

# ASSETS

*S p r i n g 2 0 0 7*



**Opportunity Knocks:**  
Behind the Boardroom Door

# “Prospective directors need confidence...”

in the integrity of management and its commitment to a trusting, respectful relationship; a tolerance for asking and answering tough questions; and an openness in the shared obligation to produce longterm value for stakeholders. UCLA Anderson’s Director Training & Certification Program (DTP) advances the field of corporate governance and provides perspective on a director’s strategic role in the oversight of management.

— *Professor Al Osborne*  
*Senior Associate Dean and Faculty Director,*  
*Director Training & Certification Program*



# Assets

Spring 2007

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**UCLAAnderson**  
*alumni*

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## FROM THE DESK OF THE EXECUTIVE Director

### The Key to Personal Excellence

Dear Fellow Alumni,

"The will to win, the desire to succeed, the urge to reach your full potential...these are the keys that will unlock the door to personal excellence." These words from Confucius, expressed nearly 2,500 years ago, still inspire greatness today. In this spirit, UCLA Anderson plays a vital role in leading management thinking and preparing global leaders.



As UCLA Anderson alumni, we share an ethos to improve not only ourselves, but also the organizations in which we work and the societies in which we live. This edition of *Assets* highlights ways to achieve personal, corporate and social excellence.

"The First 90 Days on the Job" (page 10) provides strategies for success in any new job or position. This piece chronicles the new employee's perspective; our next issue will present the employer's point of view. "Getting to the Top" (page 34) offers insights into the consulting industry. The article covers one in a series of "Getting to the Top" events presented by Anderson alumna and executive recruiter Kathy Ullrich ('92). Topics have covered marketing, business development and CEO positions. Check the Anderson web site for details.

"Opportunity Knocks" (page 16) describes trends in corporate governance and ways in which alumni can expand their contributions at the highest levels of an organization. It also reveals some of the challenges directors have faced in recent years and how the school is uniquely poised to help board members navigate those challenges.

Finally, "A Passage to India" (page 38) spotlights a group of female classmates who reunited 10 years after graduation to address poverty through microfinance. These individuals demonstrate that the knowledge and the network gained through UCLA Anderson have far-reaching potential for the greater good.

I hope that each of us will make the most of our connections to the school – and to each other – to take another step on the journey to personal excellence.

*Best regards,*

A handwritten signature in black ink that reads "Bob Pettit". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

*Bob Pettit ('89)*

*Executive Director, Office of Alumni Relations*  
*bob.pettit@anderson.ucla.edu*





## A Look at Corporate Governance

Dear Friends,

In this issue we explore corporate governance. Boards today are exercising their duties with renewed vigor, knowledge, heightened awareness of regulatory obligations, and greater attention to shareholder accountability. Whether attributable to Sarbanes-Oxley, NYSE or NASDAQ requirements, a recent *McKinsey Quarterly* survey reveals that a significant majority of board members report more active engagement in core areas of company performance. Today's directors also report more knowledge of their companies' strategies, financial position and risks.



It doesn't end there. Directors also have expanded their scope of involvement, from executive compensation, corporate restructuring and management succession, to global strategy, risk management, and mergers and acquisitions. The skill requirements for board members approach those of top operating executives. For the narrow pool of candidates who meet the high bar of director requirements, there are increasing opportunities to serve. In this issue of *Assets*, we describe best practices in preparing for board service.

Finding and attracting executives who are qualified and willing to assume these responsibilities is a complex process. Who better to describe the art and science of director searches than UCLA Anderson Board of Visitors Member Caroline Nahas, managing director of the Southern California offices of Korn/Ferry International? She often lectures as part of UCLA Anderson's ISS-accredited Director Training & Certification Program. Here, Nahas shares her insights on the desired credentials and qualities of candidates for board vacancies.

Many of the suggested corporate strategies for recruiting new board members apply to employer approaches to hiring our graduates. Consistent with the strategic plan, we are expanding the services offered to our alumni to include professional workshops and advice at later career stages.

At UCLA Anderson, applications across all programs are setting new records. As part of our recruitment efforts, I've certainly enjoyed the opportunity to travel across the country to meet alumni and prospective students. Our strategy to expand the global footprint of UCLA Anderson is bearing fruit as we incorporate into our programs learning opportunities at premier institutions around the world.

Whether delivering programs on effective board governance, or educating graduates for careers in a changing global landscape, these are elements of our vision to lead management thinking and prepare global leaders. We're excited about the building momentum and hope you'll join us in one of the many opportunities to connect, learn and stimulate.

*Warmest wishes,*

Judy D. Olian

Dean and John E. Anderson Chair in Management

10<sup>th</sup>

Anderson ranked 10<sup>th</sup> in the United States.

## On Campus

■ UCLA Anderson moved up both nationally and internationally in the *Financial Times*' ninth annual survey of full-time MBA programs published in January. The survey ranks the top 100 domestic and international MBA programs. Anderson ranked 10<sup>th</sup> in the United States, up three spots from last year and up seven spots since 2005. Internationally, Anderson ranked 17<sup>th</sup>, up two spots from last year and up nine places since 2005. The global *FT* ranking also placed UCLA Anderson second in entrepreneurship; fifth in finance and banking salaries; seventh in



North American salaries today; and eighth in top consulting salaries.

■ UCLA Anderson Dean Judy D. Olian has released her strategic plan for the school through the year 2010. The complete text is available online at [www.anderson.ucla.edu/x16498.xml](http://www.anderson.ucla.edu/x16498.xml).

■ The Riordan Programs recently hosted its 16<sup>th</sup> Annual Stock Market Competition. Sponsored by BMW of North America, LLC, the competition provides first-generation high school students an opportunity to research public companies and present recommendations on purchasing or selling securities.

## Alumni Connections



Jeff Henley ('67)

■ The Bay Area CFO of the Year Awards Selection Panel recently bestowed its 2007 Lifetime Achievement Award on UCLA Anderson alumnus Jeff Henley ('67), chairman of Oracle Corporation.

■ Tobias (Toby) Moskowitz (Ph.D. '98) recently received the 2007 Fischer Black Prize from the American Finance Association honoring the top finance scholar under age 40. (See story, page 59.)

■ Steve Hixson ('02), Timothy J. Frei ('01) and Brian Chappel ('91) recently were named vice presidents at Northrop Grumman Corp. Based at the company's Space Technology sector, the Anderson alumni will lead the Advanced Concepts organization; the Intelligence, Surveillance and Reconnaissance (ISR) Business Development organization; and the Contracts, Pricing and Programs Business Management organization, respectively. (See story, page 63.)

UCLA Anderson moved up both nationally and internationally in the *Financial Times*' ninth annual survey of full-time MBA programs published in January.



*Los Angeles Mayor Antonio Villaraigosa*

## Centers of Influence

### UCLA Anderson Forecast

The UCLA Anderson Forecast presented its Spring 2007 Economic Outlook in April. “Solutions for Our City” created an informed, provocative and influential conversation about the future of Los Angeles that focused on specific ways to make the city a better place in 20 years. Keynote speaker Mayor Antonio Villaraigosa framed the agenda for the outlook’s major themes: education, wages, the middle class and poverty. Speakers also addressed transportation, zoning, affordable housing and growth.

### Center for Finance & Investments (CFI)

UCLA Anderson’s CFI held its East Coast ROI event in New York on March 12. Featured speakers included Larry Fink (’76), chairman/CEO of BlackRock Inc., and Stephen Schwarzman, co-founder/CEO, Blackstone.

On May 4, the CFI and the Richard S. Ziman Center for Real Estate together hosted the first Alternative Assets Conference at the UCLA Anderson complex. Nobel Laureate Myron Scholes was the keynote speaker.

## Faculty

■ Stuart A. Gabriel recently was named the Arden Realty Chair and Professor of Finance, and Director of the Richard S. Ziman Center for Real Estate at UCLA. Gabriel, who was the Lusk Chair at the University of Southern California and directed their Lusk Center for Real Estate, will begin his new role at UCLA Anderson on June 1.


■ William "Bill" Pierskalla, distinguished professor emeritus and dean emeritus of UCLA Anderson, has been elected to the National Academy of Engineering. Pierskalla was one of 64 new members elected, along with nine foreign associates. He is one of only 2,217 members.

■ John de Figueiredo has been promoted to Associate Professor Step I, with tenure. Professor de Figueiredo’s primary fields of research are law and economics and non-market strategy. His research examines how firms use political influence, regulatory lobbying, strategic litigation and other “non-market” strategies to enhance competitive performance. His current work in the field has examined corporate legislative and regulatory lobbying behavior in telecommunications, health care and other high technology industries.

■ Shlomo Benartzi has been promoted to Professor, Step I. Benartzi is a leading authority on behavioral finance with a special interest in consumer finance and participant behavior in defined contribution plans. He is co-founder of the Behavioral Finance Forum ([www.behavioralfinanceforum.com](http://www.behavioralfinanceforum.com)), an international consortium united to help consumers make better financial decisions by fostering collaborative research efforts between leading academics and practitioners. Benartzi also is co-chair of the Behavioral Decision-Making Group at UCLA Anderson.

■ William G. Ouchi, holder of the Sanford and Betty Sigoloff Chair in Corporate Renewal, has been raised to the special rank of Above Scale, which carries with it the title of Distinguished Professor.





Greater China  
Business  
Conference Draws

# Economic Leaders to UCLA Anderson

## INTERNATIONAL EXCHANGE

**E**ntrepreneurial spirit converged with Pacific vision at the Wilbur K. Woo Greater China Business Conference in February. Global business leaders gathered at UCLA Anderson to discuss the opportunities and challenges facing one of the largest markets in the world.

“China is a large country and an even larger subject,” said Robert Lawrence Kuhn in the conference’s kickoff keynote. Kuhn is senior adviser to Citigroup China and a senior partner with leading sports, media and entertainment company IMG, China. He opened the conference by saying, “I believe, and I say this to the leaders of China, America and the media, that the peace and prosperity of the 21st century will be largely determined by: (1) the future of China and (2) perhaps more importantly, the specific bilateral relation-

ship between China and the United States.”

Kuhn discussed the gap in perceptions between how the U.S. and China conduct business and the importance of knowing the playing field and developing strategy accordingly, particularly in light of the fact that China is poised to become the world’s largest economy by the year 2039.

Technology, sports and real estate were just some of the timely topics that drew more than 200 attendees to the two-day event. Yibing Wu, chief transformation officer at Lenovo, described the growth of the Chinese computer giant and its merger with IBM, the iconic American technology company. He emphatically drove home the idea that post-merger, Lenovo’s goal was to be “the global corporation of the next century.”

Meanwhile, a panel of sports industry experts, including Mitch Kupchak (’87), GM of the Los



With the Olympics,

Beijing has the opportunity to build something that will last and stimulate further sports growth.

Angeles Lakers, explored the NBA's growing relationship to China and the projected impact of the Beijing Olympics in 2008. Research shows an estimated 300 million people in China play basketball. And with 1 billion viewers and some 17 marketing partners there, the NBA has done the best job of any sports property in reaching the Chinese market. The 2008 Olympics will build on this foundation, according to panelist Chris Renner, president of sports marketing consultancy Helios China. "With the Olympics, Beijing has the opportunity to build something that will last and stimulate further sports growth," he said.

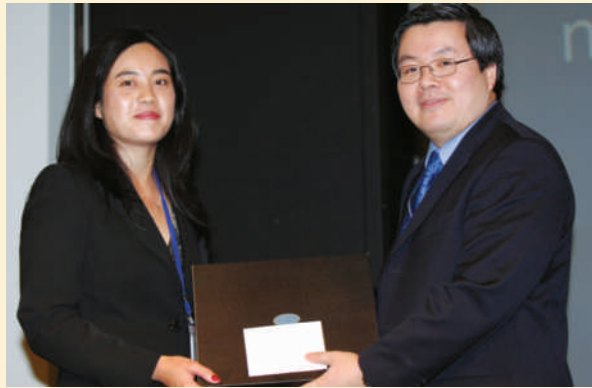
Building and growth are driving the Chinese real estate market today, with urbanization and the average citizen's spending capacity on the rise. Qun Wang, vice chairman and CEO of Pearl River Investments, discussed his firm's strategy to focus on suburbanization and planned communities, with a target on big cities with strong economies. With assets totaling more than \$2.4 billion, Pearl River Investments is among the top 10 developers in the nation. Real estate experts speaking at the conference noted the importance of trust in doing business in China, and that having a good partner is the key to success in this complex market.

The Wilbur K. Woo Greater China Business Conference was made possible via an endowment by alumnus Wilbur K. Woo ('42), vice chairman emeritus of the board of Cathay General Bancorp.

For more on the Wilbur K. Woo Greater China Business Conference, please go to [www.anderson.ucla.edu](http://www.anderson.ucla.edu).



*Wilbur Woo ('42) and Dean Judy Olian.*



*Laura Loh ('07) presents a gift to Yibing Wu of Lenovo.*



*Panelists who contributed to the discussion on real estate included (from left) Leland Sun, chairman/founder, Pan Asian Mortgage Company; Anderson Lecturer Eric Sussman; Adam Lazar, managing partner, Silver Age International; and John Long ('69), founder/managing partner, Highridge Partners.*



## ASK THE ALUMNI CAREER STRATEGIST

By Patricia Palleschi, Ph.D.

“Ask the Alumni Career Strategist” is a new column presented by the coaching staff at the Parker Career Management Center. It is designed to advise UCLA Anderson MBAs on issues ranging from day-to-day work life to long-term career planning and management.

It is the Parker CMC’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 by the Parker CMC are accessible to all alumni throughout their careers and it is Anderson’s hope that alumni take advantage of this valuable resource.

*Assets* is launching the “Strategist” column with two generic questions inspired by issues often presented to Parker CMC coaches. We invite you to submit actual questions to *Assets* Managing Editor Deborah Holdship at [deborah.holdship@anderson.ucla.edu](mailto:deborah.holdship@anderson.ucla.edu) for consideration. For more details regarding the Parker CMC coaching staff, please visit <http://alumni.anderson.ucla.edu/career/CareerCoach.aspx>.

## “Frustrated” at Work



Two months ago, I revealed to my co-workers that I was unhappy at work and asked if they could share any leads. Now they all treat me as if I’m already out the door. And since none of the leads have panned out, I have to go back to them for more ideas!

— I’m, “Frustrated”

I have one word for you: discretion. You need to repair a few things quickly – because right now you are simply frustrating your colleagues and putting your paycheck at risk.

First and foremost: focus on your current job and do it well. Your boss and colleagues deserve your best. Second, learn to ask for, accept and assimilate feedback from respected peers. Do this by joining a professional organization or volunteering at alumni chapter events. Plan activities and social outings with fellow MBAs; interface with former classmates, faculty and the Parker CMC staff. This one step can be the key to changing your behavior and reshaping your career. Third, don’t assume your current colleagues possess an infinite source of leads. Develop a real plan, preferably with a

career coach. Join one of UCLA Anderson’s Experienced Alumni Career Teams – ExAct — which are devoted to finding new positions. Finally, manage your expectations. Getting a job takes hard work, a time commitment and excellent strategy. But there are resources available to you, especially at UCLA Anderson. Use them to transform frustration into success.

*For bios, details and more information regarding the Parker CMC coaching staff and services, please visit <http://alumni.anderson.ucla.edu/career/CareerCoach.aspx> or call (310) 825-3325.*

*Submit your questions for the Career Strategist via e-mail to [deborah.holdship@anderson.ucla.edu](mailto:deborah.holdship@anderson.ucla.edu).*



Getting a job takes hard work, a time commitment and excellent strategy. But there are resources available to you, especially at UCLA Anderson.

## Another “Fine Job”



I received my MBA in 2002. By graduation, I had accepted an offer at a top-tier consulting firm. I’m comfortable in my position. I travel frequently. I put in a lot of hours. On some projects I manage the first-year staff. But lately, I seem to have no energy for this career. I feel as though every project is a duplicate of something I’ve done before. The managing partner says I’m doing well and replies, “We’ll see,” when I ask about my future. When anyone inquires as to how I’m doing at work, my standard response is just “fine.” I’d rather be saying, “really great.” Is this a signal that it’s time for me to change jobs? Or even careers?

— Sincerely, “Just Fine”

It is a mixed blessing to be “just fine” where you are, and it is very easy to stay “just fine” until you retire. But if you decide to take the leap to “really great,” you must first define your terms. When do you feel most satisfied with your work? Which projects do you find most rewarding? Who are the people you seek out to be on your teams?

Equally important is an assessment of your life outside of work. Do you have a partner or significant other? Do you enjoy hobbies, sports or volunteering in the community? Is the issue really “work” or is it that the rest of your life has been ignored?”

As you begin to answer these questions, reach out to your UCLA Anderson community. Who better understands your situation than a network

of like-minded people who’ve shared so many of the same experiences?

Start with the Parker CMC home page (<http://www.anderson.ucla.edu/x39.xml>). Contact our career coaches, access industry information and hone your strategy. Visit the UCLA Anderson alumni web site for information on events, chapter activities and other meetings on and off campus. This group of colleagues knows you well enough to offer relevant advice. Reconnecting with Anderson alumni and Parker CMC staff can spark creative thinking, illuminate new strategies and lead to unforeseen opportunities.

When you have a clear view of what is going to make your life and work “really great,” meet with your managing partner to document ways in which your desires and talents can best intersect with your company’s most pressing needs. Then

again, you may opt to investigate alternative industries and new firms to reinvigorate your MBA.

Remember: accepting that first job out of b-school is just “stage one” on a long career



path. Transitioning into “stage two” can be a real joy as there are so many options available to you — once you decide that “just fine” is not one of them.



# The First 90 Days on the Job

## *Strategies for Success*

**T**he first 90 days in any new job or position are critical. Impressions are forged, relationships are created and roles are defined. But as any professional knows, integration into a new organization can be tenuous at best.

While forging impressions, creating relationships and defining roles, common mistakes often are made that can wreak havoc on one's experience long after the first 90 days have passed.

"The new executive needs to walk a fine line," warns behavioral expert Judith Blanton, Ph.D., of RHR International ([www.rhrinternational.com](http://www.rhrinternational.com)). "Too often executives are in a rush to prove themselves and to seek approval. They wind up fighting the wrong battle, losing that battle and ultimately losing the war — before they've even started."

Research shows it can take up to 18 months for an executive to truly add value to an organization. Thus, Blanton advocates patience at the onset of a new job, and urges executives to carefully listen, observe and assess the organizational strategy and direction of the company before embarking on any radical moves. It is imperative for the executive to clarify roles and resolve differing



Building a network among colleagues who can mentor you through the first 90 days on the job will lay the groundwork for victory later.

expectations with superiors at this early stage.

Next, Blanton suggests suppressing the urge for an “early win” until one has established credibility by forming strategic relationships with key stakeholders at the firm: the boss, a trusted co-worker, even a human resources person. Building a network of support among colleagues who can mentor one through the integration process lays the groundwork for victory later, she says.

“One client complained to me that his boss did not let him do any work for a month, and instead made him travel around and meet people,” Blanton notes. “He was so frustrated, because he really wanted to ‘get started.’

Ultimately he found that building those early relationships was critical, and once he did ‘get started,’ key stakeholders were in place for him to get the job done.”

The first 90 days also is the time to learn the unwritten rules of the organization, to understand the decision-making and political environment, and to adapt to the new culture without being co-opted by it. Blanton says an awareness of one’s own values and style is necessary for success – and an openness

to change is helpful at this juncture.

When it is time to act, Blanton again advises caution. “Go for the low-hanging fruit at first,” she says. “Don’t revamp the whole IT system, but think about how you can improve the help desk, for example. Get buy-in before making the change and fix something that is visible and relatively simple. Show that you can be effective when you do take on the big projects.”

*In our next issue: The first 90 days from the employer’s perspective.*

— Deborah Holdship

## Strategies for Success

### Role

- Check and clarify expectations against those of the organization.
- Be ready to adjust expectations – quickly.
- Understand what success looks like.
- Look for a quick win.
- Get buy-in before making a change.

### Relationships

- Have multiple meetings before taking the job to ensure compatibility.
- Reach out; go wide and deep.
- Find people who can introduce you to a network and forge relationships with key stakeholders.
- Listen. Observe. Ask questions.
- Seek feedback.

### Culture

- Be aware of your own values and style.
- Observe and translate what you see and hear into what it actually means.
- Find advisors and use them liberally.
- Understand what behaviors are not acceptable.
- Be open to change.





Caroline Nahas,  
Korn/Ferry  
International

## Recruiting Directors: A View from the Top

By Paul Feinberg

**C**aroline Nahas is managing director of the Southern California offices of Korn/Ferry International, a leading executive recruitment firm conducting more than 100,000 senior-level searches world-

wide. In her role, Nahas manages major global relationships and specializes in the recruiting of presidents, CEOs and board members for clients ranging from multinationals to start-ups

across a wide variety of industries. She also is a member of the firm's Board and CEO Practices, based in Los Angeles. Nahas is recognized among the top 100 recruiters in the United States, according to *The Career Makers*.

She serves on the board of directors of International House of Pancakes (IHOP), a publicly-traded corporation, and Whittier Holdings. In addition, Nahas is a member of the UCLA Anderson Board of Visitors.

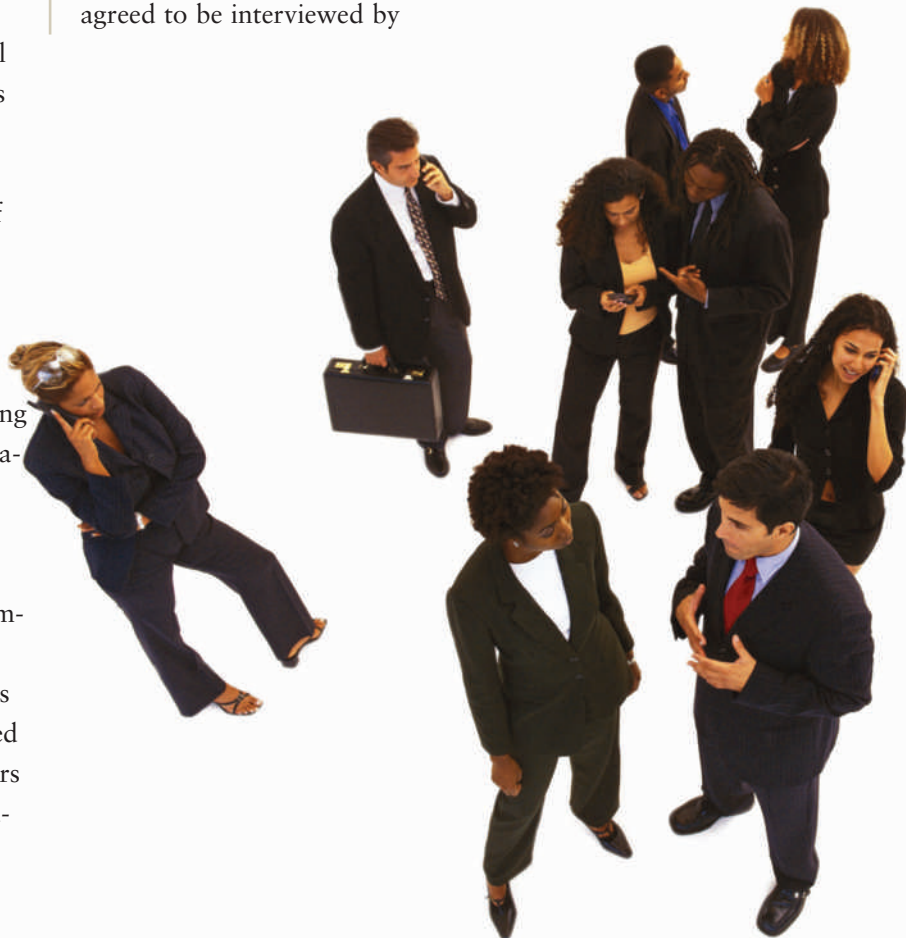
Recently, she graciously agreed to be interviewed by

*Anderson Assets*. The following Q&A explores new challenges in board recruitment and emerging issues facing board members.

**Anderson Assets:** In order to put some context on any cur-



Caroline Nahas.





rent discussion of boards of directors, one must understand the impact of the Sarbanes-Oxley Act (SOX) of 2002. This legislation established new or enhanced standards for all U.S. public company boards, management and public accounting firms in the wake of some major corporate and accounting scandals. Simply put, what impact has SOX had on boards, particularly from a recruiting angle?

*Caroline Nahas:* The notion that SOX has been solely responsible for rigorous board governance is misleading. What SOX has done, however, is to amplify board director accountability, which translates into more time, diligence and focus than previously required. This parallels heightened demands on CEOs and other executives with their own companies. Historically and now, these executives significantly populate the pool of potential directors. Many companies today are limiting the number of boards on which their executives can sit. In addition, executives themselves are making the decision to lessen their board involvement. Also, as boards increasingly focus on independence issues – real or perceived – the obvious source of candidates is less robust, which prompts the need for nominating committees to be more expansive in their thinking regarding board director criteria. It also has made recruitment far more competitive and challenging than in the past.

## Top 10 Criteria for Directors

Recognizing that every board is unique and at varying stages of evolution, the most frequently requested criteria for directors are:

- A proven track record and reputation.
- CEO, COO or president of significant operating division in same or related industry (recognizing need for clearance of conflict).
- Public company experience.
- Specific functional expertise (financial, technological, marketing).
- Global perspective. High interest in China is ideal in 2007.
- Personal experience in dealing with issues facing the company (acquisitions; integrating new businesses; transforming company; turnaround; cyclical businesses).
- A willingness to challenge prevailing opinion and do it constructively.
- Continuous learning mentality.
- A person management can respect for accomplishments and opinions.
- Independence.



**AA: Please take us through what typical board recruitment is like.**

CN: The process begins with a conversation with the nominating committee of the board and the CEO. Although we

gaps are considered.

Based on the agreed-upon criteria and profile, the search is initiated. The pool of potential candidates is derived from a variety of sources. One source is individuals with whom

mended to the nominating committee and CEO for further consideration.

From a governance standpoint, the nominating committee of the board is responsible for board director recruitment. However, it is imperative that the CEO be an integral part of the recruitment process. There is a strong argument for either party to have veto power. A healthy board always will have active debate, questioning and differing views, but why would a board want to choose a director who is not in general alignment with the business strategy, philosophy and approach of the CEO and management team? Similarly, why would an outstanding candidate consider a board where he/she has not had significant time with the CEO to assess the direction of the company and values of the executive leading the charge?

**AA: Looking at it from the opposite perspective, what issues are important to potential board candidates? What are they looking for in terms of responsibility, compensation, etc.?**

will have done extensive research beforehand and may even have personal knowledge of the company, we want to gain greater insights into the need, company, industry position, strategy of the company, and the key challenges and opportunities – both short- and long-term. There also is considerable discussion about board requirements and the culture of the company and board. These conversations, combined with our experience and knowledge of the marketplace, shapes the criteria and profile for the board director. A parallel and important exercise is to assess the current board in terms of skills and experience to ensure that pending board succession and

Korn/Ferry is familiar, i.e., those executives we know who fit the criteria and qualifications we are seeking. We also identify and reach out to individuals who have current relevant roles and industry/functional expertise who could be potential candidates. In addition, we source thought leaders and other highly regarded professionals who would be in a position to recommend outstanding candidates.

We meet again with the nominating committee for a working session to review, narrow and prioritize the candidates. This is followed by face-to-face meetings with the most highly-ranked candidates to assess whether there is a mutual attraction in terms of experience, track record, cultural fit and interest. The top candidates are then recom-



When selecting board directors, every person has to count, and every person has to take the role seriously.

CN: Candidates will do a great deal of due diligence on the company and board performance. In addition to reading public information, they will likely reach out to a variety of reliable sources to get a full picture of the situation. The analysis of what they learn from this process will influence whether they go to the next step of meeting with Korn/Ferry and/or the company. As they advance in the process, they are likely to request meetings with the outside audit partner and outside counsel. Companies customarily include this as part of the advanced recruitment process.

Board compensation is a matter of public record. Contrary to recruiting executives for management roles, there is no negotiation. Compensation is rarely a deciding factor for considering a board director opportunity. However, given that executives are limiting the number of boards in which they participate, they do want to be paid commensurate with the time and effort required.

**AA: Sometimes we read and hear about “celebrity” board members. We don’t necessarily mean Hollywood celebrities, but maybe a former government official or high-profile mogul joins a board more because of their name recognition than their more specific, potential contributions. What’s your take on “celebrity” board members?**

CN: When selecting board directors, every person has to count, and every person has to take the role seriously. Having a high profile and having the skill set and experience to contribute to a board are not mutually exclusive. It relates to the first step in the process: What is the need in the absolute and relative to the existing expertise on the board? Part of that answer

may be the need for a high-profile person who could bring certain attributes to the board that would be of value.

**AA: How do you feel about retired executives who, at this point in their careers, do nothing but sit on boards of directors?**

CN: Recently retired executives are an excellent source of candidates. They are abreast of current business dynamics, understand corporate governance and have the time to dedicate to a board. The key question is not whether they are only sitting on boards, but whether they are a valuable and contributing board director.





FEATURE





# Opportunity Knocks:

## *Behind the Boardroom Door*

*By Deborah Holdship and Paul Feinberg*

**E**nron. Tyco International. WorldCom. It was a mere handful of companies that dominated headlines of accounting fraud and financial malfeasance at the turn of the century. But every company and its directors have since felt the fallout behind boardroom doors.

That fallout came in the form of federal legislation to rebuild trust in corporate accounting and reporting practices. The Sarbanes-Oxley Act of 2002 (SOX) implemented stringent standards, regulations and criminal penalties for all U.S. public company boards, management and public accounting firms. Debate regarding the law's effectiveness has raged ever since: is SOX a catalyst for improved governance or a cumbersome hindrance to company growth? The answer is yet unclear, but one thing is certain: added responsibility, heightened scrutiny, and increased risk are now the norm for post-SOX directors.

"The notion that SOX has been solely responsible for rigorous board governance can be misleading," says Caroline Nahas, managing director of the Southern California offices at the executive recruitment firm Korn/Ferry International and a member of UCLA Anderson's Board of Visitors. "But what SOX

has done is to amplify board director accountability, which translates into more time, diligence and focus than previously required." (See Q&A with Nahas on page 12.)

In fact, a recent Korn/Ferry study of nearly 1,200 board members from 15 nations showed that some 62 percent of responding directors in the Americas say they devote 16 to 20 hours each month to board matters, with 16 percent reporting they commit up to 25 hours. In the past, where an individual might have served on three or four boards, more candidates today are opting to serve on one, maybe two, boards, Nahas points out.

"Furthermore," she says, "when qualified individuals do consider serving on a board, they are very discerning in terms of which board they might consider."

As a result, creative nominating committees are beginning to expand the existing pool of traditional director candidates to include presidents of sizeable corporate divisions and other top executives who may be less seasoned than CEOs, but are still well prepared for board service. This expanded pool creates new opportunities for enterprising executives with an eye trained on the boardroom.



While there is no substitute for on-the-job experience, there are ways to enhance one's prospects outside the office. Continuing education can be a most practical route. UCLA Anderson is one of just a few institutions that prepares executives to master the complexities of corporate governance. Its Director Training & Certification Program (DTP) is accredited by Institutional Shareholder Services (ISS) and is a comprehensive, four-day course that speaks to executives at various levels: experienced professionals pursuing their first directorship, less experienced directors seeking an in-depth foundation of good governance principles/practices, and seasoned directors looking to navigate the ever-evolving governance landscape.

### Open Door Policy

Despite new risks and challenges that come with board membership, the career benefits are vast and varied, says UCLA Anderson's Al Osborne, senior associate dean and DTP faculty

“It used to be that any accounting responsibilities were left up to the audit committee and, even then, to the expert on the audit committee. Now the whole board needs to know accounting.

— Associate Professor Carla Hayn

director. “Serving on a board is an honor and a duty not to be taken lightly,” Osborne says. “A director needs great confidence with the integrity of management and their commitment to a trusting, respectful relationship; a tolerance for asking and answering tough questions; and an openness in the shared obligation to produce long-term value for stakeholders.”

Osborne speaks from experience. He sits on numerous boards, including K2 Inc., EMAK Worldwide, Inc. and Kaiser Aluminum; such private organizations as Wedbush, Inc., 40 ACT and First Pacific Advisors; and such non-profit organizations as Los Angeles Police Memorial Foundation and Los Angeles Universal Preschool Inc.

At its strategic and supervisory best, board membership provides an opportunity for seasoned executives to put their vast expertise toward the benefit of another corporation. Compensation notwithstanding, major perks directors enjoy range from enhanced prestige among peers to unparalleled networking access. Also, the ability to observe a firm's management style from the inside delivers a practical learning experience like no other, says UCLA Anderson's former dean, Bruce Willison. An accomplished banking executive, he's held posts as president and COO at H.F. Ahmanson and Company/Home Savings of America and chairman and CEO of First Interstate Bank of California, among others.

“Now that I am no longer an active CEO,” Willison says, “sitting on boards is a way to continue to be deeply involved in business activities and current management practices. It's a phenomenal education.” He currently is a director on the boards of Health Net, Inc., Move, Inc., IndyMac Bancorp and Sun America Annuity Mutual Fund Complex (of which he is independent chair).



Willison brings both broad business acumen and specialized knowledge to each of the four boards on which he serves. Gone is the ‘clubby’ atmosphere that used to pervade board meetings, he notes. Post-SOX directors now exert their independence and exercise their duties with greater authority than ever before.

“Committees meet more often and are more formal these days,” Willison points out. “Each has its own charter and set of responsibilities. And the attention to those responsibilities is huge compared to the way it was before.”

Transparency in accounting is one area that has received tremendous attention post-SOX. “It used to be that any accounting responsibilities were left up to the audit committee and, even then, to the expert on the audit committee,” says UCLA Anderson Associate Professor Carla Hayn. “Now the whole board needs to know accounting.”

Luckily for directors, compensation appears to be keeping up with the enhancements to the job

description. Results of the 2006 Korn/Ferry study cited earlier indicated that compensation for directors from Fortune 1000 companies increased by 35 percent between 2004 and 2005, and surged 43 percent during the same period for directors at \$20 billion-plus organizations.

## Transparency

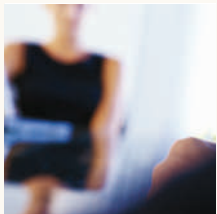
In the immediate wake of Sarbanes-Oxley, corporate governance and attention to process seemed to force the pendulum to swing to an unprecedented extreme. In rare cases, remedial governance could consume so much of a board’s time that its central mission to serve as the steward of the company could be diffused, says Anderson’s Eric Flamholtz, professor of human resources and organizational behavior.

New rules and liabilities have led some boards to recommend that companies temporarily “go dark” in lieu of disclosing information to investors. Some private companies are opting to postpone initial public offerings as it may not be worth the time, expense and, yes, potential liability to bring internal controls into SOX compli-

*Gone is the ‘clubby’ atmosphere that used to pervade board meetings. Post-SOX directors now exert their independence and exercise their duties with greater authority than ever before.*



“Experts agree there is no one way to staff a board that speaks to all scenarios.”



ance. Still others are choosing to sell to the highest bidder instead of going public at all, while an increasing number are opting for offshore listings, Flamholtz says. His book “Growing Pains,” originally published in 1986, features a new chapter in its fourth edition (released in April 2007) to reflect some of these challenges facing boards today.

*There are arguments in favor of deep industry expertise, while others prefer the out-of-the-box thinking that comes from an external perspective.*

### Experience Required

When staffing a corporate board, several considerations come into play. There are some who maintain that inside directors “who have some skin in the game” play a critical role in protecting a firm’s interest, while others argue for total board independence. Some would opt for employees and/or customers to sit on the board. There are arguments in favor of deep industry expertise, while others prefer the out-of-the-box thinking that comes from an external perspective.

Jay Ferguson (’94) is a partner at Kline Hawkes & Co. and has the best of both board

worlds. As a venture capitalist, he often sits on the boards of the firms in which Kline Hawkes invests, describing his inside role as an “interested, invested director.” At the same time, he recently took on the role of director at the Los Angeles Urban League, bringing an outsiders’ perspective to the league’s table. “I bring my experience investing in young companies,” Ferguson says, “which could come to bear as the Los Angeles Urban League seeks to help revitalize the city through investment and relationships with entrepreneurs.”

For his part, Willison says he chooses boards that will enhance his understanding of business beyond his general expertise. As a banker and academic, he is an outsider to the industry on the Health Net board. But when Health Net chose to



integrate and consolidate operations across several disparate subsidiaries, Willison tapped into prior experience at First Interstate Bank, where he'd executed a comparable initiative. In this case, his advice and counsel transcended the healthcare industry and spoke to sound management strategy.

## Need to Know

Experts agree there is no one way to staff a board that speaks to all scenarios. Diversity across age, industry and function tend to serve management best. Healthy cynicism, coupled with mutual trust and respect among board members, contributes to an effective overall strategy. "Lively debate of the issues" is at the heart of effective governance, according to 94.6 percent of respondents to a recent study of public company directors, conducted by RHR International.

"I find the best quality in a director is to be a deep and independent thinker," says Anderson Professor and MBA Program Senior Associate Dean David Lewin. "You need to remember you are not acting alone; you're just one voice, and you don't have to be an expert in everything. It's more important that you know enough about the special-

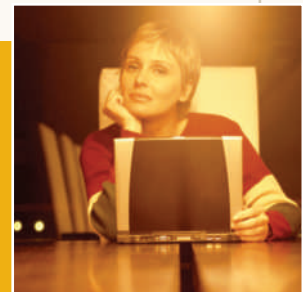
ty you bring to bear. The key is to understand business strategy and to determine which strategy is right for that particular company."

The path to the boardroom varies with each potential director, but experience and reputation are paramount. While warning against a policy of "gray eminence," experts like Lewin do tend to favor mature executives with a proven track record of expertise in industry. Anderson's Flamholtz agrees that it is wise to select board members with as much as 30 years experience, but also suggests boards be open to elect "younger" directors in order to maintain continuity as movement occurs across ranks. And notable skills are attractive at any age. A successful history dealing

# 10

## Questions You Should Ask if Recruited to Join a Board

- 1 **What does the company stand for? What comprises the company's "moral character" and reputation in the community/industry? What is the fit with my personal values?**
- 2 **Do I trust and respect the company management?**
- 3 **Who else serves on the board? Do they have the skills and experience this corporation requires?**
- 4 **Why was I recruited? Was it for any particular skill or reason? Was it because I was an independent outsider?**
- 5 **What is the job description and length of the term?**
- 6 **What are the expectations of time? Am I on call in any way between meetings?**
- 7 **Where does the board meet? Do I have to travel? Does the board ever meet via teleconference or online?**
- 8 **How long are the board meetings? Does the board meet frequently enough for sufficient duration to devote adequate time to the firm's governance affairs?**
- 9 **Is an individual on their own to get to meetings?**
- 10 **What is my compensation? Is it commensurate with what is required and expected for a director with this firm's profile?**



with scandals, for example, can score big points with certain nominating committees.

Meetings sponsored by the National Association of Corporate Directors and other professional networking organizations are an ideal entrée into the world of directors. Alumni connections may even open doors to the boardroom. At age 40, Kline Hawkes' Ferguson is among the youngest board members at the Los Angeles Urban League. He was invited to join the board by fellow Anderson alumnus Blair Taylor ('92), the league's president/CEO.

One of the most expedient routes to the boardroom is the aforementioned Director Training & Certification Program (DTP) offered by the Office of Executive Education at UCLA Anderson. The ISS-accredited course is offered for four days each May and October. Attendees interact with DTP alumni, faculty and other

directors at an opening dinner and keynote speech by a nationally recognized governance expert. Then they delve into foundational governance issues, advanced topics, best practices, and interactive modules detailing issues specific to audit committees, compensation committees, and nominating and governance committees.

"The [DTP] introduces prospective directors of private companies and new directors of growing companies to their fiduciary duties," says DTP Faculty Director Osborne. "In doing so, the program provides perspective on their strategic roles as agents for shareholders in the oversight of management."

Entrants are screened and accepted based on executive competence and board experience. Participants range from seasoned executives who may be competent to fill a director's role but lack the governance expertise, to

first-time directors who are honing their skills, to long-time directors seeking updates on best practices and governance issues. Multiple viewpoints are presented by Anderson academics, directors and practitioners representing the fields of accounting, law, global entrepreneurship and more.

"Our perspectives are diverse, and our people present contrarian views," says DTP Program Director Don McCrea. "With this mix of very senior directors and experienced professionals in the room, participants learn as much from each other's personal experience as they do

## Advice to Pursue Boards

- 1 Establish yourself in your own career as somebody who has a track record of success in broad management.
- 2 Create an identity for yourself as the leader regarding a particular skill set that may be appropriate to a board: accounting, technology, marketing, law.
- 3 Get exposure to search firms that are recruiting to fill board positions, i.e., Korn/Ferry, RHR International, etc.
- 4 Attend meetings of such organizations as the National Association of Corporate Directors to network and learn about serving on boards.
- 5 Enroll in a director's training program, such as that offered by UCLA Anderson's Office of Executive Education. Call (310) 825-2001 or visit [www.uclaexeced.com](http://www.uclaexeced.com).







Anderson’s Flamholtz also suggests boards be open to elect “younger” directors in order to maintain continuity as movement occurs across ranks.

from the speakers and other faculty.”

Participants are tested on program content and receive certification upon passing the course. Then, certified graduates may opt to upload their resume to UCLA Anderson’s “Director Match” database, accessible by executive search firms and other approved clients.

In addition, Anderson now offers boards an option to deliver customized programs right to their directors, McCrea says. During the onsite programs, directors can delve into more detail, enjoy more candor and make even more progress than in the open enrollment course on campus. Programs tend to run about two hours and usually are conducted in conjunction with the firm’s general board meeting, McCrea says. Programs of at least eight hours may be accredited by Institutional Shareholder Services.

## All Aboard

History will show what impact SOX ultimately has on corporate governance, best practices and the personnel who populate the boardroom post-Enron, et. al. For now, Flamholtz says he sees things coming back into balance and directors returning to the business of doing business.

“My guess – and it’s only a guess – is that reclaiming faith in corporate governance has been accomplished and a lot of good has come out of Sarbanes-Oxley,” he says. “People are investing; the stock market appears healthy. And now it’s time to make some sensible adjustments to the law so we don’t drive public companies out of the public domain and keep private companies from going public.”

And with all this attention on the improvements to corporate governance these days, it seems natural to ask whether boards in 2007 outperform their pre-SOX counterparts.

“The vast majority of boards out there did their jobs well before Sarbanes-Oxley; it’s not as though they were totally passive,” says Willison. “I’ve sat on many boards through the years that pushed back on management or forced management changes. But there wasn’t the degree of diligence, independence and responsibility you see now. There is no question the shareholder is better served today.”

*To learn about UCLA Anderson’s next Director Training & Certification Program, visit [www.uclaexced.com](http://www.uclaexced.com).*



*Anderson now offers boards an option to deliver customized programs right to their directors.*

# 9 Scholars Join UCLA Anderson

## Accounting

### Judson A. Caskey, Assistant Professor

**Teaching:** Intermediate accounting courses.

**Research Interests:** Capital markets, financial disclosures, financial accounting and behavioral finance.

**Abstract:** Caskey conducts both modeling and empirical studies on how capital markets generate and process accounting information. His study of financial accounting specifically focuses on the role of accounting disclosures within the context of informed decision-making. This includes analyzing the content of accounting disclosures and how people process that content. His empirical research includes work on the relation between dividends and manipulated earnings, measures of accounting conservatism and analyst forecasts. Caskey has worked as an auditor and as a financial systems and reporting consultant. He is a registered status (non-practicing) CPA.

**Education:** Ph.D., University of Michigan; MBA, University of Michigan; B.A., Michigan State University.

### Richard E. Saouma, Assistant Professor

**Teaching:** Elective course on managerial accounting to undergraduate, full-time MBA and Fully Employed MBA students.

**Research Interests:** Organizational design, communication in and between firms, and contract theory. He also has studied managerial accounting, contract theory, disclosure and reporting.

**Abstract:** One of Saouma's recent studies demonstrates the efficacy of using internal auctions to allocate firm resources. The practice of bringing market mechanisms inside the firm has been a recent theme of both business gurus and consultants. Saouma's analysis is one of the first comprehensive attempts to capture the theory within the rigor of an academic study. His most recent work examines incentive value of inventory inside manufacturing firms. Saouma had a brief stint at the Federal Reserve Board in Washington, D.C. While at Stanford, he was a KPMG fellow and says he still managed to find the time to rebuild car engines on the side.

**Publications:** *The Accounting Review*.

**Education:** Ph.D., Graduate School of Business, Stanford University; B.A., UC Berkeley.



Judson A. Caskey,  
Assistant Professor.



Richard E. Saouma  
Assistant Professor.

# Faculty

## Marketing

### Wendy Liu, Assistant Professor

**Teaching:** First-quarter core course in marketing (Fully Employed MBA Program).

**Research Interests:** Behavioral decision theory (focus on consumer behavior).

**Abstract:** Liu seeks to understand the determinants of consumers' perceptions and preferences, and the effect of life experience and social events on economic behavior. Recent research examines the effect of choice set composition and decision-making procedures on the outcome of people's decisions. In another line of work, Liu studies the role of a significant life experience, such as a close other dying of cancer, on people's intertemporal decisions and willingness to make charitable contributions.

**Working Papers:** "Focusing on Desirability: The Effect of Decision Interruption and Suspension on Preferences" and "Preference Testing: The Effect of Choice Set Context and Decision-Making Procedure on Preferences."

**Publications:** *Organizational Behavior and Human Decision Processes* and *Marketing Letters*.

**Education:** Ph.D., Graduate School of Business, Stanford University; M.S. and B.A., Stanford University.

## Decisions, Operations & Technology Management

### Guillaume Roels, Assistant Professor

**Teaching:** Core course in the fundamentals of operations management (full-time MBA Program).

**Research Interests:** Revenue management, supply chain management, inventory control and transportation systems. In particular, Roels is interested in evaluating the impact of competition and lack of information on operations, using methods of robust optimization and game theory.

**Abstract:** Roels' work on distribution-free inventory management was awarded second place in the 2005 student paper competition of the Manufacturing and Service Operations Management Society, a subdivision of INFORMS. Traditional inventory models assume demand can be characterized by a probability distribution. However, in practice, it is difficult to estimate, especially for new products. Roels developed new methods for managing inventories under high demand uncertainty, determining how much to order before a selling season, with only limited information about demand.

**Publications:** *Operations Research, Manufacturing & Service Operations Management* and *Management Science*.

**Education:** Ph.D., Massachusetts Institute of Technology; D.E.A. (the equivalent of a master's degree) and B.A., Catholic University of Louvain, Belgium.



Wendy Liu,  
Assistant Professor.



Guillaume Roels,  
Assistant Professor.



# 9 Faculty



Marc Martos-Vila,  
Assistant Professor.



Jan Schneider,  
Assistant Professor.



Geoffrey A. Tate,  
Assistant Professor.

## Finance

### Marc Martos-Vila, Assistant Professor

**Teaching:** “Takeovers, Restructuring and Corporate Governance” (full-time MBA Program) and “Corporate Finance” (Doctoral Program).

**Research Interests:** Corporate finance. He has worked on mergers and acquisitions, executive compensation and the effects of financial frictions. Other areas of interest include contract theory, search theory and the links between finance and aggregate economic activity.

**Abstract:** Martos-Vila’s teaching experience while working on his doctorate at Princeton included microeconomics and corporate finance, as well as advising undergraduates on their theses. In his dissertation, he studied the conflicts of interest between managers and shareholders in the context of friendly mergers and acquisitions. The Bank of Spain and Princeton University have both granted fellowships to Martos-Vila. He also has worked at the financial systems division of the International Monetary Fund in Washington, D.C., on the linkages between indicators of financial distress and macroeconomic variables.

**Working Papers:** “Executive Compensation and the Search for Corporate Control.”

**Education:** Ph.D., Princeton University; M.S., CEMFI, Madrid, Spain; B.A., Universitat Pompeu Fabra, Barcelona, Spain.

### Jan Schneider, Assistant Professor

**Teaching:** Core course on basic financial markets (full-time MBA Program) and doctoral-level course in asset pricing theory.

**Research Interests:** Research is in the realm of pure theory, and interests focus on financial eco-

nomie theory and asset pricing theory, in particular on the interaction of heterogeneous investors in financial markets.

**Abstract:** In a financial market, every investor is keenly interested in the information that other investors might possess. Schneider deals with the question of how they learn this information from each other during the process of trading. One of his studies examines how investors infer what might be the triggering mechanism behind high or low trading volume. At the moment, Schneider is looking at why investors engage in speculative trading, considering the basic question of where profits come from. By its very nature, it is a game that requires having someone lose in order for someone else to win. Schneider is working on finding a way around this situation.

**Education:** Ph.D., University of British Columbia, Vancouver, Canada; Diploma in Economics, Freie University, Berlin, Germany.

### Geoffrey A. Tate, Assistant Professor

**Teaching:** Core course in corporate finance.

**Research Interests:** Empirical corporate finance and behavioral finance, with additional areas of interest in psychology and economics, and contract theory.

**Abstract:** Tate is examining how the biases of individual leaders affect their corporate decision-making, a subject often ignored in financial research. One recent study revealed that chief executives who win major business press awards often take advantage of new personal opportunities thereafter, neglecting their company’s inter-

ests to its detriment. *The Journal of Finance* published Tate's work looking at how overconfidence in a CEO impacts corporate investments. Using personal portfolio choices as a measure, the tendency to overestimate the value added by their leadership is tracked in whether or not they exercise stock options promptly, which would be prudent. Two possible consequences are unwillingness to raise equity or debt to finance promising projects (believing they are undervalued by the market) or over investment in too many mergers and acquisitions (with their bids often significantly discounted).

**Publications:** *The Journal of Finance*.

**Education:** Ph.D., Harvard University; B.A., Rutgers College.

### Liu Yang, Assistant Professor

**Teaching:** Management 238, elective focusing on corporate valuation.

**Research Interests:** Theoretical and empirical corporate finance in the areas of mergers and acquisitions, corporate restructuring, corporate governance and financial intermediation.

**Abstract:** Yang's recent work examines a firm's decision to buy or sell assets in the presence of productivity shocks and the corresponding value impact. She shows that changes of productivity driven by shocks, rather than the level of productivity, drive firms' decisions to expand or downsize. Prior to earning her doctorate, Yang worked as a senior financial analyst in the structured finance group of Federal Home Loan Mortgage Corporation, as a visiting scholar at Federal Deposit Insurance Corporation (FDIC) and as a consultant in the IFE Group.

**Education:** Ph.D., University of Maryland; M.S., University of Illinois at Urbana-Champaign; B.A., Peking University, China.

## Human Resources & Organizational Behavior

### Miguel M. Unzueta, Assistant Professor

**Teaching:** "Leadership Foundations" and "Leading and Managing Organizations" (Management 409).

**Research Interests:** Social inequality, affirmative action beliefs and attitudes, self-image maintenance and group-based interest. Teaching focus is organizational behavior and social psychology.

**Abstract:** Unzueta researches the way people make sense of their position in social and interpersonal hierarchies and the way this affects their perceptions of self, others and social inequality. He also studies white Americans' beliefs about and attitudes toward affirmative action policies. Unzueta's research has found that the (arguably erroneous) belief that affirmative action is a strict quota policy may persist because this belief boosts white men's self-esteem, i.e., individuals who are not direct beneficiaries of affirmative action.

**Publications:** *Journal of Personality and Social Psychology*, *Personality and Social Psychology Bulletin* and the *Journal of Cross-Cultural Psychology*. He also co-authored a chapter for the book "Assimilation and Contrast in Social Psychology."

**Education:** Ph.D., Stanford University; B.A., University of Texas at Austin.

– Faculty bios compiled and edited by Mary Ann Lowe.



Liu Yang,  
Assistant Professor.



Miguel M. Unzueta,  
Assistant Professor.

# Faculty

## Training Head Start Parents in Health Care Management

A new health awareness training program for 5,000 Head Start and Early Head Start families will get underway in New Mexico in September. The

program will be directed by the UCLA/Johnson & Johnson Health Care Institute for Head Start and UCLA Anderson's Price Center for Entrepreneurial Studies.

"The Health Care Institute has demonstrated that health literacy training is a useful tool in reducing health care costs," says Dr. Ariella

Herman, program founder and senior lecturer at UCLA Anderson. "Since its inception, the program has positively impacted thousands of lives; children are healthier and families are leading happier, more productive lives."

Parents who have participated in the program's pilot and follow-up training ses-

## Receiving Marketing Award for Long-Term Impact

Dominique M. Hanssens, professor of marketing and holder of the Bud Knapp Chair in Management at UCLA Anderson, recently won the 2007 William F. O'Dell Award. Recognizing long-term contribution to theory, practice or methods, the award is given by the American Marketing Association, one of the largest professional associations for marketers with worldwide membership.

Published in the November 2002 *Journal of Marketing Research*, Hanssens' article, "The Long-Term Effects of Price Promotions on Category Incidence, Brand Choice and Purchase Quantity," was recognized for its impact. The co-authors of the paper are both former doctoral students at UCLA Anderson: Koen Pauwels, now associate professor of business administration at Dartmouth, and S. Siddarth, now associate professor of marketing at USC. Another Anderson-related paper co-authored by Bart J. Bronnenberg, professor of marketing, and Catarina Sismeiro, former doctoral student, was a finalist for the award.

Hanssens' winning study was the first to measure the total long-term effect of price promotions on all three components of brand sales: total number of buyers in the product category, the share of these consumers buying the brand and the average quantity purchased by the brand's consumers. Since promotions account for the main share of marketing budgets for most consumer packaged goods and results revealed a virtual absence of significant permanent effects for any of the sales components, the implications for management are important.

— Mary Ann Lowe



Dominique M. Hanssens, professor of marketing.





sions have become better informed about their child's health, reducing the number of unnecessary trips to an emergency room by 58 percent and visits to a clinic for common illnesses like a cold, cough or mild fever by 42 percent. This also translated to a dramatic drop in the number of lost days at work (42 percent) and missed days at school (29 percent).

The UCLA/Johnson & Johnson Health Care Institute training program for New Mexico is the first program to be endorsed by a state government and will be working in conjunction with the New Mexico Head Start Association and the New Mexico Head Start Collaboration Office. The program will train families in New Mexico over a two-year period and is supported by a \$360,000 grant from Pfizer, Inc.

## Developing Analytical Business Tools

**G**eorge Geis, adjunct professor of information systems at UCLA Anderson, and other members of the school's faculty have been putting their expertise to work designing analytical tools for the business community. Geis is creating a new Web-delivered business development methodology and tool called BIZDEV2, which will be offered through Benchmark Metrics Inc. The company has a series of marketing and financial tools under development, including "Cost of Equity Capital" by Antonio Bernardo, faculty chairman and professor of finance, and "Critical Financial Statement Analysis" by Eric Sussman, lecturer in accounting.

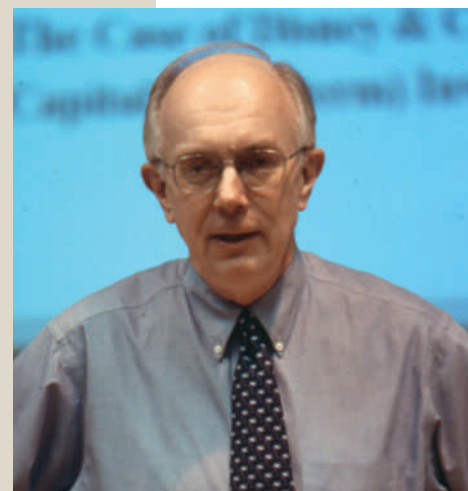
Faculty director of Anderson's Executive Mergers and Acquisitions Program, Geis has created a tool with graphic interface to map and track business alliances, acquisitions and competitors. The application is used to identify business opportunities within a specific market space defined by the user.

Geis explains, "BIZDEV2 presents a unique way to build and use graphical business development grids to support the model analysis of both partnerships and M&A opportunities within a company's market. Along with the linked short course, it solves the long-time problem of organizing and integrating all of the business intelligence a company gathers on developmental opportunities."

William Benjamin, CEO of Benchmark Metrics, endorses the system and gives BIZDEV2 high marks. "BIZDEV2 is probably the first comprehensive analytical M&A tool and process to successfully map market segments and market value chains in an interactive visual context," he says.

— Mary Ann Lowe

*(At left) Dr. Ariella Herman, senior lecturer at UCLA Anderson.*



*George Geis, adjunct professor of information systems.*

Ensuring  
Academic  
Excellence

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

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

Faculty and Doctoral Student Support

Professor J. Fred Weston – By Tracy Mlakar

J. Fred Weston is one of UCLA Anderson's living icons. A world-renowned scholar and prolific author, he is a recalled professor emeritus of managerial economics and finance at the school. And now, with the establishment of the J. Fred Weston Chair in Finance and the J. Fred

ensure Anderson's ongoing ascent among the ranks of the world's top management schools inspired his extraordinary support of finance faculty and doctoral students.

"You can clearly measure the strength of a school's finance department by the quality of the doctoral students it produces,"

“The vision of the role of management in our society is communicated in Dean Olian's strategic plan and has inspired me to give. It should inspire others to make Anderson one of their philanthropic priorities, as well.

– J. Fred Weston

Weston Doctoral Fellowship, he adds the title "generous benefactor" to his legacy.

Weston's breadth of knowledge of UCLA Anderson's past is the driving force behind his passion for its future. Thousands of students have passed through his classroom since he joined the faculty in 1949, and one of his doctoral candidates went on to win the Nobel Prize. Weston has worked with every one of Anderson's eight deans, and in 1994, he received the Dean's Award for Outstanding Instruction. His deep desire to

Weston says. He has chaired 32 doctoral dissertations in the course of his career.

"I wanted to support Anderson's faculty, as well," he continues, citing his estate gift that will establish the J. Fred Weston Chair in Finance. "The school already has a strong finance faculty, and I would like to see us keep it that way. Outstanding faculty may be tempted by offers of chairs at competing institutions. In order to retain your best, you must grant your faculty chair positions."

As a longtime faculty member and former leader of UCLA Anderson's finance and business economics areas, Weston has experienced first hand the competitive nature of faculty recruitment and retention. Incentives offered by Anderson's competitor schools may include larger salaries, monies for research support, chair positions and even faculty housing. Weston credits Dean Olian's new strategic plan ([www.anderson.ucla.edu/x16498.xml](http://www.anderson.ucla.edu/x16498.xml)) for succinctly conveying an urgent need for increased faculty chairs at the school.

"To me, the strategic plan is an inspiring formulation of what a management school should strive to be," he says. "The vision of the role of management in our society is communicated in Dean Olian's strategic plan and has inspired me to give. It should inspire others to make Anderson one of their philanthropic priorities, as well."

Weston's gifts for faculty and doctoral students provide much needed resources for some of the top priorities named in Olian's strategic plan. These two areas are also an immediate need for the entire UCLA campus. The Ensuring



Professor J. Fred Weston.

Academic Excellence initiative aims to raise \$100 million for endowed chairs and \$50 million for student fellowships in the professional schools.

Weston's philanthropic gifts are a fitting complement to his six decades of service to the UCLA Anderson community. Perhaps it was his reciprocal approach to teaching that led to his selection as one of five outstanding professors on the UCLA campus in 1978. In his words, "To teach, you first have to have a conceptual framework and a command of your field. Then, as you interact with students you continue to develop this conceptual framework so that teaching is a learning experience both for the professor and the class."

Weston's support of faculty, as well as future professors through his doctoral student support, ensures that his passion for teaching and his legendary status will endure at UCLA Anderson forever.

*For information about establishing a named endowed chair or named fellowship, contact Marcia Shackelford in the Office of Development at (310) 267-4700 or [marcia.shackelford@anderson.ucla.edu](mailto:marcia.shackelford@anderson.ucla.edu).*



# GIVING Back

## KPMG LLP Teaching Assistant Position Established

**T**hanks to a \$20,000 gift from KPMG LLP, UCLA Anderson has added a teaching assistant position to its undergraduate accounting program. The KPMG LLP Teaching Assistant position provides some tuition relief and a stipend to a UCLA Anderson student for one year. Teaching assistants contribute to the learning



*From left: Senior Associate Dean Alfred E. Osborne Jr. and Faculty Chairman Antonio Bernardo with KPMG executives: Managing Partner Mark Hutchins, Vice Chair Mary Pat McCarthy and Partner Michael Flynn.*

experience and offer mentorship to students both in and out of the classroom.

For information on how your company can support

UCLA Anderson, contact Randy Lakeman, deputy director of development, [randy.lakeman@anderson.ucla.edu](mailto:randy.lakeman@anderson.ucla.edu) or call (310) 206-5514.

## Use your Individual Retirement Account to Give to UCLA Anderson

Between now and the end of 2007, individuals who are 70.5 years of age and older who have a traditional IRA or Roth IRA will be able to contribute at least part of their IRA to charity without paying the income tax.

Individuals who qualify can donate up to \$100,000 per year – regardless of income.

There will be no income tax charitable deduction – but neither does one pay income tax on the withdrawal.

### NEXT STEPS

- Notify the institution where the IRA is managed and administered well before the December 31 deadline.
- Request a “charitable IRA rollover” to transfer a specific amount directly to the charity of choice. The check should be made directly to the charity (not to the owner of the account).
- Transfers must be made as current gifts. Under the Pension Protection Act of 2006, transfers cannot be made to establish a life income arrangement such as a gift annuity, charitable remainder unitrust, or pooled income fund.

*For more information about ways to take advantage of these new giving opportunities to benefit UCLA Anderson, please call the UCLA Office of Gift Planning at (800) 737-UCLA. As always, we encourage you to consult with your advisors as to the specific implications of such a gift in your particular situation.*

# Remembering Friends

## Committed Alumnus Akinobu Kanasugi (’67)

UCLA Anderson alumnus Akinobu Kanasugi (’67), vice chairman of the board at NEC Corporation, passed away Nov. 8, 2006, in Japan. He was 65.

Kanasugi was a lifetime member of the UCLA Alumni Association and a member of the Japanese Alumni Association, for which he spoke at its 30th anniversary celebration in Japan. He also met with Dean Judy Olian during her recent trip to Asia to discuss opportunities for UCLA Anderson to strengthen its ties with alumni in the region.

Kanasugi also served as president at NEC Corporation from March 2003 until March 2006. He joined NEC in 1967, after earning his MBA from UCLA Anderson. He is survived by his wife and family.



## Robert Anderson, Board Member and Longtime Supporter of UCLA Anderson

Longtime friend of UCLA Anderson and Chairman Emeritus of Rockwell International Corporation Robert (Bob) Anderson has passed away at the age of 85. Anderson served as a member of the UCLA Anderson Board of Visitors from 1989 until his passing.

Anderson had served as president and later chairman and chief executive of Rockwell prior to his emeritus status. His work as prime contractor of the NASA space shuttles and builder of the Air Force B-1 long-range aircraft showcased his leadership talents. He retired in

1988 after 18 years in top positions.

Anderson is pictured here with his wife, Diane, at the UCLA Anderson Board of Visitors party to honor former Board Chairman Peter Mullin and former Dean Bruce Willison in December 2005.

He is survived by his wife; two children, Dr. Robert Anderson, Jr., and Kathleen (Kit) Thomas; two stepchildren, Keri Anderson and Erin Anderson; and four grandchildren.

# Getting to the Top

*Consultants  
Bring Insight  
and Skills to  
the Workforce*





“In consulting, you do sprints. In a job, you are doing a marathon.”

This metaphor comes courtesy of Jim Howard, former management consultant and current president and CEO at technology firm CrownPeak. Howard, along with several other former consultants, recently shared career advice with MBAs as part of the professional development series “Getting to the Top,” presented by executive recruiter Kathy Ullrich ('92) and her executive recruiting firm Kathryn Ullrich Associates, Inc.

With such titles as CEO, VP of corporate development and VP of marketing, among others, the former consultants explored ways in which this “jack of all trades” adds insight and depth to a company’s talent bank. In addition, they advised colleagues on how to execute the crossover to industry by optimizing their unique consulting skills. What follows is Ullrich’s summary of the experts’ advice for “getting to the top.”

### Know Thyself

Consulting, by its very nature, is an action-oriented, decisive and communications-driven career. Honing and maximizing these skills can lay the groundwork for a successful transition to a leadership role in industry.

“In consulting, everybody is self-motivated,” says Alex Dodd, president and CEO at M Squared Consulting. “In industry, you can have a meeting and say, ‘Let’s get back together in two weeks with the answers,’ and nothing is

done. The lesson is that not everyone is self-motivated, and you need to change behavior.”

The fast-paced “sprint” of consulting often requires decisive action, which can inform one’s leadership style down the road, says Jim Clayton, formerly of McKinsey and now president and CEO at SymphonyRPM. “Whatever you do, make a decision,” Clayton says. “And then you have earned the right to make another decision, to unwind it if you are



Whatever you do, make a decision. Then you have earned the right to make another decision, to unwind it if you are wrong.

wrong.” A career in consulting is the perfect stage to hone this muscle, he adds. “Coming from McKinsey, you can do more and make more decisions in three hours than many can do in six months. Just pull the trigger.”

But don’t pull the trigger until you have the right information, cautions M Squared’s Dodd. “As a consultant, if you think you know everything and do not rely on those with industry experience, you could make costly mistakes for the business,” he says.

Effective communicators make the best consultants – and the best leaders in organizations, says Vikas Thakur (’92), senior VP, business transformation group, Countrywide Financial. Presenting an idea and ultimately getting buy-in from the organization is the key to success on this career path. “It’s all

about working with people,” Thakur says. “When you are an external consultant, you exercise certain skills, always knowing you will leave the company. When you are an internal consultant, you need to maintain relationships, so you need different skills to move an organization to change. How do you work with an organization and influence people to your side?”

The answer, says Avanish Sahai (’95), is sales. “In consulting we called it ‘client development,’” notes this VP of marketing at BDNA. “But in the rest of the world, we call it ‘sales.’ The first two years of consulting are deep down in problem-solving and analytics. The second two years are spent managing the team, developing communications skills and presenting. The last two years before partner are client development with new or existing clients. In industry, whether you are in marketing, business development, raising money, selling product – or are the CEO – you are selling.”

And, says CrownPeak’s Howard, “As CEO of a company, if you cannot sell what you have, you do not have a company.”

### Crossing Over

The one-time consultants tend to agree that there are two natural transition points when people are most apt to leave consulting: as a manager with three-to-five years of consulting or as an experienced partner. A background as both an analyst and manager is ideal, and Thakur, with more than 10 years at Deloitte Consulting, says, “Stay in consulting as long as you enjoy it.” Dodd, a former partner at Bain, suggests those who make partner see it through and commit to a

number of years in that role. He was able to transition from his top position at Bain to a CEO spot in a mid-sized company.

In making the crossover from consulting to industry, Clayton suggests, “Find someone who believes in you and knows your skills as a consultant to help you with the crossover.” Raffi Kassarian did just that. As a consultant at Accenture Strategic Services, he joined a client after executing a strategy project that required a new management team. Kassarian educated the new leader on the strategy and then made a pitch to become part of the team. He currently is a VP at Fair Isaac.

Finally, experts agree that in making the transition out of consulting it is important to “pick a major” that follows your desires regarding the two areas around which your career can pivot: role or industry. “Make sure your first move is in a general direction you would like to go, especially if it is later in your career,” Dodd suggests.

### Once a Consultant, Always a Consultant

Former consultants who have ascended the corporate ladder continue to recognize and appreciate the depth and rigor of their days in management consulting. Andrew Gengos ('91), VP of strategy and corporate development at Amgen, says a consulting background sets you up “to be able to play” at multiple levels in any organization. “You need to know when to manage and when to go deep down to the guts; when to roll up your sleeves and when to ele-

vate and delegate,” he says.

At the core, notes Stanton Associates’ Lisa Leight, consultants are proactive professionals who’ve been hired to “generate results.” Thus, a successful career in consulting can provide the ultimate competitive edge when looking to transition back to that marathon known as “industry.”

CEO Clayton, reflecting on his own career trajectory, says it all: “You do not appreciate the skill set from consulting until you hire people who do not come from consulting.”

*Kathryn Ullrich Associates, Inc., [www.ullrichassociates.com](http://www.ullrichassociates.com), specializes in the recruitment of senior-level executives for software and consulting companies. UCLA Anderson alumna Ullrich ('92) combines proven search experience with working knowledge of high-technology functional skills and industry experience to find top executive talent. For more information on “Getting to the Top,” visit [www.alumni.anderson.ucla.edu](http://www.alumni.anderson.ucla.edu).*



*Kathy Ullrich ('92), executive recruiter.*



# A Passage to India

## Alumnae Reunite for a Good Cause

By Paul Feinberg

### ALUMNI CONNECTIONS

**T**his story begins in Los Angeles in 1997, where a group of women met in a classroom at UCLA Anderson. It picks up a decade later, in India of all places, where another group of women now benefits from that auspicious meeting.

Charlotte Brownlee, Kristin Sager, Ilene Resnick, Ferrell McDonald, Maria (Masha) Zhdanovich-May, Pam Dressler and Janet Harlow first bonded as members of the full-time MBA Class of 1997. After earning their degrees, the women stayed in touch, eventually forming an “investment club” designed to keep their analytical abilities sharp and their research skills refined. Each month, they convened to discuss investment strategies, share their collective insights and select stocks for purchase.

“It was a way to stay connected and keep learning,” Brownlee recalls.

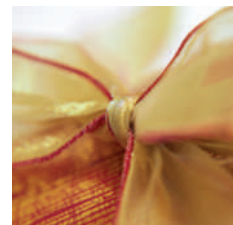
The group met regularly for about two years before the members started peeling off. Sager moved to the Bay Area, Harlow to Australia and Zhdanovich-May headed off to Mississippi. They decided to put the group on hold, invest their money in an index fund and let the principal grow without them.

#### Uniting Through Unitus

Kate Cochran is yet another member of the Class of '97. Currently, she is the vice president of finance and operations at Unitus, a firm that

fighters global poverty through microfinance. By modeling best practices culled from the venture capital, investment banking and strategy consulting industries, Unitus works to increase

and proposed to the group that Unitus could facilitate a humanitarian action on their behalf – and also serve as the catalyst toward reuniting the investment club's scattered members.



“ The group as a whole invested more than \$13,000 with Unitus, and Cochran arranged for a trip to India where her former classmates would meet the women whose lives were directly impacted by their gift.

access to microfinance services among the globe's poorest citizens. The goal is to accelerate the growth of the world's highest-potential emerging microfinance institutions (providing capital investments and capacity-building consulting) so that those same institutions can better provide life-changing financial services to the working poor.

Put more simply, Cochran says, “Unitus helps microfinance companies increase their reach.”

Cochran discovered Unitus about four years ago upon moving to Seattle and attending an event that featured the company's chairman. Inspired, she joined the firm in a fundraising capacity, running that division for two-and-a-half years. Throughout that period, Cochran gradually transitioned to the operations side, and last year, she began to oversee the company's financial functions while maintaining her relationships with such large, institutional investors as the Gates Foundation.

While Cochran was growing into her position at Unitus, Brownlee was pondering ways in which the post-Anderson investment club could reunite and put their money toward a good cause. As it was, Brownlee and her husband, Alex Corman ('96), had remained close with former classmates Cochran and her husband, Jeff (also '97). Brownlee connected the dots, contacted Cochran

“I knew from Kate that Unitus did partner expeditions,” Brownlee explains. “I thought we could invest the money and then travel to India together to see the gift at work.”



Cochran says, “I remember Charlotte called and said, 'We have this portfolio; it's worth something, and we aren't managing it right now. I want to make a proposal to the club that we

*From left: Janet Harlow ('97), Pamela Dressler ('97) and Charlotte Brownlee ('97).*

“The trip really gave us a better appreciation for the things we have, the things we take for granted and the things we can do for others.”

donate it to an organization that would make a difference in the lives of women – and I thought of you.”

Much of the work Unitus does actually



From left: Pamela Dressler ('97), Charlotte Brownlee ('97), Kate Cochran ('97) and Janet Harlow ('97).

focuses on women, Cochran says, and many of the firm's partners target women exclusively. She set up a Web conference with the Anderson investment club, explained the company's model to her fellow alumnae and demonstrated what a donation to Unitus would mean.

The group as a whole invested more than \$13,000 with Unitus, and Cochran arranged for a trip to India where her former classmates would meet the women whose lives were directly impacted by their gift.

“It's funny that we had to go to India to get back together,” Brownlee says of her maiden voyage to that country. She was joined by Cochran, Dressler and Harlow.

### Indian Giving

While there, the Anderson alumnae visited Unitus partner microfinance institutions in urban Bangalore; they also traveled to rural areas to see how microfinance impacted the lives of women

and families there. During the trip, Brownlee says she was struck by many things, including the harmonious and nonjudgmental way in which Hindus and Muslims lived peacefully as neighbors in small villages.

In Bangalore, the investment group met visionary CEO Samit Ghosh of Ujivan, whose life, Brownlee says, could be a “b-school case.” The mission of Ghosh's institution is to provide financial services to the working poor. The goal for his customers is to be free of poverty within five years.

The American MBAs encountered several success stories in their travels. They met a group of Indian women who built a business taking emptied bags of grain and re-stitching them so they could be recycled and used as layers under concrete slabs. They met a female entrepreneur who used a loan to expand her herb-selling business to include coconuts, which have a longer shelf-life. And then there was the widow, aided by microfinance, who was paying off debts left behind by her late husband. Though the scale and circumstances varied, the links between entrepreneurial women working to feed their families and better their communities were clear.

The entire experience proved valuable on multiple levels, Brownlee reflects. While it was rewarding to see the impact of microfinance up close and in person, the opportunity to deepen ties between old friends and Anderson alumnae was just as significant.

“All of us used the time to reflect,” Brownlee says. “We were able to have those deep conversations with multiple layers that you aren't always able to have when you just meet someone for dinner. The trip really gave us a better appreciation for the things we have, the things we take for granted and the things we can do for others.”



# Grow Your Network

A vital alumni community plays a crucial role in our continued success. Expand your personal and professional network, give back to the school and stay informed about what's going on at UCLA Anderson.

- Nominate an Alumni Award Recipient.
- Apply for an Alumni Board Position.
- Join the UCLA Anderson LinkedIn Group.
- Volunteer for a Reunion Committee.
- Become a Chapter Leader.
- Update Your Profile.

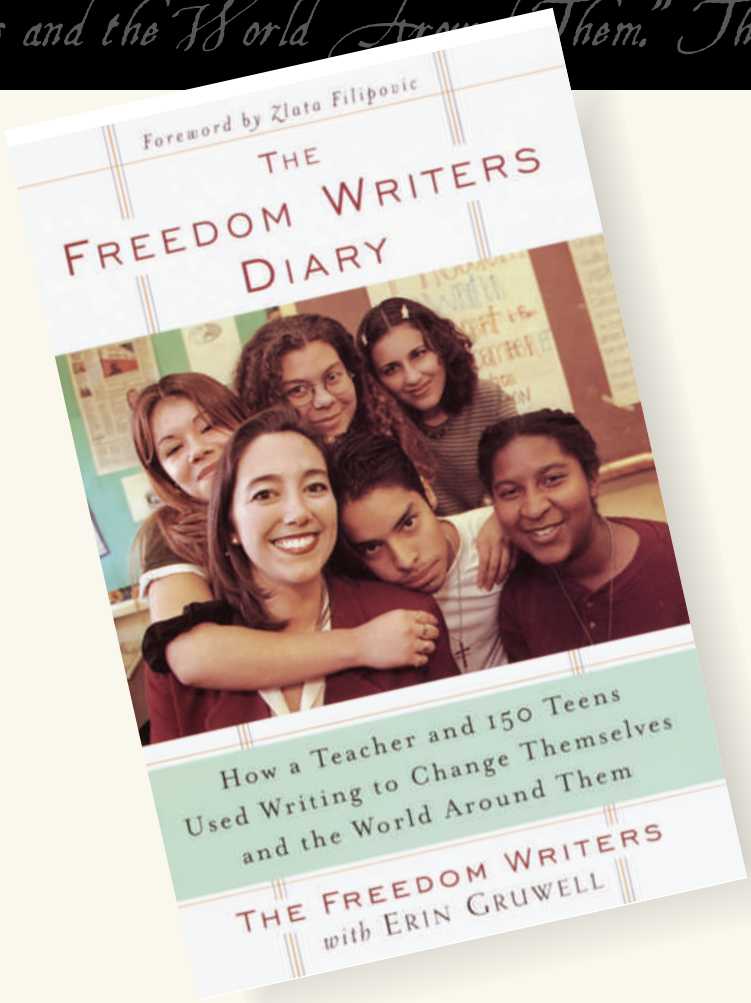


[www.alumni.anderson.ucla.edu/growyournetwork](http://www.alumni.anderson.ucla.edu/growyournetwork)

- Come Speak at UCLA Anderson.
- Hire UCLA Anderson Alumni.
- Attend an Alumni Event.
- Contribute to Class Notes.

# Anderson Student Helps Guide Freedom Writers Foundation

By Paul Feinberg



## ALUMNI CONNECTIONS

In the recent feature film “Freedom Writers,” Hilary Swank stars as a visionary high school teacher committed to transforming the lives of inner-city students. But underprivileged high school kids are not the only beneficiaries in this tale. The character Swank portrays has changed the life of a UCLA Anderson student, as well.

The English teacher at the film’s dramatic core is based on the educator Erin Gruwell of Long Beach, Calif. Gruwell chronicled the classroom experience she shared with 150 “unteachable teens” in the bestselling book, “The Freedom Writers Diary – How a

Teacher and 150 Teens Used Writing to Change Themselves and the World Around Them.” The book became an international sensation, and the lives of Gruwell’s original students – the Freedom Writers themselves – were forever changed, with most ultimately going to college.

Today, Gruwell is president of the Freedom Writers Foundation, an organization now dedicated to spreading her educational philosophies, theories and message to other teachers. Assisting her in this inspiring quest is UCLA Anderson student Faye Walsh ('08), a second-year candidate in the Fully Employed MBA Program (FEMBA).

### Meeting of the Minds

Walsh splits her time between the UCLA Anderson classroom and the Freedom Writers Foundation, and says she considers her link to Gruwell to be steeped in serendipity. She first heard of the Long Beach teacher in 1994, when an article appeared in the *Newport Beach Daily Pilot*. Walsh’s Aunt Polly was inspired by the educator’s unique approach to empowering teens through writing. She took up Gruwell’s torch and volunteered in the Freedom Writers’ classroom, sharing her enthusiasm for the program with her idealistic niece.

ionary high school teacher committed to transforming the lives of inner-city students. Character Suank portrays has changed the life of a UCLA Anderson student, Erin Gruwell of Long Beach, Calif. Gruwell chronicled the classroom experience *Teachers Diary - How a Teacher and 150 Teens Used Writing to Change* and the lives of Gruwell's original students - the Freedom Writers themselves

In 1999, Walsh was working for the prominent Southern California law firm Gibson, Dunn & Crutcher, with an eye toward attending law school. When Gruwell decided to campaign for Congress, Walsh followed her Aunt Polly's lead and lent her support to the educator's mission.

"We felt like we were changing the world," Walsh says. But when Gruwell lost the bid for Congress by less than 1,000 votes, Walsh was devastated. She took a business development position in Gibson, Dunn & Crutcher's Paris office. It was during her three-year stint in France that Walsh focused much of her energy on business and marketing, opting to forgo a law degree and seek an alternative career path.

### The UCLA Anderson Connection

Upon returning to California, Walsh reunited with Gruwell, who enlisted her to get the Freedom Writers Foundation off the ground. It was at this time that Walsh made her initial UCLA Anderson connection. Ric Kayne ('68), CEO of Kayne Anderson Capital Advisors and member of Anderson's Board of Visitors, signed on and provided the seed money to expand the foundation beyond Long Beach.

Kayne was well aware that Gruwell had achieved profound success in the classroom. But he also knew there was only one Erin Gruwell. According to Walsh, Kayne asked the essential question: "Can you bottle the

'secret sauce?'" He needed assurance that the Freedom Writers Foundation could spread the "Gruwell gospel" successfully and educate other teachers to utilize the methodology she'd refined. Walsh and Gruwell believed they could, and the pair became partners. "Erin is the dreamer," Walsh says, "and I help turn the vision into reality."

The duo knew they had a good story to tell, and one of the first orders of business was to mesh that story with an effective business plan.

Kayne suggested a consultant in the person of UCLA Anderson Professor Bill Cockrum. "I was drawn to Bill," Walsh recalls. "He cared about teaching, and he believed in us. But he

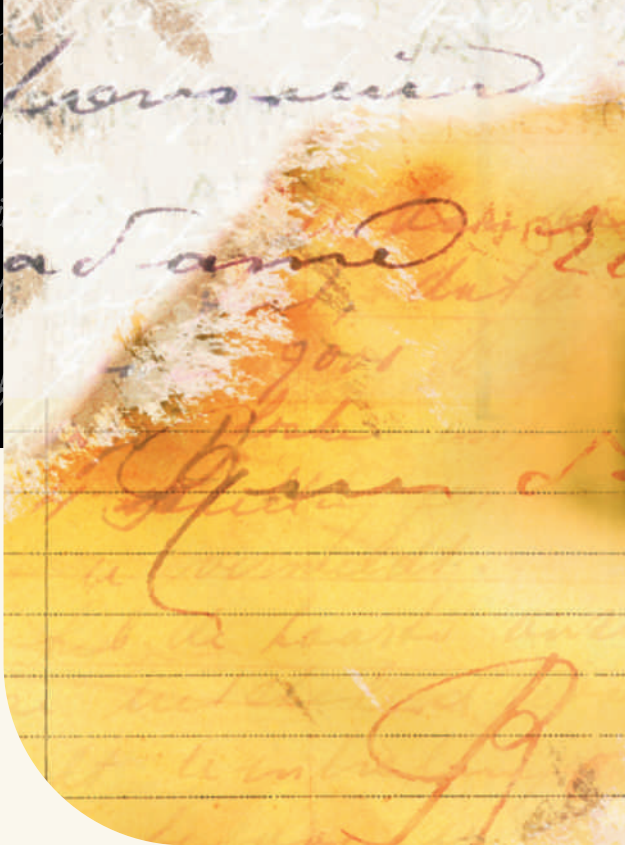


Faye Walsh ('08).

“ Walsh and Gruwell knew they had a good story to tell, and the pair became partners.



*In the recent feature film "Freedom Writers,"*  
*But underprivileged high school kids are not the only*  
*as well. The English teacher at the film's dramatic*  
*she shared with 150 "unteachable teens" in the best-selling*  
*Themselves and the World Around Them." The*



## ALUMNI CONNECTIONS

also felt we needed polish." Walsh wrote a business plan – with Cockrum providing tough-but-helpful assistance – and succeeded in raising additional funds for the foundation.

The winning collaboration with Cockrum inspired Walsh to pursue an MBA at UCLA Anderson. She chose the FEMBA program as it best melded with her lifestyle.

"I couldn't imagine not working while going to school," says Walsh. "It's been an incredible experience. I love the diversity of the student body, and I'm lucky to combine my education with a unique professional life."

### School Days

Walsh already has seen her class work make an impact on her professional output. "I leave class and immediately apply the theories and knowledge I've learned to the Freedom Writers Foundation," she says. She cites her courses in organizational behavior and human resources as being "surprisingly beneficial" and now appreciates that learning to work with and manage people is the most valuable skill a manager can have. She quotes Professor Barbara Lawrence when noting, "if you cannot manage people, you will never successfully manage a business."

Since the January 2007 release of the film "Freedom Writers," Walsh's greatest challenge has been managing her work/life balance. School, she says, is sometimes a respite from her job, an intellectual escape during which she gets to reflect on her work. She says that some of her best ideas for the foundation come during class. And she is quick to point

out how supportive the Anderson community has been. For example, Professor Andrew Ainslie allowed Walsh to study her own company as a class project in order to best manage her multiple and interrelated commitments.

And despite the frenzy that comes with participating in a major motion picture release, having a film in your promotional package is a marketing dream come true, Walsh says. "It's amazing... the single most powerful marketing tool that anyone, particularly a non-profit organization, could ask for." The task ever since, she says, has been to leverage the film and use it to take the Freedom Writers Foundation to another level.

### Working the Program

As executive director, Walsh oversees the foundation's programs: The Freedom Writers Institute, Outreach and Scholarships. The first is the teachers' training program. The second supports Gruwell and the Freedom Writers' mission to share their story. The third program is a scholarship fund for the original Freedom



*...d to transforming the lives of inner-city students.  
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... Calif. Gruwell chronicled the classroom experience  
...cher and 150 Teens Used Writing to Change  
...iginal students – the Freedom Writers themselves*

Writers (many of whom are still in school) and students of similar background. In addition to overseeing the foundation's programs, this Anderson student also manages the Freedom Writers budget, oversees 11 full-time staffers, interacts with the board of directors and education advisory, seeks new revenue streams and, well, the list goes on and on. She also accompanies Gruwell on the road to many of her 100-plus speaking engagements each year.

On top of everything else comes the most challenging task: fundraising, marketing and sales of books and materials. As a 501(c)3 non-profit organization, the foundation seeks diversity in revenue streams, bringing in dollars from private donors, corporations and in-kind donations, in addition to earned income from book and DVD sales, fees for service and royalties. (The movie itself is no longer a source of revenue; the filmmakers paid originally for the rights to the story and those funds were invested in the foundation to support the original Freedom Writers. But the foundation does not share in the film's theatrical royalties.) As a committed social entrepreneur (Walsh is a member of the Social Enterprise Institute, a YPO-model for non-profit directors), Walsh seeks alternative

sources of income so the foundation does not have to rely on charitable giving alone. She is pleased to participate in the first Anderson course on social entrepreneurship, taught by Jonathan Greenblatt, which helps her generate ideas for financing the foundation.

All the while, Walsh remains focused on the long- and short-term goals of the Freedom

“ Walsh wrote a business plan – with Cockrum providing tough-but-helpful assistance – and succeeded in raising additional funds for the foundation.

Writers Foundation. In the short term (18 months), the foundation plans to train five times as many Freedom Writer teachers into the fold as they have now, from 30 to 150. “The Freedom Writers Diary Teacher’s Guide,” which outlines Gruwell’s education methodology, is due out in August this year. Walsh and her team plan to triple the \$500,000 annual budget and build the educational credibility of the foundation by documenting real results linked directly to the foundation’s methods.

For the long term, Walsh says the foundation’s goals include growing the organization and institutionalizing the Freedom Writers methodology not only through students, but through the teachers coming into the program.

*For more information on the Freedom Writers Foundation, you can visit [www.freedomwritersfoundation.org](http://www.freedomwritersfoundation.org).*

“You are educated. Your certification is in your degree.  
You may think of it as the ticket to the good life.  
Let me ask you to think of an alternative.  
Think of it as your ticket to change the world.”

— Tom Brokaw

## 1960

*Assets* has received notice that **Kermit James Sadler** passed away on Jan. 10, 2006, after a short illness. Born March 14, 1933, in Wilmar, Calif., Kermit had a manufacturing business, Plasti-Clad, in the Westside area of Long Beach since the early 1970s. He graduated from Huntington Beach High School, and as a Korean War veteran, he attended Long Beach State College on the GI Bill. He was student body president there in 1958-59 and was active in the business fraternity Alpha Kappa Psi. In the 1960s, he worked in the aerospace industry, including on the Apollo 1 project in 1967.

## 1961

**Michael E. Shonstrom** writes in, “I started as an analyst with Lehman Brothers on Wall Street in 1965, and I’m still at it. I was recently interviewed by Mark Haynes on CNBC in recognition of my ranking as the top analyst in 2005 by Zacks Investment Service with a 176.5 percent gain and have been rated a Five-Star analyst by Zacks in four of the last five years. I was also identified as the top stock picker of the year in 2004 by *Forbes.com*/Starmine Best Brokerage Analyst rankings with a stock showing a 546 percent gain. Just thought I would share this.”

## 1972

*Assets* has received notice that **Roger D. Evered** passed away on July 8, 2005, at the age of 73. He received his

MS (1972) and PhD (1973) from the UCLA Anderson School of Management. He lived in Monterey, Calif., and retired from the faculty of the naval postgraduate school in 2001, having been a member for 23 years. He was devoted to scholarship and his students. Born Nov. 14, 1931, he died of esophageal cancer. He is survived by his wife, Barbara Morais-Evered, his sons, Duncan Evered, Randolph Evered and Timothy Evered, and their mother, Judith Evered.

## 1976

### Full-Time MBA Class

#### Correspondent:

**Paul Bowinkel**

e-mail: paul.bowinkel.1976@anderson.ucla.edu

## 1980



*Sarah Shinn Pratt and family.*

Sarah Shinn sent in a photo of herself at the Imperial War Museum in London with her husband, Wayne, and two sons James and Henry. The photo was taken Thanksgiving weekend 2006. She is president of LeBaron Antiques Trading and has been a guest appraiser on PBS “Antiques Roadshow” for the last seven years. She is also in the real estate business in Litchfield County, Conn.

## 1982

### Full-Time MBA Class

#### Correspondent:

**Garry Tyran**

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garry.tyran.1982@anderson.ucla.edu

1982 Full-Time MBA Class Notes by Garry Tyran

This fall, Senior Associate Dean Al Osborne visited Washington, D.C. While here, I had a chance to get together with him for lunch in Chevy Chase, and it was great to catch up. Among other things, Al and I talked about our upcoming 25th reunion which will be held on Oct. 12-13, 2007. I hope that all of you can attend this, which is shaping up to be our best one yet! If you have not written for a while, please feel free to e-mail me with any news you would like to share about yourself or others. And 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.

## EMBA 1984

### EMBA Class Correspondent:

**John Scillieri**

e-mail: john.scillieri.1984@anderson.ucla.edu

## 1984

### Full-Time MBA Class

#### Correspondent:

**Joanne Haase**

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1984 Full-Time MBA Class Notes by Joanne Haase

We had a fun mini-reunion in Los Angeles in October. It began with **Mark Triska, Hilary Kraft** and **Lucy Lewand** joining me for on-campus activities during alumni weekend and then meeting up with **Charlie Coleman, Terrance Mason, Martha Zapeda, Mike Charlasch, Lisa Gold, Arturo Albin, John Landau** and Mark’s wife, Maria, in Westwood for dinner. There were great stories and laughs shared by all. . . . Mike Charlasch was grinning from ear to ear telling us about his return to the music industry after completing his first week of work in his new position as vice president of marketing logistics with Universal Music Group. He’s happy to be back in the “eccentric music industry culture with the world’s largest music company (about a 33 percent share of the recorded music industry worldwide).” In his new position, he oversees media planning, online marketing and digital pre-press. The company is based in Santa Monica but has record labels in New York, Nashville and Miami which affords him regular trips to all those hot spots. . . . Martha Zapeda swore us to secrecy as she regaled us with her new venture plan. . . . Lisa Gold revealed that among her many talents is the fact that she writes screenplays. . . . Arturo Albin (business analyst at Seminis) was enjoying being out for a party while his wife was out of town, and Terrance received a lot of ribbing (primarily from Martha) about succumbing to the slower pace of married life. . . . John Landau (COO at Trimark Pacific Homes) made us laugh with many of his witty observations about life. Charlie Coleman



happily reported that working for the power company (corporate communications, Southern California Edison) is more enjoyable than one might expect. . . . Hilary Kraft still rules her kingdom on Sticker Planet (her catalog business!). . . . Terrance Mason is with Boeing, working with some heady stuff such as technology licensing and intellectual property management. . . . Mark Triska and Lucy Lewand assumed responsibility for the wine choices as they both are "in the business" these days. In fact, Mark reports that despite the heat wave in August, he harvested 2.5 tons per acre of merlot from Triska Crane Ridge Vineyards in October. Wente Vineyards took most of the fruit for their Livermore Valley Crane Ridge Reserve Merlot (so bring a bottle to your next party and boast you know the grape grower). The fruit quality was excellent and despite a lower yield, he expects great results when it's released in 2008. . . . In mid-January, a small group got together for brunch in Marin County. **Erich Sylvester, Gordon Matthews, Mary Kay [Ganobcik] Hardwick, Susan Mulloy** and I had a nice time catching up. After moving up to the Bay Area from Los Angeles a couple of years ago, Erich continues the business valuation practice he runs with his wife from their uniquely sited apartment in the Presidio (his landlord is the non-profit Presidio Trust). He's the "go-to" guy for anyone looking to value a business for estate or legal purposes, and it was fascinating to hear how he goes about doing it. He also offered to host a recreational day at the Presidio (including golf, swimming pool, a specially guided tour of the Presidio grounds). For those out of the area, the Presidio now houses LucasArts, and a full size statue of Yoda is there for all to enjoy (Star Wars still lives!). Gordon enjoys being a real estate investor and savors the days he has left with his high school daughter (the older daughter has already left home and is in her second year at Radcliffe). Mary Kay has carved out a consulting niche in the medical device and pharmaceutical industries that enables her to work from the comfort of her home in Alameda. Susan is a woman of many talents and has had a multi-faceted career, ranging from being a bank economist to providing case management services to the homeless. Her commitment to helping those who struggle was very inspirational. . . . Lastly (but not least!), kudos to **Richard Rocke** for making the *Wall Street Journal's* top 10 mutual funds list for 2006 with his HighMark Large-Cap Core Equity Fund. He's the portfolio manager (and vice president of quantitative strategies) at HighMark Capital Management in San Francisco.

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 1986 Full-Time MBA Class Notes by Robert Simoni

**Doug Heller** was just recruited from the commercial real estate firm, Colliers International, to Binswanger, a Philadelphia-based commercial real estate firm, to help establish an office/presence for them in Phoenix. As vice president, he will focus on

seeking opportunities with companies in California, Arizona and New Mexico to help them "dispose" of (find other buyers for) large high-tech manufacturing, warehouse and office buildings, wherever they may be in the world. Doug can be reached at: (602) 912- 5756. They also represent developers who need to identify potential tenants for large-scale commercial projects. *More news and notes from: Andrew Shapiro*, who writes to let us know that Infovest 21's Strategy Focus, a monthly publication focusing on specific hedge fund strategies, featured him and Lawndale Capital Management, the money management firm he founded and has led for the past 14 years. The article highlights Andrew's activist strategy and recent successes. The stock market's recent focus on corporate governance matters has kept Andrew, a specialist in the area, busy traveling the country speaking on governance reforms and his unique activist investing style. Andrew and his firm are based in the San Francisco Bay Area, in the picturesque town of Mill Valley, where he is also active in coaching his children's sporting teams and helping out in their classrooms.

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 1987 Full-Time MBA Class Notes by Mary Lor

Has it really been 20 years since we graduated from UCLA and went our separate ways? Will you be going to the reunion this fall? Write and let me know! A few of our classmates have recently moved to Colorado. **Mark Lies** writes, "After nearly 20 years of the rat race from San Francisco to New York to Chicago to New York to London, I decided to 'take a break'. My wife, Donna, and my three boys, Max, 12, Michael, 9, and Matthew, 6, are happily settled in Denver. We love the quality of life, the skiing, easy access to anywhere in the United States, pretty decent sports teams, great people and awesome weather. So for the time being, I am



## Publishing Seventh Book

Victor P. Whitney ('56) recently published his seventh book, "The Art of Trusteeship," a timely treatise on how to manage assets for the benefit of others. Over the last 50 years, millions of Americans have created trusts in which they have named friends and/or relatives to serve as trustees. A serious consequence is that many uninformed, well-meaning trustees are being sued for malfeasance, misfeasance, fraud and self-dealing every year. The book is designed to help them avoid the hazards of serving, including this time-consuming and costly litigation.

Offered by Trafford Publishing, the book outlines trustee powers and responsibilities and explains how to manage various types of investments properly. Further it illustrates how a trustee can exercise discretion with minimum potential liability and how a trustee's investment management activities differ from those of the ordinary investor. In addition, it discusses taxes that trusts have to pay and how to account to trust beneficiaries.

"My book is intended to help any current or prospective trustee," says Whitney. "In addition, trust and estate attorneys and financial planners will find it useful in counseling their clients."

Whitney is a retired senior vice president of J.P. Morgan Chase. He has devoted 50 years of his life to designing and administering trusts. In addition, for the past several years he has served as an expert witness in contentious trust matters.

doing some private investing on my own and working with other alums on different investment opportunities." Before he left the corporate world in 2005, Mark had worked at Bank of America, Bear Stearns and Lehman Brothers. . . . **Farley Bolwell** also moved to Colorado in 2005. He lives in Eagle with his wife, Kara. They recently became parents to daughter Anna, who was eagerly welcomed by her 9-year-old sister, Olivia. After graduation, Farley joined Merrill Lynch and spent most of his 18-year Wall Street career there, splitting his time between New York and London. Using the wonders of technology from his home base in the Rockies, Farley now mostly works with start-up companies, providing advisory and financial support. These companies are based in the United States, Europe and Asia and cover a wide range of industries. Both Farley and Mark went on a trip to Ireland in September 2006 with 18 other classmates to golf and celebrate 20 years of friendship.



Back Row (left-right): Matt Avery, Ken Beall, Mike Wheeler, Brad McKinney, Farley Bolwell, Mike Wall, Rich Hogan, Steven Anderson, Anthony Stalker, Shahan Soghikian and Dave Saeta. Front Row: Frank Flynn, Brooks Corbin, Steve Klein, Mark Lies, Mike Escalante, Craig Phillips, Buzz Brown, Ed Stearns and Todd Kupfer.

Another new Colorado resident is **Chris Imamura** who lives in Aurora. He writes, "I'm now working for SAP, the big software company. I lead the West Region for our value realization group, which works with our customers to ensure that they achieve the benefits from their investment in our software. I've been here for about two years now, and although it's a bit of a change from being a consulting partner at Ernst & Young/Cap Gemini, it's been a great ride so far. After leaving Cap Gemini, I did some independent supply chain consulting for about a year before hooking up with several other ex-colleagues at SAP. On the personal side, I'm now living in California. It's been quite the adjustment with all the snow, but the great housing value makes up for much of it.

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**1988 Full-Time MBA Class Notes by**  
**Gigi Johnson**

From **Kim Meyer**, Vienna, Austria – consultant, bass guitarist – "I graduated from the The Guitar Institute in London with a diploma in popular music performance on bass guitar in July. Back to Vienna (now home) and after completing a consulting gig in regulatory economics in the mobile industry, I hung out my bass shingle and am now working with three bands. A crazy mix: jazz, alternative metal and blues! [Just did] my first gig for 1,000 people. It's a very strange life, but so far I like it" ... From **Adrienne (Denny) Leigh**, Houston, Texas, FranNet of Houston and Signs of Success, – "After seven years, I would say I'm still adjusting to living in Houston! What's keeping me here these days are two businesses: Frannet (franchise consulting, working with people who are interested in starting their own business to find a business that will be a good fit for them) and also Signs of Success (an actual sign company, manufacturing interior and exterior signage). Who would have thought after those days when I did NOT take any classes in the entrepreneurial studies program there at UCLA (and wish I had now)! My daughter, Kathryn, is now 10 and was selected as a student ambassador to go on a two-week trip to Australia this summer.

Don't see nearly enough of old friends from UCLA all the way out here in the Lone Star State, but did have a chance to catch up with **Nick Donath** (who won't write himself, I know) when he was here for a tennis tournament – who is doing fantastically well in Las Vegas these days!" ... From **Andrea (Tobias) Jones**, Bellmore, N.Y., consultant, entrepreneur, etc., – "It was an eventful year professionally. I began working for CMP Publications as a freelance copy editor in 2005. I left with one of my friends there and embarked on a couple of business ventures together. The first, Industrial Strength Marketing Communications, is a business-to-business advertising and public relations agency. The flagship client is Bag End, a manufacturer of professional-quality audio equipment. The second, Event Support Professionals (ESP), provides audiovisual production and support for conferences and seminars including such services as equipment procurement, PowerPoint presentation development and event scripting. I have worked two conferences so far, one at the La Quinta Resort and the other at the Arizona Biltmore (tough tours of duty!). ESP just landed Dow Jones Financial Services as a client, specifically for a conference held at the Grand Hyatt in New York City." ... From **Nora Byrne Fitzpatrick**, St. Paul, Minn., assistant dean of administration, University of St. Thomas, – I've been working since 2002 at the University of St. Thomas, helping them to launch their law school. UST Law recently received full accreditation by the ABA, and we are in a new, more established stage of organizational development. I'm still enjoying all the new challenges. It has been a truly magical year for me, and I'm looking forward to 2007 being even more exciting. That's about all I can handle for now!" ... From **Howard Norman**, Phoenix, Ariz., assistant director, professional programs, extended education, Arizona State, – (He was trying to think up something interesting to submit, but would like to help get an Arizona alumni chapter off the ground.) . . .

## New CFO for Photon Dynamics Inc.

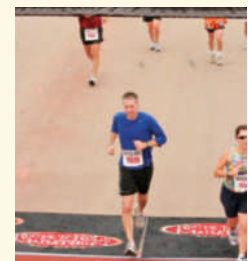


Michael W. Schradle ('71) has been appointed CFO of Photon Dynamics Inc., a leading global supplier of integrated yield-management solutions for the flat panel display (FPD) market. Founded in 1986 and headquartered in San Jose, Calif., the company develops systems that enable manufacturers to decrease material costs and improve throughput.

"We are pleased to welcome Mike to the Photon Dynamics executive team and look forward to his contributions to the company," says Jeffrey Hawthorne, president and CEO of Photon Dynamics. "Mike is a seasoned executive, and we are confident that his extensive career in both

Fortune 500 companies and smaller public and private high-tech companies has given him the breadth and depth of finance and operational management experience to support our continued leadership in the flat panel display market."

Schradle's career spans more than 30 years. He most recently served as the vice president of operations and CFO of fabless semiconductor company Micro Linear Corporation. Prior to that, he was a consultant from January 2000 to July 2000 for David Powell Inc.'s financial services division, which provides interim CFO support to emerging companies. From January 1998 to January 2000, Schradle was CFO of Arithmos Inc., a semiconductor company. Prior to joining Arithmos, he held various financial executive and management positions in high-technology companies, including Intel Corporation, Daisy Systems and Raychem Corporation.



Eric Filseth at the San Diego Marathon.

From **Eric Filseth**, San Jose, Calif. (and San Diego) vice president, digital IT implementation, Cadence Design Systems. Eric staggers over finish line at San Diego marathon June 2006 (his words!). ... From **Jack (Jianxiang) Sun**, Shanghai, China, DKD Logistics, – “I have been in China for the last 11 years, after seven years with Procter & Gamble in Cincinnati, Ohio. Upon return to China, I started with Star TV, managing their first media JV there. I switched to China.com in 1999 and then Henderson group a year later to establish its internet/high tech arm: Henderson eSolutions. At the beginning of 2002, or the worst time for the high tech industry, the group decided to close down the Henderson eSolutions. This led to my takeover and the establishment of DKD Logistics, a software ASP operator in partnership with the Tianjin Customs, managing export processing for over 2,000 companies ranging from Motorola, Samsung, LG and others there. I have been running the operations in Tianjin and Shanghai for the last five years. I married Jessie in 1993 and have since added two boys: Adrian at 12 is in his first junior high year and Michael at 7 is in grade two. ... From **Lauren (Ward) Larsen**, Boulder, Colo., speaker and fundraiser, – “I’m in my sixth year of a United States speaking tour to promote volunteer blood donation (the past four of which have been underwritten by Johnson & Johnson; thank God for the Band-Aid people). I’ve also turned my attentions to fundraising for other causes about which I care – the Preeclampsia Foundation (seeking a cure for this potentially devastating pregnancy-related disorder) and redevelopment projects in the war-torn areas of Southern Sudan. In fact, my husband is currently in Sudan with several of our local Sudanese refugee friends (commonly called the “Lost Boys of Sudan”), and they’re completing the drilling of our first two wells, which will bring water to thousands of remote villagers who have never had access to clean water. I’ve been exploring various “social entrepreneurship” models, as we want to expand our efforts with clean water (John Wood, founder of Room to Read, and Greg Mortenson, founder of the Central Asia Institute, are my current heroes). Still living in and loving Boulder, where we moved, when we realized “life is short.” Still don’t ski, still don’t eat tofu, but otherwise, I continue to “Boulderize” (you know, daughter in a little Buddhist-esque school, juicing kale regularly, and no shortage of

political liberalism). Life is good, real good.” ... From **Norihiko Kato**, Bahrain, regional head, Middle East & general manager, The Bank of Tokyo-Mitsubishi UFJ, Ltd. Bahrain Branch, – “After enjoying life in Amsterdam for three years, I moved to Bahrain last September where the heat was hitting nearly 50 degrees centigrade. Since then, I’ve been making trips all over the Middle East. It’s another exciting and a bit challenging expatriate life.” ... From **Armando Pedroza**, Irvine, Calif., senior vice president, Citigroup, – “I haven’t started a company; don’t play in a band; don’t run marathons; don’t live in a foreign country (not that there’s anything wrong with that), but I have a wonderful life, have lots of fun and am nearly famous to my kids. Sheryl and I have been married for 18 years and we have two wonderful daughters. Dani is 13-going-on-12 and Monica is 9-going-on-12. I am in my 17th year with Citigroup. I am a senior vice president, and I run our restaurant franchise finance business out of Irvine, Calif. Essentially we are a specialty finance company of about 100 people; our loan customers are very large franchisees of the top 10-or-so U.S. food franchises (KFC, Taco Bell, etc.). I work long hours but am trying to figure out how not to. More importantly, I was Indian Chief of my daughters’ Indian Princess tribe (Chief Brown Bruin), and I enjoy music, my Mac, family, friends and the Bruins. I was in Indianapolis in April to watch the Bruins in the Final Four, South Bend in October to watch UCLA vs. Notre Dame and the Rose Bowl on Dec. 2, 2006, where the Bruins stunned USC – and am still enjoying the afterglow.” ... From **Sally (Simpson) Brennand**, Olympia, Wash. IS Guru, Runner, – Sally is in her second year back in the work force on a \$120 million IS project with Washington state, getting providers ready (if not eager) for a new Medicaid payment system. “The project has a strong state team and middling consultants – where were our classmates during the bidding process?! **Bob (’89)** had an exciting ninth year at Grays Harbor Paper as the mill explores biodiesel and ethanol energy ventures. They still make paper too. Our running habit crossed to obsession as we trained to run cross-country and competed at team nationals in San Francisco. We enjoyed visiting with classmates **Jeff Rosenthal (’88)** and **Tony Coffey (’89)** and both ran well, with Sally finishing eighth Master Woman at a 6:14 pace. Our boys, 12 and 14, are happy

pursuing their personal fixations are tolerant of our behavior.” ... From **Gigi Johnson**, Monrovia, Calif., president/producer, Maremel Media; UCLA Lecturer, – “I have become a “hyper-hyphenate,” as I’m trying to pursue all my interests at the same time with my own two companies. So I’m consulting to media companies; producing “How2Kids” digital media literacy kids’ show on cable and broadband TV ([www.how2kids.com](http://www.how2kids.com)); teaching new media to undergrads, MBA’s and international media execs at UCLA Anderson (with the help of all sorts of great UCLA Anderson alumni); doing folk sing-along concerts at libraries and museums; winning top vocalist in traditional music at the Topanga Banjo and Fiddle Contest in May; (still) selling my kids’ album, “Crunchy PartyMix” (found on iTunes, CDBaby.com, etc.); run/walking 5Ks and half-marathons; leading two Girl Scout Troops; and spending as much time as I can with my hubby, **Brian (MBA ’93)**, and three kids, now 9, 11 and 13 (all who are in the cast of How2Kids). Whew! Some of this pays the bills; most fills the heart. The year ahead will be filled with TV production and more music as How2Kids develops (stay tuned), and I expand back into jazz standards concerts. ...



James Green.

From **James Green**, New York, N.Y. CEO, Games Media Properties, – James’ many adventures since UCLA Anderson have taken him from Lancit Media to Disney to Pixar to Sabela Media to 24/7 Real Media to GiantBear. He most recently had been running PVI, a company most famous for the virtual first down line in football and the ad behind the batter in baseball. He sold the company in May 2005 and very recently joined Games Media Properties (GMP) as CEO. GMP runs the world series of video games ([www.TheWSVG.com](http://www.TheWSVG.com)) a series of live events where the best games from around the world compete to see who’s best. These events are broadcast on CSTV, MTV and CBS. He is living in Manhattan with his wife and two children aged 6 and 3. ... From **Barak (formerly “Barry”) Lurie**, Los Angeles, Calif., Law Offices of Barak Lurie, –

Barak Lurie hasn’t written in for a long time. In fact, not once since graduating. For shame. Anyway, he went off to be a lawyer for a while, first in San Diego, and then Los Angeles. He quit law in 1999 to become CEO of an Internet company. [That should be enough said on that.] He went back to law, soon becoming general counsel to the owner of the Los Angeles Clippers, handling principally his real estate matters. He opened up his own law offices in 2003 in West Los Angeles, focusing on real estate and business litigation and transactions and loves it. In the meantime, he lives in Brentwood with his wife, Stacey, and son, Max. He hopes to hear from you! ... From **Rodney Click**, soon from Cambridge, Mass., Financial Planning and Analysis, Avery Dennison, – “I am moving to Cambridge, Mass. to start a new job. I will still be working at Avery Dennison doing financial analysis, but now I will be working with the Staples sales team, which is based in Framingham, Mass. My wife, Emily, has taken a position at Harvard Divinity School as assistant dean for ministry studies. She spent seven years as a student to complete her doctorate while working full-time at Claremont School of Theology as field education director. We are looking forward to relaxing weekends in and around New England now that my wife is no longer a student. Our son, John, is continuing at Earlham College in Richmond, Ind., majoring in art and photography. Our daughter, Amy, now almost 18, is finishing her senior year at Claremont High School. She is in the honor choir, Chamber Singers, and is very active in musical theater. She will be living with some friends in town for her final semester, so she can finish high school in the town she grew up in. Beginning Feb. 1, my new address is Rodney Click, 165 Pleasant Street Unit 101, Cambridge, Mass. 02139. ... **Sandra Gress** returned to Portland, Ore., after two years in Tanzania as the Clinton Foundation’s HIV/AIDS Initiative country director, and is currently working on special projects for the foundation. This requires some travel to Africa but allows her to enjoy time back in her beloved city. There is no place like home! Her husband, Doug, is heading up the Pan African Sanctuaries Alliance (PASA), a consortium of 20-plus chimp and gorilla sanctuaries in Africa, and is busy advocating for greater protection of “non-human great apes,” all of whom are on the verge of extinction. 6-year-old daughter, Lauren, is a second-grader at the Portland



French School, and entertains herself in choir, aikido and ballet. We are so happy to be back in our "hood" and welcome contact from anyone who comes this way.

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**1989 Full-Time MBA Class Notes by John Burns**

For those of you who haven't had the chance to attend UCLA's Alumni Family Camp called "Bruin Woods" in Lake Arrowhead, I highly recommend it. We spent a wonderful week there this summer along with **Rich Ambrosini** and **Christina Dodson Ambrosini** and their family. Rich has relocated back to the San Francisco Bay Area, where he is the regional president of D.R. Horton's home building business. Their daughters, Lauren and Caitlin, keep them quite busy as well. . . . **Bert Selva** made a huge difference this summer. He initiated a fund-raiser for a friend of his, Augie Nieto, to raise funds to combat ALS. The event raised well over \$1.4 million in one day, and Augie has become quite a celebrity as the money has already helped isolate 25 genes that ALS patients have in common. . . . **Lisa Brummel** has been with Microsoft since 1989, where she has had a wide variety of positions. She was recently featured in BusinessWeek as one of Microsoft's key "change agents." She took over human resources in April 2005 at the "nadir of employee discontent" (according to BusinessWeek), and she changed policies on everything from worker rankings to providing gym towels.

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



Maria Hermanussen, Elaine Hagan, Ned Doubleday, Val Graesser, Dean Olian, Joe Michener and Todd Mackey at the Reunion Dinner.

Thanks to all who attended our Anderson 15-year reunion last October! The weekend was

a lot of fun, and it was great to see so many faces from the past. For those who were not there, here are a few of the highlights: Flying in from afar were **Ann Sherwood, Aris Economon, Peter Brumbaugh, Bernard Walker, Mark Weinstein, Bill Sornsin** and his wife, **John Sterling, Janese (Anderson) Williams** and a whole crew from the Bay Area including **Steve Kalmbach** with his wife Tiffanie and two children, **Anne and Gary Vollen, Maria Hermanussen** and husband Brian Marcus, **Shari Fujii** with her newly-expanded family (see below), **Joe Delaney, Andrea Saliba** and **John Goree** with his French girlfriend. The winner for the farthest traveled was **Aris Economon**, flying in from Switzerland. The one who traveled the least was **Elaine Hagan**, who walked downstairs from her office in the Price Entrepreneurial Center. . . .



Class photo after dinner. Back Row: Joe Michener, Elaine Hagan, Phil Lelyveld, Ned Doubleday, John Sterling. Next Row: Larisa and Bill Sornsin, Gerald Brown, Brian and Maria Hermanussen Marcus, Valerie Graesser, Sue and Todd Mackey, Peter Brumbaugh. Middle Row: Joe Delaney, John Goree, Aris Economon, John Goree's girlfriend Catherine Delorme, Steve Pappas, Andrea Saliba, Tom and Angela Dorsey. Second Row: Vicky Collison, Anita Frazier, Janese Williams, Gary and Anne Vollen, Shari Fujii, Bernard Walker, Mark Weinstein, Tiffanie and Steve Kalmbach. Front Row: Ann Sherwood, Ian Douglas, Meredith Momoda, Debbie Quigley, Doug Fahlsn and Andrew Gengos.

The Friday Networking Reception (aka Beer Bust) coaxed out locals **Julie Clayton, Frank Keating, Bill Glockner, Kevin Gorman, Katherine Lay Sohigan** and her family, **Laurie Monteleone, Suzanne Randal Daves, Don Langley, Doug Bond, Paul Wolf, Tom and Angela ('92) Dorsey, Vicky Collison, Gerald Brown** and **Anita Frazier**. . . .



Steve Pappas, Paul Wolf, Suzanne Randal Daves, Andrea Saliba, Bill Glockner and Aris Economon at the Reunion Beer Bust.

Saturday's dinner was hosted in the new Anderson complex and brought out more

of our classmates including **Todd Mackey** and his wife, **Sue, Steve Pappas, Steven Perry, Phil Lelyveld, Doug Fahlsn, Meredith Momoda, Valerie Graesser, Ned Doubleday, Ian Douglas, Joe Michener, Debbie (Quigley)** and **Andrew Gengos**. The Class of '91 Gift Committee Chair **Joe Delaney** presented Dean Judy Olian and Dean Al Osborne with our class gift of \$194,556 (which has since increased to over \$200,000) with more than 25 percent of our class contributing! Thanks to all who helped reach these goals. For more pictures, visit our class web site. . . .



Joe Delaney presents our Class of '91 gift to Deans Osborne and Olian at the Reunion Dinner.

**Shari Fujii** and her husband, Doug, doubled their family size this year, when they adopted two children from Japan last August. Shun (born March 9, 2006) is a happy, playful, BIG (20 pounds at 6 months!) boy, and Rina (born May 17, 2006) is a sweet and observant little girl. The two little ones are keeping Shari and Doug very busy, but Shari is still finding time to start an ovum donation agency to help couples realize their dream of having children. . . .



Shari Fujii and husband Douglas Higashi with Shunji and Rina.

**Paul Bailin's** family is also expanding since he and his wife, Jennifer, had their first child, Eliana Reese Bailin, on Dec. 14, 2006. Paul and Jennifer welcome her and join our fellow Anderson classmates/spouses who are also part of the wonderful world of sleep deprivation! Paul continues to direct sales at music and multimedia agency SUGO while operating Bailin Jewelers (www.bailin-jewelers.com). . . . **Holly O'Neill** reports that she was quite busy in 2006. In addition to heading up the marketing

consultancy, Talking Business, she taught marketing research and branding at UCJ, presented at six industry events across the country and in Canada and published two articles in popular marketing research journals. She took a bit of time off in December to enjoy Maui.

...



Holly O'Neill and boyfriend Joe Campobasso in Maui.

The Vollen family went to Disney World in Orlando, Fla., last December and had dinner one night at **Geoff Gilpin's**.... Geoff recently bought a contracting business and is fixing up homes for clients as well as on spec to resell. Geoff and his wife, Maria, and son, Robbie, live in a lovely large home and have made many wonderful friends among the families in the neighborhood. Watch out for the Green Zebra! Anne's new company launched with the publication of the first Green Zebra guide, the guide for natural living in San Francisco. Anne and her business partner were recently featured on the front page of the *San Francisco Times* business section. [www.thegreenzebra.org](http://www.thegreenzebra.org). ... Please sign up (or make sure your e-mail address is correct at [www.alumni.anderson.ucla.edu](http://www.alumni.anderson.ucla.edu). Click "My Profile" then "e-mail lists". Sign up for "Class of '91" forum to get class updates, or your geographic area or other affiliation to participate in a forum for members.

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**1992**  
**Full-Time MBA Class**

Kathyrn Ullrich writes in: "Dawn DeVore and Bob Murdock are proud but tired parents of identical twin boys, Aidan and Eric, born Nov. 20, 2006. Both boys were over 6 pounds and healthy. Older sisters Kylie, 8, and Karinn, 6, are excited and helping with their new brothers."

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 1993 Full-Time MBA Class Notes by  
 Ann Bartron Morris

Greetings and happy 2007! Hope that all is well with all of you. Here's the latest and greatest about our wonderful Class of 1993. **Derek Alderton** writes, "Brief update on my last few years. Finally left McKinsey (where I was responsible for their media and entertainment practice on the West Coast) in 2003, and set up my own consulting business which has been a great decision. My aviation passion continues, and I bought, restored and now fly a Russian fighter jet. Finally, in a bizarre twist, last year I started teaching part-time at Anderson" ... And from **Mritunjay "Manju" Bansal**: "I got inspired by some of the previous updates we have had and decided to finally put in my two cents, my first since graduation. Sorry it took me so long. Here is my story, in brief. Since leaving Anderson, I spent a few years in the consumer packaged goods business and then started my own software startup in February 2000, perfect timing one might add. Did that for a couple of years and finally closed doors in 2002 when the market collapse got really bad. For the past four-plus years, I have been working with Sage Software Plc, a U.K.-based provider of mid-market ERP solutions, currently as the director of global product management. My wife, Sheila, and I live with our young son, Avi, 16 months old, in San Jose, Calif. There are a few classmates whom I generally meet up with every once in a while,



## Setting Sales and Productivity Records

Eric Carlson ('83), director of North American parts operations at Volkswagen of America Inc., has been transforming the organization's supply chain over the last few years. Maintaining three million square feet of warehouse space, they fulfill around 14 million order lines per year. The plan involved implementing a completely new parts system and the construction of five new state-of-the-art facilities. The work led to setting a record in 2005 with \$1.1 billion in sales to the more than 1,000 dealers in the United States and Canada.

Additionally, the company was ranked fourth most productive among all automakers surveyed and first among all the European brands by Carlisle & Co., a consulting and benchmarking firm devoted exclusively to the service parts industry. That is up from 14th the year before with a 30 percent improvement in the productivity of the parts warehouses. David Carlisle, chairman of Carlisle & Co., says, "A dramatic one-year improvement like this hasn't been seen in our 15 years of benchmarking."

Carlson points to feedback from warehouse employees and better inventory management as reasons for the marked improvement. "We redesigned the layout of our facilities for enhanced efficiency, and we've implemented the latest technology, equipment and processes," he says. "We lead with the principle of continuous improvement." And he anticipates another record-setting year.

including **Marc Parrish, Todd Thiemann** and **Kinya Horikoshi**. We also used to go camping quite regularly with **Marc Junkunc** and his wife, **Chris Fang ('92)**, when they used to live in Northern California. If anyone is in the Bay Area (or passing through), I would love to reconnect with fellow alums and classmates" ... Thanks to **Donna (Thomas) Choromanski** for this update on the Manhattan Beach crew: "**Bob Mischler** finally got hitched to a lovely girl named Amy, and they had their wedding reception on New Year's Eve in San Diego. **David (Choromanski)** and I, **Terri (Focht)** and **Jeff Warren**, the **(Sean) Hannaways** and the **(Pat) Hedges** were all lucky enough to line up babysitters for our kids and make this very fun event! We all rang in the New Year together, with **Jeff Warren (FEMBA '95)** in rare form keeping us

all entertained till 2 a.m.!" ... After almost seven years in the United Kingdom, **Brian Smith** and wife Suzy have returned to the United States, relocating to Houston, Texas, with their two children, Nicholas, 3, and Christopher, 1. Brian continues to work for BP, currently as planning and strategy manager for the North America gas business. The Smiths write that they are "happy to be back in the land of free drink refills and are experiencing the joys of home ownership for the very first time. We're also pleased by the recent repatriation to Houston of **Alok Somani** and wife Arsheya, both of whom were recent attendees at a 'choo choo' themed birthday party for the boys." ... More international news from **Buddy Marini**: "I am in Hong Kong, working for the Avex Group, the largest Japanese independent music and movie production company. I am over-seeing our Asian artists and releases and

am building up our movie production capabilities in the region. Oh, and I got married last year. **Robert Seidler** and his wife showed up in Tokyo for our wedding. Kudos to him!" ... Big update from **Erik Luca**: "From Anderson, my wife Elizabeth and I drove the whole loop around the United States and Canada for three months and 15,000 miles as we had to move to Dallas for my job then at GTE. Since, I have been working for several companies like Tandem Computers, Compaq, Bellcore/Telcordia, Elixir and now ECTel, always as sales director, Latin America and Southeast United States, in the hi-tech/telecom industries. We established in Sunny Isles Beach, Fla., in 1996, and we have two beautiful children: Edward Kenneth, 6 1/2-years-old (a promising tennis and soccer player), and Angela Elizabeth, 19 months, who is driving us nuts. My wife, Elizabeth, is also back into corporate America working for Microsoft while we are enjoying and balancing this loving family life with heavy international travel, and of course, the usual surfing, windsurfing, tennis and now kite-surfing that I fully recommend to everybody to try out. Cheers to everybody and have a great 2007!" ...



Erik Luca family photo.

**Brett McKnight** writes, "I'm still in the Bay Area (Alamo, Calif.) with wife Beth, Kailey, 8, and Cole, 6, working at Autodesk as director of M&A integration. The hour-plus commute from the East Bay to San Rafael remains a grind (after almost four years), but I am enjoying the work. I'm looking forward to a six-week sabbatical this summer and am just starting to work on an itinerary. I haven't had that much time off since 1993. By the way, was that Leo I saw last night on 'Zack and Cody'?" (Note: Yes, it probably was, since there have been many Leo sightings on television recently. To wit, and thanks to whomever e-mailed this to me: "**Leo Reheman** is appearing in a January episode of 'In Case of Emergency' on ABC. To quote Lee, 'I'm playing the usual meathead moron, a ridiculous idiot, but its sort funny and kid friendly.')" ... And from **Wendell**



## Coming to Consensus

Larry Dressler ('88), president of Blue Wing Consulting, recently published his first book, "Consensus Through Conversation: How to Achieve High-Commitment Decisions," offered by Berrett-Koehler Publishers Inc.

For more than 15 years, Dressler has designed and facilitated high-stakes meetings in large corporations like Mitsubishi, Nissan and Starbucks. He also has assisted in community deliberations involving diverse stakeholders: farm workers in Washington State, homeless artisans on Skid Row in Los Angeles and indigenous leaders in the Ecuadorian Amazon. Through these experiences, he has come to the conclusion that if you want to bring about real change, you won't do it through decree, pressure, permission or even persuasion.

"Sustained change comes when people are passionately and personally committed to a future that they have helped to shape," Dressler says. "If you want to turn your organization's cynics into owners, give them a voice in the decisions that impact their work"

He further explains that all of a group's members must be actively involved. The goal is not mere acquiescence, but goes several steps beyond, moving people from being resigned recipients of instructions to dedicated champions of an idea. In the book, he discusses the basic underlying concepts and then shows how to prepare for and move step-by-step through a successful consensus-building process. He also offers a host of tools and examples, along with tips for avoiding potential traps.

**Wenjen**: "2006 was a busy year for us. We moved out of our house in San Jose to start a remodel in February. Three weeks later, our daughter, Hayley, was born, nine weeks early. She stayed in the neonatal intensive care unit for nine weeks where we spent much of our time. After getting discharged from the hospital and getting lots of tests, she is doing great and enjoying her infant gym class while learning to walk. Our house is now overrun with kiddie toys, and we're starting to childproof everything. Kelly has decided to take another year of leave from her finance position at Avago, a semiconductor spin-off from Agilent. I'm still at Intel. Having spent several years launching and growing Intel's entry into the market for servers for the telecommunications servers, I spent two years in business development in the telecom sector, working with software companies in telecom sectors. Last year, I moved into product development, developing ultra mobile PC products (very small mobile computers) with companies in Asia. Although this involves frequent trips to Asia, I do get to play with all of the latest gadgets and toys." ... Great to hear from **Arvind Singh**, whose company is called Utopia Inc. ([www.utopia-inc.com](http://www.utopia-inc.com)). "We are into data migration, data consolidation and data transformation. We provide turnkey service solutions and use a variety of tools and people

from a centralized offshore facility (Bangalore, India) with front-end sales and support in the United States, United Kingdom, Middle East and Asia Pacific. We partner with folks like SAP and Oracle to help their customers fix data quality issues in their business (customer, vendor, employee, asset, items or financial data)." ... From **Rick Robinson**, nice and warm in Phoenix, "**Terrie (Robinson)** and I recently moved to Scottsdale, Ariz., for her new job as CFO/COO of Gold Canyon Candle. Terrie was referred to the position from our classmate **Dave Barnes**. I was fortunate to be able to transfer with Wells Fargo to Arizona. If any of our classmates plan to be in Arizona soon, please give us a call. I recently met **Bill James** in Las Vegas in November and all is well with him. We also had the opportunity to see **Leslie (Cutchen) ('94)** and **Phil Davis** over the holidays and had a wonderful time drinking martinis as our kids played together." ... Big, big news from Marisa and **Dave Landsberg!** "On Nov. 7, we had a baby boy, Charles Martin Landsberg, who spent 10 days in Intensive Care but is now well and at home." Here was the scoop as it happened - scary, but great to know that he's now fine: "He's home! We finally were able to bring Little Charlie home from the hospital today, after he spent

10 days in intensive care, and are so happy for our early Thanksgiving. He had a rough first 10 days fighting an infection, including spending his first four days breathing through a ventilator. On the morning of the fourth day, the little guy made daddy proud when he pulled his ventilator out of his mouth and began breathing on his own. The great news is that he is now home with mom and dad and should have no long term effects from his hospital stay." Congratulations to the Landsbergs! ... More Manhattan Beach news from **Jim Micali**: "All is great with the Micalis. Nicholas turns 5 in February and learned to ride without training wheels this past holiday. Spencer is 2 and almost as big as Nicholas. Emily is living the life as a MBM (Manhattan Beach Mom). I am still at Countrywide but now on the retail originations side. We are still playing volleyball and surfing every week. We continue to be thankful for our wonderful local Anderson family: had Christmas dinner with the **(Paul) Hechmers**; see **Sean Carey**, **Sean Hannaway**, **Dave Landsberg** and their families very frequently; see **Dave 'Burch' Burchianti** and **Matt Sodi** at the gym; heckle **Eden Warner** on the courts; and visit with **Tim Maurer ('92)** and his wife when we sneak out for a night on the town without the boys. ...



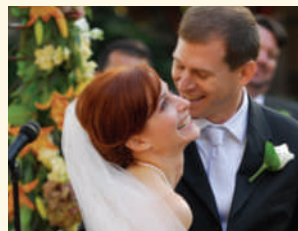


Jim Micali family photo.

**Pete Bogart** writes from New York: "Happy New Year! All is about the same around here. Kids are 11 (Jake), 8 (Dillon) and my precious/beautiful/genius daughter, Jaden, is 5. We are all getting very old. According to many observers of my behavior, I am having a 'mild' mid-life crisis, which has manifested itself in somewhat odd behavior. For instance, I flew to Las Vegas for one night to play poker and to see a Pearl Jam concert. I am seriously contemplating getting a tattoo (not so kosher for us Jews) and have recently swapped the Volvo for a Mini Cooper. Have also developed a penchant for nightly red wine tastings. Still trading equities and commodities for Opus Trading, and still blissfully married to Steffi (who is the deputy general counsel at Estee Lauder). Saw **Ross Henderson** recently for a beer, and still keep in touch with **Brom Keifetz** and a few other Anderson folks." ... From our friends up north: "Greetings from Pam and **Bill Cavanagh** (still in Edina, Minn.). Sure signs of global warming this winter as the fabled Lake Minnetonka (infamously featured in Prince's Purple Rain) has not frozen over, and it's now mid-January! Remaining busy with three kids – Anne, 12, Elisabeth, 10, and Matt, 5. Recent kids' holiday week activities included downhill skiing, snow tubing, sledding, diving, swimming, gymnastics and basketball. Still following the Bruins from afar (way to go UCLA vs. USC in football this year) and congrats on Bruins basketball early No. 1 ranking. Very weak sports in Minnesota this year as we've fired the head coaches for the Vikings, Gophers basketball and Gophers football teams. The mighty Gophers haven't been to the Rose Bowl in my lifetime (thank God for b-school outings to the stadium). Pam and I escaped for two weeks this fall for an adventure in Northern Italy that included Lake Como, Tuscany and the Cinque Terre. I'm keeping busy with my M&A advisory firm, Counsel Funding Partners, as well as an offshoot business web site aimed at business owners who

desire to sell their companies." ... Congratulations to **Matt Sodl**, who was recently nominated by a Wall Street magazine – *Investment Dealers' Digest* – as one of the top 40 bankers under age of 40, "40 Under 40". He writes: "Kind of a neat recognition, also was recently interviewed on Bloomberg Television on deal activity and trends in the gaming industry." ... From **Brian Tuller**: "Professionally, not much new here. I continue to work in pharmaceuticals for Lilly's Women's health division. Our big news is on the family/hobby front. We purchased a small amount of land last year with a home and a producing vineyard. This year we pulled in over two tons of four varieties and have been busy fermenting, pressing and barreling. We've started a blog at [www.grapegrowers.blogspot.com](http://www.grapegrowers.blogspot.com) if you want to learn more. Next year we hope to sell the grapes in another interested vintner. I ran into **Ann DuBay** this summer at a bar mitzvah. She continues as an associate editor for the *Press Democrat* (our local paper in Sonoma County) and does a great job. I enjoy her column on a regular basis. Jeremy, her husband, continues to do well and her son, 13, seemed wonderful as well." ... And last but not least, **Geoff Bossiere** writes, "We're living in Santa Monica and will move to Pacific Palisades later this year. After eight years in Japan with Fox and nearly three years at Revolution Studios, I am running my own Japan-focused consulting business, Shining Prince Entertainment, for the past two-plus years and have been extremely happy with it. It would now be a tough transition back to a corporate job! Clients include DreamWorks SKG, Paramount Home Entertainment and IMAX Corp, and they keep me busy flying back and forth between Los Angeles and Japan, 16 times in 2006. Kayoko and I have also been developing a real estate investment company on the side – it's coming along slowly. My son, Julian, turned 13 in October, and my two girls are now 11 and 8. I've been in regular touch with **Larry Mahl, Tadashi Wakabayashi** – both in Japan, and **Ynon Kreiz** – still in London, among others." ... **Ross Henderson** writes, "I have supported our fine institution by marrying **Suzanne Kelley ('96)** in Santa Barbara this September. As fate would have it, we "re-connected" at an Anderson Economic Forecast in New York City around three years ago, which was 17 years since last spoke with each other

at a party at Berkeley (Suzanne somehow remembered after all those hazy years).



Ross Henderson and Suzanne Kelley.

Anderson was well represented from the classes of '89 to '95. Our class showed well with **Pam "Green Thumb" Berstler, David "Dancing Shoes" Choromanski, Donna "Laugh-olympian" Choromanski (Thomas), David "Pa-pa Now" Landsberg, Tom "Cool Breeze" Lazaroff, Kevin "Mad-Man" Mansfield, David "Big O" Ominsky, Pete McAniff** and the respective better halves who helped make this a very special celebration. We escaped to Spain and Morocco for our honeymoon and are back again to enjoying life in the West Village (New York City)." Have a great winter and start thinking ahead to – drumroll please – our 15th (!) reunion next year.

## 1994 Full-Time MBA Class Correspondents:

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1994 Full-Time MBA Class Notes by Nancy Argent

As we can tell from the submissions, the Class of 1994 continues to be busy, busy, busy. It was great to hear from some of our classmates who had not updated us for a while. **Tammy (Johnson) Steensland** writes that she and husband **Christian ('97)** are doing well in Mission Viejo with their three children, Ava, 7, Marc, 5, and RJ, 2. She works two days a week from home as an independent HR consultant, hoping to build a solid client base. Loves the flexibility and balance independent consulting provides! ... **Richard Toubia** reports that he has moved back to Houston, Texas, after four years in Washington,

D.C. After getting used to the shock of prices, weather and lack of politicians and lobbyists, the Toubia family has settled into a house in the Museum District. He writes, "As you can imagine, relocation is always stressful, so we are planning a vacation to Argentina in November. Would love to meet fellow '94 MBAs there." Richard continues to work for Pace Global, an energy consultancy, with offices in Washington, D.C., Houston, London and Moscow. ... **Dennis Sevilla (EMBA '94)** finished his doctorate in economics at Claremont Graduate University in 2004. He is currently the COO of Pathology Inc., one of the largest privately held laboratories in the United States. He also teaches economics as an adjunct professor at Golden West Community College for fun! ... It was also great to hear from fellow classmate, **Todd McGinley**, who is proud to report that he accepted a new job managing money for Santa Barbara Bank & Trust in Santa Barbara and has moved his family to Ojai, Calif. He certainly seems to be very happy with his decision. "Living in the central coast is truly a blessed experience. Life is slower, prettier, less crowded, more human and civil than in the big cities. People are kind, generous, curious and outgoing. Enjoying the good life may not make for a magnificent, riveting class report, but perhaps this element of our class progression receives less attention than it should." We couldn't agree more, Todd! ... Speaking of enjoying the good life, **Steve Huot** is now back in the United States and has a lot to report. After three years on a motorcycle and the back of a milk carton, he has resettled in Hermosa Beach. But he is not alone. On the South American part of the road trip, it is public knowledge that he kidnapped a woman, Ana Maria Piedrahita, in Cartagena, Colombia. Recent rumors suggest that he is returning to the scene of the crime Jan. 27, 2007, to marry her as part of a plea bargain with the family. He is now pretending to be a legitimate businessman too, and said to have business cards suggesting he is president/COO of [www.BroadSpire.com](http://www.BroadSpire.com), an integrated web agency. ... Additionally Steve writes that **Chris Jenks** hosted a poker game this past Friday night while his wife was out of town to get free help to baby-sit his two daughters. In attendance were **John Weaver, Len Kortekaas, Bill Rosenkrantz, Keith McNamara, Jim Siegrist**, Steve Huot and Chris.

According to Steve, "Siegrist proved winning big was not enough, as he was later voted least likely to be invited back due to the effects of a three-bean chili dip with extra pesto that he must have eaten for lunch that day." ... **Debi (Fromer) Lynch** reports that life in San Francisco is going very well. She just started a new marketing strategy job at Barclays Global Investors after three-and-a-half years at Wells Fargo. This job gave her the opportunity to touch base with **Bob Girvin ('93)**, who also works at BGI. Debi's husband, **Mike ('93)**, is still working as an executive recruiter at Spencer Stuart. Sounds like Debi and Mike have had a good summer. "We've spent most weekends this summer up at our wine country house in Sonoma County, so we're actually tanned, instead of fighting off the summer fog of the Bay Area." ... Speaking of new jobs, congratulations to **Mark Carroll** on his new position. Although he loves living in Boston with his family, after eight years at a Middle Eastern investment company, Mark was ready for a change. He is now working for a real estate investment company in Boston called Single Tenant Acquisitions Group or STAG Capital Partners. He hopes to get out to Los Angeles in September and plans to catch up with many Los Angeles-based classmates. ... Classmate **Larry Stein** also made a job change, leaving Peribit for his next startup opportunity at ShoreTel enterprise IP telephony systems. According to Larry, "The company is growing rapidly and performing well, but most importantly, it has been fun." At home, he is about to embark on another job, remodeling the second half of his home, "trading money for construction dust." However, we are glad to see that Larry has his priorities in place - just scheduling a European vacation for the Stein family next summer. ... It was good to hear from **Stephen Torres** this month who is living in Altadena. Stephen reports that he took over the alternative energy division at Magnetek Inc. in 2005, which manufactures electronic products for the solar, wind and fuel cell energy industries. He travels a lot to Europe for work, but unfortunately doesn't have a lot of time to connect with Anderson alums on his trips. His wife, Rosa, teaches part-time in Pasadena, while daughter, Orianna, 11, just started sixth grade. Additionally, Stephen continues to be involved with Anderson, as a member of the advisory board of the Riordan Programs and hosting an annual graduation dinner event at his home for African

American and Latino MBA students and alumni. He stays in touch with **Andrea (Almeida) Mack**, who works at Western Assets in Pasadena and has stopped to see **Jorge Vargas** when they have passed through Miami. ... Congrats to **Tiffany (Seden) Barbara** and husband Peter who sent along news of an addition to their family - a baby boy. Justin Matthew Barbara was born on July 17. Additionally, she has joined **David Tracy** and **Len Kortekaas** at Goldman Sachs. ... **Stephanie (Meisel) Edelman** is staying very busy with her 13-month-old twins, Remy and Samantha! On the work front, she's been the COO of a small strategic advisory and media firm in the Washington, D.C., area for about five years. She's also in the process of raising money/looking for channel partners for a web-based workflow and records management system we've developed. She would love to talk to anyone with experience in this space. ... Great to hear news from the Midwest from **AnneMarie (Weibel) Homolka**. She writes, "Wow, how life has changed! From crazy work schedules at various Internet startups in Los Angeles and Chicago to suburban life in Avon Lake, Ohio, just west of Cleveland. I recently celebrated my fifth wedding anniversary, and had our third (and final) child, Nicholas. He is getting tons of love from his big sisters, Carolyn, 4, and Lindsay, almost 3. I've been a full-time Mom nearly as long as my marriage and love it (most days)." Congrats, AnneMarie. ... **Jovita Jenkins (EMBA '94)** calls herself the "queen of transformation". After retiring from TRW in 2002, she is now an author, leadership coach, lecturer, business owner, and starting in September, UCLA instructor. Her coaching practice focuses on emerging and seasoned managers in technology-oriented companies who want to enhance their leadership skills. Her upcoming workshop, "Managing Technical Professionals: Proactive Management Strategies for Front Line Leaders", is offered through UCLA Extension. Jovita's acclaimed book, "Get Out of Your Own Way", has helped many people reinvent themselves for the future. ... Great to get an update from **Paula Barksdale** - still happily living in Hermosa Beach with husband John and their two kids, Ellie (first grade) and Ethan (kindergarten). She enjoys her private practice as a college counselor but spends most of her time being a mom. She also reports some fun classmate

sightings over the summer: **Monica Muilenburg**, (still at Intuit) and her husband, Tod, and three kids in San Diego; **Elizabeth (Hirsch) Ward** and **Andrew Ward** and their two kids in Westchester, N.Y., at a Friday night party; and **Mike DePaola**, wife Brenda and three girls in Southampton, N.Y., for their annual dose of summer pampering. She reports that everyone is doing great! ... **Clarisse (Young) Choy** updates us from Berkeley where she is living with husband Bill and sons Daniel, 8, and Sean, 5. They've spent the last year enjoying their newly remodeled home, which took two years to complete. Next project - landscaping the backyard. Claire writes, "Bill's espresso catering business continues to grow, and now that my younger son has started kindergarten, I also have more time for pursuits both creative and professional. In the meantime, I keep myself amused by blogging about retail marketing: [www.retailcurmudgeon.blogspot.com](http://www.retailcurmudgeon.blogspot.com)." She apologizes in advance if she's dissed a product that you manage! ... **Raphael Reich** writes, "I got married over the summer in Napa Valley, with **David Strong** and **Marea Evans** attending. My two daughters, wife and I live in the Bay Area (Palo Alto), where I've been since I left Anderson. Presently working at Cisco in marketing. Here at Cisco I've run into **Henrik Jensen** and **Jay Gill**, both '94 alumni, as well as **Hardy Lipscomb ('93)**." ... A short update from the Colombos, **Franco Colombo** and **Carol Lynn Switzer**. The Colombos have done it again, after two years in Basel, Switzerland, they have moved again. Giorgia Elisabeth, 7, and Charlotte Ines, 6, enjoy their first experience in Italian schools, dad Franco took the position of country CFO at Novartis Italy in Milan, and mom Carol Lynn kept her consulting position with J. Fletcher & Associates, for whom she mostly work remotely. The new address is Corso Magenta, 54 - 20123 Milano, Italy. ... Finally, **Mike Cervank** has some exciting news. "My wife, Tiffany, and I had a baby boy, our first child, on Dec. 10. His name is Fionan (pronounced FEE-uh-ninn) Padraig, and he is supremely Irish, his first name means fair-skinned, fair-haired, and he fits the bill on both counts. He spent his first two weeks in the NICU at CHOC at Mission Hospital in Mission Viejo, because he was four weeks early and needed a little extra time to get acclimated. He came home on Christmas Eve - the best present

ever!" That's it for now - keep those updates coming. We look forward to seeing a lot of Class of '94 at the annual Anderson reunion in October! *More news and notes from:* **Galata Giuseppe**, who writes in, "I moved to the Netherlands with Essent Trading in September last year. Still working in the energy trading business and enjoying it. I also got a second daughter (Annalisa, 6-month-old), five years after my first one. Both tasks (working and parenting) are proving challenging but fulfilling. I am regularly in touch with **David Conte** (still living and enjoying Rome) and Richard Toubia (back to Houston from D.C.). I have also heard from our two French fellows: **Thibault** is a happy banker in native France, and **Jean-Noel** is a skilled actor split between Paris and London. **Alessandro Colombo**, tired of Luxembourg, moved back to Milan as an investment banker. It was a shame to see our class news section empty in last issue. C'mon folks! Give a shout if you come to this part of the globe.

### EMBA 1995

#### EMBA Class

#### Correspondents:

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### FEMBA 1995

#### FEMBA Class

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**Greg Rivers** writes in, "I am happy to report that I married Kristen Waugh of Aberdeen, Wash., (WSU grad) in July of 2006. We got married in Banff and live in San Francisco. After the fall of Robertson Stephens in 2002, I have been heading up the semiconductor and communications equipment

## Outstanding Science Alumnus

F. Matthew (Matt) Rhodes ('96), CEO of Teranetics Inc., recently was named Outstanding Science Alumnus at his undergraduate alma mater, the Eberly College of Science at Pennsylvania State University.

Eberly College is the home of the basic biological, physical and mathematical sciences at Penn State. The award recognizes that school's outstanding science alumni for their leadership in science and for the impact they have had, and will continue to have, on society and on their professions.

Teranetics Inc. is a privately-held semiconductor company that provides next-generation, standards-based 10-gigabit Ethernet copper-channel solutions. Prior to joining Teranetics, Rhodes was president of Conexant Systems, Inc. In 1997, he joined Conexant, then named Rockwell Semiconductor System, where he directed the development and market introduction of low-cost modem technology for inclusion in laptop and desktop personal computers. In 1999, he was appointed senior vice president of the personal computing division and was part of the management team that spun off Conexant from Rockwell. At that time, Rhodes transitioned the focus of the development to broadband-Internet-access technology and led Conexant to a market-leading position in the supply of digital-subscriber-line (DSL) solutions.

Rhodes participates in a number of industry associations, including the Fabless Semiconductor Association, and he is a member of the Pacific Council on International Policy. In addition, he holds several patents and has contributed to several professional journals.

investment banking practice for JMP Securities. Hello to the FEMBA '95 class – make it a great year!”

### 1995

#### Full-Time MBA Class

#### Correspondent:

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1995 Full-Time MBA Class Notes by Masami Suzuki

Greetings, fellow 95-ers! In this round of updates, our classmates are moving and shaking on both family and career fronts. As usual, let's start with classmates whose news travels the farthest. **Kelly Pierce** checks in from Abu Dhabi with an exciting update: "I got married on Oct. 15 at Treasure Island in San Francisco to Maria Aurora Anastacio. We met in Abu

Dhabi in the United Arab Emirates and had been dating for about three years. I've attached a few photos. Other Anderson alums in attendance include **Kevin Maddock, Dane** and **Robyn Lewis** and **Bret Moore**. I've been in Abu Dhabi in the United Arab Emirates for more than six years now and have no plans to leave – it's a very nice place to live, work is great, and I'm enjoying the expatriate lifestyle." . . . In the meantime, **Scott Pollack** updates us on new pursuits in China: "After studying Chinese full-time for over a year, the biggest news that I have to report is that I have launched back into full-time business pursuits. I accepted an offer to join The Gallup Organization ([www.gallup.com](http://www.gallup.com)) as a partner in their Shanghai office. In the new role, I am responsible for growing Gallup's China practice (which was established in 1993), with a particular focus on the company's largest global clients. For those of you who

are not familiar, Gallup is a global management consultancy and market research firm with offices in over 40 cities in 25 countries. Probably most famous for the Gallup Poll (created in 1935), Gallup has studied human nature and behavior for over 70 years and has used this knowledge to create unique metrics-based performance management systems. Clients include Audi, Best Buy, Blockbuster, Citigroup, Disney, Fidelity, Marriott, Ritz Carlton, Sears, Starbucks, Toyota and WalMart (to name a few). Given the large, complex and rapidly developing markets here, I am very excited to be focused on leveraging Gallup's solutions to help large multinationals succeed in China. Further, given my desire to continue to improve my Chinese, I am thrilled to be joining an organization where I will be the only foreigner (based in China)." . . . Closer to home, our Southern California friends are well and thriving.

**Scott Brogi** says, "Shocking but I still live in Hermosa, and the volleyball team is rounding out nicely as my wife Tina, son Anthony and I were joined by a beautiful baby girl, Mila Jean, this summer.

Meanwhile the startup I had managed business development and sales for over the past six years, Pictage, became enough of a grown up that we were able to sell it to private equity firm Apax Partners, affording us the time to take the summer off to enjoy our new addition. Other than that no real changes at the beach – still have season tickets for UCLA basketball with

**Steve Green** and looking forward to a great season, and the ocean view from the hottub in the backyard of our home continues to play host to what's left of the South Bay crew like **Chris Daniel** and **Colin Donahoe**, as well as visiting dignitaries like **Joe Brill**, **John Carmichael**, **Chip Cushman** and **John Jordan** during our frequent barbecues, so if anyone finds themselves down this way drop us a line as we always have an extra margarita glass." Hey, let's all go visit at once! . . . Steve Green reports, "After finishing my term as president of the UCLA Anderson Alumni, I'm having a blast being a full-time dad. In addition, I serve on the Board of Governors at Occidental College." . . .

**Patrick Trepanier** and family have been on the move. He reports, "I recently left the clouds and rain of Seattle to return to the sunny climes of my hometown, San Diego. I'm still in wireless, leading device marketing for Cricket Communications. Motorola is one of our key suppliers, so I'm looking for an opportunity to get out to

Chicago and have **Seiji Oyasu** take me out to dinner this time! The new company has a good culture and our three kids, Zoe, 10, Eliza, 8, and Noah, 4, are very fun and definitely help me keep perspective in life." . . . Up in the Bay Area, **Faye Karnavy** and **Avanish Sahai** had a pretty hectic but fun 2006, with family trips to Canada, Thailand and Brazil, mixed in with many long-term visitors, multiple entrepreneurial ventures and their regular day jobs. Alex, 8, and Michelle, 7, are both learning steel drums, which makes for some interesting concerts at school! In the last few months of the year, they saw **Eric** and Luisa **Freeman** and their adorable daughter, Claudia (who have all recently moved to Spain!), **Max Shoka** and family, **Greg** and Jeannie **Dickinson**, and **Dylan Charles**. There are rumored sightings of **Jim Dellisanti** in the Bay Area too, but that's yet to be proven. C'mon Jim! . . . And finally, **Eileen McPeake** updates us with fantastic news from her and **Julio Dolorico**: "On Saturday, Dec. 30, we welcomed a little baby boy, Declan Ricardo Dolorico-McPeake, into our family. He came three and a half weeks early and weighed 15-pounds, 15-ounces, but is perfectly healthy and eating well. Caitlin, our 3 1/2 year old daughter, is thus far embracing her role as "big sister" and loves to give Declan hugs and kisses. We pray that lasts! Also, in October 2006, Julio started a new job with Merrill Lynch's private banking and investment group. He'll be working as a private wealth advisor, targeting those with \$10 million or more in investable assets. He'd spent 12 years as an international equity sales trader with Merrill on the institutional side and is excited to start this new, more entrepreneurial venture." Congrats, Eileen and Julio!

### EMBA 1996

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### 1996

#### Full-Time MBA Class

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1996 Full-Time MBA Class Notes by Steve Smith



Greetings Class of 1996! By the time you read this, we may be well into the Summer of 2007. Which is a good thing, because it is ridiculously cold right now in the San Francisco bay area (in the 30's, near all time lows). Yet at the same time, the stock market is heating up, Apple is closing on 100 (who will be the first in our class to buy an iPhone?), and the Dow Jones industrials closed today at 12,582.59 (reaching a third straight record high). What does all of this mean? I don't know, but I believe it means that we are in for a very dramatic year, especially if the news below is any indication of things to come! Read on... **T.K. Pillan**, "Not sure if it's too late, but The Veggie Grill opened Nov. 13 in Irvine. We serve classic American sandwiches and burgers with a veggie twist. The opening has been a solid success with great reviews and large crowds. You can learn more about us at [www.veggiegrill.com](http://www.veggiegrill.com)." ... **Aron Schwartz**, "Happy New Year! I'm pleased to announce that I was named a partner at Fenway Partners." ... **Norbert Tan**, "After near four years, I will be leaving Rubicon Theatre Company in Ventura to lead the Ventura College Foundation as its executive director. I will be building a performing arts and lectures series on campus, as well as developing other college support activities. I recently bumped into **Tiarza Taylor**

at a Ventura County Alumni mixer, had a beer with **Jeff Lulenski** and his family in Santa Barbara, and have been in touch with **Stan Lemons**, who is now in Dallas with his son, Matthew, working for the ad agency, Slingshot. **Derek Speck** and I had breakfast with **Neal Hubbard** who is now a new father, and I chatted with **John Ball**, who is now at Ticketmaster in Los Angeles. My wife, Tracy, and I are doing well in Ventura, and I've started running marathons, having completed the Los Angeles and Las Vegas marathons recently." ... **Toby Ali** had a pretty busy year. "I am still out in London. The big change was that Lucas Ali appeared in July, all 8-pounds of him. He has been a good guy so far. To date, he has managed to master the art of grabbing his toes and drooling. We have some work to do. He did precipitate the Chilean shotgun wedding of the year, though. **Constanza Mardones** and I finally made it official in December in Santiago (where she is from), thereby completing the parent-unfriendly trifecta of buying a house together first, having a kid and then finally getting married. **Mike Ladge**, **Nalin Nayyar** and **Daniel Malchuk** were all able to make it. I managed to see **German Novion** while down there before he headed out of town. Workwise, I left Lehman Brothers in early 2005 and have

settled into Credit Suisse in London, where I continue to work in leveraged finance. The big news about leaving Lehman was my separation from Nalin. We had worked in the same group for five years. I thought we were coming to terms with it well, and then he took his family and bolted to India. If anyone is passing through London, give a shout." ... **Juan Diaz-Andreu**, "Hi, from Madrid, Spain. Two months after the alumni reunion, I am still excited about it: I hope I could explain how fantastic it was to go back to Roma Cafe, the Anderson complex, and also visiting the old building (yes I did it), Lu Valle, ASU-CLA shop, meeting 96 classmates, Anderson officers and professors I had not seen for 10 years! It was simply great. My 17-hour trip from Madrid was worth it! I know other UCLA Anderson '96 people like **German Novion**, **Luis Miranda**, **Caterina Ciani** and **Ignacio Guinea** wanted to make but could not - maybe for the 15th? I had **Steven Kuo** visiting for a few hours in Madrid some weeks ago, and hopefully will meet this Christmas **Giambattista Taglioni ('97)** and **Javier Sanfelix ('95)** (Javier's beautiful wife gave birth to Jaime, their third baby last summer). Our baby girl Carolina was born last July 28, 2006. Un abrazo." ... **Neal Hubbard**, "My little news is that my wife, Koren, and I had a baby boy a

few weeks ago, Alden Jarrett Hubbard. He has already begun his reign of chaos and destruction, laying waste to all clean clothes in his path. Mom and Dad are thrilled." ... **Suzanne Kelley**, "I am thrilled to announce that I married **Ross Henderson ('93)** in Santa Barbara on September 9, 2006. Anderson alums in attendance include maid of honor **Irene Wang**, **John Francis**, **Peter McNiff ('93)**, **Regina Regazzi ('97)**, **Jennifer Strauss Vos**, **Tom Williams ('95)**, **Pam Berstler ('93)**, **David Choromanski ('93)**, **Donna Thomas Choromanski ('93)**, **Greg Craig ('89)**, **David Landsberg ('93)**, **Tom Lazaroff ('93)**, **Kevin Mansfield ('93)** and **Dave Ominsky ('93)**. Ross and I met briefly at Cal in 1986. We attended Anderson at different times, but ran into each other at an Anderson alumni economic forecast in New York City several years ago, some 18 years later. Just back from our honeymoon in Morocco, and we look forward to seeing everyone at the reunion in October. Thanks to all for your support and best wishes for a wonderful 2007." ... **Brownstein Paula**, "Work is good. Still at Diageo but am in a new position. I am now our innovation director and am down to working four days a week which is great as I get to spend more time with the little one." ... **Lisa Kolczun**, "Sorry we missed you at the reunion. We both wished we could have made it. Our big news is that our second son, Reese, arrived in time for Christmas!" ... **Anthony Robb-John**, "I was on the exchange program from London and am back in London on third job in 12 months! Now MD of easyGroup brand if that is of interest." ... **Nadine Freeman**, "Hi Steve. **Melissa Banning** was here visiting me a few months back. Still working in Ashoka promoting social entrepreneurship in South America. If anyone is interested in a venture capital approach to solving the world's most pressing problems (and looking to make good use of some of that end-of-the-year bonus to help alleviate poverty or improve education and health around the world), I highly recommend checking out the Ashoka web site, [www.ashoka.org](http://www.ashoka.org). Happy to provide more info to anyone who is interested. Feliz Año Nuevo to everyone!" ... **Mateo Eaton**, "The Chapai Lama says, 'Give it up, my children. Your video games too.'" Note from Steve Smith: If you haven't seen the



## Named VP of Product Management

Frank Gerstenberger (FEMBA '97) has joined Revenue Science Inc. as vice president of product management. The company offers the most widely adopted, powerful and flexible targeting platform for digital media worldwide. Using the most advanced behavioral targeting capabilities available today, their targeting marketplace manages more than 1 billion behaviors a day with access to over 100 million unique Internet users and makes them accessible to marketers and publishers. Clients include AOL.com, ESPN.com, Financial Times, Gannett, Jumpstart Automotive Media, NikkieNet, The Guardian.co.uk, Reuters.com, Univison.com and WashingtonPost.Newsweek Interactive.

Gerstenberger will be responsible for identifying, defining and launching all new and existing product offerings, as well as managing custom development and partner program requirements, among other duties.

"Frank is an experienced product management and marketing professional with a track record of driving product innovation, resulting in improved business and financial performance and customer satisfaction," says Jeff Hirsch, chief revenue officer. "His business and technical savvy will be instrumental in Revenue Science's long-term success."

Gerstenberger joined Revenue Science from Commission Junction, a ValueClick Company, where he was director of product management. In that position, he led the development and execution of the company's product strategy and roadmap for its web-based Internet performance marketing solutions. Prior to that, he spent seven years at Intel Corporation / Xircom Inc. where he held various positions in wireless and mobile communications.

video yet, you might want to visit <http://www.youtube.com/watch?v=6v4VUYWb1es>. . . . **Mike Ladge**, "I am still with UBS in Century City and just broke a personal record by staying with the same company for five years. Business is going very well as I received some recent press by being named to the *Robb Report-Worth Magazine's* Top 100 Wealth Advisors for the second year and am working with a few partners for the first time, which is a lot of fun. I have been in touch with several Anderson Alums recently – **Mike Treiman** and his wife, Debbie, just had their second son last month, I met up with **Rod Rehnberg** at the USC-Cal game, visited **Ashish Gupta** in the Bay Area and stayed with him, his wife, Avani, and two daughters in their newly built home. I just got back from a trip to Santiago, Chile, to attend Toby Ali's wedding to his wife, Contanza. Toby is with CSFB in London where he and Contanza are having a great time with their baby boy, Lucas. Also at the wedding I met up with Daniel Malchuk who, with wife, Pazy, and son, Alex, lives in a beautiful home in Santiago. **Bart Coughlin ('98)** from Boston was also there, and **Nalin Nayyar** who made the trip all the way from Bombay, India. Nalin had been working with Lehman Brothers in London since early 2000 and recently moved to India (Mumbai) as a member of the senior team that will be responsible for establishing Lehman's new office in India. He is married with two kids and adjusting to life back home after being abroad for 19 years! It was a really fun time to see people I hadn't seen in 10 years. Especially fun was a barbecue at the family's ranch which was like paradise. . . . **Jesus Romo**, "After two wonderful years of having enjoyed the Southern California joie de vivre – barely enough time to explore a fraction of Orange County's mysteries – Kari and I have moved to Texas, once again to follow what has been a surprisingly rewarding 10-year experience with Yum Brand's Pizza Hut. I am now director of operations, and have moved to Houston, where life seems to flow at a pace comparable to the 405 at 6 p.m. Beautiful city, great people. Unimaginable low cost of living. Yet 'is this really a beach? What's that black stuff on the water?' I am still hopeful that there is more California for us, somewhere in the future. Ahhh – the palm trees! The landscape! The ridiculously pricey housing! I'll miss it all! On

the other hand, this opens a great career opportunity with PHI, and my Virginian lovely wife can re-enjoy the Southern way of life. Hope 'y'all' are doing great!" . . . **Steve Smith**, "Wanted to add a few words about our truly epic class reunion in October. For those of you who missed it, please try to make it out for our 15-year reunion in 2011. It was well worth the effort to attend. For the 100's of you who did make it out, thanks for making it a special weekend! Per usual, the Class of 1996 came strong, with the largest attendance out of all the classes, and we raised a whopping \$400,000-plus for UCLA Anderson. Perhaps more importantly, we came and had a great time . . . we always did know how to party! And did you notice how great everybody looked, we haven't aged a bit! Special thanks to **Kelly Milligan** for his efforts leading the fund-raising, it would not have been possible without you! I'd also like to recognize our anonymous donor who gave an exceedingly generous, and fitting, gift on behalf of **Greg Bolin**. Great job '96ers, it is a privilege to be associated with such a fantastic group!" *More news and notes from: Kevin K. Boeh* who writes in to let us know that he has just published a textbook for MBA and exec-MBA-level courses, "Mergers and Acquisitions: Text and Cases", by Kevin K. Boeh and Paul W. Beamish, Sage Publications, Thousand Oaks, Calif., 2006. For more information visit web site: <http://www.sagepub.com/textbooksProdEsc.nav?currTree=Subjects&level1=600&prodId=Book229462>.

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1997 Full-Time MBA Class Notes by Anita Turner

OK guys, I am in the home stretch of this five-year commitment, and yet I am getting the seven-year itch. Please bear with me even if column quality dips during the remainder of my sentence, ahem, I mean "privileged tenure." As usual, I am starting with me. If nothing else, you are going to be glad when my predecessor takes over just so you don't have to hear about me any more. Nevertheless, I am proud to say I just ran my fifth marathon. Now, I have not done one since we graduated from Anderson, which was lo the many years ago. Apparently, however, it has been long enough to have forgotten the pain. So, I ran the Rock-n-Roll Marathon in Phoenix in early January (where they had record low temperatures of 28 degrees at the starting line, I might add) and by doing so, I raised \$4,000 for the Leukemia and Lymphoma Society. That accomplishment (and not my finish line time) is the source of my pride. I am loving living in Las Vegas (much to my surprise) and still really enjoying my new job at The Staubach Company. . . . Speaking of Las Vegas **Grace Huang** says that "by the time this goes to print, the 10th anniversary for our annual girls' Vegas trip will have taken place. Hard to believe that it has already been a decade! **Lynley Sides, Cammie Doder**, Amy Arrietta (Mike's wife), **Kathy Yeung, Kristen Sager, Marie O'Brien, Amy Lange (Bill's wife), Laura Daley, Jane (Benson) Nash, Charlotte Brownlee** and I are confirmed as of today. Marie and Charlotte are usually the night owls holding down the black jack tables, since we stopped going to strip clubs after the second year. Sold the media company (ReadyMade) I started over five years ago to Meredith Corp. (MDP) early November 2006. The coolest part other than never having to worry about making payroll again was sharing a Lear with the former president of PepsiCo/current president of Levis (board

member of Meredith) and talking shop. Thank you, **Todd (Hawthorne)**, for your support through entrepreneurial hell. The book I co-authored just snagged half a dozen industry design awards, and some projects from the book are on display in the Cooper Hewitt Design Museum's National Triennial exhibit in New York City through July 2007, so go check it out if you are in the city. [http://www.cooper-hewitt.org/EXHIBITIONS/triennial/design\\_life\\_now.asp](http://www.cooper-hewitt.org/EXHIBITIONS/triennial/design_life_now.asp). Son Garrett, almost 4, and sister Tyler, 18-months, are constantly helping Todd and I redefine our definition of life, liberty and the pursuit of happiness – can we say non-stop fun and craziness?!" . . .



Grace Huang.

**Scott Tinkelman** is also loving life, and he writes, "Life here in Pennsylvania marches on, and the boys are getting more fun every day. One week from tomorrow will be the big 4-0. Julie bought me a plasma TV, needless to say life is pretty good." . . .



Scott Tinkelman and the boys.

**Julene and Chris Montgomery** had an insanely busy 2006. "We moved out of our house in January so that it could be remodeled, and a month later, Julene was pregnant with our second child. With the challenges of the remodel, our 2-year old, Max, and Julene's horrible morning sickness, the majority of the year is a blur. We moved back into our house in August, just in time to welcome baby Sabrina in October. Since then we've been busy with the challenges of a new baby and a rambunctious preschooler. But it's all good, and we're settling in for a hopefully boring and calm 2007. Chris is still working at Genentech, with a new position as an operations team leader for their cancer drug, Avastin.

Julene is taking a break from contract work to be home with the kiddies but hopes to do something part-time again in the not-too-distant future." ...

**Matthew Pauley** and his wife, Joanne, recently moved to a new house in Santa Monica. He switched jobs this past summer from Bear Stearns to Bank of America Securities, where he is doing investment banking for the gaming and leisure industries. ... **Suzanne de la Pena** had her third child in August. "My kids are Alex, 4, Caroline, 2, and Matthew, 4 months, so my hands are quite full. I am still employed full-time at Kraft Foods in Tarrytown, New York. This is my ninth year. I am currently working on a new product in the coffee division (Tassimo). I still have my entrepreneurial aspirations and get terrific ideas while hanging out with my children." ... **John Esrey** and his wife had another baby girl, Caroline, on Oct. 12. She joins her older sister, Madison. The family is still living in Mill Valley and runs into fellow Mill Valleyites and classmates **Kristin Silmore**, **Doug Fiek** and **Grace** and **Todd Hawthorne** all the time. ... Sara, Noah and **Don Marek** are in their fourth year in Pleasanton, Calif. We are enjoying the convenience of suburbia, but we have to make our trips into the city on the occasional Saturday to satisfy our "foodie" needs at the Ferry Building. I celebrated my fifth anniversary at Mohr Partners this fall and have the desk clock to prove it. In December, Sara opened the Pleasanton branch of Mill Creek Academy, an after school enrichment program for writing, math, SAT prep and other specialty areas for grades 5-12. Sara's mom has been running the Fremont branch for nine years. I handled the site selection for their new offices and classrooms, and Sara was actually a great client even if I did have to deal with "where is the deal?" being asked every morning over cereal. December was a fantastic month for catching up with Andersonites. I flew down to Los Angeles to join **Ron Gonen** at the USC-UCLA game at the Rose Bowl. Ron came up to San Francisco after Christmas for the Emerald Bowl (the Bruins played great for three quarters). We tailgated before the game with many undergrad friends and **Robin Leamy ('89)** and his family. On Dec. 29, I helped Marta **Kaltreider** throw a surprise 40th birthday party for **Jeff** at Gordon Biersch. There were many, many fellow

Anderson grads in attendance, including: **Kathy Yeung**, **Liz Davidson**, **Kristin Sager**, **Michael** and **Amy Grenier**, **Ron Gonen**, **Jeff Rosenzweig**, **Janet** and **John Harlow**, and **Vicky Alaniz**. ... Speaking of Marta and Jeff Kaltreider, they have been living in London for the last 18 months and "have really fallen in love with the city and the easy access it offers to the rest of Europe for weekend trips. We are both very busy, but are having fun with the challenges of working internationally. We have enjoyed seeing some Anderson friends such as **Ferrell McDonald**, **Kristen Sager**, and **Michael**, **Amy** and **Alexander Grenier** while they were in town, and we are always ready to welcome others passing through. So, give us a shout if you are ever out this way!" ... **Mike Emanuel** wrote in to say, "I've launched a lawn and garden consumer products company, and our marquee product - The Original Mulch Block - will be in garden centers, grocery and hardware stores nationwide starting spring 2007 (you gardeners can find a store at [www.originalmulchblock.com](http://www.originalmulchblock.com)). The product is a water-saving mulch made of coconut husk in a compressed block that expands to the size of a large bag when adding water - "revolutionary" in an otherwise mundane category. We're hoping to penetrate the mass market for 2008 and dealing with all the issues of a typical startup. Made contact with Anderson alums in various cities last year when doing the trade show circuit and will do the same this summer. Living in Ladera Ranch (south Orange County, Calif.) going on five years with wife Robin and Nico, 7, and Elizabeth, 5, who have just discovered riding Razor scooters at the neighborhood skateboard park." ... Speaking of career change, **Keith McLane** made me laugh out loud with the following note, "This past September, I left the suckfest-that-was-getting-worse-by-the-day, that was and still is the homebuilding industry, and started a real estate auction company up here in Northern California. The company is called West Coast Home Auctions ([www.WestCoastHomeAuctions.com](http://www.WestCoastHomeAuctions.com)), and we auction all types of real estate (but mostly single-family and multi-family residential) for builders, developers, condo converters, financial institutions, government agencies and individual home owners. We've had great results on our first few auctions and will only do better as the housing market continues to tank,

which it inevitably will for at least another year and probably three. I also still do about 20 or 25 fundraising auctions per year ([www.klmauctions.com](http://www.klmauctions.com)), which are a total blast, especially when I run into classmates who are attending their kids' school auctions, which has happened several times (**Steve LoPresti** was bidding HUGE in Moraga!) Most importantly, the family is doing beautifully as well. I look forward to seeing everyone at our big 10-year in the fall." ... I am going to leave with you an update from **Sue Ashkenas**, who, I am thrilled, delighted and beside myself to say, has volunteered to be your new class correspondent after our reunion in the fall. "Happy New Year! It's been ages since I sent in an update, so I figured I'd start the new year off right. Of course I waited until the last minute to do so, so perhaps it's not quite right - anyway, lots of news to share. ... **Fran Greenman** and her husband, Pete, had a baby girl named Sylvie. I haven't been to Wisconsin yet to meet her, but am looking forward to spoiling her rotten! Guess I should take a step back though, and tell you about their wedding - it was about two years ago, a beautiful sunset ceremony on the beach in Key West. ... **Julie Hoepner**, **Sean Amann** and his then-fiancé (now wife) Lindsay, **Stephanie Kimmel ('95)** and I did Anderson proud at the event. **Julie**, **Marie O'Brien** and I also joined Fran for her bachelorette party in Las Vegas beforehand (sorry folks, what happens in Vegas...). ... In other section C news, **Laura Bonnett** and her husband Rob recently bought a house in Denver. Hopefully they've managed to dig out from the most recent blizzard by now! ... Also, I mentioned that Sean Amann got married - he and Lindsay are living here in San Francisco, and Sean is now a marketing director at Glu Mobile in San Mateo. ... I don't see too many of the other Anderson folks who live here in San Francisco, though I did randomly bump into **Gary Galensky** down on Chestnut Street a few weeks ago. Gary's still with PRTM and doing well (though I suspect not as well since his beloved Buckeyes lost tonight). Hey, could it be that we're the last remaining '97 grads that are still with the same company after all this time? ... I also catch up with **Cammie Doder** every few months or so. She is fantastic as always, and is doing a great job running the Bay Area alumni association. ... Julie Hoepner was out here recently for a

recruiting trip, so I got to hear the scoop on her (not-so-new) job with Mercer Management Consulting in Chicago. If anyone speaks to Julie, I strongly encourage them to ask her about her experiences living and working in Dubai! As for me, I very recently accepted a new role at HP, running operations and executive communications for a few divisions within the Enterprise Group. Perhaps after I've been in the job more than a few days, I can share more about what I do! Until next time.

## EMBA 1998

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1998 EMBA Class Notes by Chuck Davis

**Kurt Rockwell** was elected to the Sierra Sands Unified School District Board of Education in Ridgecrest, Calif., in the November election. ... **Ken Merola** reports the ninth annual Alpha 101 ski trip was in Park City, Utah, this year. Save the date: the sixth annual Chris Newton Memorial Golf Tournament is scheduled for August 17 at the Black Golf Club in Yorba Linda, Calif.



*Drew Skarupa and Chuck Davis in front of "Touchdown Jesus" prior to the UCLA-Notre Dame game in October.*

## FEMBA 1998

### FEMBA Class Correspondents:

**Scott Isara**  
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## 1998

### Full-Time MBA Class Correspondent:

**Betsy Tong**

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1998 Full-Time MBA Class Notes by  
Betsy Tong

A long time ago, in a galaxy far, far away.... It is a period of untold months since our last update. Rebel spaceships, striking from a hidden base, have won their first victory against the evil Galactic Empire.... During the years since graduation, **Dawn ('00)** and **Glenn Anaiscourt** managed to acquire the ultimate secret weapon, two poodles, two law degrees and an exchange student from Indonesia, a nation of 17,508 islands in the South

East Asian archipelago. ... Pursued by the Empire's sinister agents (aka **Bill Schreiber**, **Paul Mohme**, **Stu Ramser** and bachelorette **Jonathan Flesher**), **Lee Kaplan** races around a track aboard his starship while **Scott Ehlers** looks for meaning on MySpace. ...



Lee Kaplan.

**Julie Cullinane-Smith** is consulting on a contract basis from Mill Valley, which gives her the opportunity to hang out with little Olivia and Caitlin. As a

Marin County matriarch, Julie must give up her X-wing Starfighter. ... **Dominique Litmaath River** and her husband, Greg River, left San Francisco in 2003 to pursue their idea of "utopia" in Reno/Tahoe. Last year they decided Cleveland might be more utopian. Dominique is running the international compensation and business support group for Robert Half International (an old client of mine). Her girls, Saskia, 4, and Nathalie, 18 months, adjusted to the mid-west lifestyle instantly while Dominique is still working at it. ... Meanwhile **Joe Cannon** and **Jason Pelletier** are using the Force in order to save the planet. Both have started companies to fight global warming - one founding a solar integration company, the other defining low-impact living strategies for homeowners (www.low-impactliving.com). Call one of these two, if you are tired of paying high electric bills, want to know the environmental impact of typical homes in your area, or learn how to convert your Mercedes engine to run on vegetable oil, and which Chinese restaurants supply the best fuel, and MSG and trans fat-free Kung Pao Chicken. ... Perennially baby-faced **Danny King** has moved to the Ewoks-ridden hills of beautiful Los Feliz where he is raising Zac with his wife, Rina. Danny has discovered the Internets and is writing about them for Bloomberg news. In his spare time, Danny has started training chickens with inordinately small heads. ... **Craig "Lando Caloesian" Dehmel** went to the Cantina Bar in Buenos Aires to party with aliens (illegal and other) from a current Anderson class during a semester at sea. You see Craig pictured with his wife, Suzi, daughter, Chloe, wearing the latest in life jacket gear while preparing to board the Millennium Falcon. ...



Craig Dehmel's family.

**Jolly** continues to build a rebel army to fight the Dark Force. He now has four kids (the last one he calls Quiznos). He is plotting from the Garage, while looking for Andersonites with companies in which to invest. Recently Jolly hosted **Steve Sasaki**, **Jonathan Flesher** and **Shaila Kapoor** at Quizno's first anniversary. In their first submission ever to the

Assets, **Dori** and **Brett Kelleran** have been living in the Seattle, Wash., area for three-plus years now. Perhaps Seattle makes most people think of rain, but this winter has been a fun mix of snow, ice and a record wind storm which knocked out our power for nearly a week. Brett is still enjoying his job at Microsoft and they are blessed with two healthy, happy boys: Jacob, 3 1/2, and Sam, 2. ...



Brett and Dori Kelleran.

**Julie "Princess Leia" Mehta Russell** moved to Tokyo with her husband, Ed. Julie is trying to adapt to \$8 a gallon for milk and \$22 for a small chicken. Since it is Japan, the chicken has lovely packaging with each little chicken foot wrapped in origami paper and tied with ribbon. Julie hopes to find a Spanish language program for her children, Samatha and Christopher. ... **Chris Erickson-King** still reminisces about the halcyon days when he could go around the globe at International Beer Bust and still beat a computer-generated **Fernando "Yoda" Orvananos** in a light saber fight. Like Danny King (no relation), Chris thinks the Internets will be promising and has joined a start-up called Yahoo! As Yoda would say, "Big money he will make. ... hmmm."

## EMBA 1999

### EMBA Class Correspondent:

**Kerri Pelonis Fox**

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1999 EMBA Class Notes by Kerri  
Pelonis Fox



Back Row: Winston Mar, Russell Wong, Clarke Levine, Mel Lindsey, Mark Lui, Joe Betzer, Dan Fox, Michael Payne, Subrat Mishra, Jim Backer and Neil Jablon. Not pictured: David Vans Middlesworth (sorry David, I think you got cut off). Front Row: Bill Raridan, Christ Reist, Kerri Pelonis Fox, Lorena McWilliams and Roberta Wollen.

The big news this time around is that we had a mini reunion! Close to 20 of

## Young Finance Scholar Winner



UCLA Anderson doctoral graduate Tobias (Toby) Moskowitz ('98) received the 2007 Fischer Black Prize from the American Finance Association. Honoring the top financial scholar under 40 years of age, it recognizes a body of work that exemplifies the namesake's hallmark of original research that is relevant to finance

practice. He is only the second recipient and was cited for his "ingenious and careful use of newly available data to address fundamental questions in finance."

Now a professor of finance at the University of Chicago Graduate School of Business, Moskowitz says he tries to find ways to measure things that are difficult to measure. He often uses proxies to explain financial phenomena in the absence of direct information. For example, he assumed informed trading was most likely if money managers are near to the source, and he found that this close geographic proximity is associated with improved stock performance. Similar experiments are a characteristic of his work.

Moskowitz also believes in being his own worst critic, a trait for which he credits UCLA Anderson Professor Mark Grinblatt, chairman of his dissertation committee, and which he now tries to instill in his own students. He says, "Results confirming your hypothesis are just the beginning of your real work: thoroughly checking any way in which you could be wrong, so you can be confident it means what you think it means."

us got together for drinks at the Luxe Hotel Oasis Lounge on Jan. 27. We realized it had been almost 10 years since we met (Balboa Residential, 1997) so we toasted to that. We were thrilled to have one of our favorite Anderson staffers there, **Roberta Wollen**, who is enjoying retirement immensely. **Russell Wong** gets the award for traveling the farthest (Hawaii). Everyone had such a great time that we are definitely planning a big one for our official 10-year reunion in 2009. ... Updates from some of the attendees include: **Winston Mar** is about to launch a new waxing product on QVC. ... **Neil Jablon** is living in San Diego working for Qualcomm, preparing to launch a new product that he will let us know more about in the next update. ... **Jim Backer** is doing well with his commercial real estate business in Valencia. ... **Michael Payne** shared some stories about working with the USC MBA program (but of course UCLA is still his favorite). ... In terms of other updates, we heard from **Peter Chen**, who wrote, "I am still in China right now working for Coherent Inc. Sales doubled during my two years here, organization size tripled. Workload seems to be adding up, and I am close to hitting the diminishing returns." ... We also heard from at least 10 other classmates that were trying to come meet us but just couldn't swing it. It's always nice to hear from people - keep sending in updates.

**FEMBA 1999**

**FEMBA Class Correspondents:**

**DeAnne Steele**  
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1999 FEMBA Class Notes by DeAnne Steele

Happy New Year FEMBA '99! I hope you all had a great 2006, and wish you an even better 2007! Not much news from me, except that I'm now the portfolio manager not just for the La Jolla office of US Bank, but for Las Vegas. So, I'm there at least twice a month now. Too bad I never had Davis teach me how to count cards! I'm

really enjoying the winter here in San Diego - no snow! When I heard that January was usually the coldest month in San Diego with the average low of 49 and average high of 67, I had to laugh! Brrrrrr. Here are some updates from some others. ... **Kevin Naya** sent in a great photo to share with everyone. Kevin's with his three girls - the Naya triple threat (Julia, 6, Christina, 4, and Sydney, 4). Life can't get any better than this! ...



*Kevin Naya and the Naya triple threat.*

**Mitch Beaumont** reports, "The Beaumont clan continues to maintain a busy life. Wendy and I still live in Orange County's Ladera Ranch and have three children Tyler, 5, Ally, 3, Cassy, 1 1/2. Weekends are filled with their activities, and I'll be trying my hand at coaching t-ball soon. Work has been equally busy at PRM where I recently became a partner and focus on our product and service innovation practice area." ... **Paul Vu** reports, "2006 was a busy year for me. My third daughter, Keira, was born in June weighing 6-pounds, 8-ounces. The three girls keep us extremely busy. My business unit at Zarlink was acquired by Conexant in October and I am currently working for Conexant in the marketing and business development role based in Newport Beach. With the new company, I have been doing a lot of traveling lately. With my travels and new daughter, my wife has quit her job in order to give the children adequate attention at home." ... I was in Chicago in June for a tradeshow and ran into **David Rodewald** and **Bill Conroy**. It was good to see them, and I hope to catch up with other classmates in the near future.

**1999 Full-Time Class Correspondents:**

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**Tina Sroat**  
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1999 Full-Time MBA Class Notes by Isabelle Fymat

It's been a very productive quarter for the class of 1999, literally! I count eight birth announcements, six relocations (many back to Los Angeles) and three weddings, among all the other exciting professional and personal news. Birth announcements include **Martha Irwin Serby**, who gave birth to Wilson MacLeod Searby on Sept. 19, 2006. Wilson joins sisters Sophia and Ingrid. ... **Joe Vitale** and his wife, Jenny, welcomed Joseph Michael "Joey" into the world on Nov. 29, just in time for the holidays. ... **Lin Ng** gave birth to a beautiful, healthy girl on Dec. 10, 2006 weighing 7-pounds, 12-ounces and measuring 20.25 inches. She is the first child and grandchild on both sides and is being spoiled silly. ...



*Lin Ng.*

**Barbara Liang** welcomed Brandon Lin four and a half months ago, and says "Hello from Taipei." ...



*Barbara Liang and family.*



**Joining Friedman, Billings, Ramsey and Co.**

Blake Tennant ('99) has joined Friedman, Billings, Ramsey and Co., an operating subsidiary of Friedman, Billings, Ramsey Group Inc. (FBR), as senior vice president of its diversified industrials group in investment banking. Headquartered in Washington, D.C., FBR offers proprietary industry,

legislative and regulatory expertise in diversified industrials, one of eight industry sectors on which FBR focuses its capital and financial abilities.

"The addition of Blake to our diversified industrials group demonstrates FBR's commitment to strengthening our current industry verticals and positioning ourselves to maintain and achieve market leading positions across the board," says J. Rock Tonkel, Jr., president and head of investment banking. "The strategic placement of a veteran who brings years of industry-specific and capital raising experience will certainly help us attain those goals."

Prior to his arrival at FBR, Tennant was director of investment banking at Citigroup Global Markets, responsible for mid-size regional financial sponsors and middle market clients in the western United States. His coverage focused on industrial clients particularly within metals and mining, paper and forest products, engineering and construction, and defense and aerospace. His extensive transactional experience includes his time at Schroders & Co. where he was a member of the European emerging markets team and at Oppenheimer & Co. Inc. where he was a financial analyst in the investment banking department.



**Greg Isaacs** and his wife, Leah, welcomed their first child, Julia, on July 31. And after five and a half years, he also resigned from eBay to join Leadpoint, a rapidly growing Los Angeles based Internet company. They are both excited to be moving back to Los Angeles after seven years in the Bay Area. ...



Greg, Julia and Leah in Aruba.

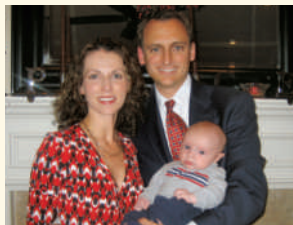
**Sergiy Bartoshchuck** welcomed his second son, Alexander, to the family, on Nov. 8, 2006. He writes, "Upon graduation, I returned to Ukraine, re-joined Xerox as ops manager and soon took the position of country manager in which I remained for two years until 2002. After leaving Xerox I joined Consulting Service of Investment Banking Group SigmaBleyzer and was head of consulting until last year when I switched to PE within the same company. Now I lead a deal teams in pharmaceutical and retail sectors." If you happen to travel to Kyiv, he invites you to call him at +38050 3434-194. ...



Happy dad Sergiy Bartoshchuk and his son, Alexander.

**Al Sargent and Diane Atkin Sargent ('00)** welcomed their daughter, Sarah Veronica Sargent. Sarah was born July 31, at 8:34 p.m., at California Pacific Medical Center in San Francisco. Al writes, "Sarah has beautiful eyes, a full head of brown hair and a cute dimpled chin. We are grateful that both mom and baby are doing well. Sarah joins her big brother, Ethan, born in 2004, as the newest member of our family." ... **Jeff Hingher** welcomed his son, Owen, on Oct. 3. Owen was lucky to be born at 3:38 p.m., just in time to watch the only playoff game the Yankees won this year with his dad. (Good planning Owen!) Jeff

writes, "After nearly seven years at General Mills in Minnesota, Kimmra and I moved to Evansville, Ind., last April to be closer to family and for both of their careers. I'm now the director of consumer marketing for Mead Johnson Nutritionals (think Enfamil Infant Formula). Though Kimmra and I are working together again, she does not report to me, and we don't carpool (my ESPN Radio addiction would suffer too much). Now that we're much further south, my golf season has greatly extended. But, let's just say now I understand why my old "married with kids" friends never golf. Having family nearby has been a huge help since Owen arrived. Evansville is only two hours from several cities (Louisville, Indianapolis, St. Louis, Nashville) so please let me know if you'll be in any of those places and would like to catch up. And if you are looking for a marketing job, Mead Johnson is always looking for talent" ...



Hingher family.

**Bobby Rice** and Ashley Aitken were married May 27, 2006, at The Greenbrier in White Sulphur Springs, W. Va. There were several Bruins in attendance including (bridesmaid) **Marta Ferro**, who introduced the couple and takes all the credit, **Matt Cwiertnia**, **Brian McNamara** and **Will Macomber**. They are still living in Los Angeles, as the winters are much better than Ashley's native Toronto. I understand that Bobby and Ashley were married on the same day as **Bob Valentine**, even though they attempted to pick different weekends. But wedding planning and coordination was not left up to the boys. ...



Bobby and Ashley Rice.

**Matt Jacobson** got married to Alison

Greiner on Oct. 28 in Santa Monica. After running the medical division of Zenith Insurance Company for five years, Matt decided to roll the dice on another entrepreneurial venture. They are moving to the Bay Area, where Matt and a business partner are launching a consumer directed healthcare services company, SignatureMD ([www.signaturemd.com](http://www.signaturemd.com)). ... Just a few months after he welcomed his son, **Joshua Schnoll** took a new job up in Redmond, Seattle, with Microsoft. He reports that they have already settled in and welcomed **Greg Scheuffele** and family for a holiday visit. ... **Manuel Monroy** sounds busy these days. He reports that after three kids, and over 100 trips back and forth to Mexico, he has reclaimed his entrepreneurial spirit and started iPling.com, coming to your mobile phone this fall. ... **Tiffany Chu Chen** writes, "Edward and I took Sabrina, 5, and Brandon, 3, on their first Walt Disney World vacation for a week in December and had a blast! Brandon just turned 40 inches, so he was tall enough to ride Splash Mountain, Big Thunder Mountain, Tower of Terror, Test Track and more! The kids were super brave and enjoyed all the thrill rides as much as I did." ...



Tiffany Chu and family.

**Jeff Schwartz** has firmly resettled in Los Angeles, and looks forward to reconnecting with the Anderson alumni network and the Anderson ACT program as it has been very useful in connecting him with job opportunities in the area. He is now working for Payden & Rygel on the mortgage and asset backed desk as a structured products analyst. Apparently it is quite an adjustment from the traveling lifestyle he led while exploring the Alaskan backcountry, Ireland and Peru for one and a half years. ...



Jeff Schwartz at Macchu Picchu.

**Laura Kaufman**, real estate agent extraordinaire, reports, "Things are going great in San Francisco. Despite the slowing real estate market here, I had another great year working with buyers and sellers, closing 18 transactions and earning Top Producer status for the third year in a row. I am really looking forward to going on a nice, relaxing vacation with my husband, Doug, for the holidays and spending some quality time with friends before work gets busy again in the new year." ... **Intesar Haider** reports, "I am living and working in New York City. I have been here since graduation. I am now with Citigroup working in structured credit sales. Besides work, I have been doing a lot of climbing, mountain climbing that is. In January 2003, I climbed a new route on Mt. Vinson in Antarctica. In May 2005, I climbed several peaks in Greenland, one of which was a previously unclimbed peak. Finally, I got married to Jill Mangone in December 2005. We live in New York City with our dog, Watson." ...



Jill and Intesar in Big Sur, Calif.

**Lynn Morford** writes, "I have been busy here in Los Angeles with our two girls, Maggie, 5, and Lily, 2. I see **Robyn (Nestadt) Lewis** several times each week. She has three children now, two boys and a girl!



Lynn, Michael, Maggie and Lily Morford.

I recently worked with **Julie Desjardins**, and her husband Steve, on a very successful Epilepsy Fundraiser. Julie and Steve chaired the event and raised over \$800,000! She writes: Julie and Steve have done some amazing fundraising for the Epilepsy Foundation of Southern California. Their event, only in its second year, was the largest fundraising event for the foundation thus far." ...





Julie and Camille DesJardins and Maggie Morford.

Fresh from her honeymoon, **Christa Wollenweber Robinson** writes, "I have been working independently as a global sports event consultant and have been traveling to the Caribbean for the last two years, helping them prepare to host the ICC Cricket World Cup. After my wedding in August, and having finally tired of travel (I thought it would never happen), I have decided to shift my event planning focus from global sports events to special and corporate events. My new company is called Eventus: Momentous Events, Simplified (web site coming soon: simply-eventus.com). As for my shameless plug, if you know anyone that needs help planning their wedding, anniversary party, corporate sales event or any other celebration or large meeting/forum, send them my way! I wish you all the best in 2007!" With a three-year lead on Yariv, Christa gets the title of "the REAL Mrs. Robinson!"



Yariv and Christa Robinson.

... **Aaron Enrico** writes, "Greetings from Dallas from your first Section B romance couple, **Catie** and Aaron Enrico. My how time flies since our first semester of school, but memories are never forgotten. Catie loves to tell the story of how she first met Aaron at a pre-orientation party at the Midvale "Real World" house, when she first asked him, "Do you think Christian Laettner is gay?" Well, we fast forward to November 2006 when Aaron gets his payoff. Catie's beloved Indiana Hoosiers finally make a

trip into Cameron Indoor Stadium at Duke, and Catie gets to experience what real college basketball is all about (sorry Bruin fans!). Alas, her Hoosiers don't do so well against superior competition, and the results speak for themselves. Doesn't she look smart in her new colors?" By the way, their Christmas card was really funny as well. ...



Catie doesn't look too happy in Duke Blue.

Many of us were sad to see **Nancy Shultz** move back to the Los Angeles area, but as she reports, "I did it for a job that I love. I still go up to visit several 1999 grads in the Bay Area (**Isabelle Fymat**, **Karin Kelly**, **Jen Samuelson**, **Stephania Gaspar**, **Laura Kaufman** and **Ileana Perez**), and it was really hard to leave, but it has been good to shake up life. I just bought a condo near the beach and love being warm for a change! (I envy you Nancy.) And I'm really looking forward to reconnecting with several So Cal folks. I recently started by celebrating **Sandy Huang-Cook's** birthday with **Nathan Cook ('00)**, **Helen Azrin Holden** and about 30 of Sandy's closest friends, as well as **Andy** and **Tisha Ajamine Berman** and their beautiful baby girl!" ... Tina Ting Sroat, our other class correspondent, writes, "After almost a year of being out of our home, we're back in and were able to enjoy the holidays in our remodeled abode. **Bennett** finally left Cisco Systems where he has worked since graduation and joined Archstone Consulting where he's embarking on many new adventures and learning to live out of his suitcase. Emma, 7, is now in second grade and looking forward to her First Communion while little brother Mads, 4, loves his Montessori school. Same old with Tina who is still at Gymboree in Janie & Jack merchandising. Who knew an Anderson MBA would come in so handy merchandising children's clothes all day! Hope everyone had a great holiday and has a very happy 2007." ... As for me, **Isabelle Fymat**, I recently celebrated my birthday at the usual Fondue restaurant with **Karin Kelly**, **Stephania Gaspar**, **Jennifer Samuelson**, **John** and **Ileana Perez Street**, and **Yariv ('05)** and **Christa Wollenweber Robinson**. I think everyone has a big year ahead of them.

**Karin** took on a new project within Levi's that will eventually lead her to Spain in the next 18 months. After seven years at the Gap, **Jennifer** has started a new job at Pottery Barn Kids. And later this year, we will have a lot more to celebrate with **Jen** as well as **Ileana**. So stay tuned, and thank you all for your updates. Keep them coming! Have a happy and healthy New Year everyone!

## FEMBA 2000

### FEMBA Class

#### Correspondent:

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#### Michelle Walker Thurman

announced that she and her husband, **Scott**, just had a baby girl (their first). Her name is **Camdyn Thurman**. She was born on June 7, 2006. She weighed 6-pounds, 10-ounces and was 19 inches long.



Thurman with husband Scott and daughter Camdyn.

## 2000

### Full-Time MBA Class

#### Correspondent:

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2000 Full-Time MBA Class Notes by

Kerri Sonenshine



Making a repeat appearance from last issue, **Sanket Agrawal** shows off his latest addition, daughter **Vanya**.

Thank you to everyone who sent in updates this quarter. I always love to

hear what's going on with our classmates, and I know you do too, so please keep the news coming! **Aden** and **Susan Kun** are happy to announce the August 2006 birth of our son, **Aaron**, (he's 3-months-old in the photo). **Aaron** is one lucky baby as he's already being spoiled rotten by many Andersonites. We live in the Los Angeles community of **Playa Vista**, and I'm approaching my sixth year at **Amgen**. Life is beautiful – and suddenly very suburban. I hope everyone is having a terrific year. ...



Susan Kun, Aden and Aaron.

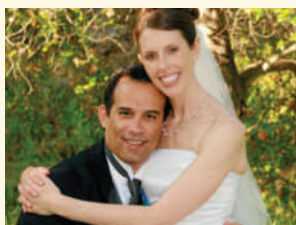
**Jeremy Woods** has sent us an update on what he's been up to since we graduated: After six years outside the United States (three years in Germany, three years in Brazil), I moved back to Los Angeles in August 2006 and started working in a new job as an account executive (i.e. headhunter) for **Robert Half Management Resources**. I'm also still running a "labor-of-love" consulting agency called **Market Driver Consulting** in the triangle North America/South America/Europe. **Market Driver** works as a deal-broker for a handful of entertainment industry projects (mostly concert bookings and music [recording/publishing] rights licensing) and third party sales services (mostly medium-sized, privately/family-owned businesses in the bio-tech and consumer products/retail industries) looking for international representation in the countries where they do not currently have a presence. I'd love to hear from anybody who's working currently as an independent consultant, who's worked in accounting or finance in the past and is currently out of work, or who's currently working and nonetheless looking for a better job! Would also love to speak with anyone interested in entertainment industry live event booking and/or licensing deals, as well as anyone interested in expanding international sales/capital investment (regardless of industry/niche) in the triangle of North

America/South America/Europe!" ... **Amy Sakaldasis Silver** reports that after graduating from Anderson, "I worked for BGI for four years. In 2004, I resigned and returned to Mellon Capital, the company I worked for prior to business school. I am a portfolio manager in the active currency group. The big news is that my husband, Jason, and I welcomed our daughter, Caitlin Julia, on May 31. Working full-time with a daughter is tough; it doesn't leave much time for going out. My first social outing when I returned to work was meeting **Neesha Hathi** for happy hour! I was disappointed to have to miss the reunion last year. I look forward to our next one!" ...



Amy Sakaldasis Silver, Jason and daughter Caitlin.

**Roger Chen** recently started a new position at AIG in their enterprise risk management group in New York. Just before the holidays I caught up with **Albert Chou**, his wife Karen Kuo, and son Christopher, who were paying a visit to New York from Los Angeles. ... **Erin McGraw (Vera)** married Ross Vera on a ranch in Paso Robles, Calif., on May 6th, 2006. "The ceremony was officiated by **Jennifer Raymond (Kunz)**. In addition to Jennifer, there were many Anderson alums in attendance, including **Steve Raymond, Diane Sargent (Aitken), Al Sargent ('99), Shanie Laflamme (Geddes), Steph Laflamme, Kathy Mitsukawa, Vanessa Toy,** and Susan Kun. After the wedding, we went on a short mini-moon to Carmel, Calif., and then in October, on to our mega-moon in Spain and France. We are currently living in San Mateo, Calif!" ...



Erin and Ross Vera.

**Roeya Badri Vaughan** reports that "this year, my husband, Eric, and I were

blessed with an extra special Christmas present. Our daughter, Aisha Bella Vaughan, was born on Nov. 17! Her name means 'beautiful life' and that is her gift to us!" ...



Roeya and Aisha Vaughan.

**Todd Smith** brings us the reality of life, "Wish I could say 2006 was a good year, but that would be a bit of a stretch - burglary, car accident, two surgeries, a break up, real estate deals gone bad, etc. But ever the optimist, the year seems to be closing out well with a lot of consulting business, and a strong forecast for Florida in 2007. If anyone is looking for a change of scenery, please look me up. I would like to bring in some partners and expand my business!" ... **Erin (Prinn)** and Ryan Kerrigan welcomed Charles Woodford Kerrigan into the

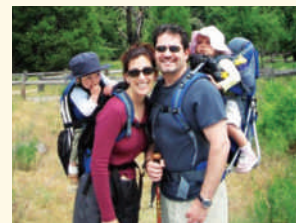
world on Aug. 1. He is a wonderful baby and very patient with his older brother and sister. We took him to Rome for his baptism when he was 2 months old, which was quite memorable. On the work front, I am currently helping Ryan with his next business acquisition, another construction related company in Phoenix, Ariz. ...



Erin, Ryan, Riley, Catherine and Charlie Kerrigan.

**David Katz** joined on as CFO for Waterhealth International effective July 1. Our company's mission is to provide clean, affordable drinking water to even the poorest of the poor in developing countries around the world. We are currently primarily focused on India. The company is based in Irvine, so I am spending a lot of time in the OC." ... **Gary Weinhouse (FEMBA '00)** has just completed his first anniversary as CEO of California Cryobank/Family Cord Blood Services and is thrilled to

report that it has been a remarkable year. "We are the pre-eminent reproductive tissue bank in the world, one of the foremost cord blood banks in the nation, and we offer great Anderson alumni discounts! My job is made easier by the sensational work of a couple fellow Anderson grads that I hired: **Manel Sweetmore (CFO)** and **Erin Bauling Mayer** (cord blood marketing/sales manager). My family is thriving, and my children (now 1 1/2 and 3-years-old) are greatly enjoying our new home in Santa Monica and have enjoyed a bit of recent domestic and international travel this year (trips to Israel and Yosemite). I recently joined and have been active in 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 wish everyone a great 2007! ...



Gary Weinhouse and family at Yosemite.

## Three New VPs at Northrop Grumman Corporation

Northrop Grumman Corporation recently appointed three UCLA Anderson alumni as vice presidents at the company's Space Technology sector to lead the Advanced Concepts organization; the Intelligence, Surveillance and Reconnaissance (ISR) Business Development organization; and the Contracts, Pricing and Programs Business Management organization.

Steve Hixson ('02) will lead the newly created Advanced Concepts organization, established to identify, define and mature concepts for new mission areas and develop responsive and rapid prototype solutions. Advanced Concepts is a strategic response to the growing need for a quick turnaround capability for lower-cost demonstration programs. Previously the director of the Programs Directorate for Space Technology's Programs core process organization, Hixson has 24 years of industry experience at the company.

Timothy J. Frei ('01), as vice president of ISR Business Development, will lead the formulation and execution of Space Technology's ISR market area strategy and head new business pursuits. In addition, Frei will oversee the architecture, design and development of advanced systems through both government and internally funded studies, and he will determine the appropriate technology investment strategy for future ISR needs.

Brian Chappel ('91) likewise brings a broad set of skills to his new role as vice president of Contracts, Pricing and Programs Business Management. He has more than 20 years of combined government and industry experience in a diverse set of business, strategy, management and technical disciplines. Prior to joining the company in 1993, Chappel spent nearly 10 years in the U.S. Air Force, where he held a number of leadership positions in program acquisition and management at the Air Force Space Division and the Ballistic Missile Office.



On Election Tuesday, Terry Chi's husband, John Chiang, won the California State Controller race by a margin of 700,000 votes. Thanks to the Anderson community for their support! ... **Frank ('00)** and **Mindy Han ('05)** recently added a new addition to the future class of Anderson (2035?). Abigail (Abby) Han was born on the eve of Halloween, weighing in at 5-pounds and 15-ounces. She has been chugging down mommy's milk and has made up for her small size by quickly growing to about 9 1/2 pounds after less than two months. She has also memorized the hours at the new Topanga Canyon mall and expects us to take her shopping there at least

twice a week. Mindy is taking a quick break from Amgen, and Frank continues to work at Yahoo. ...



Frank, Mindy and Abby Han.

**Shawn Campbell** will be moving from Manhattan Beach to Manhattan (New York) in January, "to open a new office for my company, Hotel Financial Strategies. Looking forward to catching up with all the New York alums!"



## Tapped to Run Sendio

Kelly J. Anderson (EMBA '03) has joined Sendio Inc. as CEO. Sendio is focused on providing messaging integrity for organizations that rely on the e-mail experience. Its flagship product, the I.C.E. Box (Intercept, Confirm or Eliminate), was named "best of the best" product of the year in the 2006 Government Computer News Lab Reviewer's Choice Awards.

"Sendio has tackled one of the most challenging issues plaguing today's enterprises," says Anderson. "The dramatic increase in unwanted messages will bring e-mail communications to its knees if left unchecked. The I.C.E. Box is the first tool to solve - rather than simply reduce - the problem, slamming the door on spam forever."

He further explains that most corporate anti-spam systems rely on filters and algorithms that miss large numbers of unwanted e-mails while mistakenly characterizing useful messages as spam (known as "false positives"). The Sendio I.C.E. Box is a hardware device that seamlessly integrates with all enterprise messaging platforms to process millions of messages a day per server and is the only enterprise-level tool that uses Sender Address Verification (SAV) to provide messaging integrity.

Anderson is an expert in enterprise networking, communications security and wireless broadband value-added services. He has a proven record in developing emerging markets, working for companies such as Nortel Networks, GoRemote and IP3 Networks and advising early-stage start-ups during his tenure at Tech West Ventures.

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 2001 Full-Time MBA Class Notes by Todd Gemmer

Reunion, or not. We had a good turnout for the Reunion Weekend in October. More than 125 from our class were there for at least one event, and we had to pull together a couple of extra tables to accommodate the interest for the dinner on Saturday night. Here is a picture from the Family Picnic, with **Laura Terborgh, Todd Gemmer, Scott Showalter, Rex Babiera, David Ting, Michael Silberberg, Ronen and Yael Vengosh, Jason Kowalski and Rick Sliter**. ...



Alumni Weekend Picnic.

Under the category for "good" excuses not to attend the reunion, **David McBride** enters his bid. "I was hoping to attend the reunion back in October, but a friend from Japan called and said he had spare tickets to see U2 in Tokyo. I couldn't convince my wife that I had to go to both U2 and the reunion. So I chose the U2 concert. It was great to go back to Japan after not being there for six years. The other big news from the McBride family is that I recently left my position at Dell and joined Comcast in

Philadelphia. I'm managing Comcast's business intelligence / web analytics team in their interactive media group. As you may imagine, my family is quite excited to move from the warmth of Austin for the cold of Philly! If you run into any Andersonites who are headed to Philly, have them drop me a line." ... The Anderson family keeps growing. **Frank James** reports, "Our first child, Arianna, was born on Nov. 16, 2006. Mum Stacy and Arianna are both doing well." ...



Frank, Stacy and Arianna James.

**Zac Lyons** has a similar report, "My wife, Theresa, and I had our first baby, Brendan Lyons, born on July 14, 2006. He is a handful but is definitely worth it!" ...



Zac, Theresa and Brendan Lyons.

**Dan Rosner** is also adding, "I got married to Jeanette Moshkovich on Nov. 5, 2006. **Kristin Bareuther** was there. We went on a two-and-a-half week honeymoon in South Africa (without Kristin) and had a great time, especially on a three-day safari." ...



Dan Rosner on honeymoon.



**Claudia Lewis** has lots to share, "Happy New Year! I'm writing you to give you some news on an exciting adventure I've decided to pursue. Effective next Thursday, Jan. 18, I have accepted the position of COO of a national K-12 non-profit called the ePALS Foundation. For nearly a decade, this organization has been providing literacy programs to the Washington, D.C. public school system. Recently, the company's founders decided to merge with an online classroom exchange that provides a network of more than 120,000 collaborating classrooms and seven million students in 191 countries, creating a for-profit venture called ePALS that will be the home of these programs and services. The closely associated non-profit, ePALS Foundation, is dedicated to bringing the same programs and services to underserved communities. I will be responsible for creating the infrastructure to support this new national non-profit organization and overseeing the programs that it will provide to school systems throughout the country. Many of you know how dedicated I am to children, and in particular to issues of education in our underserved communities. This opportunity offers me the chance to join a growing organization with a robust, research-proven history of improving the academic achievement of thousands of students. (I will be remaining in the Philadelphia office, as that is where the foundation will be headquartered). I'll keep you all posted as this adventure continues, and if you ever need to know anything about literacy or online education communities, please give me a ring!" ... Back in SoCal. **Michael Bass** has returned to the area, along with his wife, Kathy, and hounds Rusty and Toby. His new position is CEO of Thousand Oaks Surgical Hospital. ... **Richard Colback** has also returned to California. He reports, "I am now back from the United Kingdom and living in the South Bay with my family. We have recently been joined by a son, Nicholas, to bring great happiness to us and his big sister, Sophia." ...



Richard, Sophia and Nicholas Colback.

Happy New Year. Grace and **David Ting** started off 2006 by watching the Rose Parade in Pasadena and decided to end the year in Manhattan. They waited six hours to hold their spot in Time Square to watch the ball drop on New Year's Eve. They then spent New Year's Day with **Mike Hsu** and his wife, Lee Tang, who live in New York, where they gave Grace and David a wonderful tour of South Manhattan. Wishing everyone success in the New Year, Todd. ...



David Ting and Mike Hsu.

Here's a quick update on the **Brandon Edwards (FEMBA '01)** family. "I am now a partner in the state's fifth largest PR/public affairs firm, Davis, and I was just named president and COO after joining the firm in early 2002. With our kids now 8, 7 and 5 years old, we're busy with youth sports and lessons galore. In fact, I'm coaching youth basketball in the midst of the chaos. My wife is teaching preschool at the top local Christian school, and things couldn't really be going any better. We just moved to a new house in Santa Barbara, and Anderson alums need to get themselves to Santa Barbara to see what they're missing."

## EMBA 2002

### EMBA Class

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## FEMBA 2002

### FEMBA Class

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2002 FEMBA Class Notes by Chad Michael Smith

Sometimes when I sit down to write these notes for the FEMBA Class of 2002, I feel a bit like the Publisher's Clearing House guy that gets to deliver the good news to newly minted millionaires. I don't exactly change people's lives. And no, I don't deliver a heavily tax-dented payment or even magazine subscriptions. Crud, I don't even get to drive a van or hand out balloons. But I do get the benefit of letting the good news speak for itself. ... For instance, **Joey Destasio**, a veritable fountain of good news, is always spewing something and just can't seem to keep his name out of the notes. Defying better judgment, Joey continues to procreate. His lovely wife, Shawn, gave birth to a bouncing baby girl in August, which brings his cute little girl count to two. Mia Madalene was healthy, measuring 20 inches long (which Joey notes is juuuuuust a little shorter than yours truly) and 6 1/2-pounds. In all seriousness, congrats Joey. Very cute lil gals. ... And how about news straight outta Spruceville? **John Spruce** was recently named the big cheese (CEO) of his company, Mechtronic Solutions Inc. I believe that it actually says 'Big Cheese' on the business card. Mechtronic Solutions sounds pretty interesting - not sure what they do, but I'm sure if building the perfect male specimen is on the menu, Joey D. would be happy to offer his services as the prototype. ... **Dyan Decker** is becoming a bit of a local legend and was admitted into the partnership at PricewaterhouseCoopers (PwC) in July. She leads the forensic technology practice in Southern California. Outstanding achievement Dyan. I'm not sure if watching reruns of "C.S.I." qualifies you for forensic technology, but if so, I hope I can count on you to check out my resume. Great to hear from you. ...

**Yvonne Coopriider** should write her memoirs now. She was promoted to director of marketing for Gelson's Markets (NASDAQ: ARDNA), a chain of 18 grocery stores headquartered in Encino, Calif. In her words: "I also took my first trip to Europe: six days in southern Spain based out of Marbella, including side trips to Granada, Ronda, Gibraltar and Tangiers, Morocco; followed by fabulous four days in London. Any Anderson alumni looking to hire an American, drop me a line." Yvonne attached a photo of her at Ronda, Spain, where many of Ernest Hemingway's novels were penned. Before you get too excited that I did any research or even

bothered to "Google" anything related to these notes, that last part about Hemingway was added by Yvonne. Congrats Yvonne. You look great. ...



Yvonne Coopriider in Europe

Our own adopted mother, **Elizabeth Ballmer**, took a break from Mai Tai's on the beach to let us know that she's been up to. She vacationed in a Mexican casa near the beach surrounded by coconut palms, bougainvillea and the roosters of Manzanilla, three hours south of Puerto Vallarta, a very small fishing village one hour from Melaque. Says Elizabeth, "Very much a not-to-worry manana no problema atmosphere, lots of socializing with the expats here from England, Canada, Italy, etc., artists, and wonderful local village Mexican fishermen and their families. I escaped for the holidays, first time in many years I'm not skiing with family but am with a very good friend who retired and bought a house here." Love ya Elizabeth. ... Until next time, Chad.

## 2002

### Full-Time MBA Class Correspondent:

**David J. Whelan**

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

We're starting 2007 with a quick update, which means we should be due for a ginormous set of notes next time. Rumor has it that some of you owe me marriage and baby news, not to mention updates on Midwest relocations. If you are guilty, please drop me a line with the 411. I can offer some exciting baby news to tide you over until next time. ... **May Hasso** and **Luis Serrano** had their first baby in September. Ava Noelle Serrano weighed in at 8-pounds and 21-inches, which Luis points out is "a huge baby for average-size parents." Luis is still at Boingo Wireless, and May is still running her two fashion boutiques in Westwood and Manhattan Beach. The

busy couple also recently moved once again to a new place in Manhattan Beach. ...



May Hasso and Luis Serrano ring in the holidays with their first child, daughter Ava, born in September.

They probably can take some lessons at busy-ness from **Chris Lang**, whose third child, Elodie Addison Lang, was born Dec. 12. At 7-pounds, 7-ounces and 20.5-inches, Elodie could almost give Ava a run for her money. ...



Chris Lang and family welcome daughter Elodie, born Dec. 12.

**Bryan Eleazar** reports that he and Annie Stark were married over Thanksgiving weekend in Dana Point. He "figured anyone who could tolerate Tour de Strand as a second date was a keeper" (and I should know, since I ended up photographing the new couple that day, to memorialize the event). Anderson attendees included **Will Minton** (and wife Lane), **Marc Vermut** and **Hoa Truong**. ... From the East Coast, **Everett Gong** notes that the hedge fund he and a friend were launching has been tabled, but he is keeping busy in Boston with a new equity research position with Riversource, the investment management arm of Ameriprise. ... **Matt Coleman** is taking Everett's place in the investment world, having launched his own "clean energy" hedge fund in November. He credits Anderson connections as vital to the fundraising and launch, which can almost forgive the fact that his partner is a Marshall grad. ... We have holiday news of all kinds from around the world. **Tammy Chin** took time away from her product management role at AAA to cele-

brate Halloween with her daughter, Andie. They also recently moved to Dublin, Calif. ...



Tammy Chin and daughter Andie enjoyed a Halloween pumpkin patch last October.

A bit farther afield, **Iván Markman**, Mariana and little Iván Manual were headed to Argentina for the holidays. ... **Omer Burak Ozkan** sends a New Year's update on his business and personal life. His British-Turkish real estate venture (braemoregemini.com) is on target to break ground on its second residential project, and he has also diversified into the children's toy market (creokids.com). He has adopted a new personal credo, complete with a nifty MBA/consulting title, the 4+1 S's: Simpler, Slower, Settled, Serene and thus Satisfied. Definitely some food for thought in that one! ...

**Adam Hertzman** apparently already gets it, as evidenced by his Pittsburgh-based juggling club, the Steel City Jugglers. He also finds time to interview Anderson applicants, along with continuing to grow his role as a category manager at PPG Industries. ... **Mitch Brody** offers an update to our last issue. Still at Citysearch, his concierge concept is on hold as he moves into an expanded role, heading up all partnerships, including those for Ticketmaster, Match.com, Ask.com and Evite. He and wife Tracy recently purchased a new home in Brentwood. Until next time, David J. Whelan.

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2003 FEMBA Class Notes by Steve Yu

For the FEMBA Class of 2003, looks like 2006 will be remembered as the year their families got just a little bit bigger, either from new births or due to marriages. Check it out: **Dale Brockmeyer** and wife Courtney gave birth to their second daughter, Sydney Brockmeyer, on Dec. 14, 2006. Their first daughter, Paige, was born on Aug. 2, 2005. ... **Jonathan Demeter** and wife Karen are proud to announce the birth of their little girl, Sarah Rose. She arrived on-time on July 8, 2006. ...



Jonathan Demeter, Wife Karen, and daughter Sarah Rose.

**Toni Gustafson, Cesar Gonzalez** and **Michaela (Soukal) Tilton** are still getting together as a study group. But now they have a new edition with Michaela's baby, Sofia. This is a pic of them meeting up for lunch and wine in Santa Barbara over the winter holidays. ...



Cesar Gonzalez, Michaela Tilton and baby Sophia, Toni Gustafson.

**Sheila Murphy** is proud to announce that she is officially off the market after marrying a fellow FEMBA, **John Gersmeyer ('04)**.

**2003**  
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2003 Full-Time MBA Class Notes by Nick Neisler

**Lori** (formerly **Zarutsky**) and **Pete Whiting** are now the proud parents of Hannah Cali Whiting. She was born on Nov. 25 at Brigham and Women's Hospital in Boston, where they now live. ... **Craig Albers** writes, "Moved from Philadelphia to San Francisco in the fall of 2006. I'm just not an East Coast dude. Working in fixed income sales at UBS in San Francisco. Sooooo happy to be back west!" ... **Cory Cunningham** is the new San Diego Anderson Alumni Chapter president. San Diego alumni, please contact him. ... In May, **Adam Shaivitz** and a team of consultants launched Accelerate Performance Sales Consulting (www.accelerateperformance.com.) The company creates and delivers customized sales performance development programs for salespeople and sales coaches/managers. Adam also recently co-authored an Amazon.com best seller "Selling is Everyone's Business." ... **Mike Paiko** writes, "My wife, Calona, and I had a baby girl on Oct. 24, 2006. Her name is Delia Yook-Shu Paiko. Everyone is doing great." ... **Kara Kuchem** writes, "**Ian Davison** and I (both Class of 2003) got married on Sept. 30, 2006, in Sonoma County, Calif. We had lots of Anderson folks in attendance, including **Sachin Saste, Josh Klein, Katie and Doug McDonald, Penny Linge, Kevin Dattoo, Jen and James Beser, Priya and Tej Desai, Nitya Kirat, Ray Oshtory, Glenn and Ania Lyday, Lindsay Kaplan, Erica Mannard, Bret Rosen** and **Chris Andrews**. We honeymooned in Hawaii and are now back in Los Angeles, still both working at Mattel (keeping the Anderson dream alive with Ken and Barbie!)." ...



Davison Wedding.

**Tiffany O'Day** writes, "The O'Days





## Football Fantasy

There are about 20 million others like Max Handelman ('03) who are avid fantasy football players, but few have turned their passion for playing into a successful commercial venture. His book, "Why Fantasy Football Matters – And Our Lives Do Not," with co-author Erik Barmack is in its second printing after being released through Simon & Schuster last August.

Handelman says that while there are a lot of books about the game, most focus on strategy. His book takes a somewhat humorous look at the subculture and what it says

about the players. It was based on the "league" he has played in for years, which includes two UCLA Anderson classmates (Simon Baukh and David Koshenina). The underlying conclusion is that there are few unifying social activities for men in our society, and fantasy football serves as a way to stay in touch.

"My partner and I did something uncommon for first-time authors," Handelman says. "We sold the book in proposal form, as opposed to writing a manuscript first, and were paid in advance. We both have MBAs and wrote a compelling proposal, because it is not unlike a business plan with all the basics like market size, demographics and why we would be able to execute on the idea."

Handelman and his partner also write a column for Yahoo! Sports and on their web site at [www.whyyfantasyfootballmatters.com](http://www.whyyfantasyfootballmatters.com).

[**Terry (EMBA '04)**] and Tiffany added another daughter to their family. Taryn was born on Nov. 4, 2006, three days before the Santa Monica City Council Election in which Terry was a candidate. Although he did not win, he led a great campaign and came in a very close fourth behind the three incumbents. (Three seats were open and all three incumbents were re-elected.) Terry is celebrating three years as executive director of Environment Now, and Tiffany is celebrating three years as director of operations for the Center for Autism & Related Disorders. (See also EMBA 2004 for photo.)

## EMBA 2004

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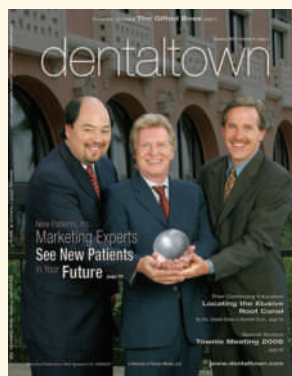
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2004 EMBA Class Notes by Maggie Bohlman

So another year is off to a busy start for us EMBA '04's... **Rich Olsen** reports that things are going well with him and his family. He has been with Reliant Energy for the past year

as the general manager of Coolwater Generating Station in wild, wonderful Barstow Calif. His family still lives in Las Vegas, and he commutes home on the weekends. His oldest, Kristine, is switching colleges and will be attending UNLV this semester. Heather his middle daughter, has been accepted to Fordham in the Bronx, New York City, for the fall and is excited about moving there, while his youngest daughter, Shannon, has started high school. Kathy, his lovely wife, is doing well, still moving ahead with plans to open a high-end day spa with an emphasis on overall physical and spiritual health.

... **Eddie Facey** reports that in January 2007, he was pictured on the cover of *Dental Town* magazine, along with his business partner and their vice president of professional relations. *Dental Town* has a monthly circulation of about 130,000 dental professionals. Along with the cover shot, there is a four page article profiling his company, New Patients Inc., as well as their opinions on the current state of dental advertising. In November of 2006, Eddie's company closed escrow on a property that will serve as their main office, in the Spring Valley section of Las Vegas. OK and now on to the wedding section of this report! ...



Eddie Facey on magazine cover with his partners.

**Michael Mazour** reports that on Dec. 17, **Lee Goodglick** married longtime sweetheart and fiancée Rietta Coetzer, whom all of you remember from our trip to Paris. The ceremony took place somewhere you also will remember, Calamigos Ranch! Fortunately no ropes or shackles were involved as Rietta and Lee took the leap of pledging their eternal love.



Lee and Rietta Goodglick at their wedding.

**Rosalind Chu** reports that she got married on Sept. 30, 2006. Her husband's name is Karl Gauge! Congrats to the happy couple. ... In lieu of a traditional wedding cake, the couple served the over 300 awesomely good cupcakes baked by our own **Maggie Bohlman** and frosted on-site by her corps of executive volunteers and their families. Present at the event were **Jon**, Marta and Sarah **Volkman**, **Don** and Nanci **Gants**, **Michael Mazour** and wife Kristiana Kincaid, and of course the cupcake-mistress herself. ...



Michael Mazour, Jon Volkman and me frosting cupcakes at Lee's wedding.

Not to be out done, **Ben Galison** got married, changed jobs, and moved up to the San Francisco Bay Area all in the last three months! His wife, Sabrina, is a registered dietician who manages marketing programs for the Dairy Council of California. They met on a Sierra Club hike in Orange County last fall and were engaged five months after their first date. He says they just knew. In December, Ben started as a senior engagement manager with Neochange, a boutique management consulting firm in San Francisco with a unique niche in effective user adoption for software deployment and technology change. He will be working primarily with Fortune 1000 financial services clients and software vendor partners. Ben says, "I'm excited to be back in consulting, and my wife and I love living in the Bay Area. I'm looking forward to getting back in touch with EMBA classmates in the area." ... **Terry O'Day** reports that "I didn't win my bid for Santa Monica City Council, finishing just one percent behind the three incumbents, who were re-elected. Still, I won a new daughter on Nov. 4, Taryn Juliet O'Day." (See also full-time 2003) ...





Terry O' Day with daughters Teagan and Taryn.

**Don Haisch** recently moved up to Los Angeles from the OC and is enjoying life in the big city. ...

**Heather Gilmour** accepted a position in product development at Reunion.com. Everyone sign up! She has also been traveling a lot. A recent highlight for her was a helicopter lesson! ...



Heather Gilmour taking a helicopter lesson.

**Dave Duben** was one of several EMBA's at Tony Clark's annual boat parade party. Dave also reports that he received a recent promotion to senior vice president of business development. And on the family side, Dave's son was one of the riders on the Optimist International float in the Rose Parade this last Monday. ...

**Jean Rheau** reports that his daughter, Krystel, is graduating from college and will join Fox Sports Radio for her first "account manager" marketer job. He and his wife, Jasmine, are celebrating their 25th anniversary in July and are planning a special trip for the occasion. ...



Jean Rheau with his wife and daughter.

Speaking of trips, **Michael Mazour**

and his wife spent some time in Italy recently. I was in Thailand teaching Buddhist monks English in December. Thank you to everyone who took the time to send in updates. Next time perhaps we will do this by study group to see if we can get news from some of our classmates we haven't heard from in awhile!

## FEMBA 2004

### FEMBA Class

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## 2004

### Full-Time MBA Class

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Since the last round of updates, the Class of '04 has been incredibly busy, globetrotting, wedding, procreating and climbing the corporate ladder. Let's get right to it! We open this round of birth announcements with the news that two '04-ers have been blessed with twins! The Weiss family is two larger now, as **Jonathan** and his wife, Andrea, celebrate the arrival of daughter Tali and son Amiel. ...



Andrea and Jonathan Weiss, holding Amiel (left) and Tali (right).

**Chris Steege** and his wife, Brandi, also report the birth of twins, two daughters, Jade Mayreau and Allegro Rhodes. As Chris explains it, the experience is amazing – the equivalent of the most profound experience of your life, times two, subtracted from your sleep. Good luck, mate! ... No less remarkable, of course, are those alums who have multiplied only one-at-a-time. **Sean De La Torre** and his wife, Dena, welcome their new baby girl, Eva Ashley, who arrived via c-section, 18-inches tall and weighing in at 6-

pounds, 4-ounces. Both Dena and Ashley are thankfully doing well. Sean was notoriously silent on his own condition. ...



Sean De La Torre, wife Dena and daughter Eva Ashley.

**Michelle Nowe** writes in to report the birth of her first baby, Miles, on Sept. 9. Those who want to stay up-to-date on the news of the crazy Nowe family (their words), can visit their web site at <http://www.marlonandmichelle.com> (what, no RSS feed?). ... And, showing that Oliveiras learn to party young, **Luciano Oliveira** writes in with a

picture of himself, his wife, Patricia, and their baby, Vinicius, (born on May 20), taken on New Year's Eve in Rio de Janeiro.



Luciano Oliveira with wife Patricia and baby Vinicius on New Year's Eve.

As the number of classmates having children increases, so dwindles the number of eligible bachelors and bachelorettes from '04. First off, **Suzu Tweten** (nee Fine) married Brian, who works in the finance department of Wellpoint (flashbacks of 2002 orientation. I think I still have that PowerPoint somewhere) this



## New Dean of UCLA Extension

Cathy A. Sandeen (EMBA '05) has been appointed dean of UCLA Extension, which pre-dates UCLA itself. Celebrating its 90th anniversary, Extension offers thousands of courses each year across a wide spectrum of subjects and serves a broad range of students, the largest segment of which is made up of degreed,

working professionals.

"In today's fast-paced, knowledge-based economy, everyone needs continuing education to ensure their skills remain relevant," Sandeen says. "Extension is tapped into business with access to a vast pool of expert instructors and has the flexibility to gear up new programs quickly."

Sandeen has several initiatives already underway, in addition to continuing to expand the downtown facility. She is building relationships with key campus faculty, including UCLA Anderson's, giving them the chance to pursue interests not within their core mission. They can collaborate with Extension to produce symposiums or more practical courses. She also is targeting top executives in the community in an effort to ensure that the programs being developed meet local needs.

While serving as vice provost and dean for UC Santa Cruz Extension, what amounts to running a self-supporting business, Sandeen decided to get an MBA. She chose UCLA Anderson, in part, for the diversity of its students, which enriched her learning experience and gave her a new appreciation for the value of working on teams.

past July on the gorgeous island of Kauai. The couple lives in Westlake Village, and Suzy continues her work in the business development division of Amgen. ...



Suzy Tweten and husband Brian.

**Jennifer Zola** ceased her days as a Borenstein when she married **Brian Zola ('03)** at Casa del Mar in Los Angeles on Sept. 16, before returning to their home in New York City, where Jennifer was recently promoted to director of analytics for Mediaedge:cia. ... Last February, **Penny Muir** (nee Naud) moved to Tuscon, Ariz., to work on a condo conversion project. As the project tanked, Penny was happy to salvage something from her experience, in the form of a husband, **Wes**, who had moved from San Francisco to work on the same project. They are just now completing a huge (and, I should note, successful) remodeling project of their beautiful home, though Penny notes that starting with an aqua-blue stove, it would have been hard not to improve the space.



Jennifer and Brian Zola.

... **Joshua Roseman** is prematurely shuttering his professional modeling career, opting instead to marry to Allison Roseman (nee Miller) on July 2 at the Greystone Mansion in Beverly Hills. ...



Joshua and Allison Roseman.

**Brian Bohr** wed Jennifer Hyer last May in Philadelphia. After an envy-inducing honeymoon in Fiji and New Zealand, they settled into their lives in Jupiter, Fla., where Brian is a vice president at Transpac Media, and Jennifer is a physician at Palm Beach Gardens Hospital. ...



Brian Bohr and Jennifer Hyer.

**Kien Tong Chua**, along with his wife, Kim, celebrates the birth of their second son, Nicholas, who joins older brother Marcus. ...



Kien Tong Chua with wife Kim and sons Nicholas and Marcus.

Rounding out this set of wedding notices, **Laura Vowell** has married funny-man Sean Blythe at a beautiful ceremony in Tennessee's Norris Dam State Park (forever to be known as the Dam Wedding – Sean's joke, not mine). '04 Andersonians present for the ceremony included **Emmy Huang, Sandra Chang, Neal Hansch, Florian Eitner, Patrice Greenwood** and **JJ Lewis**. ...



Andersonians at Laura Vowell's wedding ceremony.

For those Andersonians too cheap to

make it to the Dam Wedding, **R Blank** and **David Burns** hosted a pre-wedding barbeque at R's warehouse in Venice, with '04-ers in attendance including, **Michael Smith, Joshua Roseman, Marc Olshan, Stephanie Kermer, Florian, Patrice, Neal** and **Sandra**. ...



The pre-wedding barbeque hosted by R Blank and David Burns.

Shockingly, we have some updates not involving marriage or children. ... Last spring, **Canyon Ceman** returned from a six-month, 22-country road-trip and set up home in Marina del Rey. For the summer, Canyon returned to sports to compete in his 13th Pro Beach Volleyball tour. Before the year was out, Canyon married Kimberly Johnson in Santa Barbara (with many Andersonians in attendance) and joined consulting firm Kershaw, Mackie and Co. as a turnaround specialist. Whew, sounds like 2007 is time to retire. ... **Jeff Snow** from Section E writes in from his new job in business development and sales at Gifts.com, an InterActiveCorp-owned company. The most significant moment of 2006 came for Jeff when he realized that fellow '04-er **Andrew Fischer** works on the same floor, though for another IAC business. ... **Jarom Matsuda** sends in his annual update from Toyota, where he was promoted last September to the position of strategic planning manager of Toyota logistics services. ... **Zach Edmonds** will complete his residency at Stanford this June and plans to remain for another year to pursue a fellowship in medical device development (<http://innovation.stanford.edu>). Zach reports that he enjoys hanging out with all the Bay Area alums. ... **Michael Terry** is clearly keeping in touch with his Anderson classmates. Michael, still living in New York with Ray Yip, was recently promoted to vice president at Morgan Stanley. He writes in with an

update from Mexico City where he, **Brian Wynne** and **Nishen Radia, Hugh Jackson, Duane Stullick** and **Jamie Corrado** went to visit **Juan Gonzalez**. Michael also includes a second picture of himself, Nishen, Hugh and Juan from time in Las Vegas.



Michael Terry, Brian Wynne and Nishen Radia in Mexico City.

Though he has no photographic evidence to support this, Michael also recently took a trip to Salt Lake City with Hugh and Juan to visit **Matt Campbell**. Whew. With all that time on the road, I hope Morgan Stanley's getting its money's worth out of you, Michael. ...



Michael Terry, Nishen Radia, Hugh Jackson and Juan Gonzalez in Las Vegas.

And, to conclude this round of updates, **Erik Haus** writes in with the most interesting and unique update of the season. Last summer, Erik worked in New York City and met up with **Marc Kolin**. Marc, who works for the NBA, got himself and Erik into a WNBA all-star reception. And, it turns out that **Jim Baudino** (who works for WNBA-sponsor Toyota) was also there. So, to close out this round of updates, here is a sweet pic of Erik, Marc and Jim.



Erik Haus, Marc Kolin and Jim Baudino along with WNBA all-stars (left-to-right) Margo Dydek (all 7'2" or her), Lauren Jackson and Jennifer Azzi.



**EMBA 2005**

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**2005 EMBA Class Notes by Antonio Ramos**

**Ted Casey** who is currently still in New York City is now running his own Digital Media consulting business. ... Congratulations to **Sonya**

**Summerour Clemmons** who just received the 13th Annual "Women Who Mean Business" Award from the San Diego Business Journal in October. Only 25 recipients were chosen from a field of 115 nominees. For more information, here is the link: <http://sdbj.com/PDF/WWMB2006.pdf>.

... **Wayne and Darbin Chan** just had their second child. Nathan Chan was born on Dec. 20, 2006, and joins his brother, Sean (born during school year 2004). Wayne is still very happy with his job at Yahoo. ... Congratulations are also in order for **Nate Dallin** who tied the knot in September to Lisa Anderson. Lisa is the vice president of sales for Gardner Village, [www.gardnervillage.com](http://www.gardnervillage.com), and is an avid skier, runner, skater and shopper. ... **Todd Keener** is now working for Scholars Resource, a digital imaging technology firm in Denver, Colo. He is still aggressively pursuing his passion in the real estate industry. ... **Wilson Lin**, after successfully starting up a wireless division at Newegg, has now joined the Newport Corporation as director of global strategic sourcing. ... **Quaeed Motiwala** is starting a new job as vice president of Marketing for Azteq Mobile, a startup in the mobile gaming space. He says, "Engineering is based in Japan while our CEO is in Denver so extensive travel to both these places until we grow and decide where to put the headquarter-

ters in the United States." Congrats Q! ... **Tony Ramos** and Magda did their fair share of traveling this year in the United States, Europe, Japan and Brazil. We are now "chocolate" after spending 12 days on an island off the coast of Brazil on the equator. ...



*Tony Ramos in Brazil.*

**Cathy Sandeen** has officially joined the UCLA senior leadership team as dean of UCLA Extension. Considered one of the top five programs of its type in the country, UCLA Extension has 100,000 class enrollments per year, serving close to 60,000 individuals with a wide range of professional development, continuing education, personal enrichment and degree credit programs, both on-line and classroom-based. Leading a team of 325 staff and over 2,000 part-time instructors, Cathy is responsible for the academic, financial and operational functions of the organization. Cathy says, "Check out our web site at [www.uclaextension.edu](http://www.uclaextension.edu). Our classmates probably need a refresher in accounting by now! Seriously, given you are all committed life-long learners, I'm certain you will find something of interest for career development or just plain fun." The official announcement can be found at <http://newsroom.ucla.edu/page.asp?RelNum=7556>. Please welcome Cathy to the Los Angeles area. ... **Mauricio Tort**, who apparently is the only remaining EMBA 2005 in the Bay Area, is now juggling two jobs, one with WaveZero and another with Proxim. If there are any other EMBA 2005s in the area give Mauricio a shout! ... Finally about Vegas, Vegas, Vegas! Thanks to everyone who ventured out to Las Vegas for our first annual class reunion. We had amazing attendance by the Board and Team Equipo members and others, including a contingent all the way from Chicago!



*Most of the group striking a pose after dinner at the Fleur de Lys.*

Next time, we will select a location in the Los Angeles area so that participation numbers increase. We began our event at a swanky little lounge called The Mix (located in The Hotel at Mandalay Bay).



*At The Mix.*

The following evening, we had a great dinner at the Fleur de Lys Restaurant in Mandalay. The manager took care of us and even gave us a tour of the wine cellar and kitchen area! Afterwards, the group elected to try their hand at blackjack and poker. For details about late night activities please contact **David DeWolf** at [david.dewolf.2005@anderson.ucla.edu](mailto:david.dewolf.2005@anderson.ucla.edu). ... We are also pleased to announce that **Tony Ramos** has been nominated and elected to be our class chief correspondent officer. Tony will be responsible for making sure we are including your information in the Anderson Assets magazine and various other publications (with your permission). Las Vegas reunion attendees are featured in the attached photos: <http://homepage.mac.com/tony.ramos/EMBA2005Vegas2006/>. 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](mailto:antonio.ramos.2005@anderson.ucla.edu).

**FEMBA 2005**

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**2005 FEMBA Class Notes by Marjorie Daleo**

Three months after graduation, **Charles Murphy** accepted a promotional transfer within Amgen at its Colorado site. He is now responsible for product quality for an osteoporosis drug candidate. As a California native, he says it's been

quite an adjustment to the new environment for him and his family. But with all things considered, he says his family has transitioned well, and his wife is enjoying being a stay-at-home mom to their three children. He is hoping to start investing in the real estate market and knows his Anderson background will definitely help out. Do we have the next Donald Trump?



*A small congratulations lunch for Carole Heinz who was married in August.*

... **Michelle Havens** has recently moved to Seattle, with her husband, Schuyler, to accept her new promotion to senior investment officer of Northern Trust's Seattle office. She has lots of exciting news to report, so expect some great news in the next issue! ... **Savita Iyer** has been enjoying her new lifestyle in Sweden. She recently accepted a position as a consultant with Xcellent Consulting and is now fluent in Swedish. ...

**Alice Huang** has been promoted to executive director of recruiting at Hult International Business School, a one-year MBA program in Cambridge, Mass. In her new role, she oversees student recruitment and marketing in Europe, North America, Latin America and Africa.



*Informal FEMBA June reunion at Bucca di Beppo.*

**2005**

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**2005 Full-Time MBA Class Notes by Tina CastroAmy Liu**



and Minh Trinh celebrated their wedding at the Wayfarer's Chapel in Palos Verdes, Calif., on July 1, 2006. Friends and family from France, Taiwan, Spain and all over the United States were in attendance. The couple lives in Marina del Rey, Calif., and plans to move to Paris in the future.



*Amy and Minh in Palos Verdes on their wedding day.*

## 2006

### Full-Time MBA Class

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### 2006 Full-Time MBA Class Notes by Ruben Pranata

**Jon Delshad** passed the California Bar Exam in December 2006. ...

**Pete Carmichael** and wife Simone have a new daughter, Kaitlyn Elaine, born in September 2006. ...

**Daniel Jacobsen** and wife Maryann have a new daughter, Anna, born on Oct. 10, 2006. ... **Leo Dencik** and wife Stephanie have a new daughter, Emilia Annika, born on Nov. 26, 2006. ... **Scott Warner** married longtime girlfriend Gianna on Aug. 12, 2006. Scott now works for PAAMCO in Irvine (where he actually works in the same building as me). ...



*Scott Warner and wife Gianna.*

**Lynn Wang** married Greg Wu on Dec. 9, 2006. Lynn now works for Morgan Stanley in Century City. ... **Lisa Castaneda** married Mike Toleno and had a private backyard wedding cere-

mony on Dec. 26, 2006. Lisa now works for Revolution Community Ventures in San Diego. ... **Nik Perencevic** and wife, Ivana, have a new son, Miha, born on Oct. 20, 2006. ...



*Nik Perencevic and son Miha.*

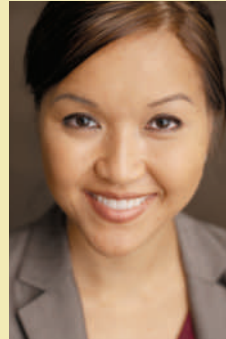
**Hilda Chan** married Sunny Wong on June 17, 2006, (the day after our commencement) on the beaches of Malibu. Hilda now works at Yahoo! in Sunnyvale, but her husband works for Google. ... **Steven Kan** and wife Meredith have a new son, Adam Hokupa'a, born on May 4, 2006. Steven now works for Clearstone Venture Partners in Menlo Park. ...



*Steven Kan and son Adam.*

**Yoko Senga** attempted the New York Marathon on Nov. 5, 2006, but ran too fast (at a 2:52 pace) and ended up collapsing and being taken to a hospital in the Bronx (for hypothermia and severe muscle cramping) at mile 20. She was released from the hospital in the middle of the 'hood' wearing short shorts, a tank top and a red thermal blanket in 40 degree weather with two dollars that the doctor gave her for the subway, because he felt sorry for her! Yoko now works for Jumpcut in San Francisco. ... Do you have news or updates for Class Notes 2006? Send an e-mail to Ruben Pranata at [ruben.pranata.2006@anderson.ucla.edu](mailto:ruben.pranata.2006@anderson.ucla.edu).

## Fore! Fashion



Cathy Le ('05) is CEO and founder of PinkCaddi for which she wrote the business plan while attending UCLA Anderson. The firm offers fashions for female golfers that go beyond the standard plaid and argyle. Her target market is a niche she believes is ignored by most apparel makers, who focus on the majority of current players, country club members over the age of 45.

"My designs are aimed at one of the fastest growing demographics in the sport: younger fashion-forward women," Le says. "And I am placing a bet that, as one of the first movers in this space, PinkCaddi will connect with this group."

Le's collections sport whimsical names that reflect a youthful style: the signature Prepped for Par line, Backswing Betty, Flirty Birdie and 19th Hole. Some feature soy fabrics. Though marketing is limited to trade shows and meetings with buyers for clubs, the company is growing, with about a dozen stores carrying the lines. Product also is available at the web site, [www.pinkcaddi.com](http://www.pinkcaddi.com). Le is deliberately avoiding a more aggressive approach until PinkCaddi is ready to handle high volume. She plans to build interest and awareness before investing more to move production abroad, avoiding the much higher costs in the United States.

PinkCaddi's marketing is handled by Le's other company, MC Squared, where she became primary principal after graduation. Other clients include Lennar, KB Homes and Coldwell Banker Previews.

## Does Your Class Need a Correspondent?

Contact Class Notes Editor  
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