An avid world traveler, Charles Tyler (right) and two college friends on their way to Machu Picchu, Peru’s famed “lost city of the Incas.”

Business with Buffett

UC Davis MBA Students Visit “Oracle of Omaha” and Take Time to Make a Difference

Inside: JAPAN TREK • GOOGLE EXEC • GREEN TECH
Ideas into Action

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On the cover: Billionaire investor and philanthropist Warren Buffett shares a moment—and his wallet—with UC Davis MBA students Jeff Rosenlund (middle) and Jamina Iley (right), two of 40 students who visited the "Oracle of Omaha" in Nebraska in February (read more on pages 2-7). Photo courtesy: Omaha World News.
This issue of the Innovator will arrive as we cap off our year-long celebration of the UC Davis Graduate School of Management’s Silver Anniversary with our 25th commencement ceremony. This past year has been an exciting time to reflect on our collective accomplishments and an opportunity to look forward to our incredible future as a leader in management education.

The festivities began with two days of events in the fall that brought together the School’s community of alumni, faculty, staff, students, business partners and friends. We had a congratulatory resolution presented by the California State Assembly, a thought-provoking keynote speech on managing people by Bruce Bodaken, president and CEO of Blue Shield of California, and then we danced well into the October night.

But we were just warming up. We hosted a series of talented executives from top companies who shared their experiences and expertise. These guest speakers included Rick Lenny, CEO of the Hershey Company; Shona Brown, senior vice president of business operations at Google (see page 8); Richard Davis, CEO of U.S. Bancorp (see page 12); and Russell Read, chief investment officer of CalPERS, the nation’s largest public pension fund (see page 36).

In February, 40 of our MBA students flew to Nebraska to spend two days with the “Oracle of Omaha”—Warren Buffett. I was filled with pride when I received an e-mail and letter from Mr. Buffett declaring the UC Davis students the equal of any MBA students he had ever met! You can read Mr. Buffett’s letter and students’ first-hand accounts of the trip in this issue and more on our Web site.

Then in April, U.S. News & World Report ranked the School among the nation’s top 50 for the 12th consecutive year. We continue to hold the distinction of being the smallest and youngest public business school ever to be nationally ranked. That came on the heels of our organizational behavior faculty being ranked number one in the world in the Financial Times’ Global MBA Rankings.

I could go on, but the point is we have had a wonderful year.

**A BUILDING FOR THE FUTURE**

We don’t have time to ponder the past or rest on our laurels since we are literally building for the future. Much of the year was spent planning and generating financial support for our new home—a state-of-the-art educational facility.

The three-story, 40,000-square-foot building will be across from the world-class Mondavi Center for the Performing Arts in a high-profile location, visible from Interstate-80, the main highway linking the San Francisco Bay Area, Sacramento and Lake Tahoe. Our next-door neighbor will be a new hotel and conference center that will be great for our executive education programs and special events.

The Graduate School of Management will have everything we need in one place, convenient to students and business executives coming from Sacramento, San Francisco and around the world.

The initial planning is in the advanced stages, the site is being cleared and a developer-architect will soon be selected. With Mother Nature’s cooperation, the campus is confident that construction will begin in early 2008 with a move-in date during the 2009–2010 academic year.

I am amazed and humbled by the generosity of alumni, faculty and the business community who are stepping forward to help raise the funds that will secure our future home.

It has been a great 25 years, and we are only just beginning.

Nicole Woolsey Biggart
Dean
Jerome J. and Elsie Suran Chair in Technology Management
Business with Buffett

...and Taking Time to Make a Difference

Students Reflect on Meeting “Oracle of Omaha”

Business icon Warren Buffett shared insights on business and life with 40 UC Davis MBA students from the Graduate School of Management who traveled to Omaha, Neb., during the President’s Day weekend in February for a once-in-a-lifetime opportunity to meet and learn from the chairman and CEO of Berkshire Hathaway.

“I can’t tell you how impressed I was with the UC Davis students who visited here,” Buffett wrote in a letter to Dean Nicole Woolsey Biggart. “What a terrific group. They are smart, energetic, very decent people. It is clear the instruction they receive at UC Davis is contributing not only to their business skills but to their development as contributing and caring members of society…You should be very proud of what you are doing.”

The visit with Buffett was the result of the efforts of Assistant Professor Katrina Ellis, who met him during his visit to the Sacramento area last summer. Buffett had come to Rocklin to help christen an R.C. Willey furniture store, a company owned by Berkshire Hathaway. After reading about Buffett’s hosting of other business students, Ellis wrote him and he extended the invitation. Ellis and Assistant Professor Ning Zhu accompanied the students on the trip.

The group of UC Davis MBA students, joined by others from the University of Nebraska, Omaha, and Creighton University, toured the Nebraska Furniture Mart—part of Berkshire since 1983—followed by a two-hour question-and-answer session with Buffett at Berkshire Hathaway’s offices. After lunching with the “Oracle of Omaha” at Gorat’s Steakhouse, the students toured Borsheim’s Fine Jewelry, also owned by Berkshire.

To prepare for the trip, the UC Davis MBA students met several times to discuss Berkshire Hathaway’s history, Buffett’s career and the value investing strategies that have made him the world’s second richest person. The students planned volunteer work in Omaha as a way to recognize Buffett’s philanthropy and to thank him for his time. They also presented a Sacramento-area company as a possible acquisition for Berkshire Hathaway. Their volunteerism and investment pitch both hit a chord with Buffett.

In an Omaha World News story about the students’ afternoon spent volunteering at Girls Inc., Buffett said, “It was a great idea.”

In a note to Dean Biggart, Buffett lauded the investment pitch: “Every year I am visited by 30–35 student groups from the country’s most prestigious schools, and none has come up with an innovative idea that equals that of the UC Davis group.”

Araceli Cortez, a student in the Working Professional MBA Program in Sacramento and a systems/software engineer at Hewlett-Packard, offers her reflections from the trip and the experience of meeting the renowned multibillionaire investor, business leader and philanthropist…
Lucky when it Counts
by MBA student Araceli Cortez
(pictured left with Mr. Buffett)

I don’t consider myself a lucky person, but late last year when Assistant Professor Katrina Ellis announced a lottery to choose 40 students to join her and Assistant Professor Ning Zhu to meet Warren Buffett in Omaha, Neb., I had to enter.

When my name was pulled out of the hat, I was ecstatic and I am even more so after returning home. It was an opportunity of a lifetime to learn from Mr. Buffett’s wisdom and to get a few private moments to share my personal and career aspirations with the “Oracle of Omaha.” Now I like to say that I’m lucky when it counts.

SATURDAY, FEBRUARY 17, 2007
Taking Stock of Omaha

We landed in Omaha at 6:30 p.m. and within minutes I heard my first Berkshire Hathaway success story: the hotel shuttle driver’s aunt had bought Berkshire Hathaway Class A stock when it was $1,200 a share (today it is traded at about $108,900 a share). Needless to say, she’s now enjoying her millions—trekking around the world and attending Berkshire Hathaway’s annual stockholder meetings. A man traveling with me on the shuttle told of his uncle, who did not buy into one of Warren Buffett’s ideas when he first pitched it to investors. Now he’s kicking himself daily as punishment. And then the woman who sat next to my classmate John Toney on the plane also owned Berkshire Hathaway shares. She was returning from a three-week vacation in Hawaii.

Are we a magnet for Berkshire Hathaway stockholders or are Berkshire Hathaway stockholders just common in Omaha? I start to wonder how much of an impact Warren Buffett has had on this city.

SUNDAY, FEBRUARY 18, 2007
Following Buffett’s Lead

Today about 18 of us who arrived early in Omaha volunteered at Girls Inc., a program that helps girls succeed in school and in life. It was our way of honoring Mr. Buffett’s commitment to philanthropy and hosting us in his hometown. His daughter, Susan, is on Girls Inc.’s board of directors, and last year Mr. Buffett auctioned off his used Lincoln Town Car to benefit the national Girls Inc. program.

We realized that volunteering our time is the most valuable way we could collectively give back.

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At Girls Inc., some of us concentrated on building bulletin boards. One board promotes a “Walk Across Nebraska” fitness program for the girls, their families and the Girls Inc. staff. Another highlights scholarship programs and rewards for good grades in school.

Meanwhile, others of us entered library information into a database. We also prepared a room for a new program for five-year-olds, cleaned and tidied their sewing room, moved equipment from the second to the first floor and neatly organized endless yards of fabric. We brought gift certificates to a bookstore, and items that the girls could buy with the “Shebucks” they earn for participating in the program, including note pads, makeup, books, socks and other things young girls might need.

Students who weren’t able to come early did some volunteer work at the Girls and Boys Club of Greater Sacramento instead. Several of our UC Davis professors also donated books or cash for Girls Inc. It was a wonderful day of sharing our good will and making our own impact in the Omaha community.

Dinner gave our group of students from all three of the School’s MBA programs—in Davis, Sacramento and San Ramon—a rare opportunity to become better acquainted. Later in the evening, we had a mixer with business students from the University of Nebraska, Omaha, who will join us to meet Mr. Buffett tomorrow.

Tomorrow we’ll spend four hours with Mr. Buffett. That figures to two minutes per student, if divided up evenly.

MONDAY, FEBRUARY 19, 2007
Touring Mrs. B.’s Legendary Furniture Mart

The day began at 8:30 a.m. with a tour of the Nebraska Furniture Mart, which Rose Blumkin (Mrs. B.) founded in the 1930s with $500. She built it into a huge enterprise and worked there until she was 103. Mr. Buffett bought the Mart in 1983 and insisted that Rose’s family continue managing it. We met CEO Bob Batt, Mrs. B’s grandson, who with several executives took us on a tour of the endless square feet of showroom floor space and talked to us about the business. It was the largest selection of home furnishings I’ve ever seen. I learned that to be competitive, you have to keep an eye on trends—what’s happening in business, with your competition and with the consumer. Don’t let your business go stale, and be number one in customer service. These seem like simple concepts, but many businesses fail because they lose focus on these fundamentals.

Meeting Mr. Buffett

At 10:00 AM we arrived at Berkshire Hathaway’s headquarters at Kiewit Plaza. The conference room was well stocked with Coca-Cola drinks, including Mr. Buffett’s favorite: Coke Classic. Mr. Buffett half-jokingly urged us to at the very least open a Coke since he’d make money with each can opened or consumed. (Berkshire Hathaway owns an 8 percent interest in the Coca-Cola Company). We all laughed at this reality and launched into the Q&A with Cokes in hand.

“Never outsource your morality.”
For the next two hours Mr. Buffett spoke eloquently about the impact human beings have on the world. He asked us to think about the type of society we’d want if we had obtained a different “ovarian ticket” (different nationality/religion/sexuality). He believes that in a country with such a high gross national product per capita we have the responsibility to “bring up those with worse tickets than us.”

He provided straightforward advice on investing: stick to what you know and follow your gut. He said that if something doesn’t feel right, then you need to have the discipline to not engage in it. He spoke of the “qualities of behavior”—such as cheerfulness, honesty and generosity—that make a leader. He said leaders need followers, and that people will not follow the person with the best grades, but the ones with the right personality and characteristics.

During his talk he easily switched between the profound and the comical. A classmate asked what he wanted his legacy to be. Mr. Buffett’s said he wants his tombstone to say “My God, this guy was old.” If that isn’t possible, he’ll settle for “Teacher.”

He ended the session by encouraging us to “Never outsource your morality.”

I felt enlightened and ready to take on the world. I was still hoping to get my two minutes of personal time with the man himself…it does seem like someone was listening to my plea.

**Carpe Diem at Gorat’s**

One of our MBA classmates, Jeff Rosenlund, was one of four lucky students selected at random to get a lift to lunch from Mr. Buffett, who drives his own rather modest Cadillac Seville. The rest of us followed in a chartered bus. By the time I entered the restaurant, Mr. Buffett’s table was filled, and I felt my opportunity to talk with him escaping.

> Mr. Buffett was honest, humble and warm. His values really shined as he spoke of his father, his company failures and his philanthropy. It was easy to see how much he cares about his shareholders, his company, his desire to teach others and his wish to leave the world a better place.”

—MBA student John Toney

—I felt enlightened and ready to take on the world. I was still hoping to get my two minutes of personal time with the man himself…it does seem like someone was listening to my plea.

—Warren Buffett

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“Mr. Buffett talked about everything from ethics to politics to weapons of mass destruction and, of course, to finance, running a business and investing. He is a very charismatic and eloquent speaker. His brilliance is that he can distill very complex concepts into everyday language that almost anyone can understand.”

—MBA student Dave Walton

Shortly before lunch was served, students at Mr. Buffett’s table began rotating so others could have the opportunity to talk with him. I was in the first new group to join Mr. Buffett at his table.

As we dined, Mr. Buffett asked each of us about our goals and ambitions, and I mentioned my dream of entrepreneurship. He told us about one of his rare vacations, where he joined his friend Bill Gates in Europe. As I left his table so more students could meet him, Mr. Buffett graciously agreed to take a picture with me. Then he turned the table on me, asking me for a stock tip, but I don’t think he’s acted on my investment advice!

Outside the restaurant our cameras didn’t stop snapping as Mr. Buffett took the time to pose with us. As he wished us good luck and a safe trip home, Assistant Professor Ellis and several students presented him with UC Davis olive oil, a one-of-a-kind Warren Buffett-and-UC Davis branded bridge set and thank you cards signed by all.

Classmate Paul Rondas took the moment to present Mr. Buffett with the investment pitch that a committee of students put together during our pre-trip planning.

**Last stop: Borsheim’s**

Energized by our time with the “Oracle of Omaha,” our next stop was Borsheim’s, the nation’s largest independent jewelry store and a subsidiary of Berkshire Hathaway. The vice president of marketing talked with us about the importance of customer service and how Borsheim’s creates a personal relationship with their customers that lasts a lifetime.

After the tour, some students made purchases while most of us window-shopped. It was a fitting end to a jewel of a visit.

**Postscript: Back Home**

I was incredibly lucky to be part of the group of UC Davis MBA students to visit Warren Buffett. I was thrilled to have the opportunity to meet a man so humble and so rich in knowledge and character. He reinforced the importance of giving back and helping those who are less fortunate, and he left us with the wisdom that dreams are not meant to wait.

To view a video clip of Buffett accepting the investment proposal and gifts and saying goodbye, visit: www.gsm.ucdavis.edu/buffett

Read more students’ blogs about their experience meeting Warren Buffett @ www.gsm.ucdavis.edu/buffett
Nuggets from the “Oracle of Omaha”

by MBA student Matt Vogel

During our two-hour meeting with Warren Buffett, any question was fair game—except what company he was planning to buy next. These are a few nuggets of advice from the “Oracle of Omaha” that I took away:

Buffett on Investing
To invest, you must be very comfortable with accounting to analyze corporate financials. If you plan to put money in a particular stock, think as if you’re buying the entire company. Then sit down and write an essay why you’d like to buy that company. If the essay is convincing, you should purchase the stock.

When evaluating companies, Mr. Buffett tries to look five years into the future to determine value. If it looks like an overwhelmingly good deal, he’ll buy it. You can’t be precise with stocks. It’s better to be almost right than precisely wrong.

Buffett on Success
To be successful in business, you must be able to effectively communicate ideas. Throughout high school, college and graduate school, Mr. Buffett was terrified of public speaking. After graduate school, he took a public speaking course that changed his life. To hone his newly acquired skills, Mr. Buffett taught a few classes at the University of Nebraska, Omaha.

Success also requires the ability to think rationally. The most successful person isn’t necessarily the one with the highest IQ or the best grades. It’s the person who has a 300-horsepower engine and consistently gets 300 horsepower out of it.

Most Influential People in Buffett’s Life
Mr. Buffett’s heroes are his father and his first wife—strong role models who never let him down. Mr. Buffett advises surrounding yourself with people you want to be like; you will naturally pick up what’s going on around you.

Buffett on Leadership
As a good leader you will get people to do what you want them to do. To become an effective leader, follow Mr. Buffett’s exercise. First, if you were to invest in one of your classmates and receive 10 percent of their post-MBA yearly salary for the rest of your life, who would you choose?

Buffett’s Goals
After reading all the Omaha Public Library’s books on investing, at the age of 12, Mr. Buffett knew he wanted to be an investor. (Surprisingly, he didn’t want to go to college, but eventually agreed to his father’s request and enrolled at the Wharton School of Business at the University of Pennsylvania in 1947. After two years, he determined that the instructors knew less about finance than he did. He returned to Omaha and finished his undergraduate work at the University of Nebraska.)

Buffett’s Recommended Reading
Specialization of Labor by Adam Smith and The Intelligent Investor by Benjamin Graham

Buffett’s Mistakes
Mr. Buffett admits that most of his mistakes have been by omission: a handful of times, he started a deal and then backed out for one reason or another. In retrospect, had he followed through and done what he first intended, he would have profited by more than $10 billion—per mistake. He says nobody is perfect and that he tries to make more things go right than go wrong.
When Google’s CEO Eric Schmidt and co-founders Larry Page and Sergey Brin hired Shona Brown in 2003, they handed her a daunting task: bring some sanity and her strategy of “structured chaos” to the business operations of the world’s largest search engine—which was moving so fast it could hardly keep track of itself.

Google would issue its Dutch auction-style initial public offering within a year, yet the Silicon Valley start-up’s sizzling growth had sent it careening dangerously close to the brink of chaos.

Schmidt, Page and Brin all knew it—like its catalog of Web pages, Google was growing exponentially and problems were looming. Their search for an answer netted Brown, whose job has been described as “Chief Chaos Officer.”

When Brown arrived at Google’s Mountain View, Calif., campus there were fewer than 1,000 employees. One of her first questions was exactly how many people worked there. The answer: “They didn’t know.”

“I suggested that we flip the fire alarms, have everyone go out in the parking lot and then count,” Brown recalls saying, only half-kidding. She said Page told her, “We need someone to manage us better.”

Brown found the company ripe with world-class engineers and sales people but lacking business acumen and missing core business functions entirely. During her first week she drew a line down the middle of a white board and wrote the biggest business dilemmas on the left and the most pressing people-related issues on the right.

“That showed the incredible nature of the problem…these were some of the early, basic processes we had to work on to create a global, scalable company,” Brown told a capacity audience during her campus visit in January as a Dean’s Distinguished Speaker at the Graduate School of Management.

Silicon Valley Flashback

Like Page and Brin, who launched the early iteration of Google from Page’s Stanford University dorm room, Shona Brown and Kimberly Elsbach met at the Palo Alto campus.
In the early 1990s Brown and Elsbach were both working on their Ph.D.s in Stanford’s Department of Industrial Engineering and Engineering Management. They shared an office, became friends and have kept in touch ever since.

From Stanford, Brown went on to become a partner at McKinsey, where she consulted for clients in high-tech for nearly a decade before landing at Google, where she has made her mark. Fortune magazine has named her one of “four women to watch,” and she was featured in the magazine’s October 2, 2006, cover story, which reported on Google’s chaotic yet successful management style and culture.

Elsbach, now a professor of organizational behavior at the Graduate School of Management, invited Brown to UC Davis and led the informal conversation with her at the Buehler Alumni and Visitors Center.

“Strategy as Structured Chaos”

As senior vice president of business operations, Brown oversees Google’s “people operations” and heads a team of strategic consultants she can deploy on projects throughout the company.

Brown draws on her extensive consulting work in the tech industry, but even more so from her best-selling 1998 book, Competing on the Edge: Strategy as Structured Chaos. The book introduced a new strategic model for competing in volatile markets—a framework Brown is putting to the test in real-time at Google.

Google’s play on the mathematical term for a 1 followed by 100 zeros reflects the company’s mission to organize the ever-increasing information available on the Web. Combine this charge with the opportunities it presents, and the result is an explosive rocket fuel that has powered Google’s astronomical growth, popularity and profitability.

Today Google has more than 12,000 employees worldwide, nearly $12 billion in cash and securities on hand, and posted revenues of $3.7 billion for the first quarter of this year. Its stock recently shot over the $500 mark again; its market capitalization has reached more than $150 billion. That’s a lot of zeros.

Doubling in size every year—and absorbing acquisitions like the $1.6 billion purchase of video-sharing Web site YouTube—brings continued growing pains. And not long after Brown’s visit to UC Davis, Google announced its biggest acquisition ever: a $3.1 billion deal to buy online ad supplier DoubleClick, Inc.

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HUGE PAID SEARCH AD MARKET DEVELOPS BEST PRACTICES

Paid Web search listings—where advertisers pay a fee for a simple text ad to appear alongside organic search results—is the fastest-growing income source for search engines and portals such as AOL, MSN, Yahoo! and Google. Revenue generated from this type of advertising increased from just under $1 billion in 2002 to an estimated $13 billion last year.

Google and Yahoo!, the two giants in sponsored search advertising, have developed their own pricing mechanisms that involve real-time auctions where advertisers bid for prime spots beside particular search queries. Designing such dynamic online ad markets is extremely challenging and has interested researchers in economics, business and computer science.

Professor Hemant Bhargava has been studying ad-supported search and its technology for several years. He has worked with researchers at Overture, the company that pioneered sponsored search advertising, now part of Yahoo! Research Labs. Most recently, Bhargava and co-authors Juan Feng of the University of Florida’s Warrington College of Business and David M. Pennock of Yahoo! Research Labs, collaborated on a research paper, “Implementing Sponsored Search in Web Search Engines; Computational Evaluation of Alternative Mechanisms.” Their paper was published in the winter 2007 issue of INFORMS’ Journal on Computing.

Bhargava and his co-authors compared several solution mechanisms, including stylized versions of those used by Yahoo! and Google. Yahoo!, following the initial design of Overture’s system, awarded the prime ad slots to the highest bidders. Google, with an initial aversion to commercialization of search, ranks ads by a combination of bid price and the likely click-through rate.

Bhargava and his co-authors found that Google’s approach generally generates higher advertising revenue and is more robust. Yahoo!’s model works well only in limited circumstances, but can be improved through editorial filtering that rejects ads that are seemingly least relevant to the search terms.

Bhargava’s research also showed that the revenue generated by these mechanisms can be improved if the systems use observed click-throughs to modify rank allocations over time using specific algorithms. Bhargava and his co-authors recommend a rank-revision strategy that improves allocations and leads to maximum revenue more consistently than other methods.

The researchers point out other complexities in designing optimal mechanisms for sponsored search advertising, including user attitudes towards different forms of advertising, the impact of various user interfaces on users’ willingness to accept and browse sponsored slots, click-through fraud, and other performance measures such as sales and conversion rates and the design of optimal mechanisms for allocating slots to bidders.

Yahoo! recently upgraded its paid search ad system—code named “Panama”—with a redesign that incorporates both bid and expected click-through rate to rank ads.

According to Pennock of Yahoo! Research Labs, “the analysis and thinking that went into our paper plus much analysis and discussion since (including many contributions from a huge number of people across many parts of Yahoo!) all helped steer us to the new mechanism.”

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"We can no longer call ourselves a start-up," declared Brown, who has helped steer Google through its hypergrowth spurt, going public and opening itself to the scrutiny of Wall Street and shareholders. "I used to know everyone in the company. Now employees can’t tell Larry from Sergey."

The blazing transformation to global corporate powerhouse has Brown focusing on three areas. The first is tackling business strategy problems like pricing and product-related issues.

Second on Brown’s to-do list is developing “scalable processes” —standardized yet elastic routines—to help the company grow smartly. One of her team’s early solutions was a “new-office-in-a-box” that allows Googlers to hit the ground running anywhere they set up shop. Google now has more than 40 offices in the Americas, Europe and Asia.

Google is aggressively tapping booming Internet markets outside the U.S such as China and Latin America, where the company often has to navigate different media laws regulating ownership and censorship of Web content. "It’s a race," Brown said. "We’re trying to get as many feet on the ground internationally as we can."

Brown’s third priority is “organizational effectiveness”—for example, figuring out how Google can best run a virtual research and development organization. She is collaborating with Google’s far-flung engineers to devise a solution.

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Google’s Glue

Brown’s role has morphed into “the glue holding everything together.”

“I’m focused on organization and the business and commercial side of what we do,” she explained. “One of my colleagues likes to say, ‘If it’s a problem, I’m working on (solving) it.’”

Google’s academic atmosphere, broad mission statement and mandate that developers spend 20 percent of their time on self-directed projects adds up to a chaotic culture by traditional business standards. But Brown said there is a method to the madness.

“We don’t want managers to get in the way of smart people we hire,” she said, hedging that Google’s public-serving philosophy and 20-percent policy can be a “blessing and a bane when trying to tell people what to work on.”

Brown believes that Google attracts top computer scientists and engineers because of the quality of the peers they can work with and the fascinating large-scale problems still to be solved with the core business of ad-supported search. And there’s freedom to create innovative products that aren’t constrained by a classic business plan.

“We generally don’t worry about how to make money off of (new product ideas),” Brown explained, stressing that Google’s 20-year strategic horizon allows it to rollout services and products like Google News and Gmail that do not promise immediate profits.

“We’re not fiscally irresponsible,” Brown said. “Certain services we offer have margins so high that we can make a lot of investments in nascent-stage ideas.”

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Ten Things Google Has Found to Be True...

1. Focus on the user and all else will follow.
2. It’s best to do one thing really, really well.
3. Fast is better than slow.
4. Democracy on the Web works.
5. You don’t need to be at your desk to need an answer.
6. You can make money without doing evil.
7. There’s always more information out there.
8. The need for information crosses all borders.
9. You can be serious without a suit.
10. Great just isn’t good enough.

Successful Client Solutions

FOURTH ANNUAL PEER-TO-PIER SHOWCASES MBA CONSULTING CENTER

Biotech giant Genentech sought advice for improving efficiency at its Vacaville, Calif., pharmaceutical plant—without losing its famed high-involvement corporate culture.

Hewlett-Packard, one of the world’s largest IT companies, wants to expand its consumer PC accessories market and needed innovative analysis and brand licensing recommendations.

And Wunder-Bar, a leading global manufacturer of food, condiment and beverage dispensing equipment, looked for insight on where to best relocate its manufacturing operations to maintain its competitive edge.

These companies recently joined nearly 20 client businesses that have turned to the UC Davis MBA Consulting Center for help solving critical business issues and challenges. Executives from HP, Genentech and Wunder-Bar—and the MBA students who consulted for them—shared their experiences during a panel discussion at the Graduate School of Management’s fourth annual Peer-to-Pier networking event, held March 8 at San Francisco’s Waterfront Restaurant.

Since fall 2005 the Consulting Center has offered top MBA students the opportunity to put ideas into action for diverse corporate clients that range from small, private manufacturers and early-stage start-ups to multinational conglomerates. The projects may include strategic planning, marketing studies, operations analysis or other issues. The result: a win-win situation for the students and the companies.

Laurence Nguyen, manager of HP’s PC Accessories Business, praised the Consulting Center team for overcoming the initial complexity of the project to deliver “real results and recommendations.” The team of Working Professional MBA students, she added, “brought insight and answers that came out of their real-world professional experience.”

MBA student Bill Farnham, a member of the Wunder-Bar consulting team, called the project an “extraordinarily valuable” experience. “It was a chance to really think outside the box, to take all our classroom learning and apply it in a decision that makes a difference in the life of a company,” Farnham explained. “The project provided an advanced learning process—with all the resources of the Graduate School of Management, access to world-class faculty experts and the guidance of a veteran field advisor.”

“We wanted results, not a plan to look at things more,” noted Jeff Richmond, Genentech’s senior director for manufacturing. “The Consulting Center team really did it; we’re in the process of implementing some of their recommendations.”

For more information or to propose a project, visit www.gsm.ucdavis.edu/consulting

As the field study advisor to the team consulting for Wunder-Bar, Peter Matlock (left) ensured the students “built the right bridges between their academic studies and the needs of the project.” The team, he said, “did a tremendous job. They unearthed, digested and synthesized a huge amount of data—and avoided falling into ‘analysis paralysis.’” Matlock is acting CEO of Vitalea Science, Inc.; to his right is MBA student consultant Bill Farnham.

MBA student Ben Dakhlia (right), who led the Consulting Center’s HP team, said “our commitment to each other and to the project” were key to their success. Also on the panel were (left to right) Jeff Richmond, senior director of manufacturing, Genentech, Inc.; Paige Marino, MBA student consultant on the Genentech project; and Laurence Nguyen, manager, PC accessories business, Hewlett-Packard Co.

Bay Area MBA student Amy Black (center), an assistant vice president at Marsh Risk & Insurance Services, chats with fellow students Jamie Kitano and Christopher Ragan.
Richard Davis likes to keep the pot boiling at U.S. Bancorp, the nation’s sixth largest financial holding company.

“Hot water at 211 degrees is inert; at 212, it’s making something happen,” said the president and CEO of the Minneapolis-based financial giant.

“In banking we don’t celebrate the near misses,” Davis explained. “We celebrate making things happen, and we celebrate doing things to make your lives better, whether it’s cashing a check or making a loan.”

Davis has done plenty of big and small transactions in his 30-year banking career—from breaking a $20 bill for a customer to playing a key leadership role in a $21 billion merger that vaulted U.S. Bancorp into the nation’s top 10 biggest banks. His ascent to one of the most influential executive positions in the sector began on the bottom rung.

Starting on the frontlines, Davis worked as a teller during the eight years he spent in night school earning a bachelor’s degree in economics from California State University at Fullerton. He quickly rose through the ranks, becoming an executive vice president at Bank of America and then Security Pacific Bank before joining U.S. Bancorp’s predecessors in 1993. He was named CEO last December.

Davis steers a financial holding company with more than $219 billion in assets, a market cap north of $60 billion and business across the U.S., Canada and Europe. U.S. Bancorp is the parent of U.S. Bank, which has more than 2,400 branches and nearly 5,000 ATMs in 24 states. The company has more than 50,000 employees.

At the invitation of Dean Nicole Woolsey Biggart, who serves on U.S. Bank’s Sacramento-area community board, Davis visited the Graduate School of Management on March 7. His high-energy and entertaining talk poked fun at the straight-laced banker stereotype while gravitating to the critical role banks play as stalwarts of the economy. He also shared U.S. Bancorp’s recipe for success.

**BANKING ON THE BASICS**

Despite its size, Davis has focused U.S. Bancorp on personal service and customer loyalty with a “Five Star Service Guarantee” that is woven into its corporate culture and set it apart.

“We are amongst the strongest, healthiest and most vibrant in our peer group,” Davis said. “It’s very important that we not let large equal bad, or large equal anonymous, or large equal average. Because that happens a lot in companies and institutions. We need to keep everything one person at a time, one transaction at a time, one opportunity at a time.”
“In banking we don’t celebrate the near misses. We celebrate making things happen, and we celebrate doing things to make your lives better, whether it’s cashing a check or making a loan.”

— RICHARD DAVIS, PRESIDENT AND CEO, U.S. BANCORP

Shareholders have celebrated the bank’s winning formula. During the past decade, U.S. Bancorp stock has significantly outperformed its peers and earned twice the return of the S&P 500 index in the period. One hundred dollars invested in U.S. Bancorp stock in 1996 was worth $487 at the end of last year.

The company makes half of its revenue from fees, which Davis said are not tied to the Federal Reserve’s interest rate whims. U.S. Bancorp’s mix of consumer and wholesale banking, combined with wealth management and payment processing, have created a relatively simple yet consistent money-maker that posted $4.8 billion in net income last year.

“That’s why Warren Buffett invests in us and others do—because of our diversification in earnings,” Davis explained. Just three weeks before Davis spoke at the continued on next page
School, the Oracle of Omaha’s Berkshire Hathaway revealed it’s $843 million purchase of U.S. Bancorp stock.

A BUSINESS OF RISK AND TRUST

Davis said the simplicity of banking hasn’t changed since the Gold Rush, when Old West bankers held prospectors’ shimmering deposits and loaned them out with interest. It’s the competitive landscape that constantly shifts as regulatory prescriptions, fast-paced technology advances and ever-changing global markets add new levels of complexity and fuel the proliferation of financial products.

“We are in the business of management of risk and trust,” Davis explained. “We know who to trust and we know the risks. Every once in a while we make a mistake, and that’s called a loss.”

Davis assured the standing-room-only audience that the banking industry remains solid. “We have learned a lot of lessons since 1989 and 1990, when many banks were brought to their knees because of a credit crunch from the commercial real estate crisis.”

However, Davis rightly predicted that the meltdown in the sub-prime lending market would leave a “burn spot” in 2007 for banks and financial companies with the risky loans on their books. Sub-prime mortgages are made to customers who are often less qualified than they should be to pay back their loan because they can’t weather a downturn in their economic situation or interest rate hikes.

“I’m happy to report that we aren’t in that business and we don’t have those kinds of loans,” Davis said of U.S. Bancorp.

“This might be the first real crisis that the financial institution community has faced in 15 years.”

So what keeps Davis up at night? His main concern—shared with other major players—is whether the country’s current money market is “a house of cards” or “a firm foundation.”

He explained that during the past three decades traditional U.S. commercial banks have lost a significant share to private equity firms, private investors and foreign banks, all of which U.S. businesses have increasingly turned to for capital. In fact, U.S. businesses today seek loans from domestic commercial banks only about half of the time, down from about three-quarters of the time in 1974.

Davis believes the pendulum will swing back in favor of domestic banks; the question is how far. He said one problem is that U.S. Bank’s best commercial customers aren’t tapping their credit lines because they are so strong they don’t need debt.

MERGER MANIA SPAWNS MEGA-BANKS

During the past quarter century, banking industry consolidation has created the greatest opportunity and led to increased profitability and return on equity, according to Davis. The top 10 U.S. banks continue to concentrate their holdings. These mega-banks now control 30 percent of branches, 43 percent of deposits and 55 percent of assets.

Meanwhile, the number of FDIC-insured commercial banks has fallen from 15,000 in 1984 to about 8,000 today. Once familiar names like Chemical, NationsBank and BankOne are gone.

“We will never go to five banks because this is America and there is a community bank on every corner,” Davis said. “And it’s wonderful. It keeps us on our toes and meets people’s different needs.”

And those demands run deep, to the core of the American way of life. Davis said the country’s financial security and prosperity rest on a healthy banking system.

“At the end of the day,” Davis told the audience, “the reason banks move this country forward is because this building we are in was financed by funds from a bank, the car you drove here in was somehow financed by a bank, and the house you’re going to go home to was somehow financed by a bank…What we do matters.”

View the Web video of Richard Davis’ talk @

www.gsm.ucdavis.edu/multimedia
Machu Picchu is an unlikely place to find a new job. But in July 2005, when Charles Tyler found himself sharing a trail and talking shop with an executive from technology giant NCR, his trek to the “lost city of the Incas” also led to the next step in his career.

Tyler had graduated from Cornell University a year earlier with a master’s degree in industrial and labor relations. He was working as a staffing consultant for IBM in Raleigh, N.C., but was feeling homesick for California.

“Experiencing the intensity of 9/11 while in New York and then working in Raleigh after graduation, I really began to understand the importance of family,” Tyler said. “It’s a big bonus to be closer to home, especially because I’ll be an uncle soon.”

Shortly after returning from Peru, Tyler headed west, recruited by his Machu Picchu trail partner. He spent the next year as a human resources consultant at Teradata, a division of NCR, in San Diego.

At Cornell and through summer internships at Goldman Sachs & Co. and Wulff Hansen & Co., both in San Francisco, Tyler had tasted the flavor of the dynamic world of finance. He particularly relished his experience at Wulff Hansen, where he helped establish a 401(k) plan for the 25 employees of the investment banking and securities firm.

Once back on the West Coast, Tyler began to explore his options and shift his career back to finance.

He applied to the California Public Employees’ Retirement System (CalPERS) and the California State Teachers’ Retirement System (CalSTRS), but without luck. Then he heard of an exciting new opportunity at the UC Davis Graduate School of Management.

The School’s Center for Investor Welfare and Corporate Responsibility recently formed a partnership with CalPERS and CalSTRS—the nation’s two largest public pension funds—to offer internships to top MBA students interested in gaining investment management experience. Tyler enrolled in the School’s Daytime MBA program, and was awarded one of the highly competitive fellowships.

As a fellow in the internal equities unit at CalSTRS, Tyler helped manage a $162 billion investment portfolio that funds retirement, disability and survivor benefits for 800,000 of the state’s public school educators.

“I’m able to put the theories I’m learning in the classroom directly into practice,” he explained. “Helping teachers retire—that’s the bottom line.”

Tyler balanced a full course load with nearly 20 hours a week at CalSTRS. A typical day started at 6:30 a.m. at the pension fund’s Sacramento headquarters. At 3:30 p.m. he headed to Davis for classes and late night studying. It’s been a challenge, he admits, but also exhilarating to be learning so much so fast.

He’s also planning to take the Chartered Financial Analyst exam this summer to aid his career transition. And Tyler somehow also finds the time to serve as president of the School’s Finance Club and to hold a leadership position with the student-run Big Bang! Business Plan Competition.

After Tyler graduates next spring, he plans to continue working at CalSTRS, with one proviso: more time for travel. In the past year, he’s had his passport stamped in Nicaragua, Israel and Mexico. Europe is on his summer itinerary before heading to South America in the winter. Adventurous globetrotting is in his blood: “I love the outdoors and learning about new cultures.”

At the School’s Peer-to-Pier networking event in San Francisco this spring (above), Charles Tyler says he had a chance to meet and get career advice from several alumni in finance. Tyler spent two summers in San Francisco interning at Goldman Sachs and boutique bond firm Wulff Hansen. While vacationing in Peru (right), Tyler hikes to Machu Picchu with friends.
A Trek through Japan:

March 18, 2007

3…2…1…touchdown! We had a smooth landing into Tokyo’s Narita Airport, and were very relieved the 11-hour flight was over. As we grabbed our bags and cleared customs, we were greeted by a sea of ESPN cameras—Korean figure-skating star Yu-Na Kim’s flight landed right after ours.

A rail line connects the airport with Ueno, the neighborhood we’re staying in. Fifty minutes later, cabbies at our destination station laughed and advised us to walk to our nearby hotel. Big mistake: six blocks seem endless when you’re dragging a 50-pound suitcase. Our rooms at the hotel are about as small as they appeared on our laptops, and the bathrooms are proportionately tiny. Still, we managed to unpack, get cleaned up and then headed out for some well-deserved food and beer. Oyasumi nasai! (good night).

— Joseph Shaw

March 19, 2007

After switching trains twice, we reached Kawasaki, home of semi-conductor manufacturer NEC Electronics. They gave us a fabulous overview of their business operations and strategy, explaining their market segmentation and the broad implications for consumers of switching from custom-built chips to chip platforms. NEC has partnered with Toyota on new safety technology called IMAP, which can detect pedestrians and automatically apply the vehicle’s brakes. We returned to Tokyo to visit the Japanese Automotive Manufacturers Association. JAMA representatives discussed Japanese automakers’ role in world production and strategy, especially as related to reducing carbon dioxide emissions and increasing fuel economy. Later we made our way into the heart of the city to Hosei University.

Background: Kinkaku-ji (Golden Temple), Kyoto

During the group’s meeting with IBM executives, Cassie Hilder enjoys a traditional Japanese bento dinner.
where we learned about their MBA programs and an e-learning program offered in cooperation with CalState East Bay. Several members of our team explained the UC Davis MBA program and answered our hosts’ questions. Later we all relaxed over food and drinks—a nice way to end a long day.

Some early observations: subways are so quiet that you hear footsteps not voices; sick people wear masks to protect others; and there are no trash cans in subway stations, due to the sarin gas attacks in 1995—and because the Japanese rarely eat or drink while commuting.

— Lisa Conroy

March 21, 2007

Despite last night’s late arrival in Nagoya, we awoke refreshed and ready to visit Toyota. This was the one day we did not travel by train, and it was nice to sit back in the bus and not worry about missing our stop.

The degree of detail and complexity on the Toyota assembly line was amazing. A car is competed at the Motomachi plant in 20 to 24 hours; from sheet of steel to fully functioning automobile is little more than 48 hours. The plant makes several models on the same assembly line as part of their flexible manufacturing. In the welding area, robots complete 95 percent of the work, sparks flying in spectacular light shows that last several minutes. Work completed, the robots return to their stationary positions to await the next round of vehicles.

— Cassie Hilder

Continued on next page

The Graduate School of Management group receives a warm welcome to Toyota’s headquarters in Toyota City, east of Nagoya.
March 22, 2007
This morning we rode the Shinkansen (bullet train) to Kyoto; after checking our luggage at our hotel we continued on to Osaka. There we visited Mizuno, maker of high-end sports equipment. The company plans to kick up marketing of its running shoes in the U.S. through a grassroots campaign that includes sponsoring key runners and having a presence at major running events. We also learned about Mizuno’s technological advances in golf clubs, baseball equipment and swimwear—innovations that have given the company a competitive advantage in today’s global athletic equipment market.
— Cassie Hilder

March 23, 2007
The morning was free, so a few of us walked to the nearby Todaiji Temple, or Daibutsuden, home of the largest historic Buddha statue in Japan—and reputed to be the largest wooden structure in the world. It was quite beautiful, although much of it was undergoing renovation. Shoes are forbidden in the temple; even the construction workers carefully removed theirs before entering.

Later we visited Daikin, a large air-conditioning/ heating manufacturer. Most Japanese homes and offices use individual room units rather than central heat and air. Daikin plans to buy out a major U.S. manufacturer to enter the American market.

We spent the evening in one of Osaka’s huge shopping districts. The highlight was the arcade, where a huge virtual horse race was taking place.
— Cassie Hilder

March 24 – 25, 2007
Even the near-constant rain could not dampen the magnificence of Kyoto’s cultural landmarks. On Saturday, en route to the Kinkaku-ji, or Golden Temple, we saw young women in traditional Japanese clothing. This Zen temple is covered in gold and sits in the middle of a lake, Mirror Pond. Japan’s native religion is Shinto; the Zen arrived here from China about a thousand years ago. Our favorite district is Gion, the fascinating, historic geisha zone. The weekend was a relaxing, much-needed respite from the trip’s hectic week.
— Susan Yuann

March 26, 2007
We began our day with a compelling lesson on Japan’s latest merger and acquisition trends at MergerMarket, purveyors of “efficient” merger and acquisition information. Next stop: the New Energy and Industrial Technology Development Organization in Kawasaki. NEDO’s $2 billion annual budget facilitates and subsidizes research and development on sustainability projects that are often on the cutting edge, but that are too costly, too risky or too unprofitable for organizations to attempt alone.

The day was capped with arguably the best meal of the trip. A group from YEN (Young Environmentalists Network), an affiliation of Net Impact, joined our crew for a discussion of U.S. and Japanese economies over a home-style vegetarian feast with plenty of organic sake and beer.
— Dan MacDonald
March 27, 2007

Today we got a glimpse of the future during a visit to Nippon Telephone and Telegraph (NTT), one of the world’s largest telecommunications providers. Japan’s all-digital telecom infrastructure has positioned it well for many of the technologies we saw later in the day at Panasonic’s private technology showcase. There we previewed the “home of the future” and tested many experimental devices. My favorite: a robotic luggage carrier controlled by a handheld sensor and complete with an alarm system. After 10 days of hauling my heavy suitcase, had this smart product been for sale, I would have bought it on the spot.

—Stacey Cole

March 28, 2007

We left the Sun Hotel Kanda and successfully navigated our way to FedEx Japan, located on the outskirts of Tokyo. Our tour started at the sorting and loading facility, a massive warehouse with endless conveyor belts; large, flat platforms with wheels to move heavy packages; and a fleet of vehicles waiting for action. Surprisingly, this huge place was empty at 9:30 AM; the day’s work would not start for another half hour.

After hearing an overview of FedEx’s operations, we returned to the warehouse floor, now alive with teams of workers getting their morning briefings, sorting packages, and loading trucks and vans. Our group joined the workers in their morning stretches—not easy in a suit, but the employees’ enthusiasm really energized us. Although this facility’s operations are similar to those of any FedEx site, I was impressed that all the employees, no matter what their position, worked diligently, approaching their job with a keen sense of seriousness, duty and passion. This was something that I noticed at every company we visited during our trip.

—Rocky Mitarai
Danielle Sheehan, vice president of product development for Aid Networks and a 2006 UC Davis alumna, presents the start-up’s plan to market its software system and wireless device designed to improve monitoring of hospital patients. Sheehan later accepted the first-place prize of $15,000 from MBA students Grant Haidinyak and Cassie Hilder (right), co-chairs of the Big Bang! Business Plan Competition.

Three young scientists with a potentially lucrative idea for getting patients out of hospitals faster took home the $15,000 first prize in the annual Big Bang! Business Plan Competition managed by UC Davis MBA students.

The $5,000 second prize went to a pair of students who hope to put a solar-powered pool-cleaning robot in every backyard swimming pool in the country.

A $3,000 “People’s Choice” award went to five UC Davis students for their plan to refine and market a robotic, nanotechnology-based process that could allow scientists and drug developers to study cell-membrane proteins far more rapidly than is currently possible. Such studies can lead to advances in understanding and treating viruses, heart disease, diabetes and other illnesses.

The awards were announced to a capacity audience at a campus event on May 17. The Big Bang! competition, founded in 2000 by Graduate School of Management students, is designed to reward innovation at UC Davis and encourage entrepreneurship in the region.
“The best parts of Big Bang! are the opportunities to speak directly to venture capitalists and to prove my skills in a real-world situation. Building a complete business plan tests my entire range of business skills, from statistical marketing to financial valuation. It’s exciting to create a start-up and see the results from my work.”

— MBA student Alex Morris, Chief Financial Officer, Simple Robot Inc., second-place winner in the Big Bang!

“Big Bang! is an exciting brew of talent, competition and money,” said Dean Nicole Woolsey Biggart. “It’s better than ‘American Idol,’ because our winners go on to build companies that make a difference.”

DESIGNED TO SAVE LIVES
The first-place team, Aid Networks, developed a software system and wireless device designed to solve a problem every hospital faces: promptly detecting problems in patients in medium-acuity wards, where a nurse may make rounds only every four hours or so. The device, worn around a patient’s wrist or neck, monitors heart rate and other vital functions and emits a “smart alarm” when something goes wrong. The alarm not only alerts nursing staff to a potential problem, but also signals the appropriate response.

Danielle Sheehan, vice president of product development for the start-up, predicted the system will triple the rate at which patients are admitted to and released from hospitals, since fewer patients will have their stays extended due to preventable complications. Sheehan and her partners calculate the venture will deliver more than a 20-fold return on investment in seven years.

“We want to save lives and turn $6 million into $160 million,” said Sheehan, who earned an undergraduate degree in mechanical engineering at UC Davis in 2006 and is pursuing a master’s in the same field at Stanford. Sheehan’s teammates were Darin Buxbaum, a student in Stanford’s Graduate School of Business; Tia Gao, a graduate student in biomedical engineering at Johns Hopkins; and Leo Selavo, a postdoctoral researcher in wireless sensor networks at the University of Virginia.

According to Sheehan, the Aid Networks monitoring system is already in clinical trials at hospitals in Baltimore, Boston and Washington, D.C. Sheehan and her partners have filed for a patent for their device.

$120,000 IN SEED FUNDING TO START-UPS
In the past seven years, UC Davis Big Bang! has awarded $120,000 to 21 promising student-initiated projects, becoming one of the best-known business plan competitions on the West Coast.

From November through May each year, dozens of students, scientists and entrepreneurs from UC Davis, other universities and the private sector invest hundreds of hours honing their business ideas for the chance to win cash and network with management professors, investors, intellectual property attorneys and business leaders. Teams must include at least one UC Davis student, alumnus, or staff or faculty member.

Prize money, coaching and volunteer judges are provided by some of Northern California’s largest employers, venture capital firms and law practices.

“The Big Bang! is infecting the campus and whole region with the spirit of entrepreneurship,” Biggart said. “This is an infection we never want to be cured of.”

This year’s competition opened with a field of 31 teams that was eventually whittled down to five finalists by a panel of eight volunteer judges from the Sacramento and Bay Area business, investment and law communities.

Four finalists in the competition had one or more UC Davis MBA students or GSM alumni as team members. The same four finalists were also winners or runners up in Little Bang poster contests in February sponsored by UC Davis InnovationAccess, which encourages campus scientists to explore the market potential for their research.

The Little Bang contests serve as a pipeline for the Big Bang! competition and focus on research strengths of UC Davis: clean energy/environmental science, computer science and nanotechnology, medical and biotechnology innovations, and foods for health and wellness.

“This competition has been extremely successful in initiating collaboration between the business community and research coming out of UC Davis,” said MBA student Cassie Hilder, a co-chair of Big Bang! “We hope to build on these successes to create an even larger contribution to the region.”

continued on next page
SPRING/SUMMER 2007

At the Big Bang! finals, GSM alumnus Paul YuYang ’04 pitches the business plan for Stroke Intervention Technologies, Inc. YuYang, who is a Ph.D. candidate in biomedical engineering, has partnered with Geraldine Baer, a third-year medical student at UC Davis, to develop a novel stent delivery system for clogged arteries in the brain that cause strokes. Their product relies on a high-tech shape-memory polymer developed and patented by scientists at Lawrence Livermore National Laboratory.

The two other Big Bang! finalists were:

• Advanced Energy Storage Devices. Conceived by three students in the UC Davis Working Professional MBA Program in Sacramento, this early-stage venture seeks to develop and market carbon nanotube ultracapacitors and electrodes as an alternative to conventional chemical batteries. The devices would recharge in seconds and outlive the machines they power, company founders say. Team members are Brett Cowley-Crawford, a project manager at Aerojet; Dave Walton, a manager at Intel; and Norman Lim, an electrical engineer at Intel.

• Stroke Intervention Technologies. GSM alumnus Paul Yu-Yang ’04, pursuing a Ph.D. in biomedical engineering at UC Davis, and Geraldine Baer, a third-year medical student at UC Davis, teamed up to design a novel stent delivery system for clogged arteries in the brain that cause strokes. Their product relies on a high-tech shape-memory polymer developed and patented by scientists at Lawrence Livermore National Laboratory. When heated, the plastic-based material expands to clear and support the artery wall.

“Thanks for all who helped with Big Bang!” the judging panelists said.

“This year’s Big Bang! finalists were the most prepared and articulate ever,” said Roger Akers, president of Sacramento-area venture capital firm Akers Capital LLC, who has served as a judge and sponsored the competition the past seven years. “All six finalists had plans that hold real potential to become operating companies,” Akers said.

“They had modeled themselves on other successful businesses and provided solid analytics as to why their competitive advantage would prevail. Winners Aid Networks and Simple Robots edged out the others because of their ability to compel the judges to want to invest right now.”
Looking to entertain themselves on a Friday night in 1990, 11-year-old Daniel Zizmor and a friend picked up his father’s video camera and taped their first movie: a monster asteroid obliterating a micro-scale model of San Francisco.

“The film was a flop, but the experience was not,” recalled Zizmor, a first-year student in the Bay Area Working Professional MBA Program. Zizmor parlayed the fun he had toying with the family movie camera into a career in digital animation.

“Growing up in the Silicon Valley, my friends and I knew technology would change the face of filmmaking, and our videos were increasingly influenced by our home computers,” he added. “Our images were simple, but the potential was limitless.”

After earning a bachelor’s degree in the visual arts at UC San Diego, Zizmor scored his dream job with the legendary George Lucas, first at Industrial Light & Magic, and now as a visual effects artist at Lucasfilm Animation. Both are divisions of Lucasfilm Ltd., one of the most successful independent production companies in the world.

Zizmor’s work has appeared in several mega-blockbusters, including two Star Wars films, Revenge of the Sith and Star Wars: Attack of the Clones, as well as Pirates of the Caribbean and its sequel, Pirates of the Caribbean: Dead Man’s Chest, and the first two Harry Potter films. He’s currently working on a new Star Wars animated television series, “The Clone Wars.”

“Much of the excitement of my work comes from pushing the technology beyond its limits and collaborating with others to make that happen,” said Zizmor.

Meanwhile, technology advances impacting the industry are happening so fast that it paints an uncertain future for artists. Skills in demand one month may find no market the next. “As it becomes easier and cheaper for your 13-year-old neighbor to create their own visual effects and animation, it becomes more challenging for large companies that specialize in that work to compete and survive,” Zizmor explained.

One way the major studios have responded is opening offices and forging partnerships in Asia. For Zizmor, it’s meant first expanding his artistic skills and now pursuing a UC Davis MBA. He plans to use his broad technical knowledge, passion for the industry and new business acumen to play a leadership role in the industry’s globalization.

“An MBA opens the door for me to help bring this once uniquely American business to the world,” he said. “Accounting, finance, statistics and microeconomics have little to do with my current job—but everything to do with where I want to take my career.”

Zizmor said the Bay Area MBA Program’s schedule—two full days every other weekend—fosters strong bonds among the working students and he values the interactive, collaborative environment.

“I'm in his Skywalker Ranch office in Marin County. UC Davis Bay Area MBA student Daniel Zizmor turns scripts and character dialogue into digital visuals. One of his latest projects is the new computer-generated animated Star Wars TV series, “The Clone Wars.”

“Everyone brings not only their entire professional background into the classroom; they also bring their experiences from two hours ago,” said Zizmor.

Balancing the demands of school, work and home, Zizmor still manages to stay involved in his community. Last year, he took the San Francisco Fire Department’s six-week Neighborhood Emergency Response Team course. Today he coordinates disaster preparedness efforts in his neighborhood.

Zizmor has also advised the robotics team at Mills High School in Millbrae, Calif., offering the students feedback and teaching them the importance of previsualization. “Making simple preparations—creating rough drawings, nailing down concepts and sticking with them—is critical to accomplishing a task,” he said.

Charting a path—and then staying on course. It’s the same strategy Zizmor is using to pursue new opportunities in the dynamic digital entertainment industry he loves.  

In his Skywalker Ranch office in Marin County. UC Davis Bay Area MBA student Daniel Zizmor turns scripts and character dialogue into digital visuals. One of his latest projects is the new computer-generated animated Star Wars TV series, “The Clone Wars.”

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Mark Twain once called Lake Tahoe the “fairest picture the whole earth affords.” Today the protection and preservation of the planet and its natural resources has floated to the top of society’s collective consciousness and concerns. Moving with that current, industry and investors have jumped aboard, casting out lines for the most promising earth-friendly technologies and ideas.

Meanwhile university researchers in a wide spectrum of fields continue to make breakthrough discoveries that could make the world a better place, but only if the advances are pushed off the lab bench and into the marketplace.

With North America’s largest alpine lake as a fitting backdrop, the UC Davis Center for Entrepreneurship in March held a first-of-its-kind, one-week workshop focused on training researchers and business students on what it takes to literally bring scientific discoveries to life.

The Green Technology Entrepreneurship Academy brought together more than 40 science doctoral students, business students and professors from across the United States, to the Tahoe Center for Environmental Sciences, a UC Davis-affiliated, state-of-the-art research facility built using best practices in green construction.

**TURNING GREEN TECH INTO GREENBACKS**

For five intensive days, faculty, tech transfer experts and mentors from the business and venture capital communities held seminars and one-on-one sessions with the entrepreneurial-minded attendees to teach them the principles of innovation and new business development.

Researchers came from more than 20 top institutions, including MIT, Carnegie Mellon University, the University of Michigan, the University of Virginia and the University of North Carolina at Chapel Hill. They represented many different disciplines, from polymer chemistry, pharmacology and electrical engineering, to geography, architecture and economics, but all are involved in sustainability.

Andrew Hargadon, director of the entrepreneurship center and the UC Davis Energy Efficiency Center, said the need for practical solutions to energy and resource conservation has become a major issue with the growing global environmental crisis.

"The challenge lies in translating environmentally sustainable technologies and research into viable business ventures,” said Hargadon, an associate professor at the Graduate School of Management and its director of technology management studies.
“For most researchers interested in bringing a product to market, the problem isn’t a lack of intelligence or ideas,” Hargadon explained. “It’s mostly a need to understand basic marketing and find the right contacts. So a little coaching can pay off big.”

The Kauffman Foundation, which works to further understanding of the powerful economic impact of entrepreneurship, provided major funding as the founding sponsor of the academy. Other sponsors included the National Science Foundation, PG&E, Sierra Angels and the UC Davis John Muir Institute of the Environment.

1. Lesa Mitchell, a vice president with the Kauffman Foundation, the founding sponsor of the academy, speaks about Kauffman’s frontier work to influence the advancement of innovation from universities into the commercial market. Because of the academy’s success, the foundation will continue to support it over the next two years.

2. At the academy, UC Davis MBA student Josaphine Tuchel collaborates with Yi Zhu, a UC Davis Ph.D. candidate in biological and agricultural engineering, on their business plan for an energy-efficient infrared dehydration system for fruits and vegetables.

3. On the final day of the academy, a panel of venture capitalists, financiers and angel investors offer tips and feedback to participant teams that pitched their new business ideas. The panel included (from left to right) Matt Jones of Nth Power, Min Berbon of Unilever Technologies, John Kunhart of American River Ventures, Marianne Wu of Mohr Davidow Ventures, and Jeff Nash and Stan Thomas, both of the Sierra Angels.
Nevada Governor Jim Gibbons, who addressed the academy, told participants: “Science and research is only as good as our ability to bring it to the forefront of an innovative marketplace.”

MANAGING THE DYNAMICS OF ENTREPRENEURSHIP

During the week, the researchers and MBA candidates formed teams to slash through business ideas based on cutting-edge research. They refined the winners, sought guidance from mentors and investors, and built new business plans. On the last day, teams pitched those plans to angel investors and venture capitalists, who critiqued their presentations.

UC Davis MBA student Josaphine Tuchel teamed with campus colleague Yi Zhu, a Ph.D. candidate in biological and agricultural engineering, on a business plan for an energy-efficient infrared dehydration system for fruits and vegetables. Tuchel said the Green Technology Entrepreneurship Academy took the project to a whole new level.

“There’s a great deal of value that’s added by bringing the two groups—researchers and business people—together,” Tuchel said. “When thinking about where to go next, the two types of people have different questions. You get a broader view of the situation. There are more angles.”

Beyond fine-tuning her project, Tuchel said she enjoyed the opportunity to listen and learn about others’ business ideas. “It wasn’t passive,” she said. “I got to ask the questions that would help them develop their idea better and gained new insight for myself.”

Chris Grandlic, a graduate student in the Department of Soil, Water and Environmental Science at the University of Arizona, said he’ll look back at the academy as a revelation.

“Before this experience, I had a hard time imagining how to begin transferring technology into the field or market,” he said.

Tony Perkins Bringing GoingGreen Conference to UC Davis September Summit to Highlight Emerging Green and Clean Tech Trends

by Tim Akin

With the Sacramento region poised to become a leading center for green and clean technology, UC Davis will co-host a conference on campus this fall to showcase the most promising environmentally friendly and energy-efficient innovations and new entrepreneurial opportunities.

Tony Perkin’s AlwaysOn network will bring the first annual GoingGreen Executive Summit to the Mondavi Center on September 10–12. The two-and-a-half-day event, which is co-presented by the Graduate School of Management’s Center for Entrepreneurship, will focus on creating “greener pastures for global business,” according to AlwaysOn organizers.

Green technology innovators are transforming trillion-dollar industries, shaking the very foundations of the global energy, water, agriculture, transportation, construction, manufacturing and waste recycling establishments. UC Davis researchers are on the cutting edge of all these areas, and the UC Davis Center for Entrepreneurship serves as a springboard to turn their lab breakthroughs into real-world solutions.

Against this backdrop, GoingGreen will feature sessions on such hot topics as solar and wind power, biofuels, fuel cells and next-generation cars, batteries and power storage systems, distributed energy infrastructure, photovoltaics, water technology and treatment, smart green buildings and developing smart green cities.

“We are proud to introduce a conference that is focused on debating and discussing the market drivers and entrepreneurial forces that are creating new opportunities in emerging green technologies,” said Perkins. “I am looking forward to returning
4. Teams received one-on-one mentoring from leading venture capitalists and business development experts in their fields. Self-described “ecological investment bankers” Mark White (left), an associate professor at the McIntire School of Commerce at the University of Virginia, and his economics student, Alan Webb (right), get advice from Matt Jones (middle), a partner with Nth Power, an energy industry investment firm. White and Webb want to provide valuation and advisory services on emerging markets for ecosystem services.

5. The Green Technology Entrepreneurship Academy in March drew more than 40 researchers from top institutions across the country to the Tahoe Center for Environmental Sciences, a new $24 million facility built with state-of-the-art “green” innovations. The goal of the five-day workshop: teach the researchers how to take their environmental solutions from the lab to the marketplace.

But bringing a good idea to fruition is no cake walk. Will Rosenzweig, co-founder of the Republic of Tea and co-founder of Physic Ventures, an early-stage venture capital fund focused on health, wellness and sustainable living investments, warned of the challenges faced by innovators—even in an inviting market for green technology.

“There are always moments on the hero’s journey where you want to turn back,” Rosenzweig told participants in a keynote address halfway through the academy. “Use the principles you’re leaving with this week—how to quantify, due diligence, testing your ideas—and remember even solid ideas get turned down over and over and over again.”

Overcoming the obstacles and exploiting niches are the keys to success, he told the academy. “Most exciting business ventures happen at the intersection of converging fields—put yourself into those places.”

said. “But now I have a list of 45 contacts that are like mentors and who I can contact for advice. Thanks to the entrepreneurship academy, I have a network and a place to start.”

Financiers also came away impressed. Investor Bob Goff, who rallied his Sierra Angels to help plan and organize the academy, said he witnessed a sea change in the researchers’ mindsets.

“The advancement in their understanding between the beginning of the workshop and the presentations at the end of the week was truly remarkable,” said Goff.

A handful of the teams piqued investors’ interest in providing potential seed funding. Hargadon said the success of this year’s academy has sparked the sponsors to support two future five-day programs on green technology. Entrepreneurial researchers want the experience and training—and there’s a growing market demand for the technology.

to UC Davis to partner with a campus that has deep and distinctive research and expertise to tap into."

Perkins has established himself as a prominent opinion leader in the technology business and investment editorial world. He attended UC Davis as an undergraduate before heading to Silicon Valley Bank and later founding Red Herring magazine. He co-wrote The Internet Bubble: Inside the Overvalued World of High-Tech Stocks, which predicted the dot-com bust and warned investors to get out quick.

Four years ago Perkins launched AlwaysOn as a highly interactive online network concentrated on the sweet spots in the technology markets where innovation is creating new business opportunities. AlwaysOn also holds executive-level conferences in Hollywood and New York and at Stanford University. GoingGreen is Perkins’ newest summit.

AlwaysOn expects several hundred attendees, including green-tech CEOs, business development officers, eminent university researchers, venture capital and private-equity investors, and leading media and bloggers. Another 20,000 Webcast viewers from more than 100 countries are also expected to tune in and interact with the program.

At the conference, AlwaysOn’s editors will honor the GoingGreen 100 Top Private Companies. Fifty of the top executives from those companies will pitch their market strategies to a panel of industry experts in a “CEO Showcase.”

“I am very bullish on the Sacramento region as a budding (green-tech) innovation center,” Perkins said in a recent interview with the Sacramento Bee, “and firmly believe this opportunity bodes very well for long-term economic growth and job creation.”

For more information, to register or to nominate a GoingGreen 100 company, visit

http://alwayson.goingon.com/ecom/productview/7539
“Business is the only mechanism on the planet today powerful enough to reverse changes necessary to reverse global environmental and social degradation.”

— Paul Hawken, environmentalist, entrepreneur, journalist, best-selling co-author of Natural Capital, and co-founder of the Smith & Hawken garden supply company.

In his latest book, Paul Hawken describes a convergence of the environmental and social justice movements as the largest social movement in history, and the fastest growing movement, with more than a million organizations in every country in the world.

As pressure builds for corporations of every size to step up efforts to protect the planet and consider the impact of commerce on society and the environment, like-minded UC Davis MBA students initiated an innovative new course this spring on sustainable and responsible business.

The seminar offered a forum to explore, discuss and research how sustainability and corporate social responsibility influence strategic decision making. Professor Richard Dorf led the seminar, which was limited to 25 students to encourage an interactive learning experience.

The UC Davis Net Impact chapter spearheaded the effort to develop the curriculum and gain approval of the course, which received strong faculty and student support. Net Impact is a global association of more than 10,000 graduate students and professionals committed to using business to improve the world.

Students invited a roster of notable guest speakers to share their knowledge and experiences, and answer questions. The course kicked-off with a presentation by Raj Sapru, manager of San Francisco–based Business for Social Responsibility, which provides advisory services to Fortune 500 companies. Daniel Sperling, director of the UC Davis Institute of Transportation Studies, talked about his efforts to trim the carbon “fat” out of vehicle fuels and California’s historic effort to cut greenhouse gas emissions. Alumni Kyle Salyer ’06, senior vice president of portfolio management at MicroCredit Enterprises, returned to the School to tell how small business loans to poor entrepreneurs in developing countries are creating jobs and economic growth.

The students also tapped the research expertise of Graduate School of Management faculty. Dean Nicole Woolsey Biggart addressed the practical hurdles in standardizing green construction in commercial buildings, an industry she has studied extensively. In the final week of the class, Professor Brad Barber, director of the UC Davis Center for Investor Welfare and Corporate Responsibility and an internationally recognized finance expert, spoke about socially responsible investing and shareholder activism.

“The diverse line-up of weekly speakers ranged from climate change experts to company directors of corporate social responsibility, and the student projects ran the gamut from green washing and social metrics to solar power. Whether you are training your brain for stakeholder engagement or recognizing the risks and opportunities inherent in a global economy, this course offers the knowledge and experience you will find indispensable as a future business leader.”

— First-year MBA student Daniel MacDonald

The same day Barber spoke in the class, May 17, the School hosted an event, “Building a Sustainable Future Together: Changing the World Through Business,” to strengthen and forge new campus and business partnerships to work toward that goal. At the event, Dean Biggart recognized the extraordinary accomplishments of the members of Davis Net Impact, which was presented with the “Best Small School Chapter of 2006” award at Net Impact’s annual conference in Chicago in October.

(First-year MBA students Jessica Carter and Daniel MacDonald, co-presidents of the UC Davis Net Impact chapter, contributed to this article.)

Find more information about the School’s Net Impact chapter @ www.davisnetimpact.org
Why Good People Do Bad Things
Professors Maher and Palmer Examine Collective Corruption

Steps can be taken to pinpoint and foil premeditated corporate and white-collar crime committed by workers trying to beat the system for their own self-interest. But what about wrongdoing committed by workers who unwittingly engage in illegal activities that become woven into the fabric of the company?

Professor Michael Maher, an authority on financial fraud and auditing, and Professor Donald Palmer, an expert on organizational behavior and corporate governance, recently joined forces to explore why ethical people may engage in criminal acts—and what corporations can do to prevent it.


Their research probes such scandals as the Ford Motor Company's Pinto, American Home Products' Fen-Phen, B.F. Goodrich's brake fraud case and the fixing of two television game shows. Their joint article also discusses several insider-trading scandals on Wall Street in the 1980s.

"Most of the cases we look at involve ordinary people doing ordinary things," said Maher, who once quit a job because he was asked to "push the envelope" on valuing a piece of property.

Their findings: contrary to popular perception, much corporate and white-collar crime is not the result of deliberately illegal actions consciously undertaken for personal or organizational gain.

Instead, said Palmer, "Much wrongdoing is the result of mindless behavior, the product of mundane organizational structures such as rules, hierarchy, standard operating procedures and the division of labor. Informal power relationships, incomplete information, professional norms, even technology can all play a role in creating an environment that fosters a collective corruption."

Problems occur when a line is crossed—and crossed again and again—in the routine of getting the job done. Actions reach a tipping point when the everyday turns criminal.

"If you keep pushing the speed limit, each increment isn’t much, but it adds up," noted Maher.

"Every small indiscretion brings a rationalization, which in turn lays the foundation for the next slightly more significant indiscretion," explained Palmer, who teaches a course on the causes of corporate and white-collar crime.

Palmer said many factors can start someone down such a path. "The simplest is formal authority, when a manager instructs an employee to follow a questionable course of action, and the employee obeys, because that’s what subordinates are supposed to do in organizations—obey their managers."

If organizations want to ensure they operate within the law, Maher and Palmer conclude, managers’ efforts must extend beyond awareness and prevention of deliberately unethical activities.

They also need to keep a keen eye out for the less obvious organizational structures that could potentially result in criminal activity.

Popular measures aimed at reducing corporate and white-collar crime, such as ethics training and legal reforms, are important but of limited value. According to Maher, "These approaches assume that people are predisposed to do wrong or that they make decisions based on cost-benefit calculations or a deliberate assessment of what’s considered the norm in their environment."

Read “Developing the Process Model of Collective Corruption” @

http://jmi.sagepub.com/cgi/content/abstract/15/4/363
A team of UC Davis MBA students was one of just 18 to advance to the third round of Cerebration 2007, a global MBA challenge organized by NUS Business School at the University of Singapore. This year’s competition drew 568 teams from the world’s leading business schools.

Cerebration is a hybrid business plan/business case competition. At its heart are real-life case studies of leading Singaporean companies focused on international expansion. The studies provide a comprehensive profile each company’s strategic, operational, people and financial aspects.

The GSM team—Kaiyi Chu, Davin Hsieh, Jyothin Madari and Shilpi Sharma—was assigned OSIM, a leader in healthy lifestyle consumer products. OSIM operates a point-of-sales network with more than 1,100 outlets in more than 360 cities in 28 countries in Asia, Australia, Africa, the Middle East, United Kingdom and North America. The company seeks to have 3,000 outlets by 2013. The GSM team’s plan addressed how OSIM might meet this goal.

“We submitted our executive summary in mid-December,” said Sharma. “In early January we learned we had made the cut: we had 20 days to write a 40-page business plan.”

The team set to work, applying every aspect of their MBA experience. “We drew on our studies in finance, marketing, human resources, sales, operations,” said Sharma. “We spent hours brainstorming, conducting marketing surveys and telephone interviews.”

A month later the judges announced their verdict: the School’s team was still in the competition. They again burned the midnight oil, finessing the business plan, including careful responses to the judges’ feedback that drew on their now significant knowledge of the local market.

Although they did not make it to the next round—or the coveted trip to Singapore taken by Cerebration’s six finalist teams—the students declared it a winning experience.

“Because it drew on everything we had studied in the program, it was the best way to end our MBA studies,” said Sharma, who graduated in March. “I would encourage all MBA students to participate in next year’s NUS Cerebration.”

Dean Biggart acknowledged her colleagues in the School’s organizational behavior group: Professor Kimberley Elsbach, Professor Donald Palmer, Professor Anand Swaminathan, Associate Professor Andrew Hargadon, Assistant Professor Beth Bechky and Assistant Professor Greta Hsu.

“I’m absolutely delighted that our organizational behavior faculty members have received this international recognition,” Dean Nicole Woolsey Biggart announced.

“They are world-class researchers and they know how to communicate their research in ways that are valuable to our MBA students. This number one ranking reflects that classroom experience.”

Dean Biggart acknowledged her colleagues in the School’s organizational behavior group: Professor Kimberley Elsbach, Professor Donald Palmer, Professor Anand Swaminathan, Associate Professor Andrew Hargadon, Assistant Professor Beth Bechky and Assistant Professor Greta Hsu.

“This is truly a remarkable team of scholars and teachers,” Biggart said.

Other U.S. and international business schools that UC Davis topped in the organizational behavior ranking included the Instituto de Empresa Business School in Madrid, Spain (#3), Harvard Business School (#7), Stanford University’s Graduate School of Business (#8), IESE Business School in Barcelona, Spain (#9), and IMD Business School in Lausanne, Switzerland (#10).
MBA Challenge for Charity (C4C), a consortium of West Coast business schools supporting the Special Olympics and family-related local charities, celebrated a banner year setting new records in fundraising and volunteered time.

The eight member chapters of MBA Challenge for Charity—the UC Davis Graduate School of Management, Stanford, UC Berkeley, USC, UCLA, the University of Washington, UC Irvine and Pepperdine—together raised more than $491,000 and volunteered more than 12,000 hours in 2006–2007, according to C4C organizers.

This commitment to service and giving makes the MBA Challenge for Charity the largest MBA non-profit organization in the world.

The UC Davis C4C chapter this year placed second in donations and third in volunteer hours in its support of both the Special Olympics and the Boys & Girls Clubs of Greater Sacramento. UC Davis MBA students raised $19,500 and contributed 471 volunteer hours to the two organizations, sharing their gift of time and support of area youngsters and athletes with disabilities.

The UC Davis chapter’s fundraising efforts were capped by the annual Wine Tasting Benefit and Auction, held in February in the Tsakopoulos Library Galleria in downtown Sacramento. Students, alumni, faculty and business leaders enjoyed fine wines while bidding on items such as excursions to the Gold Country and Napa Valley. Sponsors included Prosper magazine, Manpower Sacramento and Perry-Smith Accountants, LLP.

In April a team of more than 40 UC Davis MBA students went head to head against their counterparts from the other C4C b-schools during a weekend sports and trivia competition at Stanford. The future business leaders celebrated their collective efforts, enjoying the opportunity to meet and network with like-minded MBA students who share a lifelong commitment to community involvement and social responsibility.

“Even as we invest in our personal successes, we shouldn’t forget the value of a dollar or lose our sense of humility and compassion,” said UC Davis MBA student Andrea Schafer, past co-chair of the School’s C4C chapter. “Being involved with Challenge for Charity is a wonderful experience.”

Learn more about MBA Challenge for Charity @

Find more information about the UC Davis C4C chapter @

Students (left to right) Emily Romans, Shannon Staglin and Shalini Sahdeo enjoy some premium vintages at UC Davis C4C chapter’s Wine Tasting and Benefit Auction in February. Held at the stunning Tsakopoulos Library Galleria in downtown Sacramento, the event netted more than $10,000 for non-profits—and was featured in a BusinessWeek article on innovative philanthropy by college students nationwide.
UC Davis Alumna Mary McNally Named Assistant Dean of Business and Finance

by Tim Akin

Mary McNally, most recently the chief administrative officer of the UC Davis Department of Land, Air and Water Resources, has joined the Graduate School of Management as assistant dean of business and finance.

McNally, who started in March, brings an extensive background and experience in financial and strategic planning and human resources that meshes well with her new responsibilities overseeing the School's fiscal operations and personnel matters. In her new role, she leads the School's business office, instructional resources, computing services and administrative services units.

“It is an honor to serve in this highly regarded business school. This is an exciting opportunity to work with an incredibly committed team of faculty, staff and students.”

McNally, who started in March, brings an extensive background and experience in financial and strategic planning and human resources that meshes well with her new responsibilities overseeing the School's fiscal operations and personnel matters. In her new role, she leads the School's business office, instructional resources, computing services and administrative services units.

“McNally succeeds GSM alumna Sharon Henn ’92, who stepped down in February. McNally has 14 years of academic and professional affiliation with UC Davis, having earned three degrees in agricultural economics, including her Ph.D. in 1993. Her research focused on quantitative methods, international economics, and natural resource and environmental economics. Her graduate studies and UC Davis work experience have given her a deep understanding of campus program management, resource coordination and team building. ”

“Mary comes with terrific credentials,” said Dean Nicole Woolsey Biggart. “We’re very fortunate to have found someone of her caliber with broad campus experience as a researcher, program manager and top administrative officer. We’re delighted to have her on board.”

Mary McNally

McNally began working on campus in 2002, first as a contracts and grants officer in the Sponsored Programs Office of the Office of the Vice Chancellor for Research. In January 2004 she moved to the Department of Land, Air and Water Resources where she managed the department’s $36 million budget, developed financial reports and forecasts, and collaborated on strategic planning with the department chair and vice chairs.

Outside of academia, McNally spent five years at the California Public Employees’ Retirement System (CalPERS), ultimately serving as the manager of nine financial analysts in the Research and Development Unit. She has been recognized for her performance as a manager at both UC Davis and CalPERS.

Team Makes Top 10 in Thunderbird Sustainable Innovation Summit

A team of four UC Davis MBA students competed against 74 other business school squads from around the world to make the top 10 in the online round of the 2007 Thunderbird Sustainable Innovation Summit.

The summit poses real-world situations that address how a sponsor business can improve social and environmental issues—and challenges students develop a unique, creative and sustainable solution. Challenge questions may encompass product or service innovation, process improvement, internal or external brand innovation, or other issues.

UC Davis MBA students Bobby Hagerty, Geoff Jennings, Daniel MacDonald and Andrea Schafer wrote a plan that explained how Johnson & Johnson, one of the summit sponsors, could leverage its strength to combat the spread of AIDS from mother to child, and help fight the disease globally.

Unfortunately, conflicting schedules and the opportunity for two of the students to go on the School’s international study trip to Japan prevented the UC Davis team from competing in the finals held in March at the Thunderbird School of Global Management in Glendale, Ariz. A team from Instituto de Empresa in Madrid, Spain, took home the $20,000 cash prize and the title “2007 Global Champions of Sustainable Innovation.”
Prime Minister of Georgia Visits School
Speaks About Economic Reforms

Prime Minister Zurab Noghaideli of Georgia (left) shares a lighter moment with Graduate School of Management Dean Nicole Woolsey Biggart and Bob Medearis during a campus visit last December that came with heavy security from the Secret Service. Medearis, founder of the Silicon Valley Bank and a member of the School’s Dean’s Advisory Council, has ties to the former Soviet republic as far back as 1988. He arranged to bring Noghaideli to UC Davis for an informal lecture on the economic, social and educational reforms that have occurred since Georgia’s “Rose Revolution,” the peaceful 2003 coup that displaced President Eduard Shevardnadze.

Assistant Dean Rissa Spears to Retire after 27 Years at UC Davis

by Tim Akin and Marianne Skoczek

After nearly three decades of service to UC Davis, including the past nine years at the Graduate School of Management, Rissa Spears plans to retire at the end of June from her position as assistant dean of external relations and development.

Spears will return to the School this fall in a project capacity to help with fundraising for the Graduate School of Management’s new building, a campaign she initiated.

In her role as assistant dean, Spears oversaw the Graduate School of Management’s fundraising, alumni relations, corporate relations, marketing and communications, and public events. She also served as a special advisor to the dean, faculty and students regarding public relations and fundraising issues.

Spears began her career at UC Davis in 1980. She held progressively senior positions at the Career Planning and Placement Center, Department of Applied Behavioral Sciences, the College of Letters and Science and the School of Veterinary Medicine before joining the Graduate School of Management in 1998. She is an alumna of Auburn University and earned her master’s of science in child development from UC Davis.

Dean Nicole Woolsey Biggart praised Spears’ accomplishments and dedication. “Rissa increased our presence on campus and in the business community by strategically focusing our media, events and alumni activities and by developing the Business Partners affiliate program that connects us to dozens of Northern California corporations,” Biggart said.

“I have spent a great deal of time with Rissa as we have told the story of the Graduate School of Management to friends and potential supporters,” she added, “and I will miss her professionalism and thoughtfulness.”

Spears’ efforts established two endowed faculty chairs and an endowed academic program, and led to six major gifts for student support, including the two largest in the School’s history. During Spears’ tenure, the Graduate School of Management has enjoyed a remarkable increase in endowed funds from all sources—up more than 2,700 percent—and a more than 500 percent rise in financial support from alumni.

Today, total annual giving to the School is at an all-time high, up 200 percent from April 2006 to April 2007.

“I enjoy representing UC Davis to the public and making a connection between a donor and a special program of interest to him or her,” Spears said. “It’s fulfilling to experience the excitement when someone sees what a difference a gift can make to the students, faculty and the School at large. I’ve been lucky to have a career that makes that possible.”

Spears also has helped launch many innovative programs and initiatives at the School. She was instrumental in supporting the creation and development of the Dean’s Distinguished Speaker Series, the Big Bang! Business Plan Competition, the Community Consulting Group and the UC Davis Wine Executive Program. This past year she co-chaired the committee that guided the School’s 25th Anniversary celebration.

Training and mentoring staff has been important to Spears throughout her career, and she is recognized as a campus leader in best practices on fundraising strategies.

“Nothing is done in isolation,” said Spears. “The long-term staff members who have worked alongside me deserve credit for many of these accomplishments.”

Spears said her decision to step down did not come easy. “After much soul searching I am sure this is the best route for me and my future,” she told her staff.

The Graduate School of Management community honored Spears with a celebration of her service on June 15. A national search is underway to fill Spears’ shoes by July.

Rissa Spears

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Rissa Spears
Oliver O. Hauck, president and CEO of Siemens Transportation Systems, Inc., shared his insight into running the North American division of a multibillion-dollar multinational company at a February event for UC Davis MBA students sponsored by the School’s new International Business Club.

Headquartered in Sacramento, Siemens Transportation Systems is a full-service provider of products and services for the transportation industry in the U.S. and Canada. Hauck began his career with the global electrical engineering and electronics powerhouse Siemens AG in Germany in 1982 as a systems engineer. He was named to the top position at Siemens Transportation in 2001.

During his visit to the Graduate School of Management on February 1, Hauck spent a generous three hours with students, discussing global trends affecting the transportation industry and explaining the lifecycle of transportation product development and implementation.

Focusing on India and China, Hauck discussed best practices for multinationals to make sensible green field investments—a form of foreign direct investment where a parent company starts a new venture in a foreign country by building new operational facilities from the ground up.

“Effective cross-cultural communication, understanding of different cultures, and knowledge of international business practices will be key to our success in today’s global business arena,” said MBA student Shilpi Sharma, a co-founder of the International Business Club.

The club provides a resource for students seeking to develop their international business knowledge, gain awareness of international business opportunities and network with others with similar interests.

Find more information about the International Business Club @

http://ibc.gsm.ucdavis.edu

International Business Club Hosts Siemens Transportation CEO

by Marianne Skoczek

25th Anniversary VIP Event Honors Students and Supporters

At a special 25th Anniversary dinner last November, the Graduate School of Management recognized its many friends, faculty members and business leaders who have pledged major gifts in support of the School.

The event also honored the academic achievements and future leadership promise of 26 UC Davis MBA students who are among the School’s newest members of the international honor society Beta Gamma Sigma. The society is open to MBA students enrolled in programs accredited by the Association to Advance Collegiate Schools of Business International. Only those in the top 20 percent of their class are eligible. Membership in the society is the highest national recognition an MBA student can receive.

One of the highlights of the evening was founding Dean Alexander McCalla, who attended with his wife Phyllis. He shared his reflections on the effort to launch the then-Graduate School of Administration from 1979 to 1981. McCalla, a professor of agricultural economics and former dean of the College of Agricultural and Environmental Sciences, headed a planning committee to determine the Graduate School of Administration’s initial organization and development, including hiring faculty, developing the curriculum and recruiting the charter class of students.

The UC Davis Graduate School of Management recognized these 26 MBA students as the newest members of Beta Gamma Sigma: (front row) Vishwansh R. Kasulasrinivas, Kaiyi Chu, Steven Song, Landon Paul Tymochko and Brian C. Hoblit; (second row) Taylor P. Roche, Natalie Miladinovich Moss and Sundeep Nagra; (third row) Alexander J. Morris, Kevin J. DeLury, David McQueen, John W. Toney, Sandra M. S. Schramm; (back row) Samil Pimenta, Travis Benjamin Barham, Sridhar Ramaswamy, Vernetia Shankar, Eric Miller Barnes and Paige Marino. (Not pictured) Laurent Lazar, Srinivas Lingam, Danielle Brooke Mann, Meliza D. Navarro, Ken Pomaranshi, Tatjana Ratcliff, and Samir P. Singh.
First-year student Vasu Trisal didn’t have a radical career change in mind when she decided to pursue a UC Davis MBA. She’s thriving in her position as department manager at Procter & Gamble’s state-of-the-art chemical plant in Sacramento.

But looking ahead 10 years, she didn’t want to find herself pigeon-holed in a technical role, having missed out on opportunities on the business side of the world’s largest consumer goods product company, which has more than 135,000 employees in more than 80 countries.

“In a big company like P&G, you need to know how decisions are made,” Trisal said. “You do yourself a disservice if you don’t.”

Taking her lead from a co-worker already enrolled at the School and who spoke highly of her experience, Trisal began the Sacramento Working Professional MBA Program last fall.

“The Graduate School of Management is a great school and the location couldn’t be beat—I already lived in the area,” Trisal said. “I couldn’t say no to the opportunity.”

Born in India, Trisal moved to the Midwest when she was 13; she later earned a bachelor of science in biochemical engineering at the University of Missouri. She interned at P&G during her last two summers of college and accepted a position as a progressive maintenance leader after graduation.

Two years ago, she transferred to P&G’s Sacramento plant as process area leader, responsible for 15 people and the overall production, cost, quality and safety results of one of the chemical departments. The Sacramento plant is one of only two P&G chemical factories in the U.S., and is one of the world’s largest processors of coconut oil. The chemical derivatives of the oil are used in many familiar P&G soaps and detergents.

Trisal recently earned a promotion to department manager, and she now oversees about 20 employees. Even engineers are managers at P&G, she said, which is rare in the business world. While the company provides management training, Visal realized she would greatly benefit from the structure and comprehensive focus of an MBA program.

She’s taken her classroom experience right back to the plant. An organizational design class taught her about team dynamics, how to run productive meetings, and ways to improve the effectiveness of teams and individuals.

In the core finance class, Trisal increased her understanding of the calculations behind company decisions to favor one project over another. The statistics course has enabled her to better use data analysis in production.

Trisal was attracted to the Graduate School of Management by its size—similar to her undergraduate university—and by the prominent faculty members who work closely with students.

“They are invested in our success, in part because they have the opportunity to know us better than in a larger program,” she explained.

When not at work or taking classes, Trisal and her husband, Vivek Dhar, jump at the chance to get outdoors, hiking in Napa and in the Bay Area. She finds California’s varied scenery, temperate seasons and landscape a nice change from the Midwest. When unable to get away, Trisal takes a mini-vacation in the pages of fiction.

Having been “born and raised” at P&G in her professional career, Trisal plans to continue with the company after earning her MBA—a testimony to P&G’s principle to promote experienced employees from within to move the company ahead, and one reason why it is among the top 10 in Fortune’s “America’s Most Admired Companies, 2007.”

“I’d be happy to stay here until I retire,” Trisal said.
Russell Read, chief investment officer at CalPERS, the nation’s largest public pension fund, served as the first Robert A. Fox Executive-in-Residence at the Graduate School of Management. Robert Fox, who was CEO of Foster Farms, Revlon International and Del Monte and led several other major public and private corporations, has endowed the Executive-in-Residence Program, which gives students and faculty a valuable opportunity to work closely with top business leaders.

Fox’s donation of $350,000 will help the Graduate School of Management continue to bring prominent decision-makers—like Russell Read of CalPERS—to teach in its MBA programs. The School has had a senior-level executive teach an MBA course each year since 1993. But Read is the first since Fox endowed the program.

Fox’s gift was announced and Read was introduced as this year’s executive at an event in April at the downtown Sacramento headquarters of the California Public Employees’ Retirement System.

Fox, who retired from Livingston, Calif.-based Foster Farms in 2000, led the largest poultry producer in the Western United States to record sales and profits. He has more than 40 years of domestic and international business experience. He earned his MBA at Harvard Business School.

At the gathering of business leaders, alumni, students and media, Fox said he wanted to give something back after he, as executive-in-residence in 2001, taught a course on corporate strategy from the perspective of the CEO.

“I am very interested in education, and while I chose a career in business, I’ve participated and been involved in a number of different ways at several universities,” said Fox, who is a member of the School’s Dean’s Advisory Council and has had a long relationship with the School.

“By founding this endowment, I will ensure that there are dollars to continue the program and raise the level of the experience for both students and the executives who teach.”

Fox praised Read as this year’s selection, saying that he would bring an important dimension to the students’ education. Read has responsibility for CalPERS’ $245 billion investment portfolio and its institutional investor activism.

“Russell Read brings a great deal of insight about the financial investment arena and social responsibility that students need as they go out in today’s business world,” Fox said.

In thanking Fox for the gift, Dean Nicole Woolsey Biggart said the executives-in-residence add levels of complexity to the knowledge imparted through the MBA program.

“Business is about more than money: it’s about politics, it’s about the social context, it’s about traditions and ethics, and the wisdom these senior leaders bring to our students is critical,” Biggart said.

“We are very grateful to Bob for his generous gift that will allow us to continue to bring the best and brightest from business to UC Davis,” she said.

REAL-WORLD PERSPECTIVE

For business students, often the most valuable lessons are first-person accounts from the frontlines of the corporate world.

In addition to class lectures, the executive-in-residence brings in other high-level executives to guest lecture and meets with students.

Drawing on his vast experience as a portfolio manager in the public and private sectors as well as teaching experiences at Stanford and the University of Maine, Read led a class of about 65 UC Davis MBA students in his course on portfolio construction and risk management.

“One of the things I’ve really enjoyed about my experience at the Graduate School of Management is the interaction and access that we have to top CEOs, business leaders and decision makers, especially in the Sacramento region,” said Brian Hoblit, a second-year MBA student in Read’s class.
“Taking the theoretical and academic knowledge that we learn and having someone who has actually worked on them day to day, and can tell us that’s exactly how those problems are solved—that’s incredibly valuable,” Hoblit added.

Read said one motivation for teaching the course was to give the students the tools they need to invest responsibly.

“We see ethical behavior as integral to having great investment performance,” Read said. “Unless we have a moral and ethical guide within our major corporations, it’s difficult to have a well-functioning capital market.”

Read said he was excited to be back in the classroom because the students keep him sharp and ask more difficult questions than naturally arise during the day-to-day workday.

“The students are bright, they’re enthusiastic and they’re challenging in a way that is different from what you get from seasoned professionals,” he said. “They ask questions in context: why does this matter, how does it relate to other industries, how does it relate to other topics in finance? They ask questions of an environmental and social nature that you don’t typically get.”

**CALPERS CONNECTION**

The gift from Fox will compensate future executives-in-residence for teaching a quarter-long course, pay for travel and lodging, provide for a reader or student assistant for the course, and support other outreach events, such as Russell Read’s presentation about CalPERS for the School’s Business Partners at a breakfast in May.

Read oversees the strategic plan and direction of CalPERS’ Investment Office and its staff of 190. He holds a doctorate in political economy and master’s degrees in economics and political science, all from Stanford. He also has an MBA from the University of Chicago.

1. Russell Read, chief investment officer at CalPERS, the nation’s largest public pension fund, explains his position on options backdating to Professor Brad Barber, who moderated a conversation with Read and Robert Fox at an event in April. This spring, Read taught an MBA course on portfolio construction and risk management as this year’s Robert A. Fox Executive-in-Residence.

2. Robert Fox and CalPERS Chief Investment Officer Russell Read, (right) meet for the first time at an April 19 event announcing Fox’s gift and Read’s appointment as this year’s Executive-in-Residence.

3. Robert Fox, who served as an Executive-in-Residence at the Graduate School of Management in 2001, has endowed the program with a $350,000 major gift to “raise the level of the experience for both students and the executives who teach.”

(Karin Higgins/UC Davis photos)

The Graduate School of Management partners with CalPERS and the California State Teachers’ Retirement System to offer a fellowship program in which MBA students gain experience in the two pension funds’ investment offices.

Professor Brad Barber, director of the UC Davis Center for Investor Welfare and Corporate Responsibility, has authored an award-winning study revealing the incredible shareholder wealth generated by CalPERS’ institutional investor activism.

During the April 19 event at CalPERS, Barber led a discussion with Fox and Read on a variety of topics that included ethics, global warming and executive compensation. On the topic of corporate backdating of stock options, Read said he thought the Securities and Exchange Commission could prevent wrongdoing by taking preventive steps.

“A two-page statement of (SEC) principles would have stopped a couple hundred companies from doing something that is obviously wrong,” he said. “I think there is a role here—an ounce of prevention is worth a pound of enforcement. I think the SEC could do more.”

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(Karin Higgins/UC Davis photos)
The Dean’s Advisory Council is one of the Graduate School of Management’s strongest links to the business community. More than 35 of California’s top business leaders serve on the council. These prominent executives are key advisors to the dean and provide valuable guidance and recommendations on critical issues related to future growth and development of resources, programs and the School’s educational mission. We appreciate the expertise and support we receive from these dedicated business leaders.

Members of the Dean’s Advisory Council: (front row, left to right) Gordon C. Hunt, senior vice president and chief medical officer, Sutter Health; John C. Beatty, CEO, Spectrum Sheet Metal Products; Pamela G. Marrone, founder, Marrone Organic Innovations; Nicole Woolsey Biggart, dean, Graduate School of Management; Teree Castanias, partner, KPMG LLP; Rebecca A. Restrepo, director of risk management and safety, PRIDE Industries; Nicole Woolsey Biggart, dean, Marrone Organic Innovations; Pamela G. Marrone, founder, Marrone Organic Innovations; Nicole Woolsey Biggart, dean, Graduate School of Management; Teree Castanias, partner, KPMG LLP; Rebecca A. Restrepo, director of risk management and safety, PRIDE Industries; David F. Petroni, vice president, corporate development, Valchemy, Inc.; and Reza Abbaszadeh, CEO, Premier Access Insurance Company. (back row, left to right) Steve F. Bouck, president, Waste Connections, Inc.; Robert W. Medearis, retired president, Chalice Investments, Inc.; Robert A. Fox, retired president and CEO, Foster Farms; Greg Chubrier, managing director, Vitoros Partners LLC; Christine Gullbranson, founder, Christalis, LLC; Gary M. Orr, senior vice president, regional manager, Wells Fargo; Janis Besler Heaphy, publisher and president, Sacramento Bee; Steven Spadarotto, senior vice president, Diageo Chateau & Estate Wines Company; George M. Crandell, managing partner, Crandell Capital; Frank Washington, CEO, Moon Shot Communications; and Robert L. Lorber, president, Lorber Kamai Consulting Group, and chair of the Dean’s Advisory Council.

(Not pictured) Russell J. Austin, partner, Murphy Austin Adams Schoenfeld LLP; Gary Brooks, senior vice president, operations, Vision Service Plan; Roy T. Brophy, president, Roy T. Brophy Associates; Christopher V. Chediak, partner, Weintraub Gershlea Chediak; Michael C. Child, managing director, TA Associates, Inc.; J. Terry Eager, retired partner, PricewaterhouseCoopers; Carlene M. Ellis, retired vice president, Intel Corporation; Robert A. Gunst, chairman, Natus Medical; Mike Helm, senior vice president, human resources, Sutter Health; Daniel Kennedy, president and publisher, Sacramento Business Journal; Lee A. McIntire, president, CH2M Hill, Inc.; Ron J. Mittelstaedt, chairman and CEO, Waste Connections, Inc.; David Nickum, president and CEO, Valley Aggregate Transport, Inc.; Prasad L. Rampalli, vice president, Architecture/Integration Platform Group, Intel Corporation; Jud Riggs, president, Teichert, Inc.; Eric Robison, president, IdeaTrek, Inc.; David Russ, chief investment officer, Dartmouth College; Russell M. Solomon, chairman emeritus, MTS, Incorporated/Tower.
The Business Partnership Program provides a vital link between the Graduate School of Management and the business community. Among the School’s highest priorities is helping companies address the complex management issues in today’s competitive global economy. Through generous contributions, Business Partners make it possible for the School to continue offering the best in management education. We extend a special thank you to these corporate affiliates for their financial support in 2006–2007, which marked the 25th anniversary of the School.

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To learn about how your company can benefit by joining the Business Partnership Program, contact Anya Reid, senior director of development, at (530) 754-6939.

www.gsm.ucdavis.edu/corporateconnections
The UC Davis Foundation board is well known to campus advocates as the volunteer body that provides leadership for philanthropic support for the university.

Board trustees work with foundation staff to receive private gifts to benefit UC Davis, invest the foundation’s endowed gift funds and other private assets, and advise university leaders in areas related to public trust and support. They champion UC Davis to prospective donors and help to bring major gifts to the university. Many trustees are also well known for their personal gifts.

One of the board’s newest initiatives is a liaison program that pairs a trustee with a school, program or department, which helps the trustee become more deeply engaged with the campus.

Four trustees are reinforcing their already strong connections to the Graduate School of Management through the liaison program, and each has pledged major gifts to the School.

As an esteemed senior lecturer emeritus in the Graduate School of Management and the College of Engineering, Jerome Suran’s UC Davis roots run deep.

Suran joined the then-Graduate School of Administration’s faculty in 1982, a year after the School opened. In honor of his dedication, service and support, Suran will keynote the School’s 25th anniversary commencement ceremony on June 16.

Suran joined the UC Davis Foundation board in July 2004 and serves as Audit Committee chair.

In 1999 Suran and his late wife established the Graduate School of Management’s first endowed faculty chair, the largest gift in the history of the School. The Jerome J. and Elsie Suran Chair in Technology Management furthers the School’s academic research in the field.

Before coming to UC Davis, Suran had a 34-year career in industry, including 30 years with General Electric, where he pioneered transistor and integrated circuits and the first implantable cardiac pacemaker.
A media-industry veteran with more than three decades of experience in broadcast, cable and print as well as telecommunications policy, Frank Washington is an active and energetic advocate and long-time supporter of the Graduate School of Management.

One of the longest-serving members of the Dean’s Advisory Council, Washington has played a lead role in fundraising efforts for the School.

He became a UC Davis Foundation trustee in July 2005 and serves on the Finance and Investment Committee.

Washington is chairman, CEO and founder of Moon Shot Communications, a broadcast television acquisition company based in Sacramento. He has ownership interests in several broadcast television operations and a broadcast radio group with 35 stations.

His experience as a media executive runs the gamut. From 1996 to June 2000, he served as president and CEO of System Integrators, Inc., a provider of publishing solutions to a third of the world’s major newspapers. In 1984 Washington joined Sacramento-based McClatchy Newspapers, where he was vice president of electronic communications and a member of its board. Before McClatchy, he worked on cable TV projects at Times-Mirror Company.

Before Times Mirror, Washington had been deputy chief of the Federal Communications Commission’s Broadcast Bureau, legal assistant to the chairman of the FCC, and served in the White House Office of Telecommunications Policy.

A UC Davis alumnus, Kevin Bacon has more than 35 years experience in consulting and service in public affairs and government. Most recently, Bacon was a vice president and management consultant in the public sector practice of IBM Business Consulting Services, the world’s largest consulting services organization.

Now retired, Bacon joined the UC Davis Foundation board in July 2003 and was elected to a second term through June 2009.

Bacon is a former partner at PricewaterhouseCoopers’ Government Consulting Practice. He joined Price Waterhouse in 1981. As a consultant, Bacon drew on his decade of experience in California state government and policy advocacy.

Bacon was instrumental in creating a partnership between the then-Price Waterhouse and the Graduate School of Management through the School’s Business Partnership Program. The company was one of the first Business Partners when the program was established in 1993.

Bacon earned his BA in political science from UC Davis in 1972 and later a master’s of science in economics from the London School of Economics.

In addition to the UC Davis Foundation Board, Bacon has been a trustee for the California Museum for History, Women and the Arts in Sacramento; a member of the Council for Excellence in Government; a member of the American Society for Public Administration; a member of the Government Finance Officers Association; and served on the IBM Endowment for the Business of Government Board.

Today Bacon teaches advanced management courses in the master’s degree program at the LBJ School of Public Affairs at the University of Texas in Austin, where he lives.
Say Goodbye to Cubicle Farms

Getting the most from employees might involve more than a motivational speech from management—think design. In their recent article, “It’s More Than a Desk: Working Smarter Through Leveraged Office Design,” published in the winter issue of the California Management Review, Professor Kimberly Elsbach and Assistant Professor Beth Bechky lay out systematic ways managers can design office space to inspire group membership, improve collaboration and encourage group problem solving among their employees. In their study, Elsbach and Bechky identify three design functions that each motivate different types of social outcomes: instrumental, symbolic and aesthetic. According to Elsbach and Bechky, instrumental functions improve the performance and satisfaction of workers and include aids in problem solving, group decision making and collaboration. Symbolic functions affect the cultures and identities of organizations and their workers. These include representations that imply a worker’s individual territory or membership in a particular organizational hierarchy (management vs. staff). Finally, aesthetic functionality in design refers to a general sensory experience, including cognitive and emotional responses to décor. Elsbach and Bechky argue that these design functions can be applied to create a desired social outcome. Managers who understand and recognize these design functions can create work spaces that will enhance worker productivity, loyalty and a sense of place. One example is round, curtained meeting rooms that have adjustable rolling white boards, storage cubbies, display shelves and a pivoting projector screen. Teams can customize such rooms to ease and improve collaboration. According to the authors, all three design functions, instrumental, symbolic and aesthetic, are in play to varying degrees. The key to optimizing design elements is that managers must be aware of the tasks that are to be performed in a particular context. The researchers warn that there is no “one-size-fits-all” in regards to office design and that each design functionality can be assessed and applied at varying degrees depending on the eventual desired social outcome. In March, Elsbach and Bechky’s study was cited as one of four noteworthy articles from academic business journals on Economist.com.

Barber Wins Award for Socially Responsible Business Research

The 2006 Moskowitz Prize for Socially Responsible Investing has been awarded to Professor Brad Barber, director of the UC Davis Center for Investor Welfare and Corporate Responsibility, for his study that explores the motivation and impact of institutional activism by reviewing the stocks on CalPERS Focus List from 1992–2005. The study finds a 25 basis point positive benefit from the CalPERS program, which translated into wealth creation of $3.1 billion. Barber’s winning paper, “Monitoring the Monitor: Evaluating CalPERS’ Shareholder Activism,” reviews the theory and empirical evidence underlying the motivation for institutional activism by public pension funds. Barber analyzed the gains from CalPERS activism linked to their focus list firms and theorized that CalPERS has generally pursued reforms at focus list firms that increase shareholder rights. Over the years, there have been numerous studies exploring the impact of CalPERS’ corporate governance program on stock prices. Some have argued that the program has added significant value, while others have found a less powerful effect, and still others have questioned whether there is a ‘CalPERS Effect’ at all. Based on conservative short-term announcement reactions, Barber shows CalPERS activism has resulted in total wealth creation of $3.1 billion in the short term, and long-term benefits of up to $89.5 billion. But, he argues, institutional activism should be limited to situations where there is strong theoretical and empirical evidence indicating the proposed reforms will increase shareholder value. Awarded by the Center for Responsible Business at the Haas School of Business, in cooperation with the Social Investment Forum, the Moskowitz Prize promotes the concept, practice, and growth of socially responsible investing.
Unsecured Creditors Lose in Small Business Bankruptcies

Bankruptcy court more often than not leads to a dreadful outcome for unsecured creditors of very small companies, according to a new study by Assistant Professor Ning Zhu and his co-researchers Professor Douglas Baird of the University of Chicago Law School and Professor Arturo Bris of IMD Business School and Yale University’s International Center for Finance. Their study, which analyzes the impact of Chapter 11 bankruptcy filings, was recently featured in The Wall Street Journal and on Bloomberg.com. Conventional wisdom holds that when a firm files for Chapter 11, the unsecured creditors are always protected. This is not necessarily the case, according to Zhu and his co-authors. “The Dynamics of Large and Small Chapter 11 Cases: An Empirical Study” examined 139 corporate Chapter 11 cases filed between 1995 and 2001 in U.S. Bankruptcy Courts in Manhattan and Phoenix. Zhu and his co-authors found that when small companies with assets of less than $200,000 file for Chapter 11, non-priority general creditors receive less than 10 percent of their claims and “usually recover nothing.” But larger companies worth more than $5 million will usually spur investors to vie for valuable assets. In these larger and more complex cases, secured creditors receive about 94 percent of what they are owed, and unsecured creditors typically recover half. The reason unsecured lenders are unable to recover anything from small businesses is due to the tax liabilities. The study found that for almost two-thirds of small companies, a tax burden amounted to nearly a quarter of secured debt. Anything left over is divvied up among lawyers and secured creditors, so unsecured creditors are more often than not the big losers in small business cases. Zhu and his co-researchers also found that asset sales are the desirable way to deal with Chapter 11. For such fire sales, secured creditors can convince a judge that the company’s assets are worth less than what they are owed. This strategy allows them to grab the equity, again leaving unsecured creditors with close to nothing. “The days in which the old managers used the (Chapter 11) system to keep their jobs and protect the old equity are gone,” according to the study. Zhu presented the paper at the National Bureau Economic Research meeting last November and at the American Law and Economic Association meeting in Cambridge, Mass., in May.
The Graduate School of Management hosted the seventh annual Davis Conference on Qualitative Research from March 30 to April 1, attracting top scholars to share their work, brainstorm new ideas and explore possible future collaborations.

“The conference continues to build a strong community of qualitative organizations scholars, drawing participants from leading schools around the globe,” said Assistant Professor Beth Bechky, who organized the summit with Professor Kimberly Elsbach.

Scholars from IESE Business School in Barcelona, Brown University, Harvard, Columbia and the University of California presented recent work, gaining constructive criticism and feedback from colleagues. The attendees also make valuable connections with each other.

This year’s conference focused on several themes, including institutional resources and organizational structure, the shape of online communication, and how organizations intersect with individual choice and identity construction.

“The presentations explored a variety of topics, ranging from the development of global sustainability standards to the development of hot new kids’ toys,” said Bechky. “They also used a range of methods, from textual analysis of Virginia Woolf’s letters to participant-observation in amateur investment groups. Participants said they were delighted by the feedback they received and enjoyed the interesting discussions sparked by their work.”

Assistant Professor Anne-Laure Fayard of the Polytechnic University in New York City and Associate Professor Anca Metiu of the ESSEC Business School in Paris won the conference’s best paper award for “Beyond Orality: Letters and Online Interactions.” Their research focuses on developing an integrative perspective of offline and online communication that offers a new lens for the analysis of online interactions and of the emergent area where written and oral communication meet and borrow from each other. The study will be published in the upcoming issue of Qualitative Organizational Research.

In her recently published book, The Online Customer: New Data Mining and Marketing Approaches (Cambria Press, 2006), Assistant Professor Catherine Yang details how data mining and marketing approaches can be used to study and solve Web marketing problems. The book uses a vast dataset of Web transactions from the largest online retailers, including Amazon.com. In particular, Yang shows how to integrate and compare statistical methods from marketing and data mining research. The book is divided into two sections. The first focuses on using behavior patterns for customer segmentation. It advances data mining theory by presenting a novel pattern-based clustering approach to customer segmentation and valuation. The book’s second section explores how free shipping impacts purchase behavior online. It illustrates the importance of shipping policies in a competitive setting. With complete documentation and methodology, the book is a valuable reference that business and Internet researchers can build upon.

Newspapers that invest more money in their newsrooms make more money. The media industry’s recent impulse to slash jobs to cut costs is not only ineffective, but can lead to more red ink, according to a study by Professor Prasad Naik and his research partners from the University of Missouri, Professor Murali K. Mantrala, Shrihari Sridhar and Professor Esther Thorson. Their study, “Uphill or Downhill? Locating Your Firm on a Profit Function,” was published in the April 2007 issue of the Journal of Marketing. The paper
investigates the newspaper industry trend of downsizing newsroom staffs, or cutting investments in news quality, as a way of sustaining profits in the face of declining circulations. Naik and his co-researchers found that investments in newsroom quality actually increase a newspaper’s profitability, implying that downsizing decisions can trigger financial disasters. Better quality news boosts subscription sales directly and indirectly increases advertising revenues. Furthermore, Naik and his co-authors offer a diagnostic tool to enable newspaper firms to determine how close they are to the optimal levels or the “sweet spot” with respect to news quality and other marketing investments. Based on real data, Naik et al. found that several newspaper firms are not optimizing their investments in news quality and were more likely to not be spending enough rather than overspending.

American Public Media’s MarketPlace radio program reported on the study in February. Read the transcript and listen to the story @ http://marketplace.publicradio.org/shows/2007/02/15/AM200702151.html.

Napa Wine Industry Wages Signal Strong Sector

Associate Professor Robert Yetman presented the findings of his survey of wine industry workers in the Napa Valley at the Napa Valley Grape Growers Association’s "Ahead of the Curve" conference on April 19. The conference, the first of its kind, attracted vineyard owners, managers and area winemakers. Yetman was invited to discuss wages and benefits of wine industry workers in the region. His presentation was based on survey data collected from employees and contract workers of local wineries, vineyards and management companies. The results painted a picture of the labor market in the Napa wine industry, including data such as the difference between the average hourly wages of a worker ($11.03) and a supervisor ($16.24). Yetman’s study showed that the average pay raises for Napa wine industry workers (6.8 percent), supervisors (6.2 percent) and specialized workers (5.2 percent), such as mechanics, are again keeping pace with other industries. Yetman found that contract workers in Napa Valley make 20 percent more than regular staff employees. Yetman's study also showed that 32 percent of the workers surveyed from Napa Valley are full-time workers and that the average Napa wine industry worker earns $2.73 per hour—about a 30 percent premium—more than the average California worker.

Auditor Quits: Warning Sign of Stock Risk

Public companies that have had auditors recently resign may not be a good stock investment. The stock prices of these companies dip by about 3 percentage points following the announcement of an auditor’s resignation, according to a study by Professor Paul Griffin and co-author David Lont of the University of Otago, New Zealand. Their research paper, “Do Investors Care about Dismissals and Resignations?” found that stock prices of companies drop not because an auditor’s resignation is tied to disagreements over accounting and financial reporting but, rather, because the resignation signals a riskier client with a gloomy profit outlook. One example is the Fedders Corporation. The company announced in an SEC filing that Deloitte and Touche LLP would not stand for reelection as their auditor. According to Griffin, “the claim was that there were no disagreements on accounting and auditing matters and, indeed, there weren’t.” However, two days following the company’s announcement, Fedders’ shares plummeted by nearly a third. Griffin and Lont compiled records of auditor changes over the past seven years—about 2,500 changes. They found that investors ignored news that a company dismissed its auditor, but the markets reacted when an auditor resigned. “Resignation” is the operative word as it signals a riskier company because of a general uncertainty regarding how the financial statements are put together. It is a common assumption among investors that accounting firms typically do not resign as auditor from their lucrative clients without a good reason, according to Griffin. Following the initial negative reaction to a resignation, stock prices regained only about one-half of the stock price drop within about two weeks. Griffin recently presented these findings in New Zealand at the University of Otago and the Victoria University of Wellington. Lont will be a visiting professor at the Graduate School of Management through the end of June, working closely with Griffin on research. Griffin and Lont plan to present another joint research paper, “Agency Problems and Audit Fees: Further Tests of the Free Cash Flow Hypothesis” (with Yuan Sun) at the Accounting & Finance Association of Australia and New Zealand Conference, in Brisbane in July, and at the national meetings of the American Accounting Association in Chicago in August.
Version 2.0: Best-Selling Technology Ventures Book Updated

Technology entrepreneurship involves identifying high-potential, technology-intensive opportunities; gathering talent, capital and other resources; and managing rapid growth and significant risks. The best-selling Technology Ventures: From Idea to Enterprise, co-authored by Professor Richard C. Dorf and Stanford University’s Thomas H. Byers, was the first book to examine this global phenomenon. The recently released second edition (McGraw-Hill, 2006) integrates the most valuable entrepreneurship and technology management theories from the world’s leading scholars and educators. Upgraded examples and exercises, together with a new “venture challenge” business plan exercise at the end of each chapter, and two new full-length cases in the appendix, provide an action-oriented approach that emphasizes technology ventures worldwide.

The book is organized in a modular format to allow for both systematic learning and random access of the material; this comprehensive collection of concepts and applications provides both students and professionals with an understanding of the critical differences between scientific ideas and true business opportunities—and provides the tools to successfully grow a technology enterprise. The new edition includes a multimedia DVD that features video clips of entrepreneurial thought leaders from Silicon Valley. Additional cases studies, videos, articles and PowerPoint slides focused on the creation and management of technology ventures are available online. A Web blog, “From Ideas to Enterprise,” comments on entrepreneurial issues related to the book.

ASQ Journal Celebrates 50th Anniversary

Professor Donald Palmer, editor of the Administrative Science Quarterly (ASQ), is gearing up to celebrate the journal’s 50th anniversary. The journal is widely recognized as one of the top journals in organization studies and was recently ranked number one among organizational studies journals in an article in the Academy of Management Journal. ASQ was founded in 1956, when the study of organizations was emerging separate from psychology, sociology and anthropology, but drawing on those disciplines. The journal has been instrumental in the evolution of the field ever since. ASQ has experienced many challenges over the years, including a dramatic growth in the number of organizational studies journals, and intensified pressure to make journal content available online. In a sense, as competition between publication outlets in organization studies has intensified, the very form of scholarly journals has been called into question. These two developments have generated a number of nuts-and-bolts problems, which Palmer has addressed with the help of the journal’s managing editor, Linda Johanson, and staff at Cornell University’s Johnson School of Management. Palmer has used the occasion of ASQ’s silver anniversary to draw attention to the role that organization studies journals play as gatekeepers in the intellectual community. His essay, “Taking Stock of the Criteria We Use to Evaluate One Another’s Work: ASQ 50 Years,” was published in the December 2006 issue of the journal. A companion Web site offers organizational researchers a public forum to weigh in with their thoughts about how organization studies journals such as ASQ make decisions about which submissions are accepted for publication and which are rejected. At the Academy of Management meeting in Philadelphia in August, Palmer and his team of editors will host a reception for ASQ’s editorial board, reviewers, authors and readers. The gathering will include a discussion of how the journal’s content has changed through its history. Palmer hopes that his essay and a posted comments on the Web site will kick start the discussion.

www.stanford.edu/group/techventures

www.gsm.ucdavis.edu/ASQ
Adapting Key to Survival for First-Mover Firms

Professor Anand Swaminathan and his co-author Professor Glen Dowell of the Mendoza College of Business at the University of Notre Dame have examined how the timing of a firm's entry into an industry affects its chances of adopting the dominant technological design and the consequent effect on its survival. In their recent study, "Entry Timing, Exploration, and Firm Survival in the Early U.S. Bicycle Industry," published in the April 2006 issue of the Strategic Management Journal, Swaminathan and Dowell found that in the context of the nation's bike sector, firms that enter an industry earlier are less likely to make a transition to the product generation that becomes the dominant design. Much of this, according to the authors is due to organizational inertia and an inability to change as trends evolve. Swaminathan and Dowell argue that exploration through the introduction of new products appears to reflect a local search process and works to hinder a firm's transition to the dominant design. They also found that, though firms entering the industry early may exhibit longer life spans, their survival advantage is restricted to the period before the dominant design emerges.

In another recently published paper, Swaminathan and his co-authors Professor Glenn Hoetker of the University of Illinois at Urbana-Champaign and Professor Will Mitchell of Duke University studied the contingent effect of modularity in components on the survival of suppliers in the U.S. automobile industry from 1918 to 1942. In their paper, "Modularity and the Impact of Buyer-Supplier Relationships on Supplier Survival," published in the February 2007 issue of Management Science, Swaminathan and his co-authors found that suppliers of high-modularity car parts benefit more from autonomy provided by potential customers, while suppliers of low-modularity components benefit more from ties to high-status customers. All suppliers benefited from higher independence in their relationships with existing customers. The findings suggest that the impact of buyer-supplier ties on supplier performance is contingent on the modularity of component design.

INTERNATIONAL EXPERTS VISIT TO SHARE FINANCIAL MARKETS RESEARCH

The Graduate School of Management hosted the fourth annual Financial Markets Research Conference from April 20–22 at the scenic Cakebread Winery in the Napa Valley. The conference attracted renowned scholars to discuss their latest research on investor behavior, the impact of regulatory measures such as Sarbanes-Oxley and segment reporting of financial information.

At the three-day forum, faculty from Northwestern University, Yale University, Stanford University, the University of Washington, the University of Arizona and the University of Southern California presented their latest work.

Attendees included 25 academic experts from the Haas School of Business at UC Berkeley, the Marshall School of Business at USC and the Australian Graduate School of Management at the University of South Wales.

The conference was organized by Professor Brad Barber, Associate Professor Robert Yetman, Assistant Professor Katrina Ellis and Assistant Professor Ning Zhu. To encourage dynamic discussions and debate, the organizers selected conference presenters based on how closely their research related to the School's own accounting and finance faculty's interests.

"Conferences such as this one keep our faculty on the cutting edge of financial research and provide them the opportunity to integrate new ideas into their classroom curriculum," explained Barber.

"One of the biggest payoffs is that we are able to discuss ideas with the presenters in an informal, collegial setting," said Yetman.

In addition to the research presentations and networking opportunities, hosting the conference helps raise the profile of UC Davis in the business school community. "Bringing the best and the brightest to our School allows us to differentiate ourselves as a top-notch program and remain nationally and internationally recognized," added Barber.
LEADERS IN PHILANTHROPY AND ACHIEVEMENT

Nominations Sought for Alumni Awards

The Graduate School of Management’s Alumni Association Board of Directors annually recognizes two alumni to receive these awards:

• **Distinguished Achievement Award**
  Honors an alumna/alumnus who has distinguished themselves in their professional or personal lives and/or who has provided distinguished service to the School or their community.

• **Outstanding Service Award**
  Honors an alumna/alumnus who has shown exceptional dedication and commitment to the School by giving of their time, expertise and/or financial support.

The Alumni Association Board of Directors seeks your endorsement and nomination of alumni who embrace our core values of passionate, energetic leadership and a continuing advocacy of community building at the School and worldwide.

Nominations can be made by alumni, faculty or staff.

Make your Alumni Awards nomination(s) online by Tuesday, July 31 @

www.gsm.ucdavis.edu/alumni/awards

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**1986** Karen Kurz Salm: I live and work in Carson City, Nev. It’s quite tough to wake up to a view of Mount Rose and the Sierras in all their splendor everyday, but that’s one of the benefits of being able to land a job where you want it. I’m a single mom now raising my nearly eight-year-old son in this beautiful place. He swims, kayaks, skis, rock climbs, hikes and camps, and plays all the baseball, football, soccer, and tae kwon do that I can manage to run him to. Please look me up if you’re in the area. Best wishes to all.

**1991** Eric Miller: My wife (who has an MBA from Chico State) and I started MPM Engineering last October to spend more quality time with our kids. No more commute. We specialize in water resource planning and capital project management.

**1993** Mark Hermens: I have been a technical training program manager at Agilent Technologies for the past 10 years. I recently spearheaded a donation of approximately $200,000 in new test and measurement instruments to the RF and Microwave in Wireless Communications educational effort in the UC Davis College of Engineering, providing the campus with one of the finer such labs in the country. In addition, a team of students from the School’s MBA Consulting Center completed a successful project for Agilent in March. The team benchmarked Agilent’s field training against competitors and industry leaders and provided valuable input to my team.

**1996** Jason Mikami: I was promoted to senior director of operations for MobiTV, Inc., where I am responsible for the company’s global media distribution network. Located in Emeryville, Calif., MobiTV is a leader in mobile and broadband television and music services. I have been working in the new media industry for nine years and was an executive with Wink Communications before joining MobiTV. I was lucky enough to be profiled in the March 10 issue of Time magazine, which featured a four-page spread on MobiTV.

**1997** John Kluge: It has been a hectic couple of years. Five years ago our family bought 50 acres outside of Dixon, Calif. We brought in utilities and built a house, and now we are trying to get some crops and pastures in. I was promoted within CalTrans and transferred from the district office to headquarters, where I had been writing real estate appraisals. I will now review appraisals on a statewide basis. After eight years commuting to Oakland, I am enjoying the “short” drive to Sacramento.

**1999** Wendy Cerruti: We welcomed Sofia Grace into our family this year. She was born on October 25 and weighed 6 lbs., 3 oz. We couldn’t be happier.

Nicole Ricci McNelly: My husband, Mike, and I are thrilled to announce the arrival of our son, Murdoch Nyle McNelly, on March 1. He was born in Zurich, Switzerland. We moved to Zurich in April 2006 for Mike’s work at Google.

Cristal Sumner: I am still in England, so I guess I must be enjoying it. The quick travel time to the rest of Europe and the pub culture are distinct advantages. However, I do miss California and come back every year to see friends and family. My job is interesting and requires me to travel and interact with people all over the globe, which I enjoy. Personally, I have entered the hallowed halls of motherhood while going on a less traditional route of divorce immediately before the birth. Life moves in mysterious ways. I do miss seeing my friends from the School. If you are ever in London, please drop me a line or give me a ring.

Bernt Wahl: I am involved in mentoring start-up firms and teach entrepreneurship for engineers at UC Berkeley.

**2000** Ryan Chin: I am now on the Sacramento County Policy Planning Commission. If you live in Sacramento County, I hope you will send me any thoughts and concerns you have with the County’s community plan or general plan. Please reach me at ryachi@gmail.com.
2002 **Cy Aram:** This year should be an interesting and challenging time with some soul searching on career options, dealing with cancer in the family (my father-in-law) and trying to prioritize the right things in life. I still dust off the business books all the time; anyone want to do a MGP 240 project? Not. Cheers to all.

**Patrick McCoy:** I have completed or will shortly be completing the installation of eight solar photovoltaic power generating systems at various state facilities that will have 4.4 megawatts of generating capacity. In the next year, we will be pursuing another 10 to 15 megawatts of solar power. We are using a third-party power purchase business model.

2003 **Jacob Fossar Petersen:** I dig my new job as associate general counsel at Novo Nordisk, where I oversee mergers and acquisitions and licensing transactions. My wife, Stine, is now a full professor at the University of Copenhagen. The latest addition to our family, Astrid, is doing great, as is her older brother, Hjalte.

**Jennifer Vogt:** In November I accepted a new position as senior manager of internal audit at DreamWorks, where I am finally able to combine my entertainment and business experience. It was a good move, and it is a great job.

**2004 David Warter:** In September, Erica gave birth to our first son, Jared Anton Warter. We are enjoying the time as a new family. At work I managed red winemaking for Gallo in the Central Valley this last crush. Our team oversaw the production of more than 50 million gallons of wine. It was a blast.

**2006 Muneeb Saeed:** I will be taking a sabbatical this year. I plan to go to Europe and South America. I am very excited about the time off from work and my travels around the world.

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**GET LinkedIn.**

JOIN SCHOOL’S NEW ONLINE SOCIAL NETWORKING GROUP

A powerful new online networking option is now available to the UC Davis Graduate School of Management community. Join the nearly 300 alumni, students, faculty and staff in the UC Davis GSM Group on LinkedIn, the leading Web-based professional networking tool.

A basic LinkedIn account costs nothing and it’s an excellent tool for job hunting, business development, introductions, dealmaking and more. We hope you will join and increase the power of the GSM Group within this growing online community. Through our members-only group, you can:

- Leverage the power of the School’s network, including alumni, students, faculty and staff, connecting with them AND their non-GSM contacts.
- Search LinkedIn’s jobs database and then connect with GSM Group members who work at those companies, even though you may not already have a connection with that person.
- Accelerate your career through referrals from alumni and members of the UC Davis GSM Group.
- Limit your LinkedIn searches to other UC Davis GSM Group members only, or open it up to all LinkedIn members.

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12 Years in the Top 50

For the 12th consecutive year, the University of California, Davis, Graduate School of Management has been recognized as one of the best business schools in the country by U.S. News & World Report.

In U.S. News & World Report’s most recent annual survey, the magazine places the UC Davis MBA program 20th among business schools at public universities and 46th overall.

The UC Davis MBA program also remains one of the country’s most selective. About 28 percent of applicants to the Daytime MBA program are accepted, the 12th lowest acceptance rate in the nation.

Charles Tyler Blazes a Trail to New Career

Charles Tyler’s career path has taken some unusual twists and turns. While trekking in Peru, Tyler found himself hiking alongside an executive from tech giant NEC. By the time they reached Machu Picchu, Tyler had been recruited to NCR’s Tetradata division in San Diego. His next step: business school.

Now, as a first-year UC Davis MBA student, he’s balancing coursework with a 20-hour-a-week fellowship at the California State Teachers’ Retirement System (CalSTRS)—the nation’s second largest public pension fund. He landed the internship through the School’s Center for Investor Welfare and Corporate Responsibility.

Read more about Charles in our Student Spotlight, p.15.

RECRUITERS—SAVE THE DATE

UC Davis Graduate School of Management

FALL 2007 MBA CAREER FAIR
Thursday, October 11 • 6:00 PM – 8:00 PM
Freeborn Hall • UC Davis
Register online at
www.gsm.ucdavis.edu/MBACareerFair

www.gsm.ucdavis.edu

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