The plan identifies learning, research and outreach priorities in the most promising areas for programs and partners. With these goals in mind, Dean Judy D. Olian has traveled to Asia, Europe and Latin America.

"We are in the midst of global shifts in the power regions of the world," Olian said. "Over the next 20 to 25 years, there will be a transition of economic activity toward Asian and Latin American countries. If you look at the top five countries in terms of gross domestic product today, only two are projected to be there in 2040, the United States and Japan. The others will be replaced by China, India and Brazil."

With the global strategic plan as a guide, Olian meets with alumni, business and university groups in the countries she visits to describe UCLA Anderson programs and distinctions and to explore points of collaboration. She meets with university and business leaders to understand the critical market and resource needs in the region and to explore potential educational and business partnerships with both universities and major employers.

A highlight of UCLA Anderson activities in Asia is the dual EMBA degree program with National University of Singapore (NUS). The program is designed to both educate students and to increase Anderson's visibility

"There's no doubt in my mind that any leading school of management must be global throughout its degree and executive programs, its students and faculty, and in the intellectual content of the research it disseminates."

— Dean Judy D. Olian

and exposure in the region. Olian says we are examining the feasibility of a similar program in Latin America.

"We've formed a partnership with the Indian School for Business, India's most prominent private business school, to launch a Certificate in Financial Engineering (CFE)," Olian said. "It is an addition to our new one-year Master in Financial Engineering program, which will be delivered in Los Angeles starting January 2009. The shorter CFE program will be taught by our faculty traveling to India, and several UCLA students will join them to participate in the courses. They will not only study advanced finance but will have the experience of learning in Hyderabad with Indian students, experiencing also the Indian culture."

The UCLA Anderson global strategy has targeted other regions as well. Olian explained that the school has begun to initiate contacts within Latin America. Several student exchange programs have long operated between UCLA Anderson and leading business schools in Mexico, Brazil, Argentina and Chile. Later this year, over 50 Fully Employed MBA (FEMBA) students will travel to Chile for an intensive one-week immersion in Chilean business and policy issues.

Other FEMBA students have been working with Chilean companies for about eight years through the Global Access Program (GAP). In turn, UCLA Anderson hosts many student groups from abroad. The dean traveled recently with Bob Pettit, executive director of alumni



Left to right: Cheng Siwei ('83), vice chairman of the National People's Congress, and Dean Judy D. Olian met during her trip to China for the first meeting of the International Advisory Council of Guanghua School of Management, the business school at Peking University.

relations, to Argentina, Brazil and Chile where they met with business leaders and the school's GAP partners, as well as with our many alumni in the region.

Executive education is another key dimension of UCLA Anderson's globalization strategy. As an example, the school is currently considering the creation and delivery of a corporate governance program in targeted regions of the world, e.g., in Hong Kong.

Olian's global activities extend beyond her UCLA Anderson position. She is involved with two organizations where she considers her roles complementary to her position as Anderson's dean. She is the chair of the Association to Advance Collegiate Schools of Business (AACSB) International. The association has been the premier accrediting and thought leadership organization for management education since 1916. In her AACSB role, she is able to connect with many of the 1,200 member deans from around the world, creating partnership opportunities and raising UCLA Anderson's visibility in the process. She is also a member of the International Advisory Council of Guanghai School of Management, the business school at Peking University.

"I joined the board at Peking University, because I saw a great fit with our values and culture, as well as the intellectual interests of both students and faculty," said Olian. "There are opportunities for collaboration around our research centers. I see many potential ties and benefits in both directions. Already, Peking University's EMBA students spent a week with us in classes and visiting Los Angeles-based global businesses. The board provides a remarkable learning experience that helps me understand a bit more about major market and policy shifts in a region that is so important to us."

Essential to the global strategy is the connection to the UCLA Anderson alumni abroad. Olian says that the alumni she meets have a desire to see the school become more visible. "We need to build programs that have a presence in their region on a continuing basis,"

said Olian. To that end, during her visits to these countries, she routinely meets with the local press in order to raise the school's profile.

"Our alumni feel emotionally connected to us," Olian explained. "They want to see us, and they also recognize what builds a brand. You can't do it from afar. You have to be there with products and programs that are valued and with a visible physical presence."

"There's no doubt in my mind that any leading school of management must be global throughout its degree and executive programs, its students and faculty, and in the intellectual content of the research it disseminates," Olian said. "Travel alone does not make a school global, but it is an important tool that adds to our thinking and credibility as a leading management school for the 21st century."



Left to right: Christer Odebjer, Dean Judy D. Olian, Ann-Charlotte Odebjer and Wiveka Odebjer met in Copenhagen, Denmark, to discuss the fellowship the family started to honor their son and brother, Peter Odebjer, who died in a tragic accident shortly before he was to graduate in June 2007. The recipients of the fellowship need to exhibit strong academic excellence with a demonstrated global outlook and a history of volunteer leadership.

VISIT FROM A PEACEFUL REVOLUTIONARY

Nobel Laureate Muhammad
Yunus at UCLA Anderson

By Mary Ann Lowe



A woman prepares a concrete casting mold for roadside milemarkers and manhole covers in Rajnandgaon, India. Women in Rajnandgaon manage markets, mines, farms and fisheries, which got financial startup funds through “self help groups (SHG).” The women in SHGs pay monthly dues, which are used to establish businesses, secure loans and pay for community services.

Photo by Mark Sappenfield/The Christian Science Monitor via Getty Images

Describing the work of Muhammad Yunus, winner of the 2006 Nobel Peace Prize, Bhagwan Chowdhry, professor of finance at UCLA Anderson, said, “He created a revolution which we call microfinance.” Defined as a small loan given to low-income people to help them achieve self-employment and develop an ongoing enterprise, this peaceful revolution in the war on poverty is on the move worldwide.

Micro-lending began in the mid-1970s as a response to the famine in Bangladesh. Yunus was head of the economics department at Chittagong University. He had assumed the post when he returned home to Bangladesh after receiving his doctorate in the United States. With so many dying of hunger around him, Yunus felt there was little point to the theories he had learned. He eventually decided that a bank for the poor could be an effective solution. With his own money, he made a personal loan to a group of destitute basket weavers in a small village.

From this humble grassroots beginning, a global movement has grown that inspired the Norwegian Nobel Committee to commend his “efforts to create economic and social development from below.” They went on to cite their belief that, “Lasting peace cannot be achieved unless large population groups find ways in which to break out of poverty. Microcredit is one such means.”

The Anderson students in Chowdhry’s class were expecting a lecture on franchising microfinance that day. However, they were not expecting to hear it from the concept’s creator. Nevertheless, after Chowdhry’s introduction, Yunus entered with cameras from the Emmy Award-nominated mtvU program, “Stand In.” Designed to bring surprise guest lecturers to college campuses, the series has included participants as varied as Madonna and Sen. John McCain. Robert Spich, faculty director of the Center for International Business Education and Research (CIBER), made the producers aware of the course and facilitated the filming of the program.

As planned, Yunus spoke about extending the reach of the microfinance movement, noting that it is gradually becoming known throughout the world. However, the idea has been met with some resistance. One basic issue that has been repeatedly raised is whether microcredit should be in the business of “making money off the poor.” Yunus said he always argues that its purpose should be to do something good for others.

It is perhaps not surprising that the subject creates some confusion in our profit-conscious world. The announcement of the Nobel Prize said that Yunus’ proposal to grant unsecured loans “had appeared to be an impossible idea.” Acknowledging its uniqueness, Chowdhry summarized it this way: “Thirty years ago, nobody would have dreamed of giving loans to poor people.” The genius of Yunus’ idea was to challenge this prejudice and demonstrate the true credit worthiness of the poor. While loans are made to individuals, the collateral backing these loans is guaranteed by the community of borrowers of which they are members.

During the class, Yunus also shared another obstacle he has encountered in gaining acceptance for microfinance. There is a pervasive attitude that the kinds of problems micro-lending attempts to address are beyond the scope of individuals. He told the students that people often say, “Oh, government should do it. We are busy making money and so on.” However, Yunus counters with, “I am saying, no, citizens have lots of innovative talents and creativity to do it themselves.”

Despite opposition, Yunus continued the fight to achieve his vision. In 1983, he formally established Grameen Bank, meaning village bank, which shared the Nobel Prize with him. Its operations are based on the idea that the disadvantaged can become successful entrepreneurs if they are given funding on appropriate terms and taught a few sound financial principles. He is convinced alms destroy initiative and creativity, but that is not the only reason he doesn’t believe in them. He explained to the students that, “A charity dollar has only one life. Use it. Achieve the goal, and then it’s done. But if you design it as a social business, a social business dollar has endless life, because it recycles.”

“A charity dollar has only one life. Use it. Achieve the goal, and then it’s done. But if you design it as a social business, a social business dollar has endless life, because it recycles.”

– Muhammad Yunus



UCLA Anderson students listen with rapt attention to Yunus' guest lecture on microfinance.



Yunus making a point during his microcredit presentation at UCLA Anderson.

For Yunus, micro-lending is about trusting people, and his trust has been well repaid. Having lent almost \$6 billion since its founding, Grameen Bank is the largest of its kind with almost seven million borrowers. Ninety-five percent are women. Self-financing and profitable, it lends \$800 million a year at an average of about \$100 for each loan. The percentage of repayment is very high. At work in the overwhelming majority of villages in Bangladesh, the institution also serves as the model for similar organizations in more than 100 countries. In their announcement, the Nobel committee said, "Across cultures and civilizations, Yunus and Grameen Bank have shown that even the poorest of the poor can work to bring about their own development." They added, "Microcredit has proved to be an important liberating force in societies where women in particular have to struggle against repressive social and economic conditions."

Still far from satisfied, Yunus hopes to further the cause. He shared some of his ideas in response to students' questions. They asked about how to apply their MBA skills in the effort and what can be done to change attitudes about reward in our capitalist society. Yunus said a reorientation of our thought process away from the return on investment focus is needed. Instead, he posed the question: "What do we measure in a social business?" He suggested the answer is found in asking another question: "Are we making more impact on people's lives for each dollar that we have?"

Yunus also envisions creating an alternate stock market. "This stock market is about making money. So we create another stock market called a social stock market, where we'll be listing all the social businesses that are around," he proposed. "So someday, if I feel or you feel or anybody feels that I would like to put my money into taking care of this terrible problem that I see in my neighborhood or in the country that I love, I say, here's my investment in it."

The need is great. The speech awarding the prize to Yunus not only praised the success of microfinance but also underscored its importance, recommending increased use of it in the future. Some progress has been made. In ensuing decades, Bangladesh has enjoyed significant economic improvement, thanks in part to microcredit. However, the majority of the earth's inhabitants are poor. Roughly half of them live on less than \$2 a day with more than one billion in extreme poverty, living on less than \$1 a day. "This may be the greatest challenge confronting the world over the next few decades," the presentation said.

Many UCLA Anderson students are interested in social issues, including microfinance. This interest has prompted CIBER to help fund field study projects in other countries, microcredit applications among them. Spich said that there have been about 20 of these projects in the four years since Chowdhry began teaching his microfinance course. So it is not surprising that student reaction to Yunus' visit was enthusiastic. "Everyone was really excited by the lecture," said Ann Le (FEMBA '08). Yunus was pleased as well and summed it up by saying, "I was very happy. This was a good interaction. This is what I'm looking for, and these are the people who will make a difference in the world."

As a peaceful warrior, Yunus has revolutionized the war on poverty. He and the Norwegian Nobel Committee invite everyone to join in the struggle, using the weapon he has provided. So armed, we can help those in need to lift themselves out of their impoverished circumstances, one at a time.

(See page 5 for a related article.)

CAREER MANAGEMENT

34 | MANAGING THE FIRST 90 DAYS ON THE JOB

Factors that contribute to the successful integration of a new executive into an organization are examined from the perspective of the employer.

36 | ASK THE CAREER STRATEGIST

A question about the advisability of a major mid-career shift is answered by a career coach who facilitates the Mid-Career Makeover group in the Experienced Alumni Career Team (ExACT) program.

37 | FINDING AND HELPING OTHERS TO FIND A DREAM JOB

Michael Winterburn (EMBA '05) shares his experience with a drastic career change and recommends joining a job search group in UCLA Anderson's Experienced Alumni Career Team (EXACT) program.

38 | EXECUTIVES IN RESIDENCE

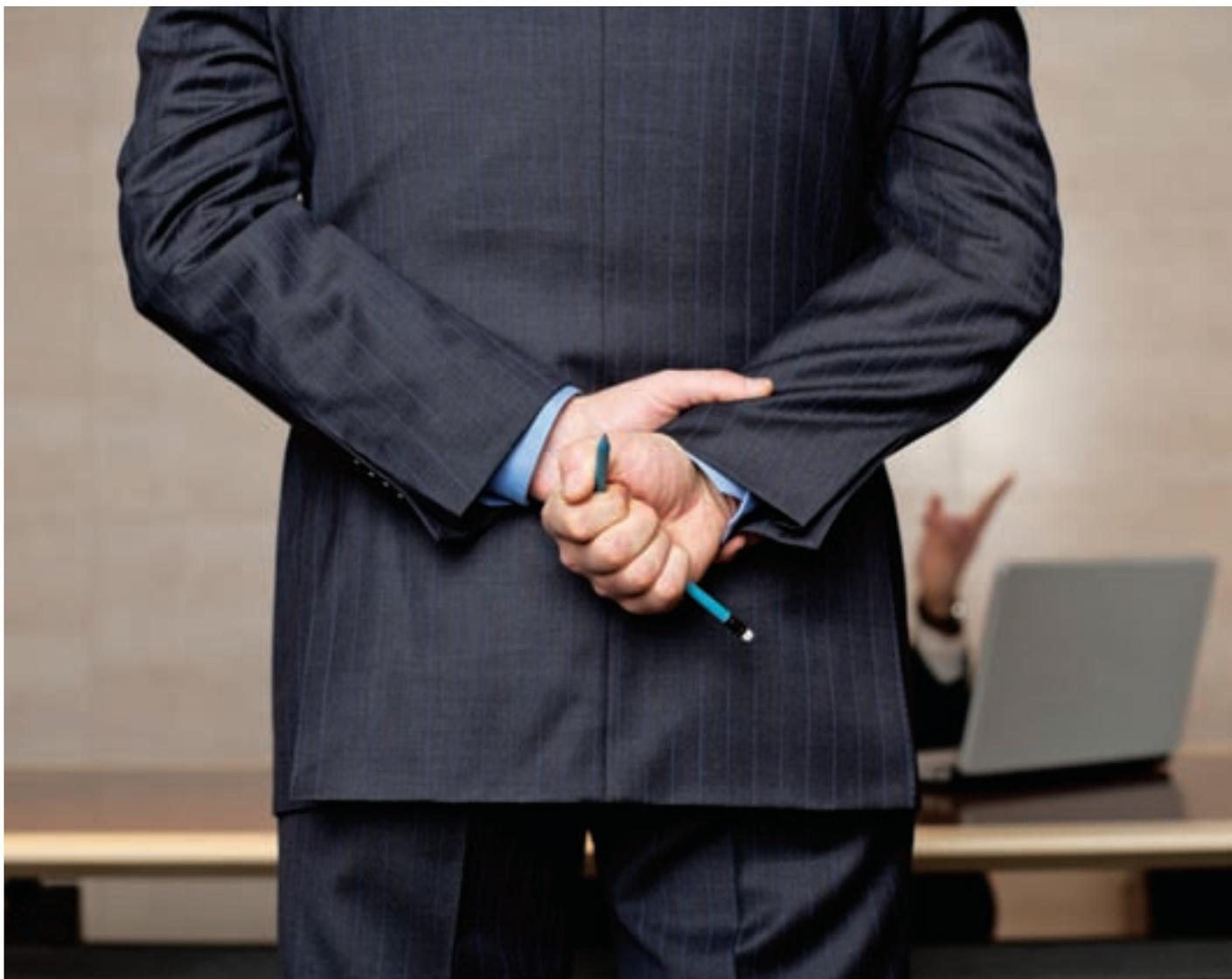
The Parker Career Management Center announces the addition of an Executive in Residence program to the services they provide.

MANAGING THE FIRST 90 DAYS ON THE JOB

Strategies to Support Success

By Roey Gilberg

Transitioning into a new position at work can be an extremely stressful time, especially if the change involves adjusting to an entirely new organization. Success depends on a collaborative approach between the new hire and their manager. Without the proactive participation of both parties, all that has been invested in searching for and recruiting the best possible candidate could be wasted.



There are many factors that go into successfully integrating a new executive. A common mistake that employers must avoid is thinking the process ends when the hire is made. In fact, for a seamless integration, the hire is only the beginning. A successful transition requires active participation by the organization as well as the new hire, and the costs of failure are substantial.

“Organizations invest heavily in recruitment and selection, but almost nothing in post-hire support,” said Judith Blanton, Ph.D., of RHR International (www.rhrinternational.com). “The organization often sees it as the person’s problem, but it is also the task of the organization and the manager to help the person integrate.”

Typical post-hire problems can be prevented by taking appropriate steps pre-hire. It is the manager’s responsibility to make sure there is no uncertainty concerning the role of the new hire. If the new employee’s expectations differ from the organization, the new executive can quickly become unhappy, along with other members of the organization. “The earlier you can negotiate expectations the better – ideally before they even take the job,” suggested Blanton. “This way the person really understands the strategy and direction of the organization beforehand.”

When someone is introduced into a role that is new to the organization, the potential for uncertainty among existing employees and resulting disruption of the integration process is multiplied. Employers should set up meetings with key stakeholders in advance and sell the role internally before making the hire. Then they must sell the competency of the new hire as well. “It is important to communicate who the new executive is and what he or she brings to the organization, and to actively reinforce their credibility,” said Blanton.

Most organizations have some sort of orientation program for newly hired executives. The research that RHR has done in this area shows, however, that merely familiarizing them with systems, policies and procedures

is of minimal importance. Yet this is what most formal integration programs consist of, noted Blanton. A genuine integration program is critical, so a new executive has an understanding of the organization that goes well beyond these basics.

New executives need history and context to be effective, and their most important initial task is to build relationships. Interaction is essential to integration and is the most difficult aspect for a new hire to accomplish independently, said Blanton. In addition, executives must become acquainted with the culture of the organization. Even ticket takers at Disneyland receive three-day orientations to ensure they understand their part in creating “the happiest place on earth.”

Managers should continue to provide ongoing support over an extended post-hire period. Regular coaching and feedback are vital. This needs to be done by the individual’s manager and is often supplemented by outside consultants who monitor the integration process. “If there’s a misstep, deal with it immediately and get back on track,” advised Blanton. “Our firm now has solid research documenting that a good integration program can accelerate productivity and reduce turnover.”

Strategies To Support Success

Pre-hire Preparation

- Assess key dimensions.
- Discuss expectations.
- Promote new role/person within the organization.

Formal Planning

- Clarify roles and responsibilities.
- Establish measures of success.

Assimilation Process

- Gather data from new hire – knowledge, concerns, message.
- Gather data from other employees.
- Assess feedback.
- Facilitate discussions with new hire and other employees.
- Decide on action steps.
- Maintain ongoing education and coaching.

“It is important to communicate who the new executive is and what he or she brings to the organization, and to actively reinforce their credibility.”

— Judith Blanton

ASK THE CAREER STRATEGIST

“Ask the Career Strategist” is a column presented by the coaching staff for the Office of Alumni Relations. It is designed to advise UCLA Anderson alumni on issues ranging from day-to-day work life to long-term career planning and management. We invite you to submit questions for consideration to assets@anderson.ucla.edu.

It is Alumni Relation's hope that the business strategy, marketing and financial skills that come with the Anderson MBA can be maximized to best position the school's alumni across industry, function and geographic region. Services provided are accessible to all alumni throughout their careers, and it is UCLA Anderson's hope that alumni take advantage of this valuable resource.

Q.

Dear Career Advisor,

I am a 43-year-old man who has been in the same job for the past eight years. It is only the second job I've had since getting my MBA. The first year or two was interesting and challenging, but I've been in a rut for the past six or seven years. I'm not using most of the skills I acquired at Anderson, and I feel like my career is pretty much stalled. I sometimes fantasize about getting into consulting. However, I may be too old, and I'm concerned about the toll it would take on my personal life. What should I do?

— A Frustrated Potential Consultant

A.

Dear FPC,

It sounds like you're coasting in your current job, and you see consulting as totally different. It probably is. So, what aspects of consulting hold the most interest for you: the intellectual challenge, the variety, the fast pace, the chance to test yourself or to be of service to clients?

Before making a major career shift, have you fully explored opportunities in your company? Could there be some positions that may offer you some of the potential rewards of consulting?

Your concerns about consulting are not unfounded. For the most part, it is a young person's game. Unless you set up your own shop (not an easy thing for most people), consulting firms can be very demanding. There often is much travel, and the pressures are real.

If you don't have first-hand experience, you might want to do some informational interviews. Ask the tough questions. What opportunities might be available for someone with your background and skill set? What are the rewards? The drawbacks? The travel? What is the track to partnership? How are people treated if they haven't come up through the ranks? How much would you be doing high-level work with clients, sales, team management or would you be buried in the details?

You sound restless. A change may reinvigorate you. On the other hand, how much of the problem really is the company you're in versus the specific job you have, your boss, or your approach to your job and how you are performing?

If you're married or in a relationship, don't make such a big decision by yourself. Changing careers requires support under the best circumstances, especially so if your new career has a major impact on your lifestyle and availability. Whether or not consulting is right for you, it's important to identify what aspects you would like to have included that are missing from your current work. Find ways to fill that void – whether on the job or not.

Enjoy Your Explorations!

FINDING AND HELPING OTHERS TO FIND A DREAM JOB

ExACT Program Recommendation

By Angie Grabski



The career strategist providing the answer for this issue's column is Scott Wimer, principal of Wimer Associates. He suggests carefully considering your needs and wants, as well as the options available to you, before embarking on a career change.

Scott Wimer has been principal of Wimer Associates, a Santa Monica-based consulting firm since 1990. He has been an organization development consultant and coach since 1982. His experience spans many industries.

Wimer specializes in mid-career decision making and exploring relationships at work. As a coach, he has a talent for helping people build on their strengths, yet also dealing with their problems head on. His coaching clients often achieve high measures of career success and also develop the capacity to approach their work with greater passion and enthusiasm. As part of UCLA Anderson's Experienced Alumni Career Team (ExACT) program, he facilitates the Mid-Career Makeover group.

For more information regarding Alumni Relations coaching services, please visit: <http://alumni.anderson.ucla.edu/career/CareerCoach.aspx> or call (310) 825-8216.

Have you ever thought about changing careers completely – not just moving from one job to the next in a logical progression, but rather seeking out a position that seems out of reach from where you stand today? Michael Winterburn (EMBA '05) did just that. He was working in marketing and business development, and knew he still wanted to do something different. As he identified his new target career, he recognized that he needed to reach outside of his comfort zone to research, network and strategize towards his goal.

As it happened, Winterburn saw an e-mail about UCLA Anderson's Experienced Alumni Career Team (ExACT) program, which consists of up to 12 alumni led by a professional career coach. He had never done anything like it before but felt drawn to participate. An understanding of his own nature told him that peer pressure would help him take the next steps. He knew his personal performance is enhanced by accountability, so he joined the job search group.

"Somehow the process is not as daunting when you know you are not alone," Winterburn said. "My teammates were very supportive and helped me drive my search forward on a daily basis."

Winterburn discovered that a job search is just another sales cycle, so he created an activities log and set measurable goals. As he balanced his days with both internal tasks (research and administration) and external tasks (letters, calls and networking, which would be called connects in sales), he was able to identify his personal preferences. This process helped lead him to his new position as an account manager at The Creative Group, a specialized staffing division of Robert Half International. He now helps place others into their perfect position, which is challenging and satisfying for him on every level.

"My ExACT group had a lot of success with its members getting their dream jobs," said Winterburn. "It's interesting how this type of collaboration produces such dramatic results. Finding a job is a social exercise, and we all need the help of others to succeed. It inspired me to be proactive and to take charge of my destiny. I had a fantastic experience and would recommend it to anyone."

For more information about the ExACT program, visit: <http://alumni.anderson.ucla.edu/career/ExACTTeams.aspx>.

EXECUTIVES IN RESIDENCE

By Carolyn Lavelle

The Parker Career Management Center (Parker CMC) is continually looking for ways to improve MBA career services. Within the past year, the Parker CMC has successfully implemented the Executive in Residence (EIR) program through the addition of two counselors, Amanda Durrant and Rob Weiler, both of whom have over 15 years of senior executive experience.

The EIR program complements the Parker CMC's many existing career programs and enables the center to equip students with a deeper level of career and industry advice. Along with conducting a considerable amount of personal coaching, some workshops presented through the program include "Taking Control of Your Career," "Developing a Mentor Relationship at Work" and "Being Successful from Day One." The Executive in Residence program continues to receive positive reviews as students appreciate the opportunity to speak candidly with industry experts and receive job search and career progression advice.

We invite you to take the opportunity to meet our executives. If you have any questions or comments about the EIR program, please contact Eric Mokover, associate dean for career initiatives.



AMANDA DURRANT
Executive in Residence

Amanda Durrant has over 20 years experience with BP, a major multi-national oil and gas company. She was responsible for overseeing the delivery of key business and commercial processes in countries throughout the world, including Azerbaijan, Egypt, Russia and the United Kingdom. As vice president of commercial in Azerbaijan and Egypt, her role also included management of finance and control, information technology, facilities and services. During this time, she participated in major negotiations with the state oil companies to access new business opportunities and conclude a number of acquisitions and divestments. Durrant joined the Parker CMC in early 2007 as an executive in residence and continues to complement the existing career counselor program with a different perspective of what is needed to succeed after entering the workplace. She is a graduate of Aberdeen University, Scotland.



ROB WEILER
Executive in Residence

Rob Weiler joined the Parker CMC in September of 2007 as an executive in residence. Since graduating from UCLA Anderson in 1991, he has accumulated over 16 years experience in various finance functions. He began his post-Anderson career in sales and trading with Goldman Sachs, worked in private banking at Union Bank of Switzerland, and most recently, led a team in the private client services group at Trust Company of the West. Weiler has been responsible for building, servicing and retaining relationships with high-net-worth individuals, foundations, endowments and fund-of-funds, while developing expertise in asset allocation, equities, fixed income and alternative investments. He graduated with a Bachelor of Arts in economics from the University of Virginia, prior to receiving his MBA from UCLA Anderson with a concentration in finance.

GIVING BACK

40 | DEAN'S SOCIETY

Dean Judy D. Olian welcomed new members of the Dean's Society to a reception at her home. The distinguished group includes alumni and friends who are leading donors to the school.

42 | SAVE THE DATE FOR REUNIONS AT ALUMNI WEEKEND

This year's Alumni Weekend is on Oct. 24 and 25, 2008. Two opportunities are available for alumni to make a meaningful contribution to the reunions for the classes of '78, '83,'88, '93, '98 and '03.

43 | BILL GROSS GIVES \$1 MILLION TO UCLA ANDERSON

Providing discretionary funds for the dean to invest, William H. Gross ('71) has donated an unrestricted gift of \$1 million to the school, which will be used to support areas vital to the strategic plan.



Being a part of something, like a family, is the strength and value of the UCLA Anderson network of alumni, business partners and students. A mutually benefiting relationship is vital to the school's success. Alumni and friends engage in life-long learning opportunities at the school, while UCLA Anderson relies on the passionate support of its community to fund important strategic areas.

DEAN'S SOCIETY

Inaugural Reception Welcomes New Members

By Tracy Mlakar

Dean Judy Olian welcomed approximately 70 guests to her home for the first annual Dean's Society Reception. Alumni and friends who give an annual gift of \$2,500 or more to the Anderson Fund are recognized as part of this distinguished group of leadership donors to the school. Attendees, who included Dean's Society members and other major contributors to the school, were treated to an evening of cocktails and appetizers under a beautiful sunset. During the reception, Dean Olian addressed the group, explaining the importance of giving to the Anderson Fund, which provides the agility to invest in new and strategic areas of the school as opportunities arise.

Last year, Anderson Fund dollars helped support:

- Students: through fellowships, teacher's assistants and career-enhancing activities.
- Faculty: through faculty research and resources for programs and conferences.
- Capital improvement projects for the school.
- Alumni initiatives and activities.
- Centers of excellence and the Executive Education Program.

In addition to receiving Dean's Society benefits, donors are also recognized by the university and are granted membership to UCLA's Chancellor's Associates. Some benefits received by Chancellor's Associates are:

- Invitations to UCLA events and receptions featuring distinguished faculty, administrators and alumni.
- Access to UCLA's top-ranked libraries.
- UCLA Recreation Center privileges.
- Option: purchase of priority seating as available for football and men's basketball games (20 percent of gift amount is not tax deductible).
- Free admission to many UCLA athletic events (except football and men's basketball).

If you are interested in becoming a Dean's Society member and receiving the benefits associated with the Chancellor's Associates, call Dana DuBose, director of annual giving and special gifts, at (310) 206-2449 or dana.dubose@anderson.ucla.edu.

SAVE THE DATE!

The second annual Dean's Society Reception will be held on Oct. 16, 2008.

During the reception, Dean Olian addressed the group, explaining the importance of giving to the Anderson Fund, which provides the agility to invest in new and strategic areas of the school as opportunities arise.

Left to right: Mark Lam ('85), Johnnie Floater ('82), Tan-Kuei Lam and Marion Anderson.



Left to right: Carolyn Lokey, John Matise ('00) and Kit Lokey ('67).



Left to right: Reggie Louie ('07), Howard Wang ('07) and Eric Sussman.

Left to right upper row: Judy D. Olian and Kathleen Flanagan ('00) and lower row: John Anderson ('40) and Eleanor Brewer ('86).



Left to right: Elaine Hagan ('91), Bob Waldorf ('60) and Toby Waldorf.

Left to right: Al Osborne, Peter Griffith and Kit Lokey ('67).



SAVE THE DATE FOR REUNIONS AT ALUMNI WEEKEND

Contribute to This Year's Success

By Tracy Mlakar

For UCLA Anderson classes of '78, '83, '88, '93, '98 and '03, this is your reunion year! Save the date for Oct. 24 and 25 for Reunions at Alumni Weekend, a two-day conference and celebration featuring captivating keynote speakers. Alumni have two meaningful opportunities to ensure the success of Reunions at Alumni Weekend.

Volunteer to Be a Part of the Reunion Committee:

The reunion committee has two components: the Reunion Class Gift Committee and the Outreach Committee. Alumni can participate on both committees or choose to be part of one.

A Reunion Class Gift Committee member is a personal liaison between UCLA Anderson and his or her class, and seeks to increase class participation in the Reunion Class Gift campaign. Outreach Committee members encourage attendance of the reunion by making personal appeals and by encouraging increased communication among classmates.

To join your class committee, please contact Daniel Riley at (310) 825-7907 or daniel.riley@anderson.ucla.edu.

Make Your Gift to the Reunion Class Gift Today:

Any gift you make to UCLA Anderson before Dec. 31, 2008, counts as part of the Reunion Class Gift campaign. Most alumni commemorate their reunion by giving a meaningful gift to support the school and its people and programs. Typically, alumni contribute through the Anderson Fund, which provides Dean Judy D. Olian with much-needed annual resources for immediate and strategic opportunities that help build the school's competitive edge.

Gifts to UCLA Anderson have fueled our rise in national rankings and are essential for the daily operations of the school. Last year's Reunion Class Gift campaign raised approximately \$1.6 million in gifts and pledges.

To give online today and participate in your Reunion Class Gift campaign, visit: <https://giving.ucla.edu/andersonreunions>.

See you in October!



BILL GROSS GIVES \$1 MILLION TO UCLA ANDERSON

Provides Discretionary Funds for Dean to Invest

By Tracy Mlakar

William H. Gross ('71), founder and co-chief investment officer of PIMCO, one of the world's leading fund-management companies, has donated an unrestricted gift of \$1 million to the school. Dean Judy D. Olian will use these funds to support several areas vital to the school's strategic plan, such as fostering global partnerships, recruiting and retaining top faculty and students, and enhancing the curriculum.

"Private gifts assure our future as an excellent management program and as a school with a public mission," Olian said in accepting the gift. "Discretionary funds, in particular, provide the flexibility to seize innovative opportunities as they arise and to continue to enhance the caliber of students, teaching and research."

"Since earning my MBA at Anderson, I've enjoyed maintaining a close relationship with the school and its students," said Gross. "I wanted my gift to have an immediate impact in the areas that will most benefit from a boost in funding, and I strongly believe that unrestricted funds are essential to advance the school."

"Since earning my MBA at Anderson, I've enjoyed maintaining a close relationship with the school and its students. I wanted my gift to have an immediate impact in the areas that will most benefit from a boost in funding, and I strongly believe that unrestricted funds are essential to advance the school."

— William H. Gross

Gross has been actively involved in alumni and student activities since earning his MBA from UCLA Anderson. Most recently, he delivered the 2007 commencement address for the MBA and Fully Employed MBA programs. He has also participated as a keynote speaker in the UCLA Anderson Forecast and the inaugural event for the Center for Finance and Investments. Gross was just honored as Morningstar's Fixed Income Manager of the Year Award recipient for an unprecedented third time.



ALUMNI CONNECTIONS

45 | ALUMNI WEEKEND AND WORLDWIDE UCLA ANDERSON WEEK

In the fall of 2008, there are two opportunities for you to connect with the UCLA Anderson Alumni Network. The week of Sept. 7 through 14 has been designated as the second annual Worldwide UCLA Anderson Week with events across the globe. On Oct. 24 and 25, Alumni Weekend will welcome attendees back to campus for the two-day conference and reunion.

46 | ALUMNI PROFILE: FROM BAND MANAGEMENT TO BRAND MANAGEMENT

Mark Leets ('96) has transitioned his career as a chief financial officer for a prominent entertainment management company to principal and chief financial officer for a new private equity organization that invests in branded consumer product companies.

ALUMNI WEEKEND

**Last Year Was a Great Success
and This Year Will Be Even Better**

Alumni Weekend 2007 was a great success with a new record number of attendees; more than 750 graduates came back to campus. The activities provided extensive networking opportunities with the chance to enjoy visiting with old friends and making some new ones. The two full days of activities included a robust set of nine breakout sessions, expanded from six the year before, which were presented by key faculty with the latest on timely topics. Dean Judy D. Olian opened the festivities with her “State of the School” address.

The conference keynote, “Perspectives on the Home Mortgage Lending Crisis,” was delivered by Michael W. Perry, chairman and chief executive officer of Indymac Bank. Nike Irvin ('89), chief executive officer of the Junior Statesman Foundation, delivered the alumni keynote on “Earning a Living While Doing Good.” Stephen Torres ('94) received the 2007 Outstanding Alumni Service Award, and the 2007 John E. Anderson Distinguished Alumnus Award went to Lawrence D. Fink ('76).

Alumni Weekend 2008 will be here before you know it, so start making plans to attend the events on Oct. 24 and 25, 2008. We hope to see you there!

Ed Leamer, director of the UCLA Anderson Forecast, presents his thoughts on the economic outlook.

All four of the recipients of the Outstanding Alumni Service Award (left to right): Regina Regazzi ('97), Stephen Torres ('94), Clayton Frech ('98) and Jay Ferguson ('94).

Nike Irvin ('89) on stage after her presentation.

Friday night's Networking Reception.



WORLDWIDE UCLA ANDERSON WEEK

**Number of Sites Expanding
for Second Annual Series of Events**

From Zurich, Switzerland, to Sao Paulo, Brazil, and Tokyo, Japan, UCLA Anderson alumni met in the fall of 2007 for the inaugural Worldwide UCLA Anderson Week. In celebration of the strength and diversity of the UCLA Anderson Alumni Network, individual events took place all around the world during a one-week period.

At 14 different locations, the various alumni chapters welcomed recent graduates and extended an invitation to reconnect to those who may have been out of touch for a while. All the alumni in the area had the opportunity to enjoy sharing old memories and making new ones. For mutual support of each other's career success, attendees were also able to exchange expertise, advice, contacts, referrals and ideas.

The 2008 Worldwide UCLA Anderson Week is planned for Sept. 7 through 14, 2008. Twenty events around the world have already been scheduled, and more are being planned. To find an event near you, visit:

<http://alumni.anderson.ucla.edu/WelcomeWeek>.

If you are interested in organizing an event in your city, contact the Office of Alumni Relations at alumnioffice@anderson.ucla.edu or (800) 333-ALUM.

Save the date and plan to take advantage of the opportunity to meet with local fellow Anderson graduates and continue to build your Alumni Network.

FROM BAND MANAGEMENT TO BRAND MANAGEMENT

By Paul Feinberg

Leets explained that the whole concept is brand building with the artists, so it was not a stretch to match product and client when the need arose.

Mark Leets ('96) is the new principal and chief financial officer of VMG Partners. He held the CFO title for nearly six years at The Firm and is now on its board of directors. With leadership in common, the companies maintain a strategic relationship, and the one grew as an extension of the other's activities. The Firm is a prominent entertainment management company, and VMG is a private equity organization that invests in branded consumer product companies. The Firm is best known for the high-profile talent it represents, including the likes of rock band Korn, actor Leonardo Di Caprio and

director Martin Scorsese. Less well known is its consumer brand development, though the two complement each other perfectly.

At The Firm, Leets was already in the business of bundling people and projects together. A film, for example, might include putting together the right actors and director. It also could include putting the right client on the soundtrack or on the accompanying video game. Leets explained that the whole concept is brand building with the artists, so it was not a stretch to match product and client when the need arose.



“In about 2000, Puma, the athletic apparel company, came to us to see if one of our clients would use their products,” Leets said. “We approached Korn about wearing Puma gear on tour and in their videos. The band bought into it, since they were looking for something to set them apart, and Puma’s stock shot up.”

Leets points out that the needs of the client affect choices and cites the example of then Firm client, singer Kelly Clarkson. It was arranged to have her tour sponsored by Vitamin Water, though there were other beverage companies offering more money. Clarkson’s image was a better fit with Vitamin Water than it would have been with some other soft drinks. The relationship was mutually beneficial.

Not all of The Firm’s brand-building involved their own clients. In 2001, the company bought the Pony brand, when its shoes were not even being made. The Firm licensed the manufacturing to an outside agent and set about marketing the company. As it happened, then *NSYNC member Justin Timberlake was looking to shed his “boy band” persona and to be taken more seriously. In some circles, that could mean the then throwback look of Pony gear. In 18 months, the company went from zero to \$50 million in revenue, Leets said, and was sold two years later for three times its purchase price.

As a result, Leets and company decided to pursue similar transactions on a much larger scale. Private equity firms approached them about co-investing, but The Firm’s leaders felt they should be the investor and owner. When they found the right partners, they formed what eventually became VMG. It was a marriage of The Firm’s marketing expertise with a group who had contacts at large corporations that might someday acquire the brands they were building.

At VMG, Leets’ primary responsibility is to find highly-branded consumer products with a large cache from lower middle-market companies with revenue of \$10 million to \$100 million. The first question he asks is: “What large corporation is going to buy this in five years?” The example he gives is Vitamin Water,

“In about 2000, Puma, the athletic apparel company, came to us to see if one of our clients would use their products. We approached Korn about wearing Puma gear on tour and in their videos. The band bought into it, since they were looking for something to set them apart, and Puma’s stock shot up.”

— Mark Leets

which was purchased by Coca-Cola for \$4.2 billion. He also looks for companies where entertainment marketing can make a difference, quickly building their brand and sales from \$50 million to \$150 or \$200 million, sparking the interest of potential buyers.

Leets believes the entertainment platform can only “be used so many times.” The key is to find the companies where it will work best. This is what sets VMG apart from the competition. Their entertainment access is something no one else has, Leets said. With contacts capable of placing a product in a television series or movie, their inside information allows matching product to project well in advance of its release. These avenues can provide a way to build a brand in today’s ever-changing marketplace.

“Traditional marketing no longer works,” Leets said. “TiVo killed it. On the other hand, it’s amazing how much time people spend at the gossip website TMZ. People want authenticity. They don’t want to be sold to. We’re creating a scripted reality for them.”



FROM THE DESK OF THE OUTGOING ALUMNI PRESIDENT

Where We Are and Where We Are Going



Dear Friends,

As you receive this issue of Anderson Assets, I will have just completed my stint as president of the UCLA Anderson Alumni Network. My two-year term, ending on June 30, 2008, has been both interesting and rewarding, and I want to express my thanks for the opportunity to serve the alumni community during that time. I would also like to take this opportunity to look at where we are and where we are going.

Today, we are fortunate to have world class facilities, excellent teaching and research, and a strong reputation as reflected in our school's rankings from a variety of sources, including our recent No. 1 ranking for the Fully Employed MBA Program, as well as top rankings in the Full-Time and Executive MBA Programs. We are supported by a very capable staff at the Office of Alumni Relations, who work closely with the UCLA Anderson Alumni Network Board, as represented by its Executive Committee along with the various presidents for class years, chapters and affinity groups.

We take pride in our peers and seek to enable their individual success, understanding that it counts as our mutual success.

Looking ahead, the alumni board has embraced the mission to foster a mutually beneficial relationship between UCLA Anderson, its students and its worldwide alumni network by continuing to support and inspire brilliant thinkers, successful leaders and intellectual capital valuable to the business community. In addition, we will work to leverage the rich talents and many resources of

the greater alumni community to develop future leaders and grow the UCLA Anderson legacy. In support of that mission, we strive to become the most connected alumni base of any major business school – engaging alumni with the same passion and activity we enjoyed while in school. We take pride in our peers and seek to enable their individual success, understanding that it counts as our mutual success. At the same time, we seek to enhance the reputation of the school and the resulting value of the UCLA Anderson education to both students and alumni.

I'd like to encourage each of you to be involved in whatever way possible. With over 680 students graduating each year from the MBA and other programs, our alumni ranks are increasing rapidly. The personal rewards of active participation are many and jointly benefit us as alumni. We are one alumni community, and that which supports us all, supports each of us in turn.

Again, thank you for allowing me the opportunity to support our alumni community over the last few years. Regina Regazzi, the incoming president of the UCLA Anderson Alumni Network, will take the lead in continuing these pursuits. I welcome her to this role and look forward to supporting her in her efforts, as I hope you will too.

Warm regards,

Grady Smith ('01)
Outgoing Alumni President

ALUMNI NETWORK STRATEGIC OBJECTIVES



Alumni Board Executive Committee

- Regina Regazzi, President
- Bob Pettit, Chief Operating Officer
- Jennifer Abell, Vice President
- James Talevich, Chief Financial Officer
- Farideh Mehrdad, Alumni Programs Chair
- Jennifer Vescio, Career Management Chair
- Berkley Bowen, Centers of Excellence and Industries Chair
- Arlene Petrush, Chapter Presidents' Council Chair
- David Schwartz, Class Presidents' Council Chair
- Curtis Colon, Development Committee Chair
- Grace Kurek-Boschan, Diversity and Outreach Chair
- Christopher Jenks, Marketing and Communications Chair
- Bill Rosenkrantz, Online Services Chair
- Michele Havens, Member At Large
- Dominique River, Member At Large
- Valerie Wahl, Member At Large

Look for the UCLA Anderson Alumni Network on [LinkedIn](#) and [Facebook](#).

Our Mission Statement

To foster a mutually beneficial relationship between UCLA Anderson, its students and its worldwide alumni network by:

1. Continuing to support and inspire brilliant thinkers, successful leaders and intellectual capital valuable to the business community.
2. Leveraging the rich talents and many resources of the greater alumni community to develop future leaders and grow the UCLA Anderson legacy.

Our Vision

It is our vision:

1. To achieve the most connected alumni base of any major business school, engaging alumni with the same passion and activity we enjoyed while in school.
2. To be proud of our peers and enable their individual success, counting it as our mutual success.
3. To enhance the reputation of the school and the resulting value of the UCLA Anderson education to both students and alumni.

Our Strategic Objectives 2008-2011

1. Strengthen alumni access to UCLA Anderson's base of intellectual capital.
2. Increase visibility of alumni in the lives of students and prospective students, supporting a smooth transition from student to alumni life.
3. Enhance awareness of a single UCLA Anderson community, regardless of program, degree, or year of graduation.
4. Foster increased fundraising in support of the school's strategic needs.

UCLAAnderson
alumni network

CLASS NOTES

“The direction in which education starts a man will determine his future life.”

– Plato (427 BC - 347 BC)

1939

Harold Singer wrote in about “A Different Era” “I received my bachelor’s degree in business administration in 1939 from UCLA and my master’s degree in public administration in 1941 from the University of Colorado. Shortly after, my draft board suggested I join several million other young men in the armed forces, promising, perhaps, an opportunity to travel abroad, all expenses paid, and still receive my \$21 per month salary. Three and one half years later, I had an honorable discharge and a firm resolve to take no more orders from a ‘higher up.’ This left only one alternative: start my own business. My total capital was \$2,000, and I discovered Venetian blinds (the predecessor to mini blinds) that I could sell door-to-door without an extensive inventory. I could collect on installation, pay my supplier and retain a small part of the gross profit for shoe leather and lunch. After a year and a half, I had accumulated some retained earnings and gradually increased my product line to include floor coverings and other window coverings. Learning to measure, install, understand and price these products was most difficult without any experience as an employee. More than 50 years after starting it, I sold my business and retired. My company, Harrold’s (the double ‘r’ resulted from a sign painter’s error), had meanwhile developed as an important factor in the Los Angeles area as a floor and window covering contractor with seven full-time salesmen, accompanying office help and up

to 20 installation crews as needed, as well as dollar volume in the millions. My UCLA training was critical to my success. I was able to understand my needs and guide the course of future expansion. I could cope with an avalanche of dissimilar problems all at the same time in finance, personnel, accounting, commercial law, and predicting future growth and where it would take place. Additionally, the liberal arts courses I took in philosophy, history and political science made me aware of the larger context in which I operated my business. Also, the friendships I formed during my UCLA years have been enjoyable, lifelong and often helpful in my business. Many years after my retirement, I still look back with fondness at my time at UCLA and all that it helped me accomplish in my business and in my life.”

1960

FULL-TIME MBA

Class Correspondent:
Harold Matheson
e-mail:
harold.matheson.1960@anderson.ucla.edu

1974

News and notes from alumni relations: **Marc Louargand** wrote in that he has retired from Cornerstone Real Estate Advisers, a Mass Mutual Financial Service Group member company he co-founded in 1994. Cornerstone grew from \$800 million to \$10 billion in assets during Marc’s tenure as managing director and chief investment strategist. He is now principal of Saltash Partners LLC. Saltash makes angel round investments in young companies. Marc

is the current president of the American Real Estate Society and is active in the Counselors of Real Estate and the Royal Institution of Chartered Surveyors. He and his wife, Dr. J.R. McDaniel, and their daughter, Taylor, divide their time between homes in Connecticut, Vermont and Utah.

1976

FULL-TIME MBA

Class Correspondent:
Paul Bowinkel
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1977

FULL-TIME MBA

Class Correspondent:
Karen Greenberg
e-mail:
karen.greenberg.1977@anderson.ucla.edu

News and notes from alumni relations: **Andrew Mark Ach** wrote in that he is living in San Francisco with his wife and three teenage daughters. He is a partner in a public finance advisory firm located in San Rafael, Calif.

1978

FULL-TIME MBA

Class Correspondent:
Roberta Kass
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roberta.kass.1979@anderson.ucla.edu

1979

FULL-TIME MBA

Class Correspondent:
Roberta Kass
e-mail:
roberta.kass.1979@anderson.ucla.edu

News and notes from alumni relations: **Glenn Osaka** wrote in, “I’m now vice president of strategy and planning at Cisco Systems. I spent the last five years as president and CEO of Reactivity, a technology start-up that Cisco recently acquired. Also serving as a director at Glasshouse Technologies in Massachusetts, at the non-profit Center for Asian American Media and in the chocolate business at Cocomelon.” ...

Barbara Whitney wrote in, “A group of arts management alums managed to get together for a mini-reunion in Manhattan in June 2007 when I came for a visit from Los Angeles. New Yorkers **Claudia Quinby**, **Libby Doyle Duffy**, **Barbara Miller** and **Bettina Walton** were joined by **Steve Albert** (down from Hartford, Conn.) and **Rick Johnson** (up from Washington, D.C., where he is CFO of the National Opera).”



From left: Claudia Quinby, Barbara Whitney, Libby Doyle Duffy, Rick Johnson, Barbara Miller, Bettina Walton and Steve Albert.

1980

FULL-TIME MBA

Class Correspondent:
Anita Baker
e-mail:
anita.baker.1980@anderson.ucla.edu

News and notes from alumni relations: **Gary Kelly** was named global director of compliance programs for Aviza Technology Inc. Gary resides with his wife, Patricia, and son Jeffrey in Scotts Valley, Calif. . . . **Anita Baker** wrote, "I joined Whole Travel on Jan. 1 as vice president of marketing, responsible for overseeing all aspects of marketing including product, branding, strategy, customer acquisition, public relations, and online and offline marketing. We are a start-up e-commerce content and booking portal for adventure travel. All of our resorts, hotels and activities are stunning and hard-to-discover – and highly ranked for their commitment to green practices and local culture. These are the sort of places Anderson grads should like! I hope you'll check us out at www.wholetravel.com."

1981

News and notes from alumni relations: **Richard Martinez** wrote in, "On May 30, 2007, our family returned to our pre-Katrina home in Baton Rouge, La. Our home remains about half completed. Seventy-five percent of what remains of my law office after looting is currently stuffed into our garage. We lost our servers and most workstations and furniture. The looters even stole parts of legal files! My law firm now rents from a friend of mine a few blocks from federal and state court. We estimate that our home will require at least six more months of work to complete. Thanks to all who helped us!"

1982

FULL-TIME MBA

Class Correspondent:
Garry Tyran
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garry.tyran.1982@anderson.ucla.edu
Class Notes by Garry Tyran

If you have not written for a while, please feel free to e-mail me with news that you would like to share about yourself or others. If you have never written, now is the time! Thanks in advance for taking a moment to send me an update and/or a photo. Best regards. *News and notes from alumni relations:* **Patrick Moody** wrote, "I recently relocated to Bellevue, Wash., just across Lake Washington from Seattle, where I am director of marketing and public relations for Overlake Hospital Medical Center, a 337-bed not-for-profit hospital and clinic network."

1983

FULL-TIME MBA

Class Correspondent:
Bob Hart
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1984

EMBA

Class Correspondent:
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FULL-TIME MBA

Class Correspondent:
Joanne Haase
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joanne.haase.1984@anderson.ucla.edu
Class Notes by Joanne Haase

After way too many years in Austin, Texas, **Susan Miller** moved back to California in August. She packed up the husband, the son and the money management business, Edgemont Investments, and settled them all in Carlsbad.

1985

EMBA

Class Correspondent:
David Potyk
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david.poty.1985@anderson.ucla.edu

FULL-TIME MBA

Class Correspondent:
Peter Cowen
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peter.cowen.1985@anderson.ucla.edu

1986

FULL-TIME MBA

Class Correspondent:
Robert Simoni
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robert.simoni.1986@anderson.ucla.edu

1987

EMBA

Class Correspondent:
Roger Plotkin
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roger.plotkin.1987@anderson.ucla.edu

FULL-TIME MBA

Class Correspondents:
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mary.lor.1987@anderson.ucla.edu
Naj Allana
e-mail: naj.allana.1987@anderson.ucla.edu
Class Notes by Mary Lor

Sadly, this edition of class notes begins again with the news of a classmate's death. **Pat Anslinger** passed away on Aug. 14, 2007, of non-smoker's lung cancer. Pat's obituary is on page 54 of this issue. . . . The news from other classmates is happier. **Naj Allana** was CFO and CTO for MyMedicalRecords.com, a 2½-year-old start-up providing consumers with a personal health record where they can store, manage and access their actual medical records 24/7. Prior to joining MMR, Naj worked in consulting for Deloitte and PricewaterhouseCoopers, as well as being COO of Alterna, a high-end line of hair care products, which he helped turn around and sell to a private equity firm. Naj has

been married to his wife, Elizabeth, for 16 years. They have a 6-year-old dog named Max (whom they consider their first born) and a 5-year-old son, Matthew. The Allanas regularly see **Bruce Roat**, who is teaching chess to Matthew. When the alumni office recently created the position of class president for each alumni year, Naj was asked to serve as president of our class. He attends school meetings twice a year to discuss issues affecting the alumni. . . . **Leslie (Abraham) Heisz** is a managing director of Lazard Freres, specializing in mergers and acquisitions. She previously worked seven to eight years each at Wasserstein Perella and Salomon Brothers in a similar capacity. Leslie is married to Ken Heisz, an attorney, a marathon runner, an extremely nice guy and a great father. She is also mother to three boys, Michael, 16, Evan, 14, and Hunter, 6. Leslie said that parenting her teenage boys helps her keep her perspective on the kindergarten "academics" of her youngest. She also serves on the boards of directors of two Fortune 1,000 public companies, Ingram Micro and International Game Technology. During what little spare time she has, Leslie can be found on the links or skiing. . . . Another mom of a kindergartener, **Patty Gessner** recently quit her marketing job to spend more time with her son, Brendan Bacon. Patty lives in San Rafael in Northern California with her husband, Dan Bacon. . . . After living in Southern California for 22 years, **Ed Stearns** has moved back to New York to take a job with Ore Hill Partners, a credit-focused hedge fund. Ed commutes to his Manhattan office from his home in Darien, Conn., where he lives with wife Amanda and sons Chris, 9, and Tommy, 7. He enjoys being back on the East Coast. . . . *More news and notes from alumni relations:* **Christopher Wasden** wrote in, "After seven years as a life science entrepreneur starting and selling companies, I now launched a new career direction as a strategy consultant in New York City with PricewaterhouseCoopers. We have recently moved from Houston, Texas, to New Canaan, Conn. We loved Texas but are happy to be back in the Northeast."

1988

EMBA

Class Correspondent:

John Davis

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FULL-TIME MBA

Class Correspondents:

Sue Schroeder

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susan.schroeder.1988@anderson.ucla.edu

Gigi Johnson

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gigi.johnson.1988@anderson.ucla.edu

Class Notes by Gigi Johnson



Wedding of Lyndon Wong to Laura Lane, May 19, 2007, Woodside, Calif.

Eric Filseth was kind enough to send along a picture of **Lyndon Wong's** wedding to Laura Lane on May 19, 2007, in Woodside, Calif. Full wedding info: www.lauralyndon.com. . . . **Bradford Matsunaga** retired from Bank of America after 16½ years and will be volunteering in the community, oil painting, traveling and maybe writing. . . . **Shawn Frankfurt** sent the following, "In April, I took my 13-year-old twins, Jordan and Holly, to Tuxtla Gutierrez in Chiapas, Mexico. Our purpose in going was to visit several poor communities that are served clean and affordable drinking water by an American organization, Healing Waters International (HWI). Many generous people from the United States are reaching out to poor communities in places like Chiapas through the HWI organization. Other places being served are in Guatemala and the Dominican Republic. Some of the benefits are obvious. Some not so. People are helped with the

clean water. But also the Catholic and Protestant churches are working together in cooperation and kindness. Children are not suffering with waterborne illness and lives are being changed. I encourage you to become acquainted with HWI at www.healingwatersintl.org." . . . **John Wilbur** sent the following, "I have lived in Laguna Niguel, Calif. since 1993 with my wife, **Ellen Franco** ('89). We have two kids, Sam, 13, and Molly, 11. I am very active in coaching youth sports, primarily baseball (Sam) and softball (Molly). We spend four to six weeks at our lake house on Flathead Lake, Mont., every summer. It is the highlight of our year. I am a partner with a private equity firm (Pinecreek Capital) in Newport Beach, which I co-founded in 1995." . . . **Nora Fitzpatrick** wrote in, "Thanks for the reminder to send in my news. I think I let you know that Greg Fitzpatrick, who I married just after graduation from b-school, died in 2001. My two kids (Jack, then age 5, and Clare, then age 2) and I moved to St. Paul, Minn, to be closer to family. Then in December 2006, I got married! John is a widower with five children. Between us, we had a child in each grade, first through sixth, plus a 3-year-old – my kids are in first through fourth grade." . . . **Barak Lurie** wrote in, "I've opened up my own law practice and have been growing it now for four years or so. I specialize in real estate (both transactional and litigation). My wife, Stacey, and I were married in 2003, and we have a 2-year-old little boy, Max. We live in Brentwood. Come visit!" . . . **Sandra Cress** wrote in, "I continue to work for the Clinton Foundation HIV/AIDS Initiative as director of country operations for our operations research efforts. I hire and oversee all our country analysts who are using operations research techniques to help governments forecast resource needs as they scale up HIV care and treatment. While most of my work is in Africa, we are now expanding into our programs in Asia as well. It's a long haul from my home in Portland, Ore. My daughter, Lauren, 7, is entering third grade at the Portland French School, and my husband, Doug, is executive director for the Pan African Sanctuaries Alliance (www.pasaprimates.org), which supports 17 gorilla and chimpanzee sanctuaries in 12 African countries, so we do quite a bit of juggling with overseas travel and home duties. When we can, we take breaks in our apartment in the Montmartre area of Paris, which is rented a good part of the year (www.perfectlyparis.com). This summer

we were blessed with a fun, week-long visit from **Lauren Ward Larsen**, who was in Portland participating in a writing workshop at Reed College. All in all, life continues to be kind to us all, and we continue to enjoy good health and good times. Now, off to Swaziland, Tanzania and Ethiopia."

1989

EMBA

Class Correspondent:

Don Haselkorn

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FULL-TIME MBA

Class Correspondents:

John Burns

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john.burns.1989@anderson.ucla.edu

Nicholas Krivoruchko

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anderson.ucla.edu

Class Notes by John Burns



Marian and her 11-year-old daughter, Allison, on Ben Yahuda Street in Jerusalem.

Marian Leb Martin is balancing freelance marketing and teaching Hebrew to third-graders at her temple in Long Beach (Marian humbly notes that they obviously didn't do much of a background check.) Her family went to Israel right after school ended for an amazing 10-day trip. . . . No Marian Leb update would be complete without a **Michele (Katz) Boock** update. They met for lunch at Barney's Beanery on the 3rd Street Promenade, downing a couple of pints on a sunny afternoon and figuring that not that much has really changed in 20 years. . . . After 18 years in international television management and logging over 200,000 air miles annually, **John Kirtland** decided to switch gears into a career that allowed him to stay closer to home. John is

selling residential real estate with Coldwell Banker in San Francisco and noted that the San Francisco market continues to buck the national trend and remain ridiculously competitive. His company can be seen at: www.kirtlandproperties.com. . . . Also capitalizing on the real estate boom is **Mike Cooper**, who views property from the seat of his small airplane. Mike and his wife of 15 years, Kim, and son, Tom, 7, live on a 93-acre ranch near Branson, Mo., where homes are slightly more affordable than in San Francisco. This is the fifth business Mike has started since 1989. 76Realty.com specializes in working with investors at foreclosure auctions, sheriff's sales and other buying opportunities around Branson. Mike can say without hyperbole, "It's been a wild ride!" He believes the fifth time's the charm. Mike and his family love visitors to the entertainment capital of middle America, Branson. Everyone is always welcome! . . .



Ray Nunez and his family at Monterey Bay Aquarium.

Ray Nunez recently joined American River Ventures as their CFO. ARV is an early-stage venture capital firm that invests in new technologies that provide a platform for a sustainable future. Ray lives in Rocklin, Calif. (near Sacramento), with his wife, Celia, daughter Ana and son Diego. . . . *More news and notes from alumni relations:* **Jill (Blumberg) Ultan** celebrated her second wedding anniversary with husband Rob Ultan in October 2007. They have a beautiful daughter, Sophia Charlotte Ultan, who is 15 months old. In addition to her all-time favorite job as mommy to Sophie, Jill also enjoys her role as senior director of events for GMR Marketing. Along with her ace team, Jill manages sponsorship marketing programs for their client, Visa, at sports and entertainment events such as the Super Bowl, Pro Bowl, Kentucky Derby and Tony Awards. . . . **Mark P. Muir** wrote, "I was recently named vice president and manager of Targhee, an environmental consulting company in Long Beach. We do

site assessments and remediation. We also value environmental liabilities for financial reporting (e.g., for Sarbanes Oxley and FIN 47). I have also started up a company, GreenFire Partners, seeking to commercialize algae to biodiesel. We have signed an agreement with a research university to develop our technology and hope to be operational in the coming year." ... **Bradley Gifford Wilde** wrote, "I have just been appointed one of the American Consuls at the U.S. Embassy in Manila, Philippines. I will be here for three years and look forward to meeting any Anderson alumni who happen to be traveling in the area."

1990

EMBA

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FULL-TIME MBA

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Nicolas Genevay
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1991

EMBA

Class Correspondents:
Sharlene Lyon
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Steve Tobenkin
e-mail: steven.tobenkin.1991@anderson.ucla.edu

FEMBA

Class Correspondent:
Jeff Horn
e-mail: jeff.horn.1991@anderson.ucla.edu

News and notes from alumni relations: **Fred Jacobs** wrote in, "I am living in the Philadelphia area and have recently joined Fulcrum Fund Services as managing director for the Americas. We are a fast growing hedge fund administrator with offices around the world. We recently received a major investment from 3i. I am in New York City quite often and look forward to getting together with alums."

FULL-TIME MBA

Class Correspondents:
Anne Vollen
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Maria Hermanussen
e-mail: maria.hermanussen.1991@anderson.ucla.edu

News and notes from alumni relations: **Laura Coblentz** wrote in, "After 4½ fun years, I've recently left Wild Oats to rejoin Horizon Organic as vice president of marketing. Working through an acquisition like Whole Foods-Wild Oats was as entertaining as it was heartbreaking, but I was lucky to land close to Boulder in the organic foods

industry. **John Svoboda** and I have been here in Boulder since 1999 and have loved every minute. Boulder's a fantastic place to live if you like to bike, climb, hike, ski — basically anything outside. We've got two kids — Kyra, 9, and Luka, 5 — and John's working on a new Web 2.0 start-up called createbuzz.com. Look us up if you're in the Boulder-Denver area." ... **Margaret Lederer Nussbaum** wrote, "In June 2007, I began an upscale confectionary company, Purple Pear of Providence LLC, which produces and sells candy-coated pecans. (No, pecans do not grow in Providence, R.I. Georgia grows great pecans, it's just that Providence makes them divine!) This past summer I used area farmers' markets to

build brand awareness, and to test market package sizes and price points. I launched into some specialty food stores, including the local Whole Foods. The products were featured in an article by the [newspaper] Providence Journal's food editor just before Christmas, which boosted sales and ever-increasing awareness. The product also was declared a 'Notable Edible' by the magazine Edible Rhody. Doing this entrepreneurial venture has been a thrill like nothing that I've done since graduation. It's like wrestling with a case study, and the presentation or recommended course of action is due on a daily basis!"



Charles L. "Chuck" Harrington.

NAMED AS SUCCEEDING CEO

Charles L. "Chuck" Harrington ('87) is the new chief executive officer of Parsons Corporation, which specializes in providing its clients with comprehensive solutions to complex technical and management challenges. It is a leader in many diversified markets such as water, transportation, infrastructure, communications and homeland security. Parsons provides these management solutions to private industrial customers worldwide, as well as to federal, regional and local government agencies.

Previously, Harrington served as the company's executive vice president, chief financial officer and treasurer. Prior to that, he was the president of Parsons Commercial Technology Group (PARCOMM), a \$900 million global business unit with 3,500 employees that he developed, nurtured and grew. He joined Parsons in 1982 as an engineer. Through managing projects of large programs for federal government and private industrial clients, he moved up to business development, operations and division management.

"Under Chuck's leadership, PARCOMM experienced significant growth and moved aggressively into new business lines," said Jim McNulty, chairman and outgoing chief executive officer. "Chuck has been actively involved in the day-to-day management of the corporation. Our board and I have great confidence that his experience and leadership abilities make him uniquely qualified to lead Parsons and to drive continued profitable growth."

Prior to receiving his MBA at UCLA Anderson, Harrington earned a bachelor's degree in engineering from California Polytechnic State University, San Luis Obispo.



Patricia Anslinger and family.

In Memoriam PATRICIA ANSLINGER (1959 – 2007)

Twenty years after graduating from UCLA Anderson, Patricia Anslinger ('87), passed away on Aug. 14, 2007, at her home in New York City. Born on Christmas day in 1959, she was raised in Terre Haute, Ind. She received an engineering degree from Purdue University and was recently honored with its Outstanding Engineer award for leadership. After Anderson, she worked as an investment banker for Donaldson, Lufkin & Jenrette before joining McKinsey, where she became a partner and founded the firm's private equity practice. In 2000, she joined Accenture as its global head of M&A and corporate strategy.

Anslinger turned down Harvard Business School to attend Anderson. Her first year, she was one of the first to land a coveted summer job, and she accepted her post-graduation job early in her second year. Yet these successes were not all that mattered to her. She made meaningful friendships and had fun. As she traveled the world, she always made the effort to see Anderson friends in the area. Even during the last months of her illness, reminiscing about business school always made her smile.

Anslinger served on the board of directors of The Children's Law Center and worked tirelessly to help people, particularly non-smokers, with lung cancer, which took her life. Her survivors include her husband, Victor Geraci, and their 7-year-old triplets, Olivia, Max and Isabella.

vice president of research and audience measurement for CBS Radio. He hopes you've all been enjoying the Jack stations across the country. Those in Los Angeles can listen to KCBS-FM (93.1), and Dennis Grindle can listen in Dallas to KJJK-FM (100.3). . . . *More news and notes from alumni relations:* **Michael Weil** wrote in, "After 14 years of commuting 40-plus miles per day, I moved my business/office two miles from my home. Jamie, my wife, is an aspiring author, and my daughter, Amanda, is a junior at the University of Redlands; my son, Jordan, started the third grade and is enjoying soccer and little league." . . . *More news and notes from* **Kathy Ullrich and Samir Mehta:** "It was great fun reminiscing at the Saturday evening dinner of our 15-year reunion. Attendees included global travelers **Walter Comelli** from Bologna, Italy; **Alceu Lima** and wife from Sao Paulo, Brazil; New York City-based **Claus Friis**; Arizona resident **Linda Recker** (still with Intel since graduation); Northern California alums **Robert Andersen** and wife Betsy, **Andre Blanadet**, **Ron Foy** and wife Cynthia, **Rupa Bose**, **Bruce Saldinger**, **Jana Spotts**, **Dave Sherry** and **Kathy Ullrich**; and local alums from the Valley to Orange County: **Jeff Alder**, **Ron Geller**, **Kevin Griffiths**, **Jana Leiblich**, **Tom Magee** and wife Nadia, **Samir Mehta**, **Sabur Moini**, **Arlene Petrush**, **Michele** and **Steve Reilly**, **Russell Riopelle** and wife **Olivia** ('93), **Gail Shuster** and husband **Bradley**, and **Vik Thakur** and wife **Ritu**. Other Class of 1992 alums also went to the beer bust on Friday evening, followed by an impromptu dinner and late night of catching up, including **Eric Harrison**, **Dave Hou**, **Charlie Kieser**, **Keith Kratzberg**, **Rob Lowe**, **Dmitry Radbel**, **Andy Solomon** and **Todd Wade**. The class raised over \$345,000 as of reunion night and was still growing with contributions through the end of the year. Samir gave a great introduction for the evening, thanking the reunion committee of Claus, Greg, Ron, Russell and a special thanks to Todd Wade, the reunion committee co-chair, followed by welcome greetings from Bill Cockrum and Dean Olian. After the dean commented on the number of marriages within our class, everyone started naming couples (Hans and Azin, Tom and Michelle, Eugene and Katy, Katy Castagna and Gary Ray, Mia and Mike, Michele and Steve, Adam and Keelin, Ignacio and Caroline, John and

1992

EMBA

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FULL-TIME MBA

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Andrew Flessel
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andrew.flessel.1992@anderson.ucla.edu
Class Notes by Gary Heller



Jana Lieblich and Courtenay Clifford in Nantucket.

Jana Lieblich wrote, "**Courtenay Clifford** and I traveled together to Nantucket Island this past May (see photo). We stayed in the most gorgeous hotel and had such a good time that we are returning for another stay in this coming October. While in New England, I got to meet Courtenay's new husband, Chris Wall, and see their beautiful historic home in Providence, R.I. I am living with my adorable pets, Jimmy (my 13-year-old pug) and Autumn (my 20-year-old cat, who many of you may remember

from b-school), in a beautiful home in Cheviot Hills. Life has been wonderful to me, and I could not be happier." . . . Where are they now? **Dennis Grindle (Exec Ed '02)** is the director of career management services at Southern Methodist University's Cox School of Business in Dallas. . . . [Hey, they're not allowing pictures of just your kids to be printed in this publication, but there are no rules against your pets or your microwave ovens. So, send them on (just make sure they're high pixel quality).] Lose your copy of the facebook? Did it get lost in an earthquake, damaged in a flood, eaten by your dog, accidentally cooked in your microwave oven? Well, now you can see what we used to look like, all on our alumni webpage. . . . **Dr. Gary Heller** is still based in Los Angeles. He is

Gerda, Geoff and Helen, not to mention couples across class years like Bruce and Lynn, Russell and Olivia, Dawn and Bob, Ann and Jerry, Eve and Nick, Christine and Steve.) The list is too numerous to mention all. Everyone watched the 15-year-old DVD produced by **Lance Thornswood** and **Monica Laurence**, calling out names and cheering for each remembered classmate. The loudest chant was, "Kape!" As conversations continued through the evening, a group elected Samir class president, with **Dave Sherry** volunteering as campaign manager. Without question, **Dave Hou** won the prize of not aging a day since graduation, and **Robert Anderson** truly looks like a presidential candidate. We look forward to seeing more familiar faces at the next reunion! ... **Bart Schachter** has a new baby. ... **Jim Garber** welcomes baby No. 3. ... **Jim Berkley** is believed to hold the record with six kids!"

1993

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Class Notes by Laura Johnson

Class of 1994: Thanks for all your updates! Great to hear from some of you who have not updated us in the past. It was great to hear from **Roger Law**, who said, "I have been moved to work in Shanghai for the past several years after working in the region since graduation. Currently, I am working in the largest privately owned conglomerate company in China, and I am busy in listing the company soon." ... **Ted Celentino** wrote, "We've a lot of exciting news I wanted to share. Since I last wrote, Eilish and I have had a baby girl, Brianna Celentino. She was born a year ago in August. Time flies! She is nearly walking, already saying hello to everyone and is constantly trying to snatch her brother's toys. When she isn't crying from exceptional teething pain, she is a complete joy. Her brother, Ted, just turned 3 and was the inspiration for my plans to harvest toddler energy to solve the world energy crisis. Professionally, I have started up a SOX compliance and corporate governance consulting practice and am doing quite well. I recently took a trip back to Anderson for director's training and certification class and was happy to see professors Osborne and Geis again." ... **Andy Ragusa** stopped by the other day on his way to Vegas, baby. He reported that Deirdre and the kids are doing GREAT. "We still live near SFO (in Burlingame) if anyone has time for a catch-up coffee while flying or driving through." ... Our favorite French actor, **Oscar Relier**, formerly known as Jean-Noel, spent a month in Los Angeles and the South Bay. Oscar said, "It was a great pleasure to see or hear from you, directly or indirectly, after all these years! I am now back in Europe, and I had an exciting time for a month in Los Angeles. I am sorry for those I've missed and could only speak to via voice messages. It would be great to see you again soon, let me know if you ever come to London or Paris." ... **Michael Newcomb** provided an update from the

Midwest. "My wife, Rita, and I have been living in Columbus, Ohio, since 1994. We have two boys, Brandon, 7, and Preston, 3. We spend our spare time attending the kids' football and basketball practices/games. I am a partner in a venture capital firm participating in middle market transactions. In the rare event that someone else from the Anderson network lives in Columbus, please e-mail me at michael.newcomb.1994@anderson.ucla.edu." ... **Matt Dieter** and his wife, Dawna, have been busy! "Our debut book, 'Winning Nice: How to Succeed in Business and Life Without Waging War,' with a foreword by Steve Forbes of Forbes magazine, is available at bookstores all across the country (visit winningnice.com for more info). Dawna and I are both involved in operating Her Sports + Fitness magazine, which Dawna founded four years ago. The magazine has grown every year, and we recently moved into new offices that are double the size of our original "startup" offices. Plus, we have a beach about 100 yards away, so our dogs, Buffett and Val, can swim after work." ... **Marla Library** updated us that she recently joined Extend Fertility as vice president of marketing. Extend Fertility is a Boston-based, innovative women's healthcare company that helps women effectively slow down the biological clock through advanced techniques in egg freezing (www.extendfertility.com). ... **Larry Stein** reported, "Life at ShoreTel is going well. We went public this summer and the company continues to grow. Also, this summer, we took the family to Dublin, London and Paris. It was fantastic — great food, museums, tours, shows and more. On the home front, we are in the final plans to remodel the bedrooms and bathrooms. Wish us luck!" ... Speaking of London, it was great to hear from **Gail Le Coz**, who wrote, "My husband got transferred from Paris to London last summer, so Clementine, nearly 8, Benjamin, 5½, and I left the City of Lights and joined him. We have settled into the British lifestyle, though we have not yet adjusted to the rain, the food and the fact that public transit is so dreadful. At least the kids have been able to put their English to good use, even if they are now mispronouncing 'to-MAH-to' and learning useful words like 'dustbin.' I left BNP Paribas when we moved after over a decade

of service, believe it or not, and am now with JPMorgan Asset Management. I have been heading up industry affairs since last fall, which involves lobbying the European Commission and other government bodies on asset management issues. They are seriously considering overhauling a large part of the mutual funds framework in Europe, so there's definitely a lot to do!" ... Speaking of moving, **Gary and Cathy (Culhane) Willihnganz ('95)** recently moved back to Northern California after four great years in Singapore. According to Gary, "It was a great experience for the whole Willihnganz family in developing good friends from around the globe and traveling to many fun destinations." Gary is starting his 14th year with Intel and moved from the director of marketing in Asia Pacific to his new role as director of marketing for the Ultra Mobility Group that is chartered to take Intel into the mobile Internet device segment. Gary updated, "Madi, 10, Zack, 8, and Connor, 6, were sad to say goodbye to their friends at the Singapore American School, but are excited for the new adventures in Northern California. We have moved back into our home in Saratoga, and look forward to reconnecting with our friends and former classmates." ... Another first-time writer, **Elizabeth Ward (Hirsch)**, updated, "**Andrew Ward** and I just celebrated our 10-year anniversary this past June. We left Manhattan five years ago and have been living in Scarsdale. Our daughter, Cate, is starting kindergarten this fall, and our son, Nathan, will be in second grade. Andrew is a partner and managing director for Riverstone Holdings, LLC, a New York-based private equity firm specializing in the global energy, power and renewable sectors. Riverstone is in partnership with Washington D.C.-based The Carlyle Group, a global private equity firm with \$56 billion under management. As for me, after a six-year post-MBA career in philanthropy, I am currently a stay-at-home mom. I volunteer for Autism Speaks, a not-for-profit organization dedicated to finding a cure for autism. Andrew and I became involved when our son, Nathan, was diagnosed with an autism spectrum disorder five years ago. We are fortunate that Nathan has become so high functioning, thanks to intense full-time educational and therapeutic interventions. I am also active on the local level, helping

parents advocate for their disabled children. I'd like to thank all of our Anderson friends who have given so generously each year to our campaign. If anyone is interested in helping us raise money to find a cure for autism, please contact me, and I'll add you to our distribution list." ... In a rare cameo appearance, the entire **John Loveland** clan came to Los Angeles on August 18, which provided a wonderful excuse for a mini-Los Angeles Anderson reunion on the beach. **Kim (Cieslak) Salzer**, said, "**Chris and Megan North, Laura (Neidorf) Rogers, Todd Rowan, Steve Huot, Lawrence Antoine, Bill and Dana Rosenkrantz**, my husband Pete and I, and more kids than I could count got to see Amanda and John blind on-lookers with their Dallas "tans." A great time was had by all, and we were all reminded yet again what great friends we have from our Anderson days." ... And last but not least, **Chris Carvalho** said, "2007 has been a busy year both personally and professionally. On the personal side, in February, my wife gave birth to our third son, Joey. While he has not made it on one of my spoof TV shows yet, in keeping with a long standing tradition started at Anderson, I have recently completed the 27th 30-minute show of *MBA World / UnCensored 411*. This time, the topic is individuals who exploit high-potential athletic youth in third-world countries to find the next Yao Ming. On the professional side, Lucasfilm celebrated the 30th anniversary of 'Star Wars' this year. While I continue to head up business development, I recently also became the interim head of our Internet division, which includes www.StarWars.com." ... *More news and notes from alumni relations:* **Jean Pierre Benatar** wrote in, "My stunningly gorgeous wife, Valerie, and I are about to celebrate our 10th anniversary. 2007 has been a very exciting year for us as we welcomed our first child, Sebastian, into the world. Most of you already know the incredible experience of a newborn, and it has just been amazing for us. As a serial entrepreneur, I am now well into my second Internet business (having sold my first in March of 2000). My latest venture has been running for four years, and we are about to launch a new product called OctopusCity.com. It is the world's first free downloadable Smart Address Book which can keep all of your contacts' data synchronized with e-mail programs like Outlook, Gmail, Hotmail, AOL

and Yahoo. It automatically updates whenever your contacts change their address information so that you never have to worry about losing touch with your friends. It includes a wireless PDA sync service, as well as gift reminders, web browser, e-mail access for whichever e-mail service you use, calendar, tasks, etc. As you can tell, I am extremely excited about this new product as it gives me a second chance to get in touch with those of you with whom I have lost contact." ... **John Ferrara** wrote in, "I started Capstone Partners LLC and am the principal shareholder. Over the past three years, we have been ranked among the industry leaders and are receiving national attention." ... **Charlie Ryan** recently joined HP as vice president of strategy and corporate development. Based in Palo Alto, Charlie heads up strategy and M&A for HP's services business, a global business with revenue in excess of \$17 billion. In addition, Charlie is responsible for all M&A related transactions outside of North America. Prior to joining HP, Charlie ran corporate development for VeriSign, a leading Internet infrastructure provider.

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Class Notes by Debra Nelson Schonfeld



Winston Chong and family.

Winston Chong has a great update this time around. "God's precious blessing to us arrived on Wednesday, Jan. 17, 2007, at 12:30 p.m. (California time). Megan Ann Chong weighed in at 7 pounds, 4 ounces (3.295 kg) and measured 18.5 inches (47 cm). Megan (phonetically translated in Mandarin as 'Mei En' or 'Beautiful Grace') is truly a blessing from God. After seven months, we are still only at the start of this life-changing new career as parents. We are now living in Northern California on the East Bay. I'm still with Chevron and am here on a global ERP business transformation project focusing on business intelligence." ... Here's an update from **Markus Nordlin**. Markus wrote, "I have just completed my third year as chief information officer (CIO) of Farmers Insurance. Farmers is headquartered in Los Angeles, and I have been here since I left Accenture in 1999. Wendy and I have been blessed with four children: Lukas, Kaela, Kara and Logan. We are happy balancing career, family and friends here in the Southland. Let's get updates from more of you, so we know what is going on. Hope you, are all well!"

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Class Notes by Masami Suzuki

Hi classmates. I was pleased to see a number of updates from folks despite my one-day notice - thanks for being so responsive! Per usual, we'll start with overseas news first (only one this time!). **Jin Su** checked in from London, "We have been fixing up our property in London for the past year and finally moved in March this year. Still waiting for the new furniture to arrive. I have been swamped all summer due to the market volatility around the sub-prime crisis; things have been pretty crazy here. I will finally get a week's rest with the family in Cornwall, England, and afterwards going to the Goodwood Revival, which is a classic car racing festival." ...



Greg and Jeannie Dickinson with son Ryan Parker Dickinson.

Next, it was great to hear from **Greg Dickinson** who reported, "Jeannie and I are happy to announce the birth of Ryan Parker Dickinson, our first child. He was born on April 11 at 4:11 p.m. and weighed 4 pounds, 11 ounces when we took him home - should have played 4 and 11 in the lottery that day. Jeannie and I are sleep deprived, but we are all doing great. We still live in the Bay Area. I still work for Deloitte, now in a marketing and business development role, and Jeannie is still managing projects at Bank of America." ... **Craig Biehl** wrote, "I'm living and working in Philadelphia. Had a great time having lunch with **Mike Teslow** in Colorado a few weeks back. He's doing great at HP, no doubt will run the place some day. He even wears shorts to work. He has two sweet and lovely daughters (traits from their mother's side, no doubt). I would love to hear from long-lost classmates." ... After several of us hassled **Jim Delli Santi** in previous issues for not writing in, he let us know that, "The Jim Delli Santi sightings are quite real. Enjoying life in Los Altos. Business travel to London and East Coast. Still competitive couples dancing. Now taking up golf again. Launching new businesses at Yahoo and working alongside **Jack Corsello** now on some new upcoming projects. Still haven't met Ms. Right, but seeking as always." ... In the meantime, **Megan Satterlee** updated us with her recent political pursuits, saying, "I have thrown my hat into the ring and am running for Los Altos City Council in the Nov. 6 election. There are three seats and four candidates." Good luck, Megan! ... **Tommy Woycik** checked in from Michigan. He said, "I am still devoting 90 percent of my energy to growing my self-service kiosk company (NEXTSTEP SYSTEMS) in Michigan. Having a blast with my two-year-old daughter (http://youtube.com/watch?v=GE_hz4kQXB8), check out the vintage Anderson gear! Also, about to celebrate my three-year wedding anniversary and turn the big 4-0!" ... **David Melnick** was recently promoted to

principal/partner at Deloitte & Touche LLP. Congrats, David! ... **Paul Wyandt** wrote, "My wife, Shelby, and I got a kick out of seeing Scott and **Tina Brogi** on the field at the Police concert. We all bumped into Ari (Jeremy Piven) and told him how much we like his work on "Entourage," though he seemed a little freaked when my wife hugged him! Back in San Diego, bumped into **Paul Childers** and his good looking family over 'ritas at Las Olas." ...



Proud father Steve Green and son Jonathan.

Finally, **Steve Green** has been enjoying life. He reported, "(I) spent nine days with my son, Jonathan, in Hawaii at the Grand Wailea, plus three days in Southwest Colorado riding old steam engines. Still have the best job, full-time Dad." *More news and notes from alumni relations:* **Linda Smith** wrote in, "Hi, all. I've been bad about staying in touch. Larry and I left the dark Northwest for sunny Boulder, Colo., five years ago and are loving it here. I'm writing from my home office that looks out over golden fall trees onto the Flatirons. Larry's consulting practice continues to grow and have amazing impacts on the lives and businesses of his clients (www.bluewingconsulting.com). I left my environmental work a couple years ago to start my own non-profit. We promote children's literacy in Guatemala. The work is the most fulfilling I've ever done. Check us out at www.readingvillage.org. I've mostly been in touch with **Valerie March**. I saw her in Paris a few years ago, and she came out to Boulder last summer. She's doing great and transitioning into making a living from her artistic talent. Follow your dreams, Linda." ... **Gregory Dickinson** wrote, "Jeannie and I have had a very big, hectic year. We had our son, Ryan, last April. Quickly recognizing the drawbacks of

not being close to family, we moved from Oakland to Manhattan Beach right after Thanksgiving. I am still with Deloitte, and Jeannie is still with Bank of America. We really miss our friends in the Bay Area, but we are looking forward to renewing and establishing our relationships in Southern California."

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News and notes from alumni relations:

Jacqueline Meaney Hardy and her husband, Reef Hardy, welcomed identical twin girls, Noelle and Grace, into the family last Christmas. Joy to the world indeed!

FEMBA

News and notes from alumni relations:

Melanie Stephens wrote in, "Centro Latino for Literacy is preparing to launch a literacy campaign for Spanish-speaking youth and adults in the Los Angeles area. Several committees have formed and need additional members with expertise in marketing, communications and fund development. Please visit our website, www.centrolatinoliteracy.org, to learn more, and contact me to get involved. Thank you!"

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

Miller Cantin is currently living in Cincinnati, Ohio, and works in marketing for Ethicon Endo-Surgery, a Johnson & Johnson Company. This company is the worldwide market leader and sells high-tech, innovative medical devices. Her husband, Dave, works for another Johnson & Johnson company, and they have two children.

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Class Notes by Anita Turner



The Larsons and the Jung at a black tie event.

"Great updates in the Assets! Love reading them." Gosh, did I shamelessly fail to edit out those platitudes? **Sarah (Alpert) Larson** wrote, "I never write in so I thought it was time. Life in the Larson household is crazy but fun.



The Larson Family.

Julia joined big brother Aidan a year ago, so **Rob ('92)** and I are busy and tired. I've gotten a lot of support and advice over the last two years from **Sook (Cho) Jung** at our weekly playdates. We started incubating a business idea and then realized we are too burnt out from parenting to pursue an entrepreneurial venture. Besides, we can barely finish a book for our book club. I'm attaching a picture of Sook, Mike, Rob and me at a black tie event we attended. **Russ Rosenbaum** is diligent about checking in with me from Oklahoma where he and Greg are parenting four dogs! **Melissa Karzai ('98)** and I keep in touch. Her little boy, Boaz, is only a few weeks older than Julia, so they've been on a few baby dates. Oh, we're still living in Rockridge (East Bay) and loving the community here. Rob is going back to school in the fall to get his Ph.D. at the Wright Institute. I'm still doing OD consulting part-time and enjoying my Bay Area client base. If folks make their way over the Bay Bridge, give a call or e-mail." ... We also heard from another Bay Area alum. "**Kevin Schuh** here. I just recently hooked up with **Sook Cho (Jung)** for dinner in San Mateo after her big move from the East Bay to the peninsula. We agreed it has been way too long, and we are determined to start connecting with old Anderson friends again. To start, we are meeting up with Sarah Larson in the city next week to catch up on all the good gossip and life stories. In my life, I returned to NVIDIA after a year leave of absence spending time with family and traveling. I took a new role as director of marketing operations. My partner, Dave, and I finally broke ground on our new house in Sonoma, so by next fall we hope to have an Anderson event there. This place will be even better than the Bel Air house — man I miss those days. Does anyone remember our orphan Thanksgiving dinners up there?" ... **Charlotte Brownlee** wrote in from Santa Barbara, "**Kristen Sager, Pamela Dressler** and I

are getting together this weekend to help Professor Cockrum celebrate his 70th (!) birthday! I just had my 40th (yikes) and rang it in with a little fiesta here in Santa Barbara. **Kate** and **Jeff Cochran** came down from Seattle, and Sager and **Kathy Yeung** were here, too. I just started a new job as the director of admission at Cate, so if anyone has any wonderful middle-schoolers, send them my way! Alex and the boys are doing great. Charlie is going into second grade and Harry starts kindergarten this fall. I hope to see everyone at the reunion in October!" ... Lots of baby news: **Scott** and **Julie Tinkelman** welcomed Marli Rebecca on Aug. 4. ...



Burke Fewel and family.

Also, as **Burke Fewel** himself admitted, "If we aren't crazy enough already, Jody and I added a fourth little one to the Fewel household this year! Thomas Russell Fewel was born on Jan. 8 and is doing great. His siblings (3½-year-old triplets Joseph, Jack and Isabella) can't get enough of him. Jack likes to say that he is squishy, and Joe likes to call him Thomas Cookie Templeton Fewel. Isabella just likes to hold him and say that he is so sweet. I'm still at Microsoft and am now a group product manager on the exchange server business. I have seen fellow classmate **Larry Aronovitz** a few times now that he has joined the Microsoft ranks." ... **Rob** and

Maria Levin are happy to announce the latest Levin: Carolina Raquel Levin, born on Jan. 17, 2007. She joins big brother Mateo (3½-years-old), who just told daddy that he wants to go to school, so he could have a magazine (like his Dad). "As he gets older, I will try to talk him out of it." ...



Lea Hallert, husband, Jeremy Korita, and son Nathan.

Attached is a photo of **Lea Hallert**, her husband, Jeremy Korita, and son Nathan, now 2 years old. ... While some of us are populating the earth, some of us are just running around Mexico. Case in point – see

photo of **Dave Legus** celebrating his 40th birthday in Cabo with friends and family. ... Another legacy Anderson bachelor, **Paul Checketts**, married Camille Lemos on July 7, 2007 in Ojai, Calif.



Dave Legus celebrating his 40th birthday in Cabo.



Anderson grads at Paul Checketts' wedding.



Susan Elizabeth Markowski Lubais.

In Memoriam SUSAN ELIZABETH MARKOWSKI LUBAIS (1960 – 2007)

Susan Elizabeth Markowski Lubais ('87) entered the big sleep on April 4, 2007, after a long battle with ovarian cancer. Born on May 14, 1960, in New Brunswick, N.J., she graduated from South River High School in 1978, obtained her Bachelor of Science and Master of Science from Rensselaer (RPI) in 1981 and 1982 and earned her MBA from UCLA Anderson in 1987. She had a distinguished career in semi-conductor and computer systems sales and marketing, working at many of the leading companies in the industry, most recently with Cadence Design Systems.

A resident of Palo Alto for the past 15 years, Lubais was an avid skier, traveler, reader, movie fan, researcher and mentor, and an active participant in many charities. She was a great lover of dogs and an admirer of the beauty of nature.

Lubais is survived and will be deeply missed by her husband, Fabien Lubais, of Cherbourg, France, and by her many cousins, relatives and friends in California, New Jersey, Ohio, France and across the United States and Europe. A memorial celebration of her life was held on her birthday, simultaneously in Menlo Park, Calif., Secaucus, N.J., and Caen, France.

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Class Notes by Betsy Tong

Robb Kempken said hello from Saint Paul, Minn. He has been working since mid-2006 as chief operating officer for a new division of Transamerica, splitting his time between the frozen tundra and Los Angeles. The start-up business is focused on providing consumers with tools, education and retirement income planning services to help ensure their nest eggs last. . . . **Kevin DiCerbo** announced the arrival of a new addition to the family. Elena Grace was born on Jun. 14 and weighed in at 7 pounds, 3 ounces. All is well and baby and mom are very happy and healthy. On the work front, he continues to work to expand CeliBré Medical, a cosmetic dermatology facility he founded with a physician partner back in 2003. Botox or hair removal anyone? . . . **Adam Lazar** is still living in Paris but commuting on a monthly basis to Beijing and Hong Kong, where he is developing senior living real estate projects. As Adam said, in China, opportunities are everywhere you look, and then again so are ways to lose your ass[ets]! He couldn't quite give up Paris to live in Beijing, hence the commute. He still goes back to California from time to time, where he sees **Jake Mathews, Gil Williams, Kristen Engle** and **Betsy Tong**, but the invitation for alums visiting Paris is always open! . . . **Elizabeth Pyne** is still with American Express in London, but planning a move back to New York City, where she hopes to travel less and learn to smell the roses. . . . **Lisa Miller** and husband are loving life in the desert and were very happy when **Scott** and **Terri Altman** also moved to Scottsdale. Lisa said two weeks after they had their son, Cade, Terri and Scott had their third child, Carly. Both babies are now 8 months old. Another big change was that Lisa just left Procter & Gamble after nine years and is going to work for a health and wellness company called Isagenix as vice president of marketing and business development. Lisa said, "I'm excited to be working for a smaller company after so many years at Procter. Their specialty is 'nutritional cleansing', not too far off from my Pepto, Metamucil and Prilosec days at P&G!" . . . **Joseph Cannon** is still living up in Pasadena and looking for home prices to come down a little, so he can buy a house in San Marino or South Pasadena - it seems these are the only two areas in the country where prices aren't moving. He is

working on his business, Empire Solar Solutions, a subsidiary of Empire Today that specializes in providing solar electric systems. It has been a lot of work to develop the business and to work with a large parent company, but it has been very rewarding. Look out for future spam e-mails, Joe said he is offering alums a great deal. . . .



Steve Tsai, Craig Dehmel, Paul Hanneman ('90) and Richard Aseme ('05).

Craig Dehmel sent a photo from the final night festivities in Amsterdam for the Cinexpo 2007 conference. He was there with Fox pitching their upcoming line-up of titles, including "The Simpsons" and "Lions for Lambs" (Tom Cruise, directed by Robert Redford). Craig said, "Earlier that evening, we had a meet and greet with Tom Cruise, and in this photo, we are obviously all taking a load off and celebrating the week's end." . . . **Jay Hartman** is keeping busy by searching for joint venture partners for his real estate investment fund, which focuses on developing affordable housing in Latin America. Personally, he was focused on Mexico. Jay said, "In June, I was meeting with some potential partners in Mexico City, and we went to lunch at a nice, upscale restaurant. One of the potential partners ordered Gusanos de Maguey. It turned out to be a giant plate of fried worms for the table. After two tequilas, having a fried worm taco seemed like a terrific idea to me, so I did. And I had another small handful of the worms just to make sure I 'got' the taste. Flash forward a couple of months, and we had signed a term sheet for a joint venture with the 'fried worms' guys. They took me to the airport after our meetings, and while we planned on having lunch there, I figured there wouldn't be much in the way of exotic foods in the airport restaurants. Um, wrong. There is a hidden gem of a restaurant in the Mexico City Airport that they took me to. It is up a lightly-used escalator and around a corner. This restaurant had outstanding authentic Mexican food, but a non-exotic lunch was not in the cards. After a round of tequila

and appetizers, one of our partners-to-be decided to order ant eggs. 'Mexican caviar,' someone said. When the plate arrived at the table, my stomach lurched, in open revolt. However, I did manage to keep everything down as I gaped at the enormity of the ant eggs; the ant who laid them must have been the size of my thumb. I had a spoonful of the eggs and quickly downed them with some more tequila. Perhaps this could be a new class at Anderson on preparation for international business - 'How to Eat Fried Worms.' (With apologies to the author of the children's book of the same name.) Each class would start with a couple rounds of tequila. What could possibly go wrong with that plan?" . . . *More news and notes from alumni relations: Scott D. Ehlers* wrote in, "Moved to Denver, loving it! Go Rockies!"

1999

EMBA

Class Correspondent:

Kerri Pelonis Fox

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Class Notes by Kerri Pelonis Fox

Clarke LeVine wrote about visiting Cooperstown, N.Y., in July with his 12-year-old son, Charlie. Charlie's baseball team played in a week-long tournament at the Cooperstown Dreams Park and finished No. 26 out of 96 teams from around the country. Clarke also wrote that he is serving on the board of directors as treasurer with **Jim Backer** (president) of the Foundation for Children's Dental Health. The foundation's mission is to provide dental care to elementary school children who would not otherwise have these services available to them and to bring oral hygiene education to those same children, as well as their parents, for problem prevention and maintenance of healthy teeth. . . . **Dan Craig** wrote in with news of his next move: On Aug. 27, he joined Sara Lee as their vice president of labor relations. Sara Lee is headquartered in Downer's Grove, Ill., and

the Craig family will be living in Naperville. While they enjoyed their three years in Omaha, Neb., they are looking forward to this move. Dan says the job at Sara Lee is a big one that will challenge him, and he believes he will likely draw upon learning from the two years we all spent together in Westwood. Dan said, "I still marvel at the experience of it all - and am still amazed by the incredible collection of intellectual capital" . . .



The Fox family at Huntington Beach on their first week back in Southern California.

Dan Fox and I (**Kerri Pelonis Fox**) have made a big move back to California. Dan has taken a job working for the California District Attorney's Association as a special prosecutor. Dan is working out of the San Diego DA's Office and our family is living in Carlsbad. We also just celebrated our eighth wedding anniversary in August. Our children are Erin, 6, Joe, 4, and Jack, 2. We are looking forward to the mild weather and seeing all of our EMBA friends more often.

FEMBA

Class Correspondents:

DeAnne Steele

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Ken Stockman

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Class Notes by Ken Stockman

Hello FEMBA '99! I can't believe I've been back in California for over a year now! How quickly I've gotten used to this weather! So, I have some exciting news myself. I am now director of investments and senior portfolio manager for U.S. Trust, Bank of America Private Wealth Management in San Diego! It is a really incredible opportunity with a great organization.



Peter Drolet, DeAnne Steel and families.

As for FEMBA '99 sightings, I had two! I was lucky enough to see **Peter Drolet** and his family during their recent trip here to the States. We had a great time catching up. It was like old times, but with kids running around, yelling and time-outs! And, I even got to see **Adam Zutler**! He was MIA for the JACCDAMD reunion last summer, but I tracked him down! ... Here's some more news from around the globe: Peter Drolet is starting a new position with Daiwa Securities as vice president of institutional equity sales, Asia Ex-Japan, out of Singapore. He is really excited about this next opportunity, and he and his family look forward to moving to Singapore. ... **Greg Fitchett** has made a move of his own, joining me in beautiful San Diego! He moved here in February and is living and working (still with Westfield) in downtown. Although San Diego is a big city, he loves the small town feel of it. Me, too! I wish you all a wonderful rest of the year! ... *More news and notes from alumni relations:* **Jason Brooks** and his wife, Lisa, gave birth to Maya Miyano Brooks on Jan. 8, 2008. She weighed in at 7 pounds, 9 ounces.

FULL-TIME MBA

Class Correspondents:

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Class Notes by Isabelle Fymat

Celebrating 10 Years of Friendship: It was 10 years ago since most of us first met. It sounds like so long ago, but feels like yesterday. Each time I reach a new milestone in life, I am surprised to be there: graduating, getting married, buying a home, having a baby. Each time I find myself calibrating the surprise to my age and time past to make sense of it. So when **Ann Stanley Frossard** called me to let me know she has cancer, I began to reflect back to when we first met and realized we have been friends for 10 years. That means, it has been 10 years since we ALL became friends. It was at that moment that I felt a strong desire to reconnect with more people, and thought we should celebrate this anniversary of our friendships with a really fun issue for our class update. Thank you for taking the time and effort to submit your responses. I have enjoyed them thoroughly and laughed out loud. And thank you **Jennifer Samuelson** for keeping meticulous photo albums. (1) We had 86 responders to the multiple choice questions and over 65 responders to the longer questions. (2) It's pretty interesting that the number of jobs the Class of 1999 has had is almost evenly split between all the choices. I was equally surprised that 20 percent are in the same job and that 17 percent have had five or more. (3) About 46 percent of the responders have lived in the same city since graduation, while another 35 percent lived in two, and three percent have lived in five or more. (4) 35 percent work with other Anderson grads, while 23 percent have hired other Anderson grads. (5) On a scale of 1-5 (1 = hate, 5 = love), 30 percent love their job, and another 46 percent rate it a four. Only one responder hated their job. That is really outstanding! (6) About 15 percent have married someone from Anderson. (7) 90 percent would do it all over again. ... Not to leave you with bad news, I will provide the first update. Earlier this summer, **Ann Stanley Frossard** was diagnosed with cancer. The initial days before the exact type of cancer was determined were difficult. I am guessing that some of you have been there personally and with family. It was a relief to know the diagnosis was a common form of Non-Hodgkins Lymphoma. Also, her age contributes to her good prognosis and high chance to cure. It was amazing what having hope did to inspire determination and a positive outlook. The great news is that the tumor is reacting well to the chemo, which is almost gone

after the third round. During this process, Ann has inspired me with her attitude, perspective and humor. Ann wrote about this stage she is going through in response to one of my questions, saying, "Can I call fighting cancer interesting? While it certainly is not a pleasant experience, I have learned a lot about the disease, myself and the general kindness of others. It has been and continues to be quite an experience. While I would never wish it upon others, I am convinced it will make me a stronger, more compassionate person and will lead me to a more balanced life. The best thing I have done in the past 10 years is have my little girl, Hadley. She puts all things into perspective and brings surprise and joy to each day. Her smile makes me melt and her little voice is so sweet even when she says, 'No way, Mommy,' which seems to be her favorite phrase now." Good luck Ann. We are all thinking about you. ... **Favorite Stories About Our Classmates:** My partner in class correspondence, **Tina Ting Sroat**, had some favorite memories of other alums that made me float right back to prom and orientation week for the Class of 2000. One of her favorite memories was when **Trisha Kohls Pergande** would be able to sleep anywhere, anytime (with pictures to prove it)! Her other was when **John Rijo** admitted being in love with an engaged first-year (Anne), who is now his wife and mother of his three beautiful daughters. Other favorite memories of our classmates are:



Doug playing the guitar.

Doug Johnson says, "My first time on campus at the meeting for the pre-orientation trips, I walk on campus alone and say hello to the first two people I see. They introduce themselves as **Doug (Hutchins)** and **Doug (Weider)**. I think to myself, 'this is going to be weird.'" ...



Trisha and Ron Pergande.

Trish Kohls Pergande said, "Watching **Ritch Viola** slam dance in Palm Springs during the C4C 'training' weekend"... **Bill Frank** said, "My favorite story was when **Jeff Tuckel** interrupted a Field Study meeting with Professor Porter to ask if he could use his Internet connection to get out of an option contract that was expiring." ... **Doug Hutchins** said, "Watching **Ivan Frank** and **Greg Martin** battle it out for the JACC golf championship title at Simi Valley with 25 other Anderson classmates walking along with them during the sudden death playoff. What can I say, I love golf!" ...



Challenge for Charity.

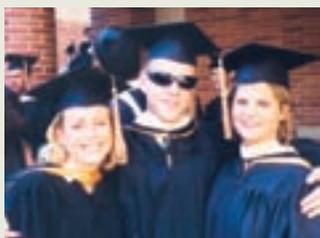
Sirak Brook said, "**Alex** (Spanglish) **Lawrence** and I, Sirak (English-only) Brook, decided to spend spring break of 1999 in Brazil. We managed OK without speaking a lick of Portuguese in Copacabana and Ipanema in Rio. However, it was a different story in central Rio, Bahia and Recife. Let's just say sign language came in very handy." ... **Isabelle Fymat** said, "The way **Joe Mauro** used to describe one of the best reasons to go to Anderson: 'Where else can you get sand in your textbooks?'" ... **Joe Mauro** said, "My favorite memory of Anderson was **Wasuwat Phongpheterat**'s self introduction to our section. 'My name is Wasuwat Phongpheterat, but you can call me A.'" ... From anonymous, "**Dan Pansing**'s mom sending flowers to his classroom on his birthday. I like birthdays!" ... **Nelson Wu** said, "**Tommie Fang**

was at my house party, which I throw for the newcoming Chinese students. He saw **Cecilia Yang ('00)**, pulled me aside and said, "Wow, check out that babe!" Now, Tommie and Cecilia are married with two kids." ... **John Knecht** said, "I attended an MBA leadership conference in St. Louis with **Jay Humphlett** and **Deb Haas** in our second year. During the evening's festivities, I turn around and see them up on stage dancing, leading a group of others in some disco-era dance moves. Now that's leadership!" ... **Jim McCarthy** said, "Seeing all the male attention **Mark Milakovich** got in a Japanese karaoke bar during field study. Naturally, it was when Mark was doing his diva performance of 'Dancing Queen,' so I guess it shouldn't have been too surprising." ... **Christa Wollenweber Robinson** said, "It was winter quarter of our second year. We sat united in our fear that we would fall victim to Cockrum's next question: 'The case mentioned the Green Shoe Theory. Can you define what that theory is for us?' He flipped down his glasses and read from his call sheet. He chuckled and drawled, 'Well, would you look at that! **Erica Green**. How funny that you get to explain the Green Shoe Theory to us!' Erica smiled, cocked her head and quipped, 'Huh. Luck of the Irish!' (She got a 5 for that witty response.)" ... **Maura McGinn** said, "When the professor picked a Sopranos-style fight with **Kathy D'Amato** in Section B." ...



The Ambiguously Gay Trio.

Ben Ancheta said, "Halloween bash dressed as the 'Ambiguously Gay Trio' with **Ritch Viola** and **Craig Forsyth**." ... **Alfred Tom** said, "The standing ovation for **Sean Gjos** at graduation." ...



Graduation.



Stephen Michael O'Leary.

In Memoriam STEPHEN MICHAEL O'LEARY (1961 - 2007)

After a year-long battle with non-smoker's lung cancer, Stephen Michael O'Leary ('87) passed away peacefully at his home in San Francisco on April 23, 2007. He was 45 years old. Known affectionately to most as Steve-O, he received tremendous support and love from many of his UCLA Anderson friends during his illness. Born in San Diego, Calif., on May 15, 1961, he graduated from UCSD in 1984, with a double major in economics and electrical engineering, and then entered Anderson a year later.

After graduation, O'Leary had a successful career in real estate development and asset management. He moved to San Francisco in 1994 to join Bridge Partners, a real estate investment and development company founded by two classmates (Ken Beall and Steve Klein). He was CFO until 2001 and then continued part time while traveling extensively and pursuing other interests. Most recently, he had started a new career teaching elementary school.

Among the many things his family and friends will miss about him is his social consciousness and environmental awareness. Active with Big Brothers and a volunteer for many local projects, O'Leary also supported the Lance Armstrong Livestrong Foundation, the Okizu Foundation, the Cystic Fibrosis Foundation and Hands on Bay Area. If you would like to honor his memory, making a donation to any of these organizations or your favorite charity is encouraged.

I remember **Beth Burkhart's** favorite memory of **Craig Forsyth** very clearly, but now I will always strive to emulate it personally. She wrote, "I recently had the chance to speak at a Clorox LGBT employee resource group pride celebration in front of an audience that included our CEO. I was asked to speak on why working for a company that values diversity is important to me. I told the story about our first Section D dinner during orientation. Starting Anderson was the first time in my life I had joined a new group as an out lesbian, and I was incredibly nervous. I remember walking into the dinner, going over to a group of people who were sitting down to say hello and introducing Jen. **Craig Forsyth** stood up, shook her hand and immediately began including

her in the conversation. I believe that he set the tone for inclusion, which had a monumental impact on my entire Anderson experience. In my speech at work, I likened his handshake to the proactive stance that Clorox takes on diversity." ... **Al Sargent's** favorite memory of another alum was meeting **Diane Aiken ('00)**, who was crazy enough to marry him. One of his most interesting experiences was traveling to Italy during their honeymoon. ... The best thing **Marta Ferro** has done is getting involved with her community. The most interesting experience was starting three different companies and traveling to China two weeks every month for two years. ...



Austin Powers Day.

Matt Grossman's favorite memory: "Every time I see a major Apple announcement, which I do see fairly frequently, I think of our first year strategy final project when we needed to provide analysis for a new Apple product/launch. To this day I chuckle because **Blake Tennant** and his team proposed essentially a lower cost, cool designed, easy to access home computer, and the proposal was excoriated by Professor

Rumelt. Well, a few months later, Steve Jobs launched the iMac, which is often referred to as the thing that turned Apple around. Our friend, Blake, sent e-mails and articles to our professor for months (who knows, he still might)." Section B – Blake was definitely type A! One of the most interesting experiences he has had since business school was the rush of flying a helicopter and moving to Paris. ...



The C4C Auction.

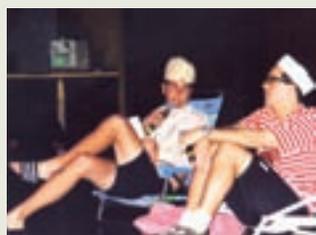


70's night.

And Other Fond Memories of Business School: We all have so many fond memories of business school: The first day, International Beer Bust, C4C, pub-crawls, Tour du Strand, prom, first-year ski trip, Cabaret, Casino Night, 70's night, meeting great people, kicking it in the courtyard, cold calling by Cockrum, IM'ing the answers back and forth, Lit Club, Halloween party, late night study groups, running by the strand, graduation, camaraderie, strong friendships, laughter! ...



Beer Bust.



Cabaret Night.

Virginie Grange's favorite memories are the numerous evenings with friends around a good dinner and discussing various topics, some to be kept silent since the rule was "whatever is said in this room will remain in this room." The best thing she has done in the past 10 years is continue to nourish a close relationship with her eight nieces and nephews who all live in France. But the most interesting thing she has done is take on drawing and painting, which she has wanted to do since her childhood. She wrote, "The journey to opening up my creative side has been pure bliss!" ... **Will Barnard's** most interesting experience was going to Burning Man. ... **Karin Kelly's** fondest memory was of her time in the Anderson exchange program. She wrote, "Little did I know I was to meet my future husband there." As for the best thing she has done in the past 10 years, she continued, "I don't know about the best, but one of the top 10 was buying property in Barcelona right on the Mediterranean coast. This is where my husband and I plan to settle in the next year or two and raise our family." Her most interesting experience has been moving to San Francisco where there is such a rich community of Anderson grads. She wrote, "Since my family is on the other coast, these friendships have become my surrogate family." ... **Sergiy Bartoshchuk's** favorite memory was hosting a Ukrainian style dinner at home for **Bardia Besharat, Patrick Morisson** and **Misha Katsnelson** (first time they realized it was kind of late as at 2 a.m.). And the most interesting experience he had was changing jobs from operations to private equity. ... **Ben Sharpe** said, "Playing cards with Elk (**Steve Elkind**) and Martin (**Greg Martin**) on the beach in Cabo." ...



Audrey Iwata and Sam Wang.

Samantha Wang French said, "Living across the hall in tiny dorm rooms from **Audrey (Iwata) Yamamoto** while we studied abroad in Hong Kong. Even though it was just as easy to shout or walk three steps to be in front of each other, we continued to communicate with AOL IM." ... **Ann Stanley Frossard** said, "My favorite memories are living and hanging out with my best friends every day. In particular, I would love it when **Isabelle Fymat** and I would talk about just about everything!"



Isabelle Fymat and Bennett.

... **Tina Sroat** said, "Attending with my husband and being pregnant my second year." ... **Ileana Perez** said, "Ah, so many memories of Anderson classmates working in groups. **Gevan Reeves** recommending a 'flank maneuver' as the solution for the company in our case study, **Lin Ng** dropping our group, because she always finished the entire problem set before we even started, **Zuzska Polishook** telling us her husband worked for this smallish start-up called eToys." ... **Isabelle Fymat** said, "Being orientation leaders with **Craig Forsyth** and the rest of the crew for the Class of 2000. **Beth Burkhart** coaching me down a mountain my first time snowboarding. Playing euchre with **Sean Gjos, Trisha** and **Ron Pergande**. Living at the beach with **Ann Stanley, Karin Kelly** and **Andy Sheridan**. **Nancy Shultz** getting me through Cockrum's class and wishing she were sometimes in my office getting me through some complex financial issue. Tag-team networking/entertaining with **Joe Mauro** to warm up to the Goldman Sachs recruiters (or maybe I was just learning from 'The Master' at networking)." ...



The Mauros.

Jackie Yau said, "Eating croque monsieur with Ing Lee at the café around the corner from Nuart Theatre or just having tomato soup at her apartment. Going to Mexico for deep fried lobster with **Elvia Delgado, Nick Hernandez, Alex Lawrence, Laura Spence, Patrick Morris, Nigel Gopaul** and **Tony Shen**. Carpooling with Laura Spence and Tony Shen. Teaching Elvia to cook with other Section E folks. Whooping it up in Washington, D.C., at the Women's Business Connection with **Rita Sharma, Patty Morrissey, Amy Horng, Suzanne Tay-Kelley, Jennifer Samuelson** and **Marta Ferro**. The Apple competition. My group was just incredible." ...



Tony Shen, Alex Lawrence, Elvia Delgado and Nigel Gopaul.

Helen Gilboy Coe said, "My study abroad time in Australia, as well as when **Lin Ng** and I would study together at her apartment. She would whip up a delicious dinner with the spices that her mom had sent her from Malaysia. I still think of her when I make certain dishes." ... **Rita Sharma** said, "Reinvigorating the WBC with **Patty Morrissey** and our super-powered WBC board. It was an amazing experience through and through." ... **Doug Johnson** said, "Tough to say, but the most memorable is probably the 'Section E Love!' and all the zaniness that went with it." ... **Alex Lawrence** said, "The people. It sounds cliché, but at the end of the day, people are the most interesting topic of conversation, because

each individual is different. But I'm also partial to the annual Tahoe ski trip hosted by **Bruce ('00)** and **Audrey Yamamoto**." ... **Paxton Helms** said, "Being surrounded by so many hyper-bright, super-nice people with so many cool interests, ambitions and experiences." ... **John Knecht** said, "Sipping coffee in the cafe in between classes. Manhattan Beach volleyball games in the evenings." ... **Samantha Wang French** said, "The friendships that were developed. Section E getting more and more creative with class presentations in stats class as the quarter went on — lots of laughter and poking fun at ourselves. The way second-years went above and beyond to help first-years with interviewing and preparing for recruiting. The way everyone honestly worked to help each other learn and share (whether it be knowledge, databases, notes or summary sheets). Doug singing and playing guitar at Lewin's Section E parties." ... **Shane Lanoway** said, "The great people I met, beer busts, master brewers association and two-man golf tournament." ... **Alejandro Gusic** said, "Team meetings during first quarter. Full Sator Sunday. All the fun of meeting new people." ... Anonymous said, "As the Simpsons movie arrives and an official Springfield has been chosen, I am reminded of one of our first weekends together for season nine's premiere on Sept. 21, 1997, 'The City of New York vs. Homer Simpson.' A group of business school 'intellectuals' gather at an Andersonite's house to watch and end up in an argument over which state the Simpsons live in. At least we agreed it couldn't be New York." ... **Steve Kremser** said, "All of the great life-long friendships that were developed, and playing 1-4-24 with **Cusamano, Enrico, Isaacs, Mahan, Elk, Martin, Saks, Valentine, Sharp, Noble**, etc. at Maloney's most Thursdays before beer bust." ... **Marta Ferro** said, "The people and the friendships that continue to develop post-business school, especially with classmates whom I didn't know as well." ... **Jae Won Lee** said, "Cold calls at Cockrum's? Getting together with my study group and wringing out group projects and papers while ordering pizza from Delmonico's. Putting up with **Ivan Choi** all those sessions has made me a calmer man to better handle the craziness here in Seoul. All my love to my favorite groupies: **Tarik Muwafi, Venu** and **Ana Kotamraju, Shoich (Shitch) Osawa, Yuichi Hayashi, Rob (Oobie) Vieira,**

Pam Becker and many more. Sorry if I left any of you out. Also, golfing in the mornings with Mark Liao before classes start; boy what I'd give to do that these days. I hope all of you are doing well. It's hard to keep in touch from here; I apologize." ... **Jennifer Samuelson Howard** said, "It is impossible to decide between pre-orientation trip with **Jimmy Young, Sandy Cook** and **Matt Grossman**; sharing birthdays with **Aaron Enrico**; field study with **Matt Glotzer, Matt Grossman, Thad Levine** and **Karin Kelly**; Good School Hunting Cabaret; or simply being auctioned like a piece of meat. We can start the bidding at \$5." ... **Matthew Glotzer** said, "No. 1, calling **Bobby Rice** a few weeks after Anderson Days to confirm that, like me, he would be turning down Kellogg to come to Los Angeles. No. 2, meeting **Isabelle Fymat** at the bar next to Grand Central Station in New York to discover that we were not only future classmates, but also bonded by a 1988 Honda Prelude with four-wheel steering. No. 3, deciding that **John Robert Valentine** should be called 'JBob' for short, having him sternly request that I not call him that, and then having the name stick for the next two years. No. 4, making **Karin Kelly** my perma-partner for all projects (group and otherwise) throughout the first year. No. 5, forcing **Sean Gjos** to make us pancakes during the first-year ski trip just because he's from Canada. No. 6, running the EMA with **Matt Grossman** and having our identities confused for not only the rest of our Anderson tenure, but well into our post-school lives as well. No. 7, discovering after two years of great friendship that **Mike Kanigher** is actually a distant relative." ... **Karen (Gorny) Richards** said, "Cruising to Anderson events with **Jay Turo** listening (and singing loudly) to 'That's Amore' by Dean Martin." ... **Martha Searby** said, "A fabulous weekend trip to Cabo San Lucas with **Ann (Stanley) Frossard, Tricia (Kohls) Pergande**, significant others, and some other interesting people!" ... **Elvia Delgado** said, "Working with my field study team, which we fondly named

'JELEN' for **Jackie Yau, Erika Green, Laura Spence, Elvia Delgado** and **Nan Kim**. We spent long hours working, laughing and eating together!" ... **Pam Becker Elkins** said, "Going abroad to Madrid for three months to experience life in another country, and the great, funny team that I had for our final project, **John Rijo** and **Yuichi Hayashi**." ... **Linda Sonne-Harrison** said, "Getting to know the man who is now my husband, **Scott Harrison ('98)**, as I drank my way down the Tour de Strand." ... **Rita Sharma** said, "When I was pregnant, my lovely invitations for afternoon ice cream from many of my Anderson friends!" ... **Interesting Experiences:** The most interesting experience **Eleanore Chen Dogan** has had was hanging out at a resort in Sharm el Sheik while diving in the Red Sea. She wrote, "It was a summer day, and I was poolside. On my right were two very pretty, bikini-clad Egyptian girls. On my left was a family. The father and son (8-ish) were stylish in their Speedos. The little girl (4-ish) was very cute in her bikini. But mom? Head to toe in traditional black Hijab dress. Boy, I tell you, she looked hot!" ... **Doug Johnson** had a pretty interesting experience since graduation. He wrote, "Twice-monthly meetings with Pamela Anderson (yes, THAT Pamela Anderson) as part of the effort to build an online business around her. (The site never launched, and our firm took the last of its venture capital and bought control of the AVP pro volleyball tour. Six-figure web technicians ended up getting six-figures to hand out water bottles to VIPs at beach volleyball tournaments.)" On the family side, **Deb Haas** and Doug, along with 3-year-old daughter Julia, just celebrated son Nathan's first birthday. Doug is now president and CEO of National Demographics, his survey, demographics and politics consulting firm. Deb is still with Deloitte (12 years and counting!), but has moved into the HR function there and is currently working on a global effort to redefine the competencies used in performance management. Other than marrying Doug, the best thing Deb has done in the past 10 years is get to a part-time schedule. She wrote, "Honestly, it's fantastic. I don't know how I'll ever go back to working full time! I finally have the work-life balance I've been seeking for

years." ... **Ben Sharpe's** most interesting experience since business school was working for two months in Europe on a consulting project with an extremely talented, international team conducting interviews in Germany, Italy and the United Kingdom. The best thing he has done is buy a one-way ticket to Madrid and live there for six months after a dot-com stint. Among his fondest memories was the energy and optimism of his pre-orientation trip on Catalina Island, book-ended by the excitement of securing a full-time job before winter quarter in second year. ... **Kevin Saks** said that one of the most interesting things he has done is work for a struggling company. He claims to be far too boring for an update, but I can assure you that many of us would love to hear more. So Kevin, you are not off the hook. ... **Rita Sharma's** most interesting experience was getting to be at the forefront of healthcare management technology. Her experience at Handspring and Johnson & Johnson was all about creating products to empower people about managing their health. ... **Nelson Wu** said his most interesting experience was his time at Enron. He updated us on the events of the past few years, saying, "I was in Houston at Enron, a startup in Shanghai, BP and now in private equity with DBS. Married with Carmen (whom some of you have known since Anderson days) and just had a baby girl, Chloe, two weeks ago. Life is good." ... **Laura Kauffman** wrote that the most interesting thing she has done is start her own business. Her fondest memory is having forged some wonderful friendships. ... Something interesting that **Lin Ng** has done was taking a 10-day Mediterranean cruise with her husband and their best friend's family. She wrote, "My husband and I love ballroom dancing, and we dressed up every night to dance the night away. Furthermore, we were surrounded by some of the most beautiful sights in the Mediterranean!" Her update was that she met up with **Allen Hersh** when they were vacationing in Scottsdale, Ariz. ... The most interesting experience **Ileana Perez Street** has had since graduation was starting a business, CranialMania, raising a bunch of money, running it for

three years and then winding it down. She updated us with her recent events, with, "I am doing well in San Francisco and about to go back to work after three months of maternity leave. Since I can't even remember simple things, such as where my keys or cell phone are, I'm sure my company will really appreciate me coming back!" ... **The Best Things We Have Done:** It was very touching to see how many people said that the best thing they have done in the past 10 year is either have kids, marry their spouse or both. I absolutely couldn't have imagined it would be as good as this, and **Ann Stanley Frossard, Trisha Kohls Pergande, Doug and Deb Haas Johnson, Samantha Wang French, Patrick Morris, Al Sargent, Alejandro Gusis, Kevin Saks, Helen Gilboy Coe, Tina Sroat, Steve Kremser, Christa Wollenweber Robinson, Pam Elkins Becker, Laura Kaufman, Ben Ancheta, Matthew Grossman, Aaron Enrico, Rita Sharma, Will Barnard, Rosemary Steen Hoffman, Sindy Kang, Sally Kaufman Finchbaugh, Rudolpho Garcia-Muriel, Ileana Perez Street, Ralph Vogel, Sergiy Bartoshchuk, Alfred Tom, Elvia Delgado** all said similar things. Other than those ...



Owen Grant joins the Kremser family.

The best thing **Marco Caneva** has done since Anderson is cross off 45 items from his list of 100-things-to-do-before-I-die list. I wish he had highlighted a few for us, but that will be a future question to our group. ... The best thing **Trish Kohls Pergande** has done in the past 10 years is realize that life is a journey, not a destination. She wrote, "I can't point to one single event but the recognition and appreciation of how lucky we are to be alive. Life just keeps evolving, and I appreciate the twists and turns. By far, Anderson was one of my most amazing experiences in the last 10 years, with amazing friendships that have developed and the chance to try a new career. Since Anderson, I've enjoyed some

of the usual journeys of life (like weddings, new and lost friendships, the birth of our children). But I have also enjoyed the quest to keep trying something new - traveling to new cities, trying new sports, working part-time and picking up new hobbies." ... Like Trisha, the best thing **Alfred Tom** has done was to learn to enjoy the journey, not just the destination. It has been interesting for him to do business in China and learn how very different it is from anywhere else. He wrote, "I got married in 2004 and am now involved with two start-up companies. One is developing modular radio standards (I started the company in 2000) and the other is an online community for people for virtual identities (just started this year with two friends from MIT). Still living and working in San Francisco." ...



Jackie Yao.

The best thing **Jackie Yao** has done is travel within the United States and beyond with family and friends including a 36-hour visit to Death Valley while the wildflowers were blooming, visiting the cities alongside the Baltic Sea, marveling at the treasures in the Hermitage Museum in St. Petersburg, hiking the Yellow Mountain in China, floating down the Yangtze River before the Three Gorges Dam was completed, walking the labyrinth at Chartres Cathedral with Marian Wright Edelman, sipping tea in Paris at Mariage Frères, tromping through the Lake District in England in pouring rain, surviving the Inca Trail and dining lakeside by a palace in Udaipur, India, with **Amy Horng**.



Amy Horng and Jackie Yao in India.

Her fondest memory of business school is the camaraderie. She wrote, "I had never before experienced the level of generosity and giving that my fellow classmates exhibited. Both classmates in my section and others would generously share their class notes, posting them online, so that we all could benefit from their knowledge. There was a real sense of wanting to help each other succeed. I just found Section E norms. They reflect what I just wrote above. For our section, at least, I recall Professor Lewin throwing out a challenge, or rather, a question. He asked, 'What would it be like to have a class of 60 No. 1's instead of a section ranked 1-60? What if employers hired proven teams that work well together instead of hiring a bunch of individuals?' Lewin's comment has always stayed with me. The best thing I have done since business school is discover my writing gene. After business school, I worked for a start-up. After leaving that, I turned to marketing consulting for awhile and explored other job opportunities including publishing sector jobs. When my travel story, 'King Kong in Shanghai,' got published by Travelers' Tales, a creative world beyond marketing opened up. I'm excited to discover these other parts of myself I may have overlooked in the past. Over the past 10 years, I've worked for RealNames (an Internet start-up), myself and TiVo, primarily focused on marketing. Last November, I quit TiVo to craft a life more aligned with where I'm at right now. I want more flexibility in scheduling my time - to travel, to write, to consult on projects that are meaningful, and to spend more time with family and friends. I'm in a transition year, flexing my marketing consulting muscle again while also exploring what other opportunities await me.



Guests of Laura Spence's pirate-themed wedding in 2005.

What keeps me laughing and sane is keeping in touch with great Anderson friends such as **Amy Horng, Georgette Wong, Ing Lee, Sharon Olexy, Laura Spence, Elvia Delgado, Rita Sharma, Lin Ng, Alex Lawrence, Tony Shen, Nan Kim Staddon, Nick Almond, Kim Buresh, Patty Morrissey, Deb Johnson, Erika Green and Christine Poremski**. What a great bunch of people!" ... The best thing **Maura McGinn** has done in the past 10 years was work and live abroad. Of her fondest memory, she wrote, "Graduation, when I felt a strong sense of achievement as well as an appreciation for all the new friends I made. I've only remained in touch with a close circle of friends, however, I will always remember the many people I met from all over the world. Her most interesting experience since then was developing strong friendships with expats like herself, supporting each other through some important life changes (e.g. divorce, marriage, death, career breaks) whilst being away from home. It made her realize that we can make close new friendships at any point in our lives. ... The best thing **Kooper Frame** has done was go to P&G out of Anderson. He wrote, "Procter & Gamble was a great choice for us. Even though it seemed crazy at the time to go to Cincinnati at the height of the dot-com boom, I learned a ton there, and it was a great place for our family. That said, we love being back in the Bay Area, where I work at Intuit." As for a fond memory, he wrote, "As crazy as it sounds, we had a great time with our field study project. **Georgette Wong, Gregg Swartz, Kerry Chu, Dirk Woerpel** and I really worked well together and had fun at the same time." Kooper and the family (Lynn, Madison, Kolson and Reagan) are living in Sunnyvale. He has been at Intuit for almost four years, working in marketing on the QuickBooks and Quicken brands. He enjoys the company and working with all the former Procter & Gamble people, as well as Anderson alums. ... The best thing **Sirak Brook** has done was visit Ethiopia in 1998 after 17 years. His most interesting experience was being at a small company, Brodia, while they burned \$50 million back in 2000. It is a wonder how small companies did that. Sirak wrote, "Life has been blessed. Job at SST is going well,

although I can't believe I've stayed at one company for nearly six years. My wife and daughter complain that I spend too much time in Asia – but that is the downside of the computer memory business.” . . . **Pam Elkins Becker** says the best thing she has done was get married, help send her husband back to school, have a baby and buy a house, so she didn't have a landlord telling her that she couldn't have pets. She feels very fortunate too. Her interesting experience since graduation was scuba diving on her honeymoon in Antigua. She updated, “My husband, Dan, and I took a trip with our newborn son, Zachary, to visit our old neighborhood in Hermosa Beach and to check in with some friends that we hadn't seen in a while. While enjoying a great sunshine-filled weekend, we got to visit with some fellow alums, **Sandy Huang Cook ('99)** and her daughter, Sydney, and met up with **Elvia Delgado's** family and **Alex Lawrence's** family.



Pam and Zachary Elkins, Elvia, Steven, Ben and Eric Delgado, Alex and Carter Lawrence.

We also caught up with some other alums – **Scott Gauch** and **Scott Isara**. It was really wonderful to be back and enjoy the sunshine and a walk at the beach.” . . . The best thing **Martha Irwin Serby** has done since graduation was learning to accept less than perfection, from herself and from others. She wrote, “Since giving birth to Wilson MacLeod Searby in September 2006, I've returned as a contractor with Nestle, working two days a week.” . . . The best thing **Joe Mauro** did was marry the cute blonde that **Ben Ancheta** introduced him to at Café Roma. An interesting experience he had was closing down the 35-person broadband video start-up in 2001. (I guess it was about five years too early.) He wrote, “The Mauros – Joe, Susan and daughters, Mackenzie, 2½, and Parker, 11 months, have settled into life in London. We moved here in late 2001 with Lehman and then completed the full dot-com to banking round trip

by moving back to Goldman – where this whole story began back in New York during the summer of 1998.” . . . The best thing **Georgette Wong** has done is maintain friendships with other alums. She wrote, “My friends have provided me with invaluable insights, inspirations and hilarious stories over the past 10 years. Of course, I have to say that **Sharon Olexy** was instrumental in connecting me to my husband, Charles!” . . . The best thing **Paxton Helms** has done in the past 10 years is move to Barcelona, the most lovely, livable, gorgeous, perfect city in the world. But he is back in D.C. now, in a townhouse on Capitol Hill that makes for easy access to baseball games when the Braves or Dodgers are in town. Work continues to go well. His favorite story about an Anderson alum is watching **David Gersholowitz** bounce from cool job to cool job, and ending up running a high-end

RELEASING ANOTHER NOVEL

Deborah Shlian (EMBA '88) and Joel Shlian (EMBA '88) released their latest novel, “Rabbit in the Moon,” in early June 2008. Described in the announcement as a richly textured and multilayered Chinese-American thriller, it tells “a moving and miraculous tale about finding hope – and finding home.”

The novel introduces the character of Dr. Lili Quan and begins in San Francisco in 1989. In her 27 years, she had rarely thought of herself as anything but an American. However, to honor her mother's dying wish that she “return home,” Quan reluctantly sets out for China. Her journey involves falling in love, finding the grandfather she believed had died years before and meeting a man who has discovered the secret to long life.

Released by Oceanview Publishing, an independent book publisher headquartered in Ipswich, Mass., it is available in bookstores nationwide. Susan Greger, publisher at Oceanview, praised it as “an exemplary novel by an extraordinary writing team.” She also called it, “A dynamic page-turner that blends topical issues of longevity and ethics with pulse-pounding suspense.”

The Shlians have collaborated in both their vocations and avocations. They practiced medicine together in a large multispecialty group before returning to UCLA to earn their MBAs at Anderson. They now balance medical management consulting with writing. Two of their novels have been optioned for Hollywood films.

veterinary hospital in New York City. . . . The best thing **Doug Hutchins** has done is start his own business and become his own boss. It makes sense, given his most interesting experience. He wrote, “The most interesting experience was testifying for six hours at the trial of two of my superiors and two co-workers after they were indicted. Two were cleared of all charges and two plead to lesser charges after a hung jury.”



Jennifer Samuelson marries Dennis Howard.



Anderson girls at Jen Samuelson's Wedding.

. . . The best thing **Jennifer Samuelson** has done in the past 10 years is remain close to friends from Anderson. **Ileana Perez Street, Karin Kelly, Nancy Shultz, Ann Stanley Frossard, Stephania Gaspar, Isabelle Fymat** and **Laura Kaufman** have been a source of tremendous strength. She wrote, “I could not imagine my life without these women.

One of my recent moments was looking around the table at my bachelorette party and seeing all the fabulous women in my life in the various stages of womanhood. There was Nancy, dating one of the greatest guys and embarking on a new career; me, engaged to be married; Karin and Laura, simply glowing a few months pregnant; Ileana, the proud mother of her precious newborn, Janowyn; and Isabelle and Stephania with two beautiful toddlers, Bennett and Matthew. It brings a smile to my face to think of these great women as my closest friends." On June 30, Jennifer married Dennis Howard at the St. Regis in Dana Point. Fellow alums **Ileana Perez Street**, **Nancy Shultz**, **Isabelle Fymat**, **Stephania Gaspar**, **Laura Kaufman**, **Karin Kelly** (and **Ann Stanley Frossard** via phone and heart) were there to celebrate it with her. It was a spectacular evening full of details that perfectly suited Jen, from the Polaroid photo album guest books, to her mother's wedding dress that adorned the chuppah, to Jen's desire to include everybody by hiring a babysitter who could whisk away sleepy babies to leave their parents free to party, and of course, her direct connection to the weather gods who ushered in the most spectacular evening sunset and breeze. She wrote, "After nine months of planning, I am looking forward to getting back to our SF Girl Nights — which should probably evolve to include the cutest kids ever: Bennett and Matthew, partners in crime, and their new friend, Janowyn." ... I am envious of **Linda Sonne-Harrison**, who says the best thing she has done in the past 10 years was to take two months off to travel, dive the Caribbean and tour Europe. (I wish I had done that.) The most interesting thing she had done since graduation was build houses in Thailand for Habitat for Humanity. She wrote, "On top of being able to help the families we were building for, it was a fascinating cross-cultural experience! After a number of years in the crazy world of enterprise software marketing, I started my own product marketing consulting firm in late 2004. I have really been enjoying the added variety and flexibility that I get being on my own. I also have had time for my other passion: scuba diving and underwater photography. Recent trips include Little Cayman, Bonaire and of course nearby Monterey/Carmel. I am living in San Mateo

with my husband, **Scott Harrison ('98)**" ... **Christa Wollenweber Robinson** wrote, "The best thing I have done in the past 10 years is make my own interpretation of Eric Mokover's prediction come true. Remember when we were all assembled in Korn Hall during O-Week and Mokover instructed us to look to our left and look to our right? He claimed that there was a pretty good chance that we could be sitting next to someone we would marry, as many Anderson students met their wives or husbands while at Anderson. I didn't marry a student from our class — I waited for the Class of 2005 to go through before I met my husband. Meeting **Yariv Robinson ('05)** in Vegas and marrying him in California (rather than the other way around) was by far the best thing I've done in the past 10 years." Her fondest memory of business school is the collective memory of the Anderson community. She continued, "We met as strangers in 1997, but we built friendships that will last a lifetime and supported our classmates when it mattered most. Our Anderson classmates combine intelligence, ambition and capability with compassion. I continue to be amazed by what we accomplished as a group and what we accomplish as individuals. I value the friendships I made at Anderson most. What an amazing group of people!" Christa's most interesting experience was Cricket World Cup. She recounted, "I worked on the tournament in the West Indies for three years. Much of the work was frustrating, and traveling to the Caribbean for work, while it sounds fun, is no picnic. Who wants to be in a suit, schlepping a laptop, while everyone else is lounging by the pool with an umbrella-ed drink in their hand? But still, when else will I have the unique opportunity to have a plane crash into the back of the stadium I was running in St. Vincent, just two days before our first match? And when will I ever be standing out front of my hotel in Jamaica when an ambulance arrives to cart away the murdered coach of the Pakistan team (OK, so now they say he died of natural causes, but?). Yup. I would say Cricket World Cup

qualifies as 'interesting.'" ... The best thing **Kai Guo** said he has done is attend the Anderson School (yeah!), and he enjoyed meeting his Anderson friends in Japan. He wrote, "I work for Rohm and Haas as business manager, living in Shanghai with my wife, Lily, and our 3-year-old son, Eugene." ... The best thing **Paige Lucas Walker** has done is move to a small town in the mountains (population of 3,000). The most interesting thing she has done is learn to fly her airplane in the Idaho backcountry. She wrote, "I am enjoying the freedom and flexibility of selling real estate in the booming ski/lake resort town of McCall, Idaho. Using all my b-school skills. Living in a big log house with plenty of room, so everyone should please call if in the area." ... The best thing **Patrick Morris** has done is witness the birth of his daughter. The most interesting experience he has had was working in the Middle East. ... The best thing **Jim McCarthy** said he has done was completely avoid the temptation to use "Got _____?" in any marketing campaign. The most interesting experience he has done was kiss the Blarney Stone. He wrote, "What they don't tell you is that you have to hang upside down over a sheer drop of 50 feet. Bloody terrifying, it was." Jim is currently still slaving away in the coal mines of Goldstar Events with **Rich Webster (FEMBA '99)**. ... The best thing **Jae Won Lee** has done was take a chance and move his family (Cindy, Ryan, Justin and another due next month) to Korea. The life is quite different from sunny, laid-back California, but the opportunities have been equally outstanding. The best experience he has had since graduating was leading a project while he was still consulting to bring the Marc Jacobs collection to Seoul on behalf of a local conglomerate. He wrote, "I got to go on ridiculous trips to New York and Paris to see fashion shows and design houses, saw oodles of tall, skinny models, celebrities, etc. When I think of the phrase 'wine and dine,' I think the French pretty much have the copyright on it. Fun project to be a part of, and it was the only time my five years of French in high school and college finally paid off. I still got only half of what they were saying, but they loved me for trying!" He updated, "Still in Seoul, working for a joint venture, (KB and ING) life insurance company, I helped start up three years ago. Now my responsibilities include strategic planning, HR, IT

operations, IT development and operational risk management. My wife, Cindy, begged for another child for three years to have a daughter, but alas, our next child due next month is another boy (yay!). I interview Anderson candidates every year, so that keeps me connected. I also have the local alums who are in school that visit from time to time. I'm also still a proud sponsor of the Riordan Program." ... The best thing **Karen Gorny Richards** has done is move back to Michigan for a year and a half to spend time with and help take care of her dad before he passed away of cancer. Her interesting experience was climbing Mt. Rainier in the state of Washington in 2005. It was difficult but very cool, she said. Karen wrote, "After going through jobs as a financial specialist, project manager and consultant, I finally have landed on my feet as a compliance officer for an investment management firm in downtown Los Angeles. I got married in June 2005, and I am now Karen Richards." ... Other than build her family, the best thing **Sally Kaufman Finchbaugh** has done was build a community of people who have become a great support system and great friends. One of her fondest memories of business school was finding **Glenn Finchbaugh** (now her husband of nearly eight years) studying behind the B building at a table with an umbrella, and feeling like they were so far away from the crush of school, under the sun, enjoying it all. Another was having **Jay Humphlett** drive up to her apartment every morning of first year for their carpool, driving to school and having daily therapy sessions. ... **Wise Words:** We have grown wiser as we have gotten older. Everyone's advice seemed to center around three themes: Something for current and future students, professional advice and other words of wisdom. ... Echoing several anonymous comments, **Ben Ancheta** wrote, "Take more HR courses. I have spent more than half of my time since graduation dealing with people issues (recruiting, training, terminating, etc.)" ... Several had things to offer about Cockrum's class: **Christa Wollenweber Robinson** said, "No interest in finance? Skip Cockrum's class!" ... **Kooper Frame** said, "Babies and Cockrum classes don't mix! Our son, Kolson, was born just before the start of second year. First quarter of the second

year, I had two Cockrum classes, and I think I got a total of six hours of sleep that entire quarter.” ... Anonymous said, “Don’t let that bully Cockrum intimidate you!” Others followed with: ... **Elvia Delgado** said, “Graduate school opens the door to endless opportunities.” ... **Kai Guo** said, “Cherish every moment in b-school.” ... **Karen (Gorney) Richards** said, “Stay in school as long as possible – what a great lifestyle!” ...



Lin and Chloe Ng.

Lin Ng said, “Balance school and fun at all times! The friendships during and after UCLA are priceless.” ... **Sergiy Bartoshchuk** said, “Have even more fun while at school!” ... **Maura McGinn** said, “Work smarter (use face-to-face communications more, establish boundaries with your personal life), take up a social sport, stay healthy and fit, be patient and laugh a lot!” ... **Ileana Perez Street** said, “Do as many projects as you can outside of the classroom such as activities with the Entrepreneur Association or other clubs. Take a lot of marketing classes! Should have taken that pricing one.” ... **Sindy Kang** said, “Have more fun at school.” ... **Nelson Wu** said, “Stop worrying about landing a job and enjoy the times. First job after school rarely lasts; memories do.” ... **Doug Johnson** said, “Enjoy Anderson. Get to know people. Pay attention, but the people matter just as much as the material.” ... **Patrick Morris** said, “Focus more on entrepreneurial opportunities: courses, speakers, etc.” ... **Alejandro Gusic** said, “Enjoy Los Angeles more.” ... **Helen Gilboy Coe** said, “Take advantage of the opportunity to learn about areas outside of what you think you will pursue. Ten years ago, I didn’t anticipate being an entrepreneur or being in real estate but now I would appreciate a broader background that includes more marketing

and operations. I’m happy that I did take Sussman’s real estate class.” ... Anonymous said, “Expand the social network.” ... **Marta Ferro** said, “Do and try as much as possible – you will never have this experience again.” ... **Matthew Grossman** said, “Use your MBA to learn a set of skills, leverage the diversity of experience of your classmates to determine where you want to be career wise in 10-20 years. A lot of opportunities come to MBAs, but I think it is essential to evaluate where those will take you in the long term (says a guy from 1999 when many of us went to dot-com’s).” ... **John Knecht** said, “Study well, make plans, work hard and follow your dreams.” ... **Alex Lawrence** said, “Definitely take advantage of the study abroad experience.” ... **Will Barnard** said, “Prioritize classes with excellent professors over the subject matter of the class. Never take a class with a weak professor even if you are interested in the topic.” ... **Sindy Kang** said, “Have more fun at school.” ... **Steve Kremser** said, “Take it all in; you only get to do this once, and it will be one of the best times of your life.” ... I couldn’t agree more with the professional advice from an anonymous submission: “Enjoy yourself before you go to work for the rest of your life.” But I also agreed with several others that follow: ... **Joe Mauro** said, “Know what you want and don’t be afraid to ask for it. Make sure you are chasing your dream, and not getting caught up in everyone else’s.” ... **Paige (Lucas) Walker** said, “Don’t be so rigid about what you think you want your future to be. Enjoy the experience, and see where it takes you.” ... **Ben Sharpe** said, “Push your comfort zone, and keep reaching out to people of different cultural and professional backgrounds.” ... **Tara Thara** said, “People interface means everything.” ... **Bill Frank** said, “Making a career change is extremely possible, don’t limit yourself – you can succeed at any career – just pursue your interests.” ... **Laura Kauffman** said, “Network as much as possible, and travel when you have free time.” ... **Rita Sharma** said, “Always focus on your unique gifts and how you can contribute to the world at large, no matter what you do!” ... **Matthew Glotzer** said, “Don’t be afraid to take risks, but at the same time, listen to your gut. I remember being too apprehensive about interviewing with all those digital music start-ups that dotted the technology landscape when we graduated, because I

couldn’t figure out how they were going to make any money. I’m no fortune teller, but few of them (if any) are around today.” ... **Trisha Kohls Pergande** said, “Work hard to maintain the friendships. Time flies way too fast. I thought I would do a much better job at keeping in touch with friends. These are special times and special people that you’ll want to stay connected with. I wish I did a better job.” ... **Beth Burkhart** said, “Find your passion and turn it into a career, even if that means deviating from the standard recruiting paths. Also, use every free moment to travel, as once you start working, vacation time is scarce!” ... **Alfred Tom** said, “Don’t start your own company for the money. It will make you miserable. Do it for other reasons.” ... **Tina Sroat** said, “Get a job at Google.” ... As a variant on this theme, I (**Isabelle Fymat**) would have advised everyone to invest in this company called Google when they IPO, but of course, hindsight is 20/20. ... I also highlight the philosophical comment by an anonymous submission: “Don’t sweat it, you’ll be right where you’re supposed to be at any given point in time.” Other wise words were: ... **Marco Caneva** said, “Life is seldom black or white: learn to live in the grey area, and see uncertainty as an opportunity, not a threat.” ... **Paxton Helms** said, “It’s not going to turn out like you think. It may be better, it may be worse, but it isn’t going to be what you imagine.” ... **Samantha Wang French** said, “Relax. Everything will turn out for the best, the way it is supposed to, whether it be in your career or your personal life. Have faith in that.” ... **Al Sargent** said, “Follow your dreams.” ... **Jackie Yao** said, “Listen to your gut. If your stomach clenches while in pursuit of your goals, take the time to breathe and listen to what your body is trying to communicate to you.” ... **Deb Haas Johnson** said, “Don’t worry so much about the future, relax, it’ll be ok.” ... **Ali Haji** said, “Live in the moment and cherish every one of them, as time never returns.” ... **Jae Won Lee** said, “Don’t always take the safe and unhindered path. Life is short,

so sometimes you just have to have faith and try different things while you still can, because if it all fails, you can always, uh, go back to consulting? Eeeew!” ... **Jennifer Samuelson** said, “Have fun! If you want to quit your job and travel for a year, do it! There is no better time than now!” ... **Martha Irwin Serby** said, “Take advantage of every opportunity, both personal and professional. I wish I had done more in my limited time at Anderson, such as study abroad. Don’t wait for the perfect time; the perfect time is now!” ... **Pam Becker Elkins** said, “Do a good job of staying in touch with friends from school. It’s hard as time goes by, but when you do reconnect, you realize how much you have missed by losing touch.” ... **Virginie Grange** said, “Do not stress that much, this is only work and school. Life is so much greater than that.” ... **Ann Stanley Frossard** said, “Don’t let little stresses bog you down. Focus on the things that matter – money and career are important, but family and friends are what it’s all about.” ... **Kevin Saks** said, “Follow your heart and show a lot more patience.” ... **Current News from Our Class: Steve Kremser** and his wife, Katharine Newman, welcomed their first child to their family. Owen Grant was born on July 26, 2007. Mom is doing great, and Owen is looking forward to being part of the Anderson Class of 2035 – he’s been preparing by creating a few sleepless nights just like the ones before a Cockrum exam. Steve’s most interesting experience since graduate school was the two weeks he spent in India with his wife, which was an absolutely eye-opening, life-changing experience. ... **Larry Jen** is moving to London in September. (Good luck, Larry!) ... **Alejandro Gusic** says that he is still in the Chicago area. He is a director of strategic sourcing and operations excellence at Wolters Kluwer, but looking for something more entrepreneurial. His most interesting experience since graduation has been to understand and realize the differences between the actual working environment and the business school teaching. ... **Helen Gilboy Coe** wrote, “After stints at PricewaterhouseCoopers and Disney, my husband’s job brought us to Cedar Rapids, Iowa, in early 2002. I have stayed home

with our two sons, Kieran, 5, and Declan, 3, since moving here but have stayed plugged in with managing our rental properties and watching the markets. Three years ago we started a real estate development company of which I'm the CFO, and we are currently developing 10 acres for office/retail use. The project is on a nice scale for part-time effort from me, and my learning curve has been steep, especially when it comes to local politics, since our strategy included getting part of the parcel rezoned to retail. I have been able to draw on my experience and education at Anderson in many ways throughout the project. My plan had always been to return to corporate life, as I did enjoy it, but now that I have a taste of running my own show, I think I may be pursuing other entrepreneurial opportunities as the kids go off to school." ... **Ben Ancheta** and his wife, **Patricia ('00)**, moved to Hawaii in early July 2007 and are just settling in. He is starting a new job as COO of ProService Hawaii. Their third son, William, was born in May, so they have been busy. They are looking forward to having **Todd Jerry** and **Ing Lee** visit in August, and to catching up with some of the other Anderson grads in Honolulu. Ben's most interesting experience was working for an Internet start-up as it grew from 10 to 75 employees, then laying off 30 people in a day, then hanging around to sell off the PC, shut down the lights and hand over the keys. ... **John Knecht** got married on Aug. 11, 2007, to Ashley Muenstermann in Nova Scotia, Canada. They met during an African dance class in Chicago four years earlier. The best thing he has done in the past 10 years was start his own company, performing, teaching and producing music. He wrote, "I am hoping to grow the business, but even if it stays small, I am a happy camper." The most interesting thing he has done was take four months off and travel around the world with his fiancé to 10 places they always wanted to see: Belize, Peru, Brazil, Ireland, France, Turkey, India, Thailand, Japan and Hawaii. Life is

short! ... **Sheri Ascencio** wrote, "I am on the founding team of a technology start-up in San Diego. We have a product for the air cargo industry in pre-release right now. My husband, Roberto, and I have been married for seven years, and we have two kids — Isabella is 5 and Adam is 18 months. It is all very challenging and exciting! I used to think I was tired at business school, but that was nothing compared to being a working mom. We are happily settled in San Diego, and I just bought my first minivan. I'm actually excited about that, so I've clearly entered a new phase of life." ...



Jun Hacho and family.

Jun Hacho wrote, "I am still working for the same company, NTT, and living in the southern part of Japan, Fukuoka in Kyushu. Of course the best thing I have done in this 10 years is have the greatest two years with lovely classmates in the Anderson School. I really want to visit Los Angeles again with my sweet family to recall the wonderful days." ...



Carly and Craig Blum.

Craig Blum wrote, "Kim and I are still living here in Manhattan Beach and enjoying the chaotic world of parenting. Our girls, Carly, 3, and Paige, 18 months, keep us way too busy. I'm still at TCW in Los Angeles, but that's not much fun given the market volatility. We still head up to Mammoth whenever possible and even had a chance to spend a weekend there with **Brian McNamara** and his family this past winter. Hope everyone is doing well, and please look us up when passing through Los Angeles." ...



Rudolfo and Pia Garcia-Muriel Martinez.

Rodolfo Garcia-Muriel Martinez wrote, "I'm living in Mexico City, married to Laura Lavalle-Minvielle. We have a daughter, Pia, who is 3½. The best thing I have done is become a father." ...



The Kotamraju Family.

Venu Kotamraju wrote, "We have relocated to Manila, Philippines, about three years ago. Ana is working for Asian Development Bank in the treasury department, while I am COO of Ace Foods, a nationwide food distribution company." ... **Sean Gjos** has been pretty busy these days. This weekend, he was too busy to reply to my e-mail, because he was headed to Santa Barbara to complete his scuba certification. Enjoy the sea lions, Sean! ...



Joey and Joe Vitale.

Joe Vitale updated, "Jenny and I moved back to the Cleveland area (where we grew up) in January 2007. I joined the management team of Excel Polymers, one of those sexy Midwestern companies that makes rubber for the auto, construction and oil/gas markets. Our son, Joey, is 9 months old and has a new trick every week. There's nothing better than being a dad, especially when your son can't talk back yet. Life is great in the Buckeye state! Stop by and see us any time." ...



Greg Scheuffele and Danny Tang in Beijing.

Dany Tang wrote that he and **Greg Scheuffele** met in Beijing, China, in November 2006 while both were on business trips from the United States. Greg works for Infosys and Danny Tang works for IBM. ... **Tiffany Chu** updated, "I recently had a business trip to Hong Kong Disneyland and was lucky enough to have some time to visit my grandparents who live in Hong Kong. This was the first time I've ever left Sabrina, 6, and Brandon, 4, home without me. Luckily, my in-laws were in town all the way from New Zealand to see the kids and had plenty of quality time with them. As a mom, I was super paranoid about leaving the kids for the first time, but they were fine at home in Orange County, and I had a great time across the globe." ... **Ralph Vogel** welcomes his third child. Gus Vogel was born on Mar. 17, 2007. He was welcomed by older siblings Josie, 5, and Ralphie, 3. ... **Beth Burkhart** updated us with her news, writing, "I am still working for Clorox, currently the Pine-Sol marketing manager. I have a lovely Victorian flat in San Francisco and the cutest cat ever. I produced a documentary film, 'The Believers,' which begins airing on LOGO 8/11. I hope to find a new film project soon! I am on the board of the San Francisco LGBT Community Center and play soccer in the GGWSL, a large Bay Area women's soccer league. My life is blessed with an amazing group of friends in San Francisco who do crazy things like organize kick-ball tournaments, theme parties, costumed soccer tournaments, etc. In the next 10 years, I hope to incorporate more international travel back into my life." The best thing she believes she has done since school was 'The Believers.' The most interesting experience was related to this film: "Traveling to Memphis, Tenn., with

Bobbie Jean Baker, one of the subjects of my documentary film, in April of 2003. Bobbie moved to San Francisco in 2001 after being released from prison. She was a transsexual prostitute in her late teens, murdered a John and spent her 20s and early 30s in prison. Coming to San Francisco, she found a more accepting community, learned that there were other people like her with alternate gender identities and that she had other options for employment than prostitution. She also found an accepting religious community which she credits for helping her to stay clean and turn her life around. We traveled with her to Memphis to visit her family – her first time doing so as a transgender woman.” . . .



Roopa and Sanjay Nath, Myles and Suzanne Tay-Kelley, Andrew Vu ('00) and Greg Scheuffele at Andrew's wedding banquet.

As for whom we haven't heard from in awhile, I would have to agree with **Doug Johnson** when he wrote, "The list is so long. I'm not so good at staying in touch." On that note, we got some requests to hear from **David Orr**, **Tim O'Brien**, **Elsa Chiu**, **Nigel Ray**, **James Humphlett**, **Zuzka Polishook**, **Pete Dinh**, **Mike Kanigher**, **Wasuwat Phongspheterat**, anyone in the Chilean mafia, **Clint Allen**, **Erika Green**, **Nick Hernandez**, **Christine Poremski**, **Greg Schwartz**, **Yuichi Shimizu**, **Elsa Chiu**, **Patty Morrison**, **Kerry Chu**, **Craig Forsyth**, **Ted Yu**, **'Tommie' Dong Ming Fang**, **Jimmy Young**, **Bob Bennett**, **Ing Lee**, **Todd Jerry**, **Pamela Bardia**, **Julie Desjardins**, **Maria Merrick**, **Sara and Mark Cusumano**, **Eric Eisner**, **Seth Baum**, **Stephanie Woodruff**, **Kathleen D'amato**, **Amy Horng**, **Jose Cerezo** and all of our international students! Plus, a special message from **Will Barnard** to **Tina**, or rather, **Bennett Sroat**, "HEY TINA – TELL YOUR DEADBEAT HUSBAND TO REPLY TO MY E-MAILS!" Others of you were on this list, but you actually did write in. . . . Our days at Anderson certainly seem to have stayed in our hearts. Starting the decade that way really

set the stage for some amazing years that followed. But I couldn't put it better than **Nelson Wu**, who wrote, "The best is yet to come!" I wish you all hope, happiness and good health! . . . *More news and notes from alumni relations:* **Kathy D'Amato** married James Schneider in September 2000 and now goes by Kathy Schneider. They live in London, England, where Kathy (still) works for Dell and James works for Savvis. Their new news is the birth of their first baby! A boy named Armando John, after Kathy's grandfather and James' grandfather.

2000

EMBA

News and notes from alumni relations: After making his fortune in Internet retailing and real estate, **Steve Romeo** has returned to his former industry, professional audio and video. Steve is now a sales engineer with Audio Visual Innovations, (www.aviinc.com), the largest audio-video integration and engineering firm in the country. Steve



Jim Farley.

said, "Playing with audio and video toys, like \$70,000 large plasma screens, has always been my first love, and now I get paid to do it!"

FEMBA

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Class Notes by Bill S. Kelley

You'd think I would run out of things to say, or maybe you wouldn't. I'm still plugging away as a program manager working on rocket programs with the Air Force. With the addition of my condo in Mammoth Lakes, I'm looking forward to the upcoming ski season and also continuing training for all the races I keep signing up for – MS 150 Bike Tour (yes, 150 miles) and Las Vegas Marathon are next. Other than that, life is the same. . . .

Gary Weinhouse wrote in to say, "I am about to complete my second anniversary as CEO of California Cryobank/Family Cord Blood Services and am thrilled to

report that we continue to thrive, and best of all, each day we help people start and protect their families.



Gary Weinhouse with wife and children in Oceanside.

We are the pre-eminent reproductive tissue bank in the world, and one of the foremost cord blood banks in the nation – and we offer great Anderson alumni discounts! My family is thriving, and my children (now 3½ and 2 years old) are greatly enjoying our newly remodeled home in Santa Monica and just returned from a relaxing week on the beach in Oceanside (see attached photo). I recently joined and have been active in

NEW HEAD OF FORD MOTOR COMPANY MARKETING

Jim Farley ('90) was appointed group vice president of marketing and communications for Ford Motor Company. He also took on the sales and service role in the United States to help propel the company's transformation plan toward automotive leadership and profitable growth. As Ford's most senior marketing executive, Farley works closely with its worldwide business unit leaders and global product development organization.

"Ford is one of the world's most admired companies because of its ability to develop iconic products that connect with customers – and it all begins with ensuring we are strong in our home market," Farley said. "I look forward to building on that strength by engaging customers and introducing even more of them to the great family of Ford."

After receiving his MBA from UCLA Anderson, Farley joined Toyota's strategic planning department in 1990. Most recently, he was group vice president and general manager of Lexus, responsible for all sales, marketing and customer satisfaction activities for Toyota's luxury brand.

a wonderful educational and networking group, the Young Presidents Organization (YPO), Malibu Chapter, and am looking forward to finding other Anderson grads to join." ... I also got an update from **John Constantino**, who wrote, "The biggest news is that my wife, Beckie, and I recently got our referral to adopt a baby girl from Vietnam. This means that a baby has been identified for us and is waiting for us to pick her up! The girl was born on Jun. 17, 2007, in Thai Nguyen province in northern Vietnam. We expect to get our travel authorizations in two to three months, with travel following about two weeks later. She is very cute in the few pictures we have received. Other than that, things are progressing normally. Our son, Nick, turns 5 in September and is

very excited about his sister. I am still at Boeing managing spacecraft programs. Beckie is still a pharmacist. I see **James Crean** all the time, and he and the family are doing well. Also, I run into **Larry Haas** on a regular basis (he lives near me in PV, so I run into him at the gym a lot). His consulting business is doing great!"



Benji Gaw and family.

... Some great news from **Benji Gaw**, "We just had a new addition to our family. Madison was born on Aug. 10, 2007. Alexis, 6, is very excited about her new sibling, and actually spends quiet evenings reading to her baby sister. On the professional front, I've been with AlixPartners for over three years now and tremendously enjoy working with and turning around distressed companies. I've actually stopped looking for an 'exit strategy' and will likely remain in this industry for a while."

FULL-TIME MBA

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Stephen (Marik) Brockman

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Class Notes by Marik Brockman

From **Alek Orloff**, "Waste industry news from Denver: Our low-tech start-up company, Alpine Waste & Recycling, has gone higher tech. We just opened the first independently owned state-of-the-art recycling plant in the Rocky Mountain region. We hired a Waste Management's director of sales and marketing for the Western United States to assist us in filling it up, and the pipeline of business looks solid. In other news, my family joined **Mike Weaver** and his family, along with **Andy Arends'** family for a barbecue last weekend while Weaver was in Denver:"

... From **Marik Brockman**, "Marik is a principal with Diamond Management & Technology Consultants – yes, somehow the same firm since his Anderson summer 1999 internship. He is working with insurance and financial services clients in New York. He resides in Portland, Ore."

... From **Terri Chi**, "I'd like to announce the launch of my company, Bundle Up Joy (www.bundleupjoy.com). We are the first and only line of luxury wearable blankets for babies. We've been picked up by high-end boutiques across Los Angeles and will be making it out to the East Coast this fall. It's my first business venture as an entrepreneur, and I'm loving every moment." ... From **Julia Pence**, "Julia Pence and her husband, Sean, welcomed their third child, Tyler John Pence, on Jun. 4, 2007. The family is adjusting and doing well. Big sister Deven, 3, asked, 'How long is that baby staying with us?' Big brother Logan, 5, is a bit more accepting – he thinks 'Tyler is pretty cute, but he smells bad.'" ... From **Ben Ancheta ('99)** and **Patricia (Lim) Ancheta**, "We have had a busy few months. In May 2007, we had our third son, William. His big brothers, Benjamin and Adam, are excited to have another boy in the house. Two months later, we moved to the island of Oahu. I'm still working at IdeaForest, and Ben



Eric J. Ferris.

In Memoriam ERIC J. FERRIS (1966 - 2008)

Eric J. Ferris (FEMBA '96) died in Los Angeles on Friday, Jan. 18, 2008, after a long battle with cancer. He was 41 years old.

A dedicated entertainment executive, Ferris started his career as an assistant in the music department at CAA. In 1992, he joined Virgin Records where he ascended up the ranks to become vice president of marketing. While there, Ferris guided the careers of The Spice Girls, Smashing Pumpkins, Lenny Kravitz, the Rolling Stones and many more. In 2002, Ferris became senior vice president of marketing at Hollywood Records. During his tenure, the label experienced unprecedented success, releasing albums by Hilary Duff, Jesse McCartney, Aly & AJ and The Polyphonic Spree.

Ferris was also a passionate sports fan, especially for his hometown Tampa Bay Buccaneers and the UCLA Bruins. Prior to receiving his MBA at UCLA Anderson, he received his bachelor's degree at SMU in Dallas.

Ferris' devotion to his family was without limits. He is survived by his wife, Jennifer, and his three young children, as well as his parents, Dr. Alfred and Dianne Ferris of Tampa, Fla., and his sister, Amy (Ferris) Listen, also of Los Angeles. To honor his memory, the family requests that contributions be made to The Ferris Children Benefit Fund or Pancreatic Cancer Research. For more details, please visit www.ericferris.com.

took a job with ProService Hawaii.” . . . From **David Katz**, “David Katz announced he is recently engaged to Julia Barron.” . . . From **Ben and Sherri (Yearton) Heywood**, “Sherie (Yearton) Heywood checking in here from Boston. Ben and I had a fantastic summer. Our daughter, Elliot Isabel, turned 1 in July. We went on our summer vacation to the Outer Banks and were able to break up our LONG drive by staying with some great friends along the way, like **Elissa (Greene)** and **Mitch Harris ('01)** with their daughter, Serena, and then **Jen Kyvig** and **Eric Kasper** with their son, Noah, and a surprise visit from **Mike Lorenzo** who was in New York for work. Shortly after that trip, we visited Los Angeles for **Stephanie Gold's** spectacular wedding (I hope she writes in with some pictures and recap for everyone). We were a little homesick to be in Los Angeles and nearly hurt ourselves overindulging in our old favorites like Tito's Tacos, In-N-Out, Diddy Riese Cookies, Jamba Juice, the Farmers Market and now Pinkberry. We saw so many old Anderson friends from our class throughout the weekend, I am certain to be in trouble for leaving someone out: **Amy Wruble**, **Grant Gibson**, **Jonathan Schreter**, **Susan Goodell**, **Gary Ginstling**, **Dave Snow**, **Alex Graham**, **Jenna Beart**, **Sandy Choi**, **Steve Buxbaum**, **David Williams III**, plus babies, wives, fiancés, new houses, new jobs, etc. Quite fun! And we are most grateful to Grant and Aubri Gibson for providing top-notch babysitting while we were out! Back from vacations meant back to work. I am still with Jones Lang LaSalle working with corporate real estate departments in various Fortune 500 companies (most recently, I am working with Adidas, Huron Consulting, Microsoft and Aetna). That is same ol' stuff for me, but the company Ben founded, PatientsLikeMe, is having a phenomenal year. They have quadrupled in size (even retained me as their real estate advisor when it was time for new office space). Ben's been traveling a bit and speaking on random healthcare and Web 2.0 panels and

was recently featured on CNN, labeled as one of the top 10 new 'Disruptors' – meant most positively, I think. PatientsLikeMe, and may you never have to use it, is an online community for people with life-changing illnesses. They launched with ALS, and now include MS, Parkinsons and are rolling out HIV/AIDS communities soon. I sound like a commercial; I better sign off before I start flashing phone numbers and 'call now! Andersonites passing through Boston/Cambridge should look us up!” . . . From **Bing Kongmebhol**, “In June, I refereed my first real pro soccer game: a paid exhibition match between Chivas USA (of Major League Soccer) and a local minor league pro team from Los Angeles. During the last week of July, I went to three Rush concerts (for a grand total of 22) and one Dream Theater concert (for a grand total of 14).” . . . *More news and notes from alumni relations:* **Rob Cockrum** launched The CRE Group LLC. The company specializes in project and construction management services.



Sherie, Elliot and Ben Heywood on Boston Common.



Gary and Teddy Ginstling, Ben and Elliot Heywood, and Dave and Sam Snow at the Farmers Market in Los Angeles.

2001

EMBA

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EXEC ED

News and notes from alumni relations:

Diana Waters became a board member of the Technology Council of Southern California, Los Angeles Chapter. She moderated a panel discussion on hiring and retention, Oct. 18.

FEMBA

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FULL-TIME MBA

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Class Notes by Todd Gemmer

Herbert Poon wrote in, “After graduating with my JD/MBA in 2001, Carol Pan and I married in August of that year. **Chris Kim** was one of my groomsmen. Later that fall, I joined Capital Research and Management Company, investment adviser to the American Funds, as in-house counsel. Currently, I'm associate counsel with the company. Carol and I have no kids yet, but we've been extremely busy regardless! We started a wedding magazine called The Bride and Bloom in July of 2006, and it's been growing like crazy. The biggest challenge is finding the resources to keep up with growth. Look for us at your local Borders or Barnes & Noble, and let me know if you see us! Carol and I still live in Southern California. I hope to reconnect with Anderson friends, so please drop me a note at herbert.poon.2001@anderson.ucla.edu.” . . . From **Geoffrey Geiger**, “Just a couple of words: I am starting a new job at USS in September; they are the second largest pension manager in the United Kingdom, managing the United Kingdom universities staff pensions. I will be helping them build up their private equity program. I am still living in Wimbledon with my wife, Melissa, and I guess that's about it. We are always open to Anderson visitors.” . . .



Joel Goldsmith and his wife, Mor Tzadik, on their honeymoon in Croatia.

From **Ben Myers**, “Hey Anderson campers. In May I left San Diego to move to Sydney, Australia, where I work for an investment fund called netus (netus.com.au). We are focused on bringing U.S. tech companies to Australia. Founders' previous fund brought eBay and MSN to Australia. Our limited partner is News Ltd (News Corp). Look me up if you are 'down under.' I'll supply the Vegemite!” . . .



Kevin Walker ('01) and son Simon (DOB May 8, 2006) on Father's Day 2007.

From **Carter Covington**, “Hey there Anderson gang: I'm currently a writer on ABC Family's new hit dramedy, 'Greek' We air Monday nights at 9 p.m. on ABC Family. It's a great show, so be sure to check it out” . . . From **Ian Corby**, “I've stepped out of consulting to take a new role as the head of operations change for Deloitte in the United Kingdom and Switzerland. My main project at the moment is developing our new London headquarters – a brand new 10-story building off Fleet Street – and refurbishing our existing buildings, complete with a gym, health suite and restaurant. Outside of work, I advise a member of the House of Lords in return for a pass to access the cheapest bars in London (Parliament has 22!). I am helping classmates **Stephen Greene**, **Grady Lee** and **Lisa Lepson** spread the RockCorps revolution to the United Kingdom next

year and developing a few business plans to make my fortune (that is a work in progress!). Spending more time with JP (Justin Perry) than is healthy, particularly when you find yourself playing basketball against Poles in a nightclub in Warsaw. Just bought a new flat in Pimlico (near Victoria) to provide more space for visitors from Anderson – I am spoiling two god-daughters – and keeping the bar owners of Soho in cashmere sweaters.”

2002

EMBA

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Margaret Abeles

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Class Notes by David Ebersold

Abhijit Kudrimoti is a senior product manager for the Treo product line at Palm Inc. He has been there since leaving Nokia Mobile Phones in February 2006. He is currently living in San Diego and travels to Sunnyvale quite often. ... **Mark Dangler** has recently relocated from London to Ohio, where he became the operations manager for BP's Toledo refinery. ... **Alexis Lakes** is the CFO of RWI Ventures. She is also putting her MBA education to work playing tournament Texas Hold 'em. She is the top woman money winner, days, at Bay 101 Casino in San Jose. ... Small groups of EMBA 2002 alum have been reported gathering at various fine eateries throughout the Los Angeles area. This exclusive photo, from December 2006, provides proof.



(From left to right) Dave Ebersold, Siddharth Dasgupta, Mike Sammis, Lewis Rosman, Tom Sloan, Ben Balzer and Mark Grossman.

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FULL-TIME MBA

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Class Notes by David J. Whelan



Newly-married Jeffrey Hannah celebrated in Ann Arbor in June, with fellow Anderson alums Jeff Rothman, Maria Joyce, Charity Rieck and Dave Whelan.

As I write this, I am jetting to a wedding in Washington. It's not an Anderson wedding, but I've been to a couple of those recently. More on that in a moment. What is most important is that as I write, some of our classmates are deep in the throes of planning our five-year reunion. You'll hopefully be creating some new news for the next set of notes. So, about those weddings! First up, my former wingman and lifelong screenwriting partner, **Jeffrey Hannah**, tied the knot on Jun. 23, in Ann Arbor, Mich. Jeff and Veronica, who met in Los Angeles, were married in the backyard of their home in Ann Arbor. Alums in attendance were **Maria Joyce**, **Charity Rieck**, **Jeff Rothman** ('01) (who is married to one of Hannah's old friends from Washington, D.C.), and your humble scribe, **Dave Whelan**. Jeff won't admit it, but the highlight of the wedding weekend was singing "You Give Love a Bad Name" with me at the karaoke rehearsal dinner. When he isn't ice fishing or mowing the lawn, Jeff manages the competitive intelligence efforts for GM's OnStar division. ...



Mike Jeon and Jennifer Mansfield were joined by a veritable Anderson posse at their August wedding at Calamigos Ranch.

On Aug. 4, I was happy to attend the wedding of **Mike Jeon** and Jennifer Mansfield at Calamigos Ranch in the Malibu hills. Jen lived with **Tina Tabb** for years and introduced the couple a few years ago. We managed to squeeze a few Anderson alums into a group photo: Tina Tabb, **Sandi Matsumoto**, **Eleanor Fraser**, **Yoko Nakao**, **Ziad Toubassy** ('01), **Walter Cuculic**, **Jodi Phillips**, **Rebecca Gutierrez** (FEMBA '03), **Marc Vermut**, **Carrie Wagner** and, yes, **Dave Whelan**. Also present was **Melissa (Hyatt) Hirsch**, who is living in Los Angeles again, starting up a technology-based services company, StenoCentral. ...



Jeremy Miller and new wife, Maggie Bava, toast their marriage at the Skirball in July.

Jeremy Miller also took the plunge this summer, marrying Maggie Bava on July 21, at the Skirball Cultural Center in Los Angeles. Classmates attending included two Anderson couples – **Mike Lin** and **Yoko Nakao**, and **Luis Serrano** and **May**

Hasso – along with **Donald Bruce**, **Srima McQuillan**, **Suzanne Park**, **Tarik Rguem**, **Steve Vodowitz** and **Lenore Zeuthen**. ... Wedding news from Maine finds **Jonathan Dabora** tying the knot with Chelsey Remington back in May. The couple were married in York, Maine, and honeymooned in the south of Spain. Joining them at the wedding were **Mitch Bornstein**, **Kristen Galanek**, **Mike Griffin** and **Steve Vodowitz**. Jonathan and Chelsea live in San Francisco, where Jonathan recently joined Fort Mason Capital, a hedge fund, where he focuses on healthcare investments.



Lenny Rhee with wife Cathy, daughter Gracie and newest addition, James.

... In baby news, **Lenny Rhee** and wife Cathy welcomed their second child, James Callen, on May 10. James joins big sis Gracie, who is 3. Lenny also recently left Accenture's strategy practice after four years to put his Anderson entrepreneurship classes to work. He is leading U.S. business development for VMark, a digital media start-up, which keeps him busy but in town much more than the consulting world. ... **Amit Aggarwal** reports that he and Belinda had a second daughter in January. Amit, who works for J.D. Power, is "enjoying the quiet, predictable life in the New York suburbs." ... On the other side of the world, **Dima Medovyy** let us know that Rafael was born on Jun. 25 in Moscow. The whole family is doing well. ...



Steven Cohn and wife Heather proudly show off their "offspring," "LifeText: 25 Lessons Rarely Taught in School!"

Steven Cohn and wife Heather (whom he met on the "Blind Date" TV show website between terms at Anderson) have given birth in Portland, Ore., to a little, white book. "LifeText: 25 Lessons Rarely Taught in School" hit bookstores and Amazon earlier this year. "It doesn't cry or need to be fed in the middle of the night," says Steve, who runs www.WritetForMe.com by day. The book's unique, one-page lessons are doing best in the gift book category. . . . **Mike Maciszewski** sent me a much-anticipated update from Denver. After a combined eight-plus years in the National Football League and Arena Football League (most recently as the general manager of the 2005 league champion Colorado Crush), Mike has switched gears and is attending the University of Denver Sturm College of Law beginning this fall. He spent most of the past year as a document clerk at Davis Graham & Stubbs LLP (a Colorado corporate law firm) and as an adjunct professor at the University of Denver Daniels College of Business, where he created and taught the Introduction to Sports Management course. He was recently visited by **Les Chun**, who stopped into Denver on his way to Jackson Hole, Wyo. They had enough time to grab dinner at L&L Hawaiian BBQ, which enabled Section A's Hawaii boys to catch up and reminisce. Not surprisingly, Les is doing extremely well in Boston, where he is an executive for Health Dialog Analytic Solutions, one of the fastest growing companies in America, as well as a faculty member at Harvard Medical School. . . . **David Dellea** updated us from Zurich, where he and a couple of friends have founded a sports marketing agency, which has been appointed by Red Bull Air Race to manage its global ticketing and hospitality program. The family is doing great — Gabriela is 3 and a real talking machine, with a mix of Portuguese, Italian and German. . . . **Adam Hertzman** continues to dominate the world of paint, taking on category management for the \$1 billion architectural coatings group at PPG Industries, which includes Olympic,

Pittsburgh Paints, Lucite, Porter, Monarch and 11 other brands. He invites each of you to slum it in Pittsburgh on your next vacation. Just be sure to check out www.hertzmania.com before you do. . . . **Ali Gelb** reported that she is about to move a bit closer to home, leaving New York for San Francisco, to join her better half. She will be keeping her job with Hachette Filipacchi Media USA. . . . So, why wasn't **Kathleen O'Connell** at the reunion? Good question. Thankfully, she has supplied us with a good answer. Really, the best answer. While we were celebrating five years away from Korn Hall, Kathleen and Brian Judkins were married on Oct. 13, in Newport, R.I. The couple met a few years ago playing coed soccer and were excited for their small family wedding, although Kathleen was bummed she couldn't be there and at the reunion at the same time. Kathleen didn't mention any kids in their future, but she did note that she is still in Cincinnati at Procter & Gamble, doing marketing for Pampers Baby Wipes. Happy five-year reunion.

2003

EMBA

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FEMBA

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Class Notes by Steve Yu

Andrew Campion joined Nike as vice president, corporate planning, responsible for leading both global strategic planning and global business planning. He was previously with Disney for 11 years, where he was most recently senior vice president of corporate development. Wife Shelby and their two sons, Miles and Lou, reside in Lake Oswego, Ore. . . . **Darren Cross** wrote, "Just resigned from ClickStar (www.cstar.com) where I was vice

president of acquisitions and business development. Now an associate at The Salter Group (www.saltergroup.com), a financial and strategic advisory firm, specializing in entertainment and media. . . . **David Eichstedt** wrote, "On May 16, I started a new job: director of electric [model] aircraft development for Horizon Hobby in Champaign, Ill. Horizon is the largest manufacturer and distributor of radio control hobby equipment in the United States. I'm excited about the position, because it lets me combine my love for R/C model airplanes with my engineering program management background AND all the great stuff we learned at Anderson. A surprise plus is that the CEO, **Mike Gillette ('88)**, is also an Anderson grad." . . . **Patrick Harrington** recently moved from Los Angeles to Ft. Lauderdale to manage the development of a 145-acre island in the Exuma Cays, which are part of the Bahamas. Patrick and his partners intend to develop an exclusive, high-end boutique hotel along with several large oceanfront homesites. In addition, they have several other major ultra-luxury developments under development on nearby islands. . . . **David Kolchins** and **Tiffany Meyers** welcomed a son, Alexander Quinn, to their family in May. . . . **Jim Pickell**, after six years at Sony, decided it was time to move on. He and his wife are exploring Central America looking for an opportunity to acquire some real estate to build an eco-resort some time in the future. Before they return to Los Angeles to find the next job, they're squeezing in a visit with Ellie's family in Italy and the much-belated honeymoon safari in Kenya and Tanzania. They're tracking their travels on www.jimandellie.com. They'd love to hear from you. . . . **Tobi Taubman** and husband just had a baby boy, born Jan. 27, 2007. . . . *More news and notes from alumni relations:* **David Griffin** wrote in, "My wife, Rebekah, gave birth to our fourth boy, Richard Dennis Griffin on Sep. 12, 2007. I nearly have my basketball team!"



Tobi Taubman and her baby boy.

FULL-TIME MBA

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Tej Desai and **Priya Desai** would like to introduce Milan Ishan Desai to the Anderson community. He was born on Aug. 15, 2007, and joins big brother Armaan. Tej has switched from an international role to the domestic side of Fox Home Entertainment, managing the theatrical new release portfolio which includes 20th Century Fox, Fox Searchlight, Fox Walden and Lucasfilm products. Priya is perfecting her surgical skills at Jules Stein Eye Institute at UCLA.



The Desai family.

2004

EMBA

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Lionel Yron.

JOINING R.L. POLK AND COMPANY

Lionel Yron ('02) has joined R.L. Polk and Company as the director of advanced analytics to lead its newly formed marketing science group. He will oversee the design, development and delivery of Polk's products and services on a global basis. He and his team will also develop new means of delivering marketplace insight and intelligence to automotive customers.

"Lionel's industry experience and background make him an excellent choice to lead Polk's advanced analytics group," said Stephen Polk, the company's chairman, president and chief executive officer. "He will spearhead our partnering efforts with clients to respond to identified needs for new analysis and market insights, and move Polk forward in thought leadership for the automotive industry."

R.L. Polk and Company collects and interprets global data, and provides extensive automotive business expertise to help customers understand their market position, identify trends, build brand loyalty and gain a competitive advantage.

Before joining Polk, Yron was director of consulting and analytics at the Power Information Network. Before that, he was a consultant at Deloitte Consulting and business planning manager at Hewlett Packard where he was responsible for worldwide business planning at its corporate PC division. In addition to his MBA from UCLA Anderson, Yron holds a graduate degree in industrial engineering and undergraduate majors in math and physics from the National Polytechnic Institute of Grenoble.

FEMBA

Class Correspondents:

Chris Downing

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Don Haisch

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Michelle Weetman

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News and notes from alumni relations: **Jean Louis Etchepare** wrote that he "has moved around a bit since graduating from UCLA. After spending another year or so in the greater Los Angeles area, where I was involved in a start-up venture with two UCLA doctoral candidates and running a small real estate development business on

the side in the fall of 2005, I was made an offer I couldn't refuse (but in a good way!) from a Fortune 500 company in the industry I had worked in prior to attaining my MBA. Since then, I have worked in senior project and engineering management in the Midwest (Omaha, Neb., to be exact, as well as Chicago), until relocating once again in late September 2007, to the Denver, Colo., area, where I intend to remain for a while, or at least until my skiing skills improve!"

FULL-TIME MBA

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2005

EMBA

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Class Notes by Antonio Ramos

We have a new update on both our co-class presidents: **Farideh Mehrdad** is thrilled and honored to be elected as a member of the UCLA Anderson executive committee board of directors. She will start a three-year term as the chair of alumni relations and serve as a liaison between the executive committee, alumni network and relevant parties of UCLA Anderson. Farideh has been a member of the UCLA Anderson alumni board as an EMBA 2005 co-class president. Farideh is an economist for ExxonMobil Refining and Supply Company and lives in Beverly Hills, Calif. ... **Jen Vescio** is the new BOD member for career development at Yahoo, congrats. ... Congratulations to **Stephen Cole**, he accepted a new position as Western U.S. storage consultant with Rackable Systems, Fremont, Calif. Stephen says to watch the stock. ... As we mentioned on our last update, life is good for **Monica Higgins**. Monica is featured as the "Smart Idea" lead story in the August 2007 edition of Entrepreneur Magazine, <http://www.entrepreneur.com/magazine/entrepreneur/2007/august/181650.html>. Monica has yet to see the effects of the subprime market on her business. Monica says that a slowdown in home sales usually signals an uptick in remodeling. Given that the majority of homes in her market are over 30 years old and floor plans for those homes do not reflect how people live today, Monica thinks that should help propel the business forward. ... **Raj Oswal** has started a technology consulting company called O'Interface Inc. in April 2006. Over the past year, the company has been focused on web application and mobile software development projects, utilizing the latest in cutting edge technologies. For more info, visit: www.ointerface.com. ...



Cathy Sandeen with daughters Marisa and Cara in Paris.

Cathy Sandeen revisited Paris this July to commemorate both her daughters' success: Marisa, who began college the year we started the EMBA program, graduated from UC Berkeley and works full-time for a law firm while she considers applying to law school; Cara graduated from high school in June and will be entering UC Irvine this fall. Congrats to the proud mom and the new graduates. . . .



Seema Mathur (Kapil's cousin), Tara Sayre and Kapil's wife, Geetika.

Tara Sayre just returned from a breathtaking weeklong camping trip in Bryce Canyon with her twins, Connor and Kieran, now (gulp!) 9 years old. Professionally, she is finishing up her first year as a director with the year-old H&R Block Bank, where she acquired nearly \$1.5 billion in assets for the bank. She is currently driving the initiative to build the bank's capacity to serve H&R Block's 20 million tax customers in January to April 2007. She even got to catch up with **Horst Meima** when he and the VW Bank showed up as a reference during vendor selection! She's also consulting with businesses and individuals to optimize performance of people and leadership teams. If you've got a team that's struggling, or that could be even better, send her a note! Tara also provided a mini 'The Gypsies Group' update. The group continues to get together every couple of months. They have to conference in **Todd "The Don" Keener** from Colorado, but it's not the same without him! They celebrated **Sophie's** and **Mike's** birthdays in Laguna Beach in June and are hoping to do a family thing soon. . . . **Stanley Stead** brought to our attention that

Professor **Ruthjane Rumelt ('34 AA)** was quoted in the McKinsey Quarterly. It is a mini business strategy review, and you all should look up the article available at <http://www.mckinseyquarterly.com> after registration. . . . **Kapil Mathur** has opened his second Mathnasium learning center in Ladera Ranch, Calif. Mathnasium is an afterschool program for kids to advance their math skills. The grand opening for the second center was held in June and was well attended by local officials and our very own **Tara Sayre!** If you would like to publish your news and photos in the Anderson Assets magazine, please send your information and permission to antonio.ramos.2005@anderson.ucla.edu. . . . *More news and notes from alumni relations:* **Dr. Sonya Summerour Clemmons** recently accepted a position as vice president, strategic marketing and corporate development, with Biotech Vendor Services Inc. (BVS). Dr. Clemmons recently relocated to her hometown of Atlanta, Ga., after having spent 13 years in the San Diego biotech community. In her new role, she actively maintains her affiliation with all of the major biotechnology and medical device hubs in the country. . . . **David Coleman's** start-up, SoundStreak Inc., secured bridge financing in November 2007. The company's software solution is being beta tested by CBS, William Morris, Sony, Paramount, A&E, Disney and others. The software is a sophisticated new ASP approach to professional audio recording.



Larry Martinek (creator of Mathnasium) with Kapil and his wife, Geetika.

It takes the studio out of the studio recording experience. Customers use the patent pending Internet service to remotely record voiceovers and soloists from basic desktop systems. The company aspires to capture 15 percent of the \$2.7 billion domestic studio-based voiceover recording business and subsequently offer service extensions for related media production workflows and expand internationally.

EXEC ED

Class Correspondent:
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Class Notes by Tariq Rana

J. Bruce Totty has been promoted to the role of Southwestern director of business development for ITT Defense. ITT Defense is a \$4 billion-plus unit of ITT Corporation. His new responsibilities include strategic planning and partnering, M&A direction, program and product pursuit. . . . **Dr. Shiv Joshi**, chief technology officer (CTO) of NextGen Aeronautics Inc., announced the successful remotely piloted first flight of the twin-jet MFX-2 at Camp Roberts, Calif. MFX-2 is a 300-pound morphing UAV, capable of changing wing area by percent and varying sweep from 15 to 60 degrees while in flight. NextGen Aeronautics is a small business started in the centennial anniversary year of the first powered flight, with the explicit purpose of developing revolutionary technologies for aerospace application. . . . **Clair Bowen** left Livable Places Inc. (non-profit world) and has joined the Los Angeles Department of City Planning, which has allowed her to combine her passion for sustainability, planning, architecture and development into one. . . . **Brian Hollowaty** has joined China Global Ventures as a partner. His expertise lies in assisting U.S. companies with product development and innovation in China.

FEMBA

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Class Notes by Marjorie Daleo

Brenda Bailey has been promoted to marketing director, TV on DVD for Warner Brothers. . . . **Irwin Chen** accepted a new position at Twentieth Television as the executive director of finance. . . . After six months of training, **Stephen Green** qualified for the Boston Marathon by running a 3:15 marathon in St. George, Utah, on Oct. 7, 2006. He ran the Boston Marathon on April 16, 2007, in 3:46, enduring the worst weather conditions (along with 21,000 other runners) in its 111-year history. He has also qualified to run Boston next year and plans to do so (hopefully with a bit better weather). Additionally, he was promoted to director, C3 networks program quality in the Boeing command, communication and control (C3) programs division. . . .



Michele Havens and Summer.

Michele Havens is enjoying motherhood with her daughter, Summer Goodwin Havens (born Mar. 28). . . . **Wayne Koizumi** started a new job at the NFL in June, working for their digital media department as a project manager for their new site, nfl.com. . . . **Cherry Lee** and her husband started two companies this past year, Smooth Ride Casters (www.srcasters.com) and Plastener Custom Components. They make their casters in China and distribute them in the United States (their product can be found in some of the hardware stores in the San Gabriel Valley). Plastener Custom Components makes custom small plastic parts, specializing in automotive parts. Also, Cherry and her husband welcomed their first baby, Athen, last December. . . . In May 2007, **Josh Matthews** and his family moved from Huntington Beach to Calgary after he accepted a position as manager with KPMG Corporate Finance in the firm's M&A group. His wife is originally from Calgary, and she is now a full-time mom who enjoys taking care of their 15-month-old daughter, Daniella. The move was quite a change for them after living in Redondo Beach and Huntington Beach for over 10 years. However, Calgary's prominence in global

energy markets makes it an excellent place for Josh to advance his career. Joining such a great company as KPMG made the decision much easier, given its large presence around the world and access to a variety of international engagements. Josh is looking forward to snowboarding this winter (without the six-hour drive to Mammoth), along with frequent trips back to California in order to warm up and stay connected with friends and family. Please e-mail him if you are planning a trip to Banff, Lake Louise or other destinations throughout the Canadian Rockies. While there are lots of Americans living in Calgary, there are very few from UCLA Anderson, so he welcomes any chance to visit with alums. ... **Sam Renwick** accepted a position as a director with SVB Analytics, a non-bank affiliate of Silicon Valley Bank. He also had his first article published in the Atlanta CEO Council's publication, *Connexions*. The article focused on the top mistakes made by companies related to employee stock options. ... From **Alice Huang (FEMBA '05)**, "I was recently promoted to global head of recruitment at Hult International Business School in Cambridge, Mass. In my new role, I will be overseeing student recruitment for a top-ranked one-year MBA program which has 95 percent international students. I am still living in Boston and looking forward to extensive business travel in Latin America, Europe and Asia this fall."

FULL-TIME MBA

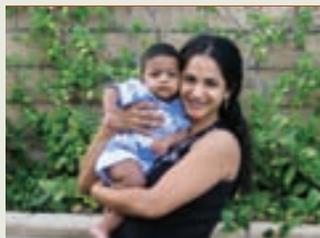
Class Correspondent:

Tina Castro

e-mail:

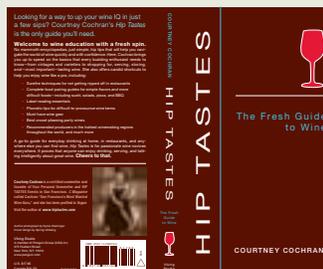
tina.castro.2005@anderson.ucla.edu

Class Notes by Tina Castro



Gunjan Thiagarajah and son Rehan.

From **Gunjan Thiagarajah**, "I'd like to share that we had a baby boy on Jan. 7, 2007. His name is Rehan Thiagarajah, and we're loving being new parents!" ...



Courtney Cochran's book, "Hip Tastes: The Fresh Guide to Wine."

From **Courtney Cochran**, "My new book, 'Hip Tastes: The Fresh Guide to Wine,' will be published Oct. 4, 2007, with Viking, a division of Penguin Group (USA) Inc. The book's already for pre-sale on Amazon.com." ...



Eric Lefkowitz and son Avi.

From **Eric Lefkowitz**, "It is my honor to introduce you to our son, Avi Micah Lefkowitz. Born at 10:59 a.m. on Friday, Aug. 3, 2007, in La Jolla, Calif. Avi weighed 7 pounds, 9 ounces and measured 18.5 inches long. Emma is doing great and had a very easy labor. She is recuperating nicely and enjoying her quiet time with Avi. Big sister Maytal is enjoying her new little brother and all the attention she receives from friends and family at this special time. We look forward to hearing from, speaking to and/or seeing you very soon." ... From **Claude Brun**, "I recently won a PEAK award at T-Mobile. It recognizes leaders across the company. It also means that next year, I get to go to Maui with all the winners for 2007 along with the executive team." ... From **Miguel Crespo**, "On March 5, Isabella Crespo, the future captain of the U.S. women's soccer team, was born." ... From **Brian Feeney**, "I left Intel Marketing in February to start a real estate development company along with

a good friend of mine who is a general contractor. We are breaking ground on a custom spec home in Lake Oswego, Ore. (Portland suburb), in September. My son, Isaac, is now 1½ years old, and my wife, Allison, is enjoying being a stay-at-home mom." ...



Mitsy Lopez and Paul Baranello with daughter Serena.

Mitsy Lopez Baranello and Paul Baranello welcomed their daughter, Serena Dominga Baranello, on May 31, 2007. She weighed in at 8 pounds, 6 ounces. ... From **Henry Lee**, "I got married back in March in Beverly Hills. My wife, Joon, and I are still living in west Los Angeles. Had a great time with many Anderson folks in attendance, including some karaoke performances by them at our reception." ...



Rob Shujman landing a Cessna 172 at night in Concord, Calif.

Rob Shujman was promoted to chief financial officer of Centex Homes Bay Area in San Ramon, Calif. Rob recently completed his midlife crisis at 29 by getting his pilot's license, buying a Harley and going skydiving. Included is a photo of Shujman landing a Cessna 172 at night on runway 19R in Concord, Calif. ... From **Richard Aseme**, "In January, I moved over to Paramount Pictures, where I'm manager in charge of theatrical distribution for Europe, Middle East and Africa (EMEA), based in London. So that basically means I supervise/manage the releases of all Paramount, DreamWorks and Marvel films across several countries in the region. I was previously at United International Pictures handling sales planning. On a

more personal note, not much to report, but I have seen the likes of **Emiliano DiVincenzo, Jon Levine, PJ Nachman, David Asarnow, Zachary Chun, Taylor Beaupain and Richard Campagna** in London over the past year." ...



Mitsy Lopez Baranello and daughter Serena, Lana Spivak Goldenberg and son Danny, and Mindy Han and daughter Abigail.

From **Lana Spivak Goldenberg**, "We are doing well, still living in Marina and enjoying the summer here. Little Danny recently turned 1! We had a mini Anderson '05 parent reunion: Mitsy, Paul and their daughter, Serena (2 months old), and Mindy, Frank Han and daughter Abigail (9 months old) came to wish Danny a happy birthday." ...



Vijay Venkatakrishnan and wife, Divya, at one of their three wedding ceremonies.

From **Vijay Venkatakrishnan**, "I got married to Divya almost a year ago. Needless to say, it was a typically colorful and long Indian wedding as we went the whole nine yards. I've attached a snapshot of ours from one of the three ceremonies that spanned five days. It does look like Divya is a good luck charm for me, as more recently I got promoted to the role of director of product management at Move Inc." ... *More news and notes from alumni relations: Dmitry Gordi* joined Merrill Lynch as a vice president in structured products and derivatives in May of 2007.

2006

EMBA

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Cassandra Walker

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Class Notes by Raj Manek



Greg Stein and Sunshine.

How is **Greg Stein**? After a short stint attempting to co-found an advanced transportation trade association promoting the construction of a Mag-Lev link between Los Angeles and San Diego, Greg Stein joined TGG Capital, a boutique investment bank located in San Diego. He continues to live in La Jolla with wife Sunshine and daughter Reagan. So, what keeps Greg Stein busy these days? It's well balanced between managing his career transition and spending time with family. He still manages to make a few baseball games and to take his father-in-law's boat out for a few afternoon/weekend sails. Most importantly, though, he spends a lot of time peeling back the covers on accounting, finance, marketing and strategy notebooks and textbooks (anyone else doing this?). Greg is vice president of corporate financial services of TGG Capital. His target clients are privately held companies with more than \$5 million revenue, 15 percent net profit margins and an interest in maximizing the value of their business through acquisition, merger, restructuring or sale. He spends about half his time building marketing/sales process and structure and the other half running discounted cash flow analyses and forensic accounting processes for their sometimes financially unsophisticated

clients. (Good thing he took advanced finance with Chowdhry!) Greg reminisces about his Anderson days. He has too many great memories, but just to pick out one: he recently went to Ojai with Sunshine to celebrate their fifth wedding anniversary, and the image of the first orientation, milling around with others equally as anxious, the smell of chocolate mulch in the air, endless cookies and iced tea, and of course, breaking the rules and breaking out bottles of wine after the infamous "selection process," came to mind as one of the most lasting Anderson memories of all time. I think we all agree! Greg's words of wisdom: "Take risks. If you have to, quit your job. Now that I look back on this past year, I realize that taking the job with Southern California Transportation Solutions was the easy way out after Laffer Associates moved out of state. It was yet another public policy position and avoided the hard work



Dallas E. Haun.

APPOINTED PRESIDENT AND CEO

Dallas E. Haun (Exec Program '03) has been named president and chief executive officer of Nevada State Bank and executive vice president of Zions Bancorporation. With assets over \$4 billion, Nevada State Bank is the fourth largest commercial bank in Nevada. Zions Bancorporation is one of the nation's premier financial services companies. The company is a national leader in Small Business Administration lending and public finance advisory services.

Harris H. Simmons, chairman and chief executive officer of Zions Bancorporation said, "Dallas brings nearly 30 years of commercial banking expertise and substantial managerial experience to his new position. He's a great leader, committed to continuing the work of building Nevada's premier banking franchise."

"Nevada is arguably the nation's most dynamic market, and Nevada State Bank is uniquely positioned to provide the strength of both community bank relationships and large bank products to its customers," Haun said regarding his appointment. "I am looking forward to working with Nevada State Bank's strong management team and employees to continue building this extraordinary bank."

Haun most recently served as executive vice president for California commercial and private banking services at City National Bank in Los Angeles, where he has been a member of the bank's executive committee. Previously, he was president of Harbor Bank in Long Beach, Calif., until that bank's sale to City National in 1998.

of making a career transition, which was the reason for getting the MBA in the first place. When that job abruptly ended in March, I had no choice but to focus, get serious, strategize and then go after a position in financial services with every ounce of energy. It is much easier to do what we know and never achieve what we desire, unless we jump in with both feet and shock the system." Go Greg! ... How is **Rod Rozanski**? Since graduation, Rod Rozanski and his lovely wife delivered a little baby girl named Juliana. She's 10 months now and beginning to walk. They moved up to the Bay Area and

live in Burlingame as a relo from joining Genentech. Rod is now the product manager for Tarceva (oncology product) at Genentech. What keeps Rod busy? "Juliana is the primary thing keeping me busy; gives me new respect for those who had children during the program. Second is probably learning how to take care/fix up an old house and yard." Rod went down memory lane, writing, "I really enjoyed the whole Malibu retreat. I think it was a great experience, as we were still starting out but were becoming closer as a group; plus, the Gabriel car overnigher is classic." (We all agree!) Rod's words of wisdom, "Don't buy a fixer-upper house. It's way more work than HGTV leads us to believe." ... How is **Joshua Moss**? Josh has much excitement and news to share. First and foremost, he and his

lovely wife have a baby son, Jeremiah Thomas Moss, 9 pounds and 21 ounces! He is happy, healthy and beautiful! Josh was beaming as he said, "I'm so proud of my wife, she delivered in 25 minutes without an epidural!" Congratulations, Mr. and Mrs. Moss! On the professional front, Josh left Nicholas-Applegate Capital Management and has been bitten by the entrepreneurial bug and gone it alone with two other portfolio managers. They formed Eudaimonia Asset Management, which expects to open for business in fall 2007, with an office in Encinitas, Calif. The three worked on Nicholas-Applegate's small-cap and micro-cap growth products and will run similar portfolios at Eudaimonia, plus an ultramicro-cap growth portfolio. So far, Josh said, the reception has been overwhelming. They will be backed and funded by a boutique investment bank and retain majority interest. We wish you lots of success! What does Josh say about his Anderson days? "I can honestly say that I put nearly every facet of my education at UCLA Anderson to work over the negotiation process." We are proud of you, Josh. Keep it up! ...



Eric Tochner on an auto rickshaw, Bangalore, India.

How is **Eric Tochner**? Eric has leaped into the corporate world and has a new job as business development manager for SMC, a medical device contract manufacturer based outside of Minneapolis. He still lives in Encino, Calif., and mainly handles SMC's growth into the California medical device market. Much of Eric's job involves intellectual property. The field study he participated in while at Anderson really helped not only in getting

his new job but also in being prepared for the job itself. SMC is also acquiring other companies, so the financial portions of our EMBA program have allowed Eric to be better educated in those discussions as well. Go Eric! Eric has also become a world traveler, visiting one of his medical products factories located in Bangalore, India. Look out for the fun picture of Eric on an auto rickshaw while in India. Namaste, Eric! ... How is **Dr. Greg Krickorian**? Greg recently left Valeant Pharmaceuticals to take a new position as chief medical officer at a medical device company called Artes Medical, located in San Diego (Sorrento Valley). So, what exactly is Greg "pushing" these days? Well, it is a collagen filler, and it's used by cosmetic dermatologists and plastic surgeons to treat facial wrinkles. Ok, everyone, please take a number and stand in line, and, oh yes, EMBA 2006 students get a discount! ... How is **Ann Matise**? First and foremost, congratulations go out to Ann and her family. They recently bought a home in Santa Monica! Of course, like many of us, they are trying to figure out which home improvement project to start first. Ann still works for IBM, but she assumed new global responsibilities for balance sheet reporting after graduation. Well done! She reports that she is thoroughly enjoying her evenings and weekends playing with AJ (almost 2) and spending time with John now that school is over. Ann is still active on campus. She spoke at the 2009 EMBA orientation and realized just how much she misses our '06 class. We miss you too, Ann! ... How is **Yuka Yu**? Yuka has been living in the same place and working at the same company since graduation. She is proud to announce that the Anderson EMBA education and the addition of the three letters after her name ('MBA') led to a well-deserved promotion and expanded responsibility within Sony. She is now director/GM, VAIO marketing, information technology products division at Sony Electronics. A very fancy title, Yuka. We are proud of you! What else does Yuka want to share? "We have finally undertaken a home renovation project – changing the bathroom and kitchen, all the good stuff. Highly stressful, intrusive yet addictive process. I finally understand why HGTV and any home-improvement related business venture in the United States has such good prospects." We can all foresee

Yuka hosting a home improvement show someday soon (of course, only to be viewed on a Sony TV or Vaio). ...



Greg Gleeson with Kindra.

How is **Greg Gleeson**? Congratulations go out to Greg and Kindra – they bought a new home and are having a fabulous time in lovely San Diego. He finds time to vacation, sail with Greg Stein on his father-in-law's boat and oh yeah, work occasionally! Greg is still the CFO of Wagonhound. Greg went down memory lane and recollected, "Who can forget the wrapping Jack Welch, or our party at the Malibu mountains our first year?" We agree Greg, what a trip! Greg requests those that want to partake in the regular EMBA San Diego happy hours, please contact him. Greg's words of wisdom: "Live long and prosper." Well said! ... How is **Scott Ross**? Scott has taken a new job with Bank of America and relocated to Charlotte, N.C. That's a BIG move! His current role is trade desk manager, RMBS secondary marketing. Basically, he leads a team that prices, hedges and sells the bank's residential mortgage originations. In this real estate climate, Bank of America got lucky and headhunted Scott! Scott added, "I definitely miss the EMBA get togethers, and I have to say that Ed Leamer was right about the housing market. Anybody want to buy a house in Irvine?" Scott, we presume your home sale is offered with some special financing from Bank of America?! ... How is **Michael Van Antwerp**? Mike still lives in San Diego and raced in a few small triathlons! He keeps busy with work and job search activities. He is currently a construction supervisor II for the State of California, Department

of Parks and Recreation. Mike's lasting memories from the days at Anderson has him saying, "I remember working hard late into the night, learning everyday, China, Malibu weekend, our first lunch together in Ojai and Justina's wedding, just to name a few." Thanks Mike! In one sentence, you brought back a flood of memorable events. Mike also apologizes in advance for missing the reunion; he will be riding from Irvine to San Diego as a fundraiser for MS. He added, "I hope you all have a great time and please don't make my ears burn while I am riding." Ok! ... How is **Wira Soedarmono**? Wira got a new job at Channel M as their vice president of technology. His main responsibility is to handle all IT and technology initiatives. Channel M is the largest provider of out of home video in North America. They produce award winning and cutting edge video content that engages and entertains each demographic specific to retail and lifestyle venues. His company's growing network of channels provides marketers the opportunity to reach a variety of demographics with television advertising, in-store signage, product integration and national promotions. Channel M's network includes 20,000 locations. Currently, Channel M is offering marketers access to 7,000 locations with monthly traffic of over 85 million. Wira and his lovely wife also had a new baby son! Congratulations! They still reside in West Los Angeles. Wira's company participated in a recent field study for EMBA 2007, and he found it a very interesting twist to be an attendee from his company listening and critiquing the presentation. Well-done, Wira! ... How is **Nori Kobayashi**? Nori is now a permanent resident of the United States! Congratulations! He has always had a dream of working in the aviation industry. He wishes he could get back to his real passion (piloting planes), but he admits that it's a bit too late (old!) for that now. So he is keen on leveraging his past experience in sales/marketing between Japan and the United States, with his EMBA degree in hand, and is eagerly looking to be headhunted for a marketing job in the business jet aviation sector. You are a high flyer in our eyes; we wish you well, Nori! ...



Craig Collins' triathlon.

How is **Craig Collins**? The Collins family is thriving in Long Beach. Craig continues as surgical residency director and senior SCPMG Board of Directors member for Kaiser Permanente in Los Angeles. Alicia teaches kindergarten half time and plays a mean game of tennis the other half. Daniel, a new triathlete, just finished Young Scientists' Camp and now starts the third grade gifted program. Twin gymnasts Ariela and Belén are excited to be entering first grade. Craig reminisced, "EMBA requires eating mass quantities of buffet-style food and endless hours of sedentary study as we all remember. So upon turning 50, it was time for Dad to get off the couch! Now it's up early to swim, bike, run or work with the personal trainer. The main challenges for the mature athlete seem to be finding time and avoiding injury." Included is a picture of Craig in the swim-to-bike transition of his first-ever triathlon (photo by Alicia). Wow! We are very impressed, Craig! Keep it up; you look great! Craig's advice to EMBA friends, "Be honest, be wise, be kind and most of all, be well. Oh, and we should write or call each other sometime, that would be nice." ...



Tito Zamalloa and 2-year-old Diego.

What about **Tito Zamalloa**? Tito has ventured into an automotive retail startup, AutoCentro, as head of marketing. He still lives in beautiful Carlsbad. His new role forces him to use some of his 'new autos' and hit the famous commuter-friendly freeways to Los Angeles. He remarked, "Commuting is hell – thank goodness for hotels!" Maybe his next stint will be in hospitality! What else keeps Tito busy? Well his hands are in several pies: a franchise project for gaming cafes and a commercial real estate development partnership in the Southwest. Let's not forget the devoted father that he is. Tito spends every free moment with his son, Diego. Tito fondly remembered "the grinding study nights accompanied by the great bar outings and crazy China." His words of wisdom to all: "Take the risk and pull the trigger to be all you can be – life's too short!" Profound words, Tito! ...



Whiskey tasting at Victor's home.

What's up with **David Chiang**? Since graduating, David quit his job with the government of Singapore and found a job in Los Angeles (Century City). He is now a principal at ACON Investments, a private equity firm with over \$1.5 billion under management, and offices in Washington, D.C., and Los Angeles. ACON partners with management teams and helps them grow their businesses for three to five years. David and his wife welcomed baby Justin to their family in January 2007. No doubt, Justin keeps the new parents busy and is a bundle of joy! In fact, before David started his new job, he got to play Mr. Mom for about a month, which he said "was an amazing privilege and experience." David's lasting memory of Anderson and EMBA in particular was "the great people I met. I regret that I didn't have the time to hang out as much as I would've liked but hope to meet up with more people now that I am spending most of my time in LA." We look forward to catching up soon and sharing some investment ideas for those cool billions!



EMBA 2006 Reunion South Orange County.

... And how is **Benham Adelzadeh**? Other than vacationing all over Europe, he is a managing partner for ThinkTel Inc., a company he started while going to school (March of 2006). ThinkTel is in the wireless communications business. Benham currently employs over 25 engineers! ThinkTel works mainly with wireless carriers such as Sprint Nextel and equipment providers such as Nortel Networks. We can imagine what keeps him busy these days: being the energetic entrepreneur, working hard to grow his company! Benham added, "All classes at Anderson have helped me to grow my business. I often visit my notes from all classes. Courses that have helped me tremendously are managerial economics, finance and accounting. So every day I think of Anderson and what I learned from my friends and professors." His words of wisdom are "never stop learning." We are very proud of your achievements, Benham! ... How is **Jeff Davidson**? Jeff is busy writing business plans and building models for start-up entertainment ventures! He still slips in an occasional job interview, since he discovered his passion for finance during his Anderson days. In the meantime, he is the president, CEO, COO, CMO, CTO and receptionist of Panoptic Pictures (very talented!). He intends to spend the fall in New York City looking for a job on Wall Street. Jeff has also recently started studying for his CFA exams. Jeff's fondest memory from Anderson: "Donuts." And his golden words of wisdom: "Listen to what Ed Leamer says, and you can make money in the stock market!" ... How is **Julie Featherstone**? Julie has FINALLY moved to Orange County on Sept. 1, and although she is still with the same consulting company (Resources Global), she has been recruited for an internal

position as a director of client services in their Orange County office. So, she celebrates, "No more daily accounting routine, yippee!" We are happy for you, and welcome to the O.C.! In her free time, Julie stays active through tennis, working out, dinner with friends, dating, travel, etc. She is keen on catching up with everyone at the EMBA reunion! ...



Janet Carpenter in Port Said, Egypt.

Were you wondering about **Janet Carpenter**? Janet's life has been anything but boring. She is still the vice president of URS Resources. She still travels frequently for her company and has been bidding work across the nation. The decommissioning of power plants and upgrades to refineries/petrochemical facilities seem to be the strongest markets in 2007, and she is in hot pursuit of every opportunity! Wow, that is exciting! Janet recently traveled to Egypt, and she said, "It was the most wonderful vacation of my life. I made many close friends and have discovered a part of the world that fascinates me. I hope to return again soon – as well as visit as many African countries as possible." Kenya has to be on the top of that list I hope! We miss Janet's warm hugs and friendly smile. ... Namaste, **Praful Dabir**? Praful still lives in Torrance and has recently joined HireRight as senior product manager. It's a small start-up company delivering on-demand background screening service for employers. He adds that it is "well positioned, led by a team of brilliant go-getters from the likes of Harvard, Wharton and Chicago." Well, it seems like they couldn't do it without the magic of an Anderson graduate! Praful boasted that he leveraged his EMBA credentials and

used that as a springboard to change his career track from technology-centric to a market/business-centric role. Praful, we are really proud of you! Well done. His fond memories of Anderson are, "Too many to mention, but most important was the graduation skit by Raj and Dan, the Malibu trip as well as the (field study) India Oracle Trip." ...



EMBA 2006 Reunion.



EMBA 2006 Reunion.

What about **Dan Greene**? Dan took on a new job at Google Inc. and moved up to San Jose in February 2007. He is the manager of online sales and advertising (travel). So, what keeps him busy? Aside from "way too much work," Dan is getting settled in his new home and enjoying time with his family, especially the two young kids. Dan's list of memories from his days at Anderson, "Lots: Good friends. Good discussions. Good food (at times). I miss spending time with everyone every couple of weeks." I think we all concur on that one, Dan!

FEMBA

Class Correspondent:
Damien Perriman
e-mail:
damien.perriman.2006@anderson.ucla.edu

Anil Patel wrote in, "My wife, Alka, and I have a new daughter, Diya, born on Dec. 26, 2006."



Anil Patel, with little Diya (7 months) and wife Alka, on a recent vacation in Montreal.

FULL-TIME MBA

Class Correspondent:
Ruben Pranata
e-mail: ruben.pranata.2006@anderson.ucla.edu
Class Notes by Ruben Pranata

John Tabis married his new bride, Kelly, on Friday, July 20. ... **Lavi Shenkman** launched a new, naturally enhanced beverage, Ayala's Herbal Water – check out the website at www.herbalwater.com. ... **Michael Heller** followed up his recent wedding to Michelle on June 23 with a Relay for Life event on July 20, where his team raised over \$6,000 for the American Cancer Society. ... **Andrea Garfield** married Radu Azdril on Aug. 11. ... **Kara Kitazaki** married Ryan Chun on Sept. 1 in Honolulu, where they now live. ... **Caron Brosky** married **Brian Below ('05)** in Michigan in September 2007. ... **Perry Chudnoff** and wife Jamie were married November 2006 and are now celebrating their one-year anniversary. He also launched a website for his photos at www.perrychudnoffphotography.com. ... **Kabir Bhatia** and his wife, Neelam, welcomed their new daughter, Ria, on Sept. 10. ...



Russell Jacobsen, wife Chloe and son Russell Liu.

Russell Jacobsen and his wife, Chloe, celebrated their son, Russell Liu's, first birthday on Nov. 28. Russell (Sr.) was also voted No. 2 Asia Regional Salestrader by AsiaMoney. ... **Kevin Yuann** recently joined Deloitte Consulting's strategy and operations practice in Los Angeles. ... **Vivien (Weiwei) Wang** recently moved back to Beijing to be an investor relations officer for Perfect World (NASDAQ: PWRD), and she has been very active with their IPO roadshow. ... Do you have news or updates for Class Notes? Send an e-mail to Ruben Pranata at ruben.pranata.2006@anderson.ucla.edu.



Peter Allen and son Miles.



Alex Yaracian started a new job at Marvel Studios.

2007

EMBA

Class Correspondents:
David Beck
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camilla.crofton.2007@anderson.ucla.edu

FEMBA

News and notes from alumni relations:

On Sept. 8, 2007, **Brad Collar's** wife, Lindsay, gave birth to their first child, named Gavin.

2008

FEMBA

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FULL-TIME MBA

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CONNECT & LEARN



ALUMNI WEEKEND

October 24-25, 2008

Featuring **UCLA Anderson's** Stuart A. Gabriel, professor of finance and director, Richard S. Ziman Center for Real Estate / Michael J. Mendes ('89), president and CEO, Diamond Foods / Tim Mason, president and CEO, Fresh & Easy Neighborhood Market™

Friday, October 24, 2008

- Networking Breakfast
- Conference Breakout Sessions
- Awards Luncheon
- Conference Keynote Speaker
Tim Mason
- Beer Bust/Networking Reception

Saturday, October 25, 2008

- Breakfast with the Centers
- Real Estate and the Economy
with Stuart Gabriel
- Alumni Keynote Speaker
Michael J. Mendes ('89)
- Family Picnic
- Career Development Workshops
- Reunion Year Dinners for Classes of 2007,
2003, 1998, 1993, 1988, 1983, 1978



Stuart A. Gabriel
Real Estate and
the Economy



Tim Mason
Conference Keynote



Michael J. Mendes ('89)
Alumni Keynote



Register Today! www.alumni.anderson.ucla.edu/aw

UCLAAnderson
alumni network

FROM THE DESK OF THE EXECUTIVE DIRECTOR

Transitioning Leadership of the Alumni Network



Dear Friends,
Our UCLA Anderson Alumni Network has an outstanding Board of Directors that works closely with the school to develop programming that is relevant to alumni. I would like to recognize and thank those who just completed their term of service on the Executive Committee of the Alumni Board of Directors: Grady Smith ('01), president, who becomes past president; J.P. Kelly ('98), vice president; Debra Bar ('98), chair for diversity; and Laura Johnson ('94), member at large.

In addition, we welcome several new members to the Executive Committee: Regina Regazzi ('97), president, formerly president-elect; Jen Abell ('01) vice president, formerly chair for class presidents; Jim Talevich ('75), CFO, renewing his term; David Schwartz ('98), chair for class presidents; Grace Kureck-Boschan ('97), chair for diversity; and Valerie Wahl ('97), member at large.

Space does not allow me to list everyone here, but a complete list of the current Executive Committee can be found on page 49 of this edition of Assets magazine. I encourage all alumni to communicate your ideas to these board members and lend your support in any way you can. I also thank all alumni for your participation in all its forms.

Furthermore, I would like to highlight two key ways for alumni to meet and stay connected. Worldwide Welcome Week kicks off Sept. 7 and will include events in over 20 locations around the globe. This is a great way for alumni from these locations to get together and meet newly minted alumni, as well as others relocating to these vicinities. In addition, Alumni Weekend takes place Oct. 24 and 25 at the UCLA Anderson campus. This annual event brings together over 800 alumni and friends for learning, networking and reconnecting with the school. (And remember, it is open to all alumni.) You can receive details on these activities, the Board of Directors and more at the alumni portal: www.alumni.anderson.ucla.edu.

The UCLA Anderson Alumni Network is an exciting mix of individuals from a variety of class years, industries and geographies. The leadership that alumni demonstrate in their respective domains helps make the community stronger and enhances the UCLA Anderson brand around the globe.

Best regards,

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

FALL 08

AUGUST

UCLA-NUS Executive MBA Commencement

Date: Aug. 23, 2008, 6 p.m.
Location: UCLA Anderson School
Contact: Dina Lee
 dina.lee@anderson.ucla.edu
 (310) 206-0399

SEPTEMBER

Management Development for Entrepreneurs Program

Date: Sept. 5, 2008
Location: UCLA Faculty Center
Cost: \$4,225
Contact: Hasmik Stepanian
 mde@anderson.ucla.edu
 (310) 206-4169

UCLA Anderson Worldwide Welcome Week

Date: Sept. 7 – 14, 2008
Location: Various worldwide
Cost: To be determined
Contact: The Office of Alumni Relations
 alumni.office@anderson.ucla.edu
 (800) 333-ALUM
<http://alumni.anderson.ucla.edu/WelcomeWeek>

Webinar: Resumes – From Bland to Brand

Date: Sept. 18, 2008, 5 p.m. – 6 p.m.
Contact: Pat Palleschi
 patricia.palleschi@anderson.ucla.edu
 (310) 825-8216

Los Angeles Quarterly Economic Forecast

Date: Sept. 24, 2008, 7 a.m. – 12 p.m.
Location: UCLA Ackerman Grand Ballroom
Cost: \$350, \$250 with discount promo code “Assets0908”
 forecast@anderson.ucla.edu
 (310) 825-1623
 www.uclaforecast.com

Management Development for Entrepreneurs Program

Date: Sept. 26 – 28, 2008
Location: UCLA Anderson School
Cost: \$4,225
Contact: Hasmik Stepanian
 mde@anderson.ucla.edu
 (310) 206-4169

OCTOBER

Getting to the Top – in Marketing

Date: Oct. 7, 2008, 6 p.m. – 9 p.m.
Location: UCLA Anderson School
Cost: Free for students, \$30 for alumni, \$40 for non-alumni; additional \$10 at the door
Contact: Kathryn Ullrich
 GTTT@ullrichassociates.com
 (650) 458-8775
 www.GettingToTheTop.com

Webinar: Creating an Authentic Brand

Date: Oct. 16, 2008, 5 p.m. – 6 p.m.
Contact: Pat Palleschi
 patricia.palleschi@anderson.ucla.edu
 (310) 825-8216

Alumni Weekend

Date: Oct. 24 – 25, 2008
Location: UCLA Anderson School
Cost: To be determined
Contact: The Office of Alumni Relations
 alumni.office@anderson.ucla.edu
 (800) 333-ALUM
 www.alumni.anderson.ucla.edu

Management Development for Entrepreneurs Program

Date: Oct. 24 – 26, 2008
Location: UCLA Anderson School
Cost: \$4,225
Contact: Hasmik Stepanian
 mde@anderson.ucla.edu
 (310) 206-4169

Orange County Regional Forecast

Date: Oct. 27, 2008, 7 a.m. – 10:30 a.m.
Location: Hyatt Regency Irvine
Cost: \$165, \$125 with discount promo code “Assets1008”
 forecast@anderson.ucla.edu
 (310) 825-1623
 www.uclaforecast.com

NOVEMBER

Webinar: Extending Your Brand Online Using Social Media

Date: Nov. 6, 2008, 5 p.m. – 6 p.m.
Contact: Pat Palleschi
 patricia.palleschi@anderson.ucla.edu
 (310) 825-8216

Executive Education Programs

Location: UCLA Anderson, Collins Executive Education Center
Contact: Nick Davis
 nick.davis@anderson.ucla.edu
 (310) 825-2001
 www.execed.anderson.ucla.edu

Mergers and Acquisitions Program

Date: Sept. 8 – 12, 2008
Cost: \$6,250 for five-day program

Medical Marketing Program

Date: Sept. 15 – 19, 2008
Cost: \$5,650 for five-day program

Executive Program

Date: Sept. 21, 2008 – April 7, 2009
Cost: \$15,595

Advanced Program in Human Resource Management

Date: Sept. 22 – 26, 2008
Cost: \$5,950 for five-day program

Women's Leadership Institute

Date: Oct. 13 – 17, 2008
Cost: \$5,500 for five-day program

Director Education and Certification Program

Date: Oct. 27 – 29, 2008
Cost: \$5,245 for three-day program



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SAVE THE DATE

Reunions at Alumni Weekend

Friday – Saturday

October 24 – 25, 2008

www.alumni.anderson.ucla.edu