Ideas into Action

The Innovator is published by the UC Davis Graduate School of Management to inform alumni and the business and academic communities about the programs and activities at the School.

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On the Cover: Two recent distinguished speakers, AlwaysOn’s Tony Perkins and former Intel executive Wil Agatstein, described how technological innovations are forever changing our lives, from social and business interactions to solving some of the world’s toughest problems in the developing world. See pages 2-3.
BUSINESS & SOCIETY CONVERGE

My university career has been divided between two scholarly communities, business and sociology. I hold academic appointments in the Graduate School of Management and in the Department of Sociology. When I was first named an assistant professor many years ago, it was as though I lived my life with two very different tribes, neighbors who saw the world through different pairs of glasses. They had dissimilar assumptions about how the economy is organized, and each had its own way of approaching problems.

The management school tribe embraced a highly rational and largely micro-economic approach to figuring out how economies work and can be made more effective. It is an approach that assumes individuals are the key. Individuals are assumed to be motivated primarily by economic gain, and leaving individuals alone is the best way to assure good collective outcomes such as a prosperous society.

Sociology is premised on the idea that societies and organizations are more than the sum of the individuals of which they are composed. Social institutions such as firms have a culture that stands apart from individuals and influences how people define and pursue their interests. Economic sociologists, like me, argue that society’s social institutions such as families and businesses shape “the rules of the game.”

If the business tribe assumed a bottom-up, individualist approach, the sociology tribe assumed a top-down, institutional way of understanding the world.

Of course these are differences that only academics can enjoy discussing. The real world is composed of individuals with families, working in organized settings, with a regulatory structure that channels their individual activities. Whether you start by looking from the “top” at institutions or from the “bottom” at individuals, both perspectives are involved in getting something done in society and in the economy.

Increasingly I have found that in many ways my two communities are coming together and enriching each other. Indeed, individual business skills are increasingly seen as critical to getting anything done on a large or macro-social scale, for example, improving the environment.

On the other hand, the traditional interests of sociologists in creating more equitable social settings are getting a boost from advanced technologies that empower individuals in poor nations. I’ve been witnessing this convergence in the activities of our School.

Our Robert A. Fox Executive-in-Residence this spring was Wil Agatstein, a former vice president at Intel. Wil taught our students about the role businesses such as Intel play in eradicating structures of poverty by designing products that empower individuals in places such as Africa and rural India. Wil helped to develop the Intel-powered classmate PC, a laptop computer for children in developing nations (see page 3).

A group of our Bay Area Working Professional MBA students formed Greenlight Organic Co., which makes custom t-shirts and casual wear from organic cotton sourced in India. Their products support a cleaner environment and provide cash income for Indian farmers (as well as for themselves). The company was one of 10 finalists in the Global Social Venture Competition, beating out more than 200 other entries that were judged on their ability to merge social good and profitability (see page 24).

And I recently spoke at a local Rotary Club luncheon. These Rotarians—a stronghold of rational individuals—had collectively gathered a railroad car of books for African readers, contributing to a larger effort by Rotary International. They appreciated that the power of a social service institution like Rotary International could magnify their individual contributions.

As the dean of a management school, I am constantly aware of the power of many individuals in my life, and I am in awe of what many small efforts can do when combined. On the other hand, as a sociologist I am fully aware of how well-managed institutions such as universities and business can make life easier and better for many individuals.

Nicole Woolsey Biggart
Dean
Jerome J. and Elsie Suran Chair in Technology Management
When Tony Perkins’ four-year-old daughter wakes in the morning she doesn’t reach for the TV remote—by design there are no televisions in the Perkins household—instead, she searches for daddy’s iPhone and with a flick of a finger calls up her favorite Web video: Mary Poppins.

“This is her TV,” said Perkins, holding up Apple’s vaunted handset. “This and other devices like it are a whole new platform and opening up new opportunities to entertain the mobile viewer and to monetize mobile entertainment.”

A pioneering media entrepreneur and a prominent opinion leader in the technology investment arena, Perkins has lived and breathed cutting-edge tech from Silicon Valley for more than 25 years. He co-founded Silicon Valley Bank’s Technology Group, launched Red Herring magazine and forewarned the dot-com bust in his 1999 book, The Internet Bubble. Today he is founder and editor-in-chief of the AlwaysOn Network, an open media community focused on the sweet spots in the technology markets where innovation is disrupting behavior and creating new business opportunities.

Appearing as a Dean’s Distinguished Speaker in April at the Bay Area MBA campus in San Ramon, Perkins ushered the audience through a quick history of the Web then hit on the explosion of user-generated content, social networking and interactive Web tools that are fundamentally changing the media and entertainment landscape.

The most powerful trend, Perkins said, is the way the Web is being used by 18–24 year olds—dubbed the “IM Generation”—who grew up instant messaging, posting, sharing and connecting in real time. Shockingly, Perkins said, 62 percent of online content viewed by the average 21-year-old is produced by someone they know—a stat that “scare[s] Hollywood executives.”

Perkins said the “to see and be seen on the Internet” genie is officially out of the bottle, and there is no turning back. The likes of Blogger, Skype, YouTube, Facebook and Google applications will become mission critical for business as the workplace becomes virtualized.

“If you don’t put your idea on top of this generation, you won’t succeed, because they are now entering the workforce and will drive their behavior into the corporate world,” Perkins explained.

“The IM Generation will create a whole new demand for cool services and push enterprise out on the Web,” he said. “That’s why this is the greatest time to be an entrepreneur that I’ve ever seen.”

What’s going to fund the new ideas? Ad revenue. Perkins cited data that shows Americans spend roughly 30 percent of their time consuming media on the Web, but Internet advertising only accounts for 6.8 percent of total ad dollars. “So there’s a gap,” Perkins noted. “Bridging that gap is where we have to figure out how to creatively touch those eyeballs.”

One way is high-definition Web video, which Perkins demoed on ABC.com, playing a Webisode of Desperate Housewives. He predicted that enhanced video will lure the IM Generation back to big media but they’ll watch it on Internet-enabled TVs and mobile devices. He said many other niches exist for social networks and immersive virtual communities like Second Life and Gaia.

“Out on the long tail, there’s a bunch of affinity social networking opportunities around really cool, high-demographic types of interest that are there ready to be picked off,” Perkins said.

Summing up, Perkins encouraged the MBA students to pursue their start-up dreams because it’s innovation and inspiration that drive the global economy: “Entrepreneurship creates jobs and wealth and raises the standard of living of all of us.”

“The IM Generation will create a whole new demand for cool services and push enterprise out on the Web. That’s why this is the greatest time to be an entrepreneur that I’ve ever seen.”

—TONY PERKINS
founder and editor-in-chief,
AlwaysOn Network

Goodbye PC Generation, Hello IM Generation
AlwaysOn’s Tony Perkins: “Greatest Time Ever to be an Entrepreneur”

by Tim Akin
Tailoring Technology to Solve the World's Toughest Problems
by Marianne Skoczek

Picture yourself in rural India. “It’s dusty, it’s hot. There’s only intermittent power and virtually no [Internet] connectivity,” Wil Agatstein said. And everything takes longer as a result.

In one such village, until recently the head of every household spent 24 days a year traveling to and from the closest town to stand in line and tend to basic business: getting a birth or death certificate, paying taxes or securing a loan.

Working with the Indian government, Intel developed the Community PC, a durable device that can meet local environmental and power-supply challenges and is housed in an “information kiosk” staffed by a trained computer operator. The kiosk allows the village’s farmers, teachers, students and others to quickly and cheaply conduct business online.

Having 24 days a year “returned” to them has transformed their lives, said former Intel vice president Agatstein, this year’s Robert A. Fox Executive-in-Residence at the Graduate School of Management. Intel named its initiatives to empower rural communities in India Jaagruti or “Awakening.”

At a reception in April, Agatstein shared a series of photos to illustrate his talk on “Innovation for the Developing World,” also the focus of a course he taught at the School this spring.

For the past three years—until he retired in late 2007—Agatstein served as vice president of Intel’s Sales and Marketing Group and general manager of the chipmaker’s Emerging Markets Platform Group. During his 27-year career at Intel, he traveled frequently and grew a passion for helping those in the developing world with computing technology designed to fit their needs.

“A great idea alone is not worth much,” Agatstein said. “It has to have an economic benefit to be successful.”

Agatstein took his audience on a tour of some of the world’s poorest, most desperate and deprived places—emerging markets where Intel has improved lives while still contributing to the bottom line. Taking an unflinching look at the need for more and better education and healthcare, adequate sanitation and clean water, and improved and more efficient transportation, Agatstein demonstrated the difference innovations can make.

“We in the developed world—the ‘mature markets’—have literally littered the rest of the world with our old technology and failed improvement efforts,” he explained. “We need to do more and we need to do better.

“If you’re doing innovation, you should research it and you should do it right.” Agatstein said, noting that the main target for Intel’s individual box processor, which recently hit the 300-million-unit mark, was and remains the developing world. "We listened to what the customer wanted and offered them a better solution,” Agatstein said.

Agatstein’s final project was the Intel-powered classmate PC, a low-cost personalized laptop that is opening new doors for underprivileged children in cities and small communities from Africa to South America and beyond. Agatstein said Internet access on the small, rugged “netbooks” is helping to solve the shortage of qualified teachers.

Agatstein stressed that innovation is also essential in the nuts and bolts of how a solution gets to market. “We need to be open to changing the business model, to changing our profit expectations—and to listening more. If we can, in a very practical manner, implement good ideas, we can realize economic success for everyone along the way.”

“We need to be open to changing the business model, to changing our profit expectations—and to listening more. If we can, in a very practical manner, implement good ideas, we can realize economic success for everyone along the way.”

— WIL AGATSTEIN
former vice president of sales and marketing and general manager of the Emerging Markets Platform Group at Intel and the 2008 Robert A. Fox Executive-in-Residence

View the Web videos of our most recent distinguished speakers, including:
TONY PERKINS • founder and editor-in-chief, AlwaysOn Network
WIL AGATSTEIN • former vice president of sales and marketing and general manager of the Emerging Markets Platform Group, Intel Corp.

www.gsm.ucdavis.edu-multimedia
A mid an Olympics-fueled frenzy and tension in Tibet, a group of 28 UC Davis MBA students from all three of the School’s programs joined Professor Robert Smiley and lecturer Dan Kennedy in late March for a 10-day tour of three nerve-centers of China’s red-hot economy.

After soaking up the culture, history and bustling growth in Beijing as the city of 18 million prepared for the Summer Games, the students hit the ground running in Shanghai and Hong Kong. Splitting up into two groups, they met with executives at 25 companies and organizations to learn firsthand about booming business and opportunities in the world’s most populous country.

The student-organized study trip during their spring break followed 10 weeks of intensive preparation studying China’s economy and markets in the International Study Practicum course.

Several of the students shared their impressions, experiences and lessons learned during the trek…
The freedom to jump for joy in Tiananmen Square.

Keeping a tight schedule, students make their way to the Shanghai office of KPMG, the Asian headquarters of one of the world’s largest professional-services firms.

Before their whirlwind tour of companies in Shanghai and Hong Kong, students visited many of the historic sites in and around Beijing, including a trip to the Great Wall of China.

IN SHANGHAI...

March 20, 2008

KPMG

Our host, John Zabriskie, is KPMG’s risk management partner for China’s eastern and western regions and lead partner for the Shanghai audit group. They are focused on technology, software, telecommunications, financial services and property and infrastructure sectors. The majority of KPMG’s work in Shanghai involves audits, with the remainder split between tax and advisory services. Zabriskie’s practice also provides assistance to international companies investing in China, and assists Chinese companies seeking funding in the U.S. capital markets.

When KPMG’s Shanghai office first opened, it occupied just one floor of its city-center building. They’ve since expanded to seven floors and more than 1,500 employees (The views from the 50th floor are amazing!). One of their biggest challenges is hiring and retaining well-qualified employees. Fueled by foreign direct investments, China’s double-digit economic growth means that highly skilled and educated people have many options.

— Vi Huang

March 20, 2008

INTEL

We met with Wei Chen, the factory manager for chipset and CPU products at Intel’s assembly and testing facility in the Pudong New Area. Born in a small city 100 miles south of Shanghai, Chen earned his master’s and doctorate at USC, returning to China after beginning his Intel career in Arizona. It was interesting to hear his comparisons between the U.S. and Chinese workforces.

The factory’s 3,000 workers produce about 100 million units a year, with annual revenue of $5 billion. When the facility opened in 1996, Pudong was predominantly farmland and Intel benefitted from government incentives to help develop the region. Today Pudong is China’s financial and commercial hub and the economic enticements to locate there are no longer needed.

— Vishwa Kasula and Stephanie Stasenka
March 20, 2008

CTRIPI.COM

Founded in 1999 by three American-educated Chinese nationals, Ctrip.com is the most recognized travel brand in China. The company has enjoyed 50 percent year-over-year revenue growth—versus 10–15 percent industry growth—and has a market capitalization of $3.7 billion.

It’s a fascinating case study of the dovetailing of Western business practices with the intricacies of China’s customer service and travel industries. One example: by melding low Chinese labor costs with Western-style employee training, incentives and business philosophy, Ctrip has kept costs down while maintaining employee churn at their 3,000-person call center to 20 percent annually in Shanghai’s notoriously high-turnover workforce. Despite its growth, Ctrip represents only two percent of China’s travel market. The future looks bright, though: Their target market—the 20 million predominantly business travelers aged 25 to 50, who earn more than 60,000 renminbi annually—is increasing 20 percent per year.

— Victor Chan

March 21, 2008

SHANGHAI GENERAL MOTORS CO. LTD.

An amazing tour—cars were built right in front of us, machines fluidly moving parts through the assembly line. Windshields were placed on car skeletons, tops bolted onto frames with huge sparks flying, and men jumped in and out of the moving vehicles to install the inner consoles. The factory produces many types of cars, one right after the other, rather than batch-fabricating the same models.

The highlight was “the Robot”—a giant machine with at least 10 long, agile mechanical arms. As car chassis move by on a conveyor belt, the Robot comes to life to bolt, screw and lock parts into place.

Most companies we have visited were either run by ex-pats, very Westernized or smaller Chinese-owned operations. Shanghai GM is a joint venture between General Motors and Shanghai Automotive Industry Corp. Group that seems to function with the formality of Chinese business principles.

— Helen Kim
IN HONG KONG...

March 25, 2008

GOLDEN GATE WINE COMPANY

This young company is the largest importer of U.S. wine to Hong Kong, Macau and mainland China. Although China is one of the top wine importers in the world, per capita consumption is low. The company’s founder, Toby Marion, said his greatest challenge is to increase consumer demand. If even a small percentage of the Chinese population makes wine part of their evening meal, the country’s few wine traders will reap huge profits. Golden Gate faces other challenges, too, both economic and cultural. For instance, distributors can be very expensive because of listing fees, and Chinese business traditionally depends on Guanxi (relationships), which can take a long time to establish.

— Laura Colvin

March 27, 2008

HONG KONG STOCK EXCHANGE

Asia’s second-largest stock exchange (after Tokyo), HKEx employs 130 futures brokers and 140 assigned to international houses. The exchange benefits from close cooperation with mainland China—companies registered in the mainland can sell H-shares on the Hong Kong markets to foreign investors. And the exchange is increasing its outreach to other countries in Asia and beyond, including the Middle East.

At the end of a visit that focused on the exchange’s history and operations, we toured the recently renovated trading floor. Technology has changed the way HKEx operates: many traders work in offices outside the exchange, and those, usually older traders, who do work on the exchange floor, pay rent to use the facilities. Even the big display listing share prices is largely symbolic as the information is available on the traders’ computers.

— Mitchell Jones
March 27, 2008
MICROSOFT HONG KONG LTD.

Before entering the China market, Microsoft had to overcome various regulatory hurdles, from establishing a partnership with a local Chinese company to obtaining the licenses to sell online services—some of which have yet to be approved. Bill Gates and company also face competition from large local incumbents like Baidu and Sina, which dominate the online market.

So why go to all this trouble? There are more Internet users in China than any other nation—more than 210 million—and the potential is enormous.

Microsoft hopes to leverage MSN Messenger and Hotmail, which have a well-established global user base. If consumers in mainland China adopt these tools to communicate with others in and outside of China, they will become valuable delivery gateways for targeted ads, additional online services and advanced Web 2.0 utilities.

— Ying Lio

March 28, 2008
CHINA LIGHTING AND POWER

China Light and Power (CLP) is the largest utility in Hong Kong, providing electricity generation, transmission and distribution to 80 percent of the city’s customers. Coal, natural gas and nuclear energy each provide about one-third of the utility’s power, which is expected to increase fourfold by 2020.

We enjoyed our tour of CLP’s system control center, the central nervous system for monitoring the power plants, which balances supply and demand in real-time, executes disaster and emergency contingency plans and provides long-term planning.

With pollution a major issue in China, CLP has launched aggressive carbon emission reduction and green initiatives.

By moving from coal to alternate energy sources, such as nuclear power, and purchasing low-sulphur coal from Indonesia, the company plans to reduce carbon emissions by 75 percent by 2050.

— Srinivas Lingam

Read student blogs about their experiences in China @

http://web.mac.com/sonnyjohl
Now I understand why China will surpass the U.S. economy in the years to come. I’m not sure, however, that I can explain it here. It needs to be seen.

During the second half of March, I visited a dozen companies in Shanghai and Hong Kong, along with 14 UC Davis MBA students, all of us hoping to unearth the real economic story within that nation of 1.3 billion people.

We toured their facilities and handled their products. We questioned their owners and executives, from the likes of General Motors Corp. in Shanghai to clever Chinese entrepreneurs who have become international successes.

Traveling from one site to the next, and on our own, we saw development and redevelopment on a scale that calls for completely different language. I contrasted the frustrations of a typical American developer building one high-rise housing project in an urban area with the experiences of his Chinese peers, who in a fraction of the time will construct 20 such buildings, enabled by a central government that rules supreme.

I asked a Shanghai native who now works in Sacramento and who was a student on this journey whether Buddhism, Confucianism or the principles of Maoist China now guide the 17 million citizens of modern-day Shanghai.

None of that, she told me. Only money. Those other things are the past.

Today people see an unprecedented opportunity to earn money. And you can feel it in the air. The industrious buzz is as palpable as having a Super Bowl in your city, after hundreds of years of more stringent communism and dynastic rule.

Work, shop... oh, and save. We Americans no longer save; the Chinese in the major urban areas salt away 40 percent of their earnings, in part because they have no pensions or Social Security, said an analyst with Franklin Templeton Investments Ltd. in Hong Kong.

Just as the United States has already lost manufacturing jobs overseas, in certain industries the Chinese expect some factories and jobs to move to lower-wage countries in Southeast Asia. New labor laws and food inflation are exacerbating the labor problem in China. And competition for skilled workers in many industries, such as advertising and technology, is fierce.

Playing by U.S. rules and charging a brand premium is a hard road to follow for American firms in mainland China. Executives with U.S.-based companies as varied as Lincoln Electric, which makes high-quality welding equipment and materials, and Instantwhip, a wholesale supplier to the baking industry, lament that the Chinese will settle for lesser quality whenever they can.

If something is “good enough,” the Chinese will bypass higher quality—and price. It’s why Caterpillar has a hard time in China.

I asked one U.S. manufacturer about the wages earned by those on his factory floor in Shanghai, the mainland’s most developed city. About $150 U.S. a month, plus $75 in overtime, he said.

Only 20 million Chinese have annual incomes above $9,000, said an executive at CTrip, China’s version of Expedia. CTrip is counting on rising incomes to fuel growth in leisure travel.

Put democracy, our freedoms and the wondrous plurality of our nation to the side for a minute. In terms of pure economic development, the Chinese are setting the pace.

I came home lamenting the extraordinary costs of legal challenges and insurance, the billions we’ve been spending on the ill-conceived Iraq war, and the excessive consumption. If only we were directing more resources into our nation’s infrastructure and economic development.

Yes, if only.

Dan Kennedy has been a lecturer at the management school since 1986, teaching a popular course in marketing communications, and he serves on the Dean’s Advisory Council. He is the former publisher and president of the Sacramento Business Journal.

Alumni Raise the Bar for

As construction on Gallagher Hall continues on track for a fall 2009 grand opening, Graduate School of Management alumni are pledging their financial support to the School’s new home with major gifts to name high-profile spaces in the three-story building.

The School recognizes with sincere thanks and appreciation the early leadership gifts from these three graduates who have made clear statements on the value they place on giving back to the School by providing critical support to the design and construction of Gallagher Hall.

Mark D. Schmidt ’99

When Mark Schmidt heard that the Graduate School of Management planned to break ground on its new building last fall, he sought out Dean Nicole Woolsey Biggart at a Dean’s Reception in San Francisco. Within six months he and his wife had made a commitment to name the first corporate interview room in Gallagher Hall.

“I had been looking for a way to give back to the school that has done so much for me,” says Schmidt, who is a financial manager at SunPower Corporation in San Jose. “And when I found out that the commitment could be fulfilled over several years, it seemed like a no-brainer—what an easy way to let the School know what a positive impact it has made on my life. The finance wonk in me loves that I can budget my donation over several years, and the results will literally be concrete in nature.”

The Mark and Marissa Schmidt Corporate Interview Room will have a high-profile location on the first floor of Gallagher Hall. It will be the first interview room on the “Teaching Street,” the nickname given to the main hallway connecting the grand foyer entrance to the Student Affairs suite, the Ali Abbaszadeh Lecture Hall, the Richard C. and Joy M. Dorf Classroom, and the Greg and Dean Chabrier Family Student Lounge. Five other interview rooms remain to be named.

“Attending the Graduate School of Management was one of the most enjoyable periods of my life,” says Schmidt. “It was a wonderful education and the School’s rankings and perception have really grown—and I’m proud. The GSM has helped me tremendously in my career and supporting the School with my pledge allows me to demonstrate that—I’m glad I can do it.”

John C. Beatty ’87

John Beatty, chief executive officer of Hester Roofing in Sacramento, is straight-forward when he talks about his pledge to the Graduate School of Management, “I gave because it’s there,” he says, borrowing from British mountaineer George Mallory’s famous line about climbing Mt. Everest.

Beatty’s company pledged to name a student conference room in Gallagher Hall in memory of a long-time, dedicated member of its staff, Rika McCreary, who lost her battle with cancer a few years ago. The Rika McCreary Student Conference Room will be on the second floor of Gallagher Hall, opposite the Hunt Student Conference Room.

Beatty is a true blue Aggie who has been involved with UC Davis for more than 25 years. He earned his undergraduate degree in 1981 and his MBA in 1987. He serves on the Graduate School of Management’s Dean’s Advisory Council and is a life member of the Cal Aggie Alumni Association.

His company, Hester Roofing, will celebrate its 35th anniversary in June. The company provides roofing, waterproofing and architectural sheet metal contracting services to the commercial, industrial, and institutional markets throughout Northern California. The firm has been a Business Partner of the Graduate School of Management for more than 15 years.
Gallagher Hall Giving

Gordon C. Hunt, Jr., M.D., ’97

Asked what inspired him to make a pledge to name a student conference room in Gallagher Hall, Dr. Gordon Hunt, Jr. smiles and recalls his time as a member of the charter class of the Working Professional MBA Program in Sacramento.

“I wanted to show appreciation for what the Graduate School of Management did for me,” says Hunt. “It was a great educational experience and I got much more than the finance knowledge and skills I hoped for. The UC Davis MBA has been so valuable to my career.”

Today, Hunt is senior vice president and chief medical officer of Sacramento-based Sutter Health, one of the nation’s leading not-for-profit networks of community-based health care providers. Hunt has served on the School’s Dean’s Advisory Council since 2005 and was recognized by his peers with the 2007–2008 Graduate School of Management Alumni Association Distinguished Achievement Award.

The Gordon C. Hunt, Jr., M.D. Student Conference Room will be located on the second floor of Gallagher Hall. Each of the nine student conference rooms will provide a comfortable, professional atmosphere to encourage the collaboration and teamwork that are hallmarks of the UC Davis MBA experience.

These rooms will also provide space for special programs and organizations that students plan and manage such as the Big Bang! Business Plan Competition, the nationally recognized UC Davis student chapter of Net Impact, the MBA Challenge for Charity group, and the Women in Leadership club. Seven student conference rooms are still available for naming.

Alumnus John Beatty’s company, Hester Roofing, has named a second-floor student conference room in Gallagher Hall after Rika McCreary, a long-time staff member of the Sacramento firm who lost her battle with cancer a few years ago.

“My support of time and money is an opportunity for me to say thanks to the Graduate School of Management. It’s the least I can do to give back to such a rich community that is so important to our region.”

— DR. GORDON C. HUNT, JR. ’97

For more information on naming opportunities associated with Gallagher Hall, please contact Anya Reid, Assistant Dean of External Relations and Development, (530) 754-6939, aereid@ucdavis.edu.

Faculty Help Bring Dream To Fruition

The UC Davis Graduate School of Management recognizes with sincere thanks and appreciation the early leadership gifts to Gallagher Hall by members of the faculty, including:

Dean Nicole Woolsey Biggart and James F. Biggart
The Biggart Family Hearth

Professor Emeritus Richard C. Dorf and Joy M. Dorf
Richard C. and Joy M. Dorf Classroom

Professor Paul A. and Eva Griffin
Faculty Office

Lecturer Robert L. and Sandra E. Lorber
Faculty Office

Professor Robert H. Smiley and JoAnn Cannon
Faculty Office

Professor Emeritus Jerome J. Suran
Helen Singer Suran Classroom

Professor Chih-Ling Tsai, Yu-Yen Tsai and Ching-Ju Liao
Faculty Office

UC DAVIS GRADUATE SCHOOL OF MANAGEMENT • 11
Gallagher Hall to Showcase State-of-the-Art Technology

From “smart” lecterns and interactive plasma screens to a cutting-edge underground heating and cooling system, Gallagher Hall will be one of the most technologically advanced buildings at UC Davis when the doors to the Graduate School of Management’s new home swing open in little more than a year.

Ground broke on the three-story, 40,000-square-foot project last December and the fast-track design/build process remains on schedule for fall 2009 completion.

Campus planners expect that both Gallagher Hall and the adjacent UC Davis Conference Center being built simultaneously will meet the Gold standard of Leadership in Environmental and Energy Design certification, which would make them among the “greenest” buildings in the University of California system.

Energy Efficient from the Ground Up

The most intriguing example of sustainable design innovation lies 16 feet underground—an array of coiled tubes that will act as a super-efficient source of heating and cooling. The construction contract called for a deep excavation and soil repacking, an opportunity that architects at Sasaki Associates of San Francisco took advantage of to introduce the subterranean water pipes.

“The resulting ground-source heat pump/radiant slab system influenced decisions from structural frame to interior finishes,” said Tim Stevens of Sasaki, which has teamed up with contractor Sundt Construction of Sacramento.

Sasaki’s models predict a 40-percent energy savings beyond California’s already stringent Title 24 minimums. Underground temperatures of about 60°F will naturally chill water that will be circulated in the radiant slab and floor systems to cool offices. In the winter, an energy efficient boiler and pump will send warm water through the buried loop to heat the building.

The low-cost climate control allowed Sasaki to add other energy efficient technologies, including a complementary ventilation system, a rain screen façade to lower solar heat gain, and more windows and skylights to reduce the building’s power needs.

“Along with UC Davis, Sundt and Sasaki are pursuing opportunities to showcase this project, which demonstrates that sustainability, innovation and technology do not have to cost more,” Stevens said.

Smart Lecterns and Plasma-screen Greetings

Inside the building, state-of-the-art technology and amenities will create a world-class learning environment. Open and vibrant spaces are designed to foster collaboration and a warm sense of community—hallmarks of the School’s culture.

Gallagher Hall will have two 40-seat classrooms and a larger, 75-seat lecture hall on the ground floor. The centerpiece in each will be a “smart” podium with programmable touch screens to control a built-in computer, document camera, lighting, window shades, projection screen and multimedia system.

An inviting grand foyer will meld traditional and modern touches: A hearth will serve as a focal point for gatherings while interactive plasma screens display greetings, news and events.

Future-proofed, Remote Monitoring

Remotely monitored audio/visual systems in each classroom will track which programs and tools instructors use most, and analyze the data to help focus support needs.

Gallagher Hall also will be “future-proofed” to support technology the School might find useful down the road. “We will have wiring and raceways in place in anticipation of our needs,” said Chip Mrizek, the School’s information technology director. “And, we selected equipment that can support more capabilities than we’ll use at the outset."

View a live Web cam of Gallagher Hall construction @

www.gsm.ucdavis.edu/gallagherhall
Following three years of rapid enrollment growth in one of the nation’s most competitive MBA markets, the UC Davis Graduate School of Management is moving its Bay Area MBA Program for Working Professionals to a new location at Bishop Ranch Business Park in San Ramon, home to such Global 2000 companies as Chevron, Wells Fargo and Verizon.

The School signed a 64-month lease on an 8,978-square-foot suite at Bishop Ranch 15 that includes state-of-the-art classrooms, meeting rooms and a student commons area for dining and studying. Bishop Ranch, located about 30 miles east of San Francisco, also offers a conference center and shuttles to BART stations. The lease begins August 1.

“Having a permanent campus at Bishop Ranch will allow the Graduate School of Management to make even stronger connections with the Bay Area business community and potential students,” said Dean Nicole Woolsey Biggart. “UC Davis already has a significant presence in the Bay Area, with more than 60,000 UC Davis alumni in the region, and we hope to strengthen relations with those interested in management education and practice.”

Set on nearly 600 acres, Bishop Ranch stands as one of America’s premier corporate locations. Home to more than 475 businesses and their 30,000 employees, Bishop Ranch has 9 million square feet of office space across 30 buildings that house companies in the high-growth fields of financial services, health care, communications, transportation and computer technology. The Bay Area MBA Program will share Bishop Ranch 15 with other tenants that include Ford, FedEx and Comcast.

Enrollment in the Bay Area Working Professional MBA Program has more than tripled since the program opened its doors to its first class of 45 students at the San Ramon Valley Conference Center in September 2005. Last fall, the program added 77 new students for a total enrollment of 165. The charter class of students will graduate at Commencement in June.

The enrollment gains take place in a fiercely competitive market: Nearly a dozen other part-time or “executive” MBA programs operate in the Bay Area, including those offered by the University of Pennsylvania’s Wharton School, UC Berkeley, Santa Clara University and St. Mary’s College.

According to the latest survey of recent executive MBA graduates by the Orange, Calif.-based Executive MBA Council, the degree is associated with a 21-percent jump in pay. The 2005-2006 survey found that students entered training with an average $107,000 annual salary and earned $130,000 after obtaining their MBAs. In addition, 43 percent received a promotion.

For more information about the Bay Area MBA Program’s new home at Bishop Ranch visit:

http://students.gsm.ucdavis.edu/bamba/bishopranch.htm
A design for a high-tech screw cap for wine bottles that would allow the wine to "breathe" much like traditional bark corks won the $15,000 first prize in the annual Big Bang! Business Plan Competition managed by UC Davis MBA students.

A $5,000 second prize and $3,000 "People's Choice" award—selected by audience vote—went to Arcus. Led by second-year MBA student Matt Vogel, who has had diabetes since adolescence, Arcus is developing a wireless handheld device that diabetics would blow into to test their blood sugar levels.

The awards were announced to a standing-room-only crowd of more than 275 people at a campus event on May 21. The Big Bang!, founded by MBA students in 2000, is designed to reward innovation at UC Davis and encourage entrepreneurship in the region.

"That’s why these business plan competitions are so important—these are the people who will create the next Microsoft, the next Amgen," said Scott Lenet, managing director of DFJ Frontier and a judge for this year's competition. "Something special happens when you mix a great technology, a good business plan and prize money," said Dean Nicole Woolsey Biggart. "Big Bang! is a showcase of what is happening at UC Davis—big ideas, and a growing entrepreneurial spirit. The final competition, with hundreds of spectators, is as much fun as a championship sporting event."

**Avoiding $10 Billion of Ruined Wine**

The high-tech wine cap was developed by MBA student Tim Keller, a UC Davis viticulture and enology alumnus who worked for 10 years as a winemaker in Sonoma and Napa counties before enrolling in the Graduate School of Management, and his teammates, Kevin Chartrand and Diana Mejia. Chartrand, a fellow MBA student with an undergraduate degree in materials science, worked as a thin-film expert at IBM. Diana Mejia, a former engineer for Anheuser-Busch, is earning a master’s degree in food engineering at UC Davis.

Their team, Advanced Enological Closures, has designed a screw cap that eliminates the risk of contamination with a musty-smelling compound known as TCA that can occur naturally in cork and affects an estimated one in 20 wine bottles, ruining $10 billion in wine worldwide each year. Other solutions like synthetic corks allow too much oxygen into the bottle. Screw caps now being used—another alternative to bark corks—are an option for white wine, but do not allow enough oxygen in for fine red wines, Keller said. Without enough oxygen to draw on, red wines start to smell like burned rubber or matchsticks as they age.

The team’s patent-pending cap has vent holes and is fitted with a liner made of alternating layers of thin metal and a porous polymer. The liner can be customized to allow optimal oxidation for specific varietals, something that is impossible with bark corks.

"We will end the screw-cap debate," Keller said. "Our product will give a level of control that the wine industry has never had."

Media coverage of the Big Bang! win attracted quick interest from the wine industry. GSM alumnus Chris Sipola ’04, vice president of Cork Supply USA, the nation’s largest distributor of wine closures, contacted Keller after learning about the competition’s results. "People are always trying to differentiate their wine. Sometimes something as simple as packaging can make a difference," Sipola told the *Sacramento Bee* in a story about Keller’s win.
MBA student Matt Vogel, who has had diabetes since adolescence, pitches the plan for Arcus, which is developing a portable handheld device that diabetics would blow into to test their blood sugar levels. The technology, developed for the military, relies on sensors that bend when specific chemicals are detected. The team took home the $5,000 second prize and $3,000 “People’s Choice” award at the May 21 Big Bang! Finals.

Keller’s team also advanced to the finals of the Draper Fisher Jurvetson Venture Challenge in Menlo Park on May 28, where their cap design competed for $250,000 in seed funding with contest winners from other West Coast business schools. Arcus, and another Big Bang! finalist, CEDR Systems, competed as wild cards.

More than $140,000 in Seed Funding
With this year’s prizes, UC Davis Big Bang! has awarded more than $140,000 to 24 promising student-initiated projects. From November through May each year, students, researchers and entrepreneurs from UC Davis hone their business ideas.

More than 80 representatives from Northern California’s largest employers, venture capital firms and law practices led workshops, mentored teams or judged the competition, which opened with 28 entries that were whittled down to the five finalists.

Four of the five finalists were also winners in Little Bang contests in February sponsored by UC Davis InnovationAccess, which encourages more campus scientists to explore the market potential for their research.

Energy Efficiency and Clean Water
The three other Big Bang! finalists were:

CEDR Systems has an energy saving retrofit switch that allows utilities to remotely turn off half the lights at commercial buildings during power demand peaks. Developed by electronics engineer Joel Snoon, a graduate of the UC Davis School of Engineering, CEDR has a demonstration system installed at UC Davis’ California Lighting Technology Center. Team members include Emine Gunhan, a Business Development Fellow at the UC Davis Center for Entrepreneurship.

WicKool has a patent pending, energy saving retrofit for roof top air conditioning units that pre-cools the incoming air by evaporating water (that is traditionally drained out) through a wicking material, according to Siva Gunda, a Business Development Fellow and a doctoral student in mechanical engineering. The technology was developed by Dick Bourne, associate director of the UC Davis Western Cooling Efficiency Center. WickKool has signed agreements and funding from Wal-Mart and Target to test the technology at the retailers’ Sacramento area stores.

PuriTea has a nanobead concept for a portable personal water filter in the shape of a tea bag. David Wong, a program manager at Cisco Systems and a Bay Area Working Professional MBA student, teamed up with his brother, Michael Wong, a chemical engineering professor and head nanomaterials researcher at Rice University.

First-year MBA student Elizabeth Collett, co-chair of Big Bang!, said it’s exciting to see the competition generating tremendous interest in entrepreneurship on campus and in the Sacramento region. “This year’s slate of finalist teams shows that we’ve successfully accomplished one of our main goals—bringing innovative UC Davis researchers and their technology together with MBA students to create viable new business opportunities.”

Emine Gunhan, a Business Development Fellow at the UC Davis Center for Entrepreneurship, demonstrates CEDR’s innovative switch that allows utilities to remotely turn off half the lights at commercial buildings during peaks in power demand.

View the BigBang! Finals video @

www.gsm.ucdavis.edu/bigbang

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UC Davis Team Wins Bank of America Low-Income Housing Challenge

by Tim Akin

A team of five UC Davis MBA students beat out counterparts from Stanford, UC Berkeley and Cal Poly to win the 2008 Bank of America Low-Income Housing Challenge with their proposal for The Gateway, an affordable housing project in downtown Sacramento featuring a safe and supportive environment for residents, and an economically and environmentally sustainable design.

The teams went head-to-head May 9 in the boardroom of Bank of America’s San Francisco offices, presenting their projects to a panel of housing industry professionals that included project managers from non-profit developers, advocacy and trade organizations, tax-credit investors, lenders and architects.

For their first-place finish, Bank of America will contribute $1,000 in the UC Davis team’s name to a community development nonprofit of their choice. It was UC Davis’ first entry in the competition for several years and the first time a Graduate School of Management team has won.

“We were all completely shocked, we felt like we were the underdogs going in,” said second-year MBA student Amy Barr. “I was incredibly proud of the team. They all worked hard and we were very grateful that our efforts had been rewarded so visibly.”

Since 1992 Bank of America has sponsored the regional competition for undergraduate and graduate student teams to create innovative and feasible housing projects for low-income households that include development of the site location, architectural design, financing and evidence of community support. This year’s challenge also included a category for incorporating green building design and concepts.

Because of the ambitious scale of The Gateway project and the many challenges posed by the site at 7th and H streets in Sacramento, UC Davis MBA students Barr, Elizabeth Collett, Cassie Hilder, J-E Paino and Michael Alcheck teamed up to form the Sustainable, Economical, and Equitable Development Group—the SEED Group—and collaborated with non-profit Mercy Housing California as a development partner.

Alumni Chris Glaudel ’96, Mercy’s vice president of asset management, and Paul Ainger ’84, a senior project developer there, worked closely with the students. Associate Professor Katrina Ellis and Assistant Professor Greta Hsu also advised the students, who began the proposal in January and logged hundreds of hours that culminated in a comprehensive 132-page plan.

Designed with Silver standard LEED-certification in mind, The Gateway calls for three towers with 160 single occupancy units supported by ground-floor retail, a mental health agency, a community kitchen, computer lab and job placement services. A version of the project will very likely become a reality.

This summer the Sacramento Housing & Redevelopment Agency is expected to solicit proposals for the site, and Mercy will submit a development plan that considers SEED’s work. “We like their design,” Ainger said. “SEED’s project gives us great guidance in developing a green affordable housing development.”

Learn more about the team, their project and download the proposal @ www.gsm.ucdavis.edu/bofachallenge

UC Davis MBA students’ sustainable design for The Gateway, a three-tower affordable housing development proposed for 7th and H streets in downtown Sacramento, won this year’s Bank of America Low-Income Housing Challenge.

Rendering courtesy Ryan Barr
Believing that “all products today should either be neutral on the environment or actually give something back,” clothing giant Levi Strauss & Co. has made sustainability part of its successful business strategy since the earliest days of the 130-year old company.

Blue Shield of California’s 4,500 employees are encouraged to get involved in their communities through volunteerism, board service and donations, which are matched by the firm.

At Charles Schwab Bank, the federal Community Reinvestment Act provides a framework for “growing customers”—through credit counseling, small business venture capital, affordable housing programs and loans to low- and moderate-income borrowers.

And at IDEO, innovative designers create products that will have positive impacts on the planet and its people—goods that will “inspire positive behavior change.”

A record audience of more than 300 attendees heard representatives from these companies share their innovative approaches to environmental, social and governance issues at the Graduate School of Management’s fifth annual Peer-to-Pier networking event March 6 at San Francisco’s Waterfront Restaurant.

Corporate social responsibility (CSR) is fast becoming a mantra and mandate for every type of industry and company. Doing the right thing often boosts a company’s bottom line—although efforts can be hit and miss. Many of Levi Strauss’ Eco Jeans, sold at Target Stores under the Signature label, ended up on the sale racks. “We’re shooting in the dark,” explained Aaron Carpenter ’98, vice president of marketing for the brand. “We’re still learning what having an organic product means to consumers.”

More established corporate citizenship practices offer more consistent benefits. Recent studies by Deloitte Touche and the Taproot Foundation have found that employee volunteer and engagement programs yield significant recruiting and retention advantages.

But even as sustainability and other aspects of CSR reflect and create today’s Zeitgeist, the future is just around the corner. Ted Howes ’04, who leads IDEO’s business and sustainability practice, predicts that “CSR will be gone in 10 years.”

“It’s no longer about sustaining businesses,” he said. “It’s about sustaining the human species and sustaining planet earth. CSR has to become operationalized—it must become part of the core business.”

View the Webcast of Peer-to-Pier @ www.gsm.ucdavis.edu/p2p

“Businesses need to pay attention to employee volunteer and engagement programs and what they give back to the corporation,” explains Ronda Wilkin, manager of corporate community relations at Blue Shield of California.

Electronic banking has redefined communities and brought new challenges and opportunities to how financial institutions serve their communities. “Who are our constituents? And how do we re-create the neighborhood?,” asks Sahra Halpern ’05, a senior manager for community development at Charles Schwab Bank.

Sustainability goes beyond just the product, says Aaron Carpenter ’98. “What if we reduce packaging by 10 percent? What if we create packaging that dissolves?”
Alumni Spotlight

At the Graduate School of Management’s fifth annual Peer-to-Peer event in San Francisco in March, which drew a record audience, three alumni with expertise and experience in social and environmental responsibility issues shared how they are integrating corporate citizenship into their strategic thinking and daily decision-making at their companies (from left to right): Sahra Halpern ’05, a senior manager of community development at Charles Schwab Bank; Aaron Carpenter ’98, vice president of marketing for Levi Strauss Signature; and Ted Howes ’04, business practices and sustainability lead, IDEO.

Fluency in Russian served Aaron Carpenter ’98 well while working in Washington D.C. in the early 1990s. He had graduated from UC Davis with bachelor’s degrees in Russian and international relations at a time when post-Soviet Russia was undergoing wrenching capitalist reforms. That meant plenty of work for Russian speakers.

But Carpenter soon realized that he wasn’t cut out for the Beltway bureaucracy and began looking to develop his business skills. “To refocus my career, I knew I needed to be able to speak the language of cash flow—the common language among business leaders,” Carpenter says.

So Carpenter, a native of California’s East Bay, headed back west to attend the UC Davis Graduate School of Management. Not only did Carpenter pick up the lingo and knowledge to succeed in the global marketing arena, he also made valuable connections with key people at Levi Strauss & Co. while a summer intern there.

When a position opened with the company shortly after he earned his MBA, Carpenter joined the marketing division, working his way over the last decade from project manager to vice president of marketing for Levi Strauss Signature, an everyday value brand that is one of the company’s three flagships along with Dockers and Levis.

While corporate social responsibility wasn’t necessarily the hot topic in business school a decade ago, Carpenter says it has taken on much more prominence today and is a critical component of an MBA education.

“Having socially responsible goals aren’t just ‘nice to have’ but contribute to the growth of a company if done right,” he says.

When Carpenter advanced to the vice president post two years ago, one of his first initiatives was to move to 100-percent recycled paper packaging for Signature. The brand also managed to reduce packaging products by one-third, saving $250,000. And since washing jeans in hot water uses a lot of energy, they rewrote the care labels to read ‘wash in cold.’

“Corporate citizenship has been part of our company since Levi Strauss created the world’s first blue jean in 1873,” Carpenter says. “We’re keeping the spirit of his commitment to corporate citizenship alive.”

Levi Strauss opened integrated factories in the American South before it was mandated by the government and was the first to create responsible product sourcing guidelines.

Carpenter, who sees a bright career path ahead for himself at Levi Strauss, says the company will continue to be a leader in sustainable business practices because it is just as important to its culture and mission as being an apparel innovator.
Even as a teen, Sahra Halpern ’05 envisioned a career helping others. But, she says, her idealistic, progressive ideas were seriously challenged during a semester abroad in Chile as an undergraduate at Wesleyan University.


After earning her bachelor’s degree in political science, she joined The MicroFinance Network in Washington, D.C. as a financial institution analyst.

After two years of scrimping and saving while working in the nation’s capitol, Halpern and her husband, Dan, backpacked and camped through South America, Asia, Africa and Europe.

“We had a blast, but the experience also solidified my interest in economic development, not only in developing countries, but also here in the States,” Halpern says.

To learn the skills to help her navigate the corporate world where she could make a positive impact, Halpern earned her UC Davis MBA in 2005, concentrating in finance and organizational behavior. She was recognized with the James F. Sullivan Award for outstanding service to the School.

“From the minute I got to Davis, the community was just buzzing,” says Halpern, who as a student was active in Net Impact, the Community Consulting Group and the class gift campaign.

Today, Halpern is a senior manager of community development for Charles Schwab Bank in San Francisco. In the past three years she has helped build the program to comply with the federal Community Reinvestment Act.

Halpern works with nonprofits, affordable housing developers, and other public and private agencies to determine the amount and type of community development loans, investments and services the bank can offer. In one of her recent projects, Halpern says Schwab Bank assisted a nonprofit in Reno, Nev., that provides transitional housing for formerly imprisoned or drug-addicted men. With the help of a consultant, the agency was able to land state funds to renovate old residences.

“Our $20,000 investment was leveraged into $300,000 to benefit this organization,” Halpern says. “That’s not a bad return.”

A scholar of Chinese history, avid cook and mountain hiker, Ted Howes ’04 started his career as an environmental journalist in Taiwan and later worked as an eco-tourism consultant after returning to the U.S. The experiences—and his time at the Graduate School of Management—fueled his passion for using the power of business to make a positive difference in the world.

After earning his UC Davis MBA, an educational choice that surprises no one more than Howes himself, he found his niche as vice president for corporate social responsibility and supply chain programs at Scientific Certification Systems, an Emeryville-based environmental consulting and certification company. There he helped companies ranging from start-ups to Fortune 50 corporations, including Wal-Mart, The Home Depot and Starbucks.

As the consultant in charge of designing and implementing Starbucks’ C.A.F.E. (Coffee and Farmer Equity Practices) program, Howes visited Columbia, Zambia, Indonesia and Guatemala—virtually every place where good coffee is grown—to track progress in environmental and social responsibility and meet farmers who, because of inducements from Starbucks, had adopted more sustainable growing methods.

“The quality of the coffee went up,” Howes says. “And it changed people’s lives.”

His new job is at IDEO, a global innovation and design firm, where he leads efforts to integrate business practices and sustainability. “Every day,” he says, “I help companies understand that sustainability is good for their business.”

The energy sector is among Howes’ first targets. One opportunity: Electronic devices that draw electricity even when they’re turned off. In aggregate, such devices consume the equivalent of the output of three nuclear power plants each year. Although technologies exist that can reduce this waste, consumers are not clamoring for them. Yet.

“IDEO excels at understanding latent consumer needs to help support positive behavioral change,” Howes says. “We’re going to figure out how to make energy efficiency sexy.”

When he was an undergraduate, Howes says business never interested him. “Now,” he says, “I see it as the most powerful way to have an impact in the world.”
Outside, the mid-afternoon sun sent the mercury soaring to 102. But inside the Sacramento Municipal Utility District’s 5,000-square-foot data center, chillers keep it a cool, even 70 degrees.

Touring SMUD’s server racks, a team of UC Davis MBA students saw SynapSense sensors “in action.” The students had just completed a 10-week Consulting Center project for the Folsom-based start-up, which has rolled out its wireless sensors at dozens of Fortune 500 companies from Wall Street to Silicon Valley.

Following a successful pilot last fall, SMUD deployed SynapSense’s monitors across its data center. The 80 battery-powered nodes hooked up to the network sample the temperature, humidity and other environmental conditions and make sense of 9,000 measurements per day, giving SMUD real-time, energy-saving information on its data center’s health. The nation’s sixth-largest publicly owned utility, SMUD is considering an incentive program for its customers to adopt SynapSense’s innovation.

Cooling power-hungry servers is one of the hottest topics for data centers managers today. The U.S. Environment Protection Agency (EPA) has called for curbing data-center energy consumption, which if left unchecked, threatens to cost the public and private sector $7.4 billion in annual electricity by 2011. The EPA also recommended that the government collaborate with industry, universities, utilities and others to develop new technologies and practices for energy efficiency.

Responding to that call, SynapSense was founded two years ago by Peter Van Deventer, a former Intel executive, and Raju Pandey, an associate professor of computer science at UC Davis who developed the wireless sensor technology. The company recently landed an additional $11 million in Series B funding from leading European and U.S. energy venture capital firms.

With expansion into new markets in mind, SynapSense asked the MBA Consulting Center team for a comprehensive competitive analysis to help focus the company’s long-term strategic plan.

For Intel engineer Srinivas Lingam, a student in the Sacramento Working Professional MBA program who led the SynapSense project, the experience offered a hands-on opportunity
to work closely with a young, fast-paced start-up—and a veteran executive as field study advisor, Frank Washington, CEO of Moon Shot Communications.

“It was a very dynamic environment, especially because of the changes in the industry itself,” Lingam said. “Our goal was to understand the competitive landscape and propose market positioning and placement strategies.”

“The students worked diligently to provide an excellent outcome for us,” said SynapSense’s Pandey. “They took the project very seriously and produced a professional report with several strategic recommendations.”

**Bringing Clean Energy to Life**

SynapSense was just one of several recent UC Davis MBA Consulting Center projects that tackled critical issues in energy efficiency and sustainability.

Since the Consulting Center opened nearly three years ago, student teams have completed projects for diverse clients that range from small, private manufacturers and early-stage start-ups to large public companies and multinational conglomerates. The projects include strategic planning, marketing studies, operations analysis, value proposition analysis and economic game theory.

“We match each student’s skill set to the needs of the project,” explained Professor Emeritus Richard Dorf, the center’s director, who reviews proposals, helps form the student teams and matches them with a field study advisor. “More than 80 percent of the center’s clients have adopted or implemented our students’ recommendations.”

Last fall Pacific Gas & Electric turned to a team for student recommendations on how best to partner with third-party equity sources and structure the benefits of its Multifamily Solar Program for low-income tenant housing. The program provides incentives for solar development as part of Governor Arnold Schwarzenegger’s Million Solar Roofs Program. Its goal is to create 3,000 megawatts of new, solar-produced electricity in California by 2017.

“Our team contributed to something that has eluded experts throughout the country—to date, nobody has fully addressed the financing obstacle in implementing solar energy for existing affordable housing,” said Daytime MBA student Jessica Carter, the project team lead. “It was really exciting to be at the forefront of this effort.”

“The students brought an intellectual curiosity combined with excellent analytical skills that resulted in a very useful end product that can be used for modeling solutions,” said Ophelia Basgal, vice president of PG&E’s Civic Partnership and Community Initiatives.

For Bay Area Working Professional MBA student Daniel Zizmor, a visual effects artist at Lucasfilm Animation, working on the PG&E project led him to rethink his future.

“Energy independence is a critical issue of our time,” he said. “What PG&E says and does will dramatically affect not only California but, in turn, the rest of the country and the world. It was deeply satisfying to know that I could play a small part in this.”

This spring UC Davis MBA students completed another solar-related project, this one for Silicon Valley–based SolarCity, one of the nation’s largest installers of residential photovoltaic solar panels.

Zizmor led a team of five students to craft a strategic plan for expanding SolarCity’s reach in a key Northern California city and in select markets nationwide. The team drew on the knowledge and contacts of its field study advisor, alumnus Ben Finkelor ’04, program manager for the UC Davis Energy Efficiency Center.

“Our team shared a deep interest in sustainability and green tech,” Zizmor said. “As the team leader, I had to learn to trust and depend on others and to come up with the best answers.”

On location: A team of UC Davis MBA students who consulted for SynapSense tour the Sacramento Municipal Utility District’s data center, where Raju Pandey (far right), co-founder and chief technology officer of SynapSense, shows how his firm’s energy-saving sensors monitor the temperature and humidity. Joining MBA students (right to left) Srinivas Lingam, Vishwa Kasula, Krish Ram, Dhananjay Saxena and Vish Turaga are Jim Parks, SMUD’s Energy Efficiency and Customer Research and Development Department manager (far left) and Patricia Nealon, SynapSense’s director of corporate and strategic marketing.

“The students took the project very seriously and produced a professional report with several strategic recommendations.”

—RAJU PANDEY

co-founder and chief technology officer, SynapSense

**Learn more about the UC Davis MBA Consulting Center @**

www.gsm.ucdavis.edu/consulting
Many young professionals with backgrounds in the non-profit sector are turning to an MBA education in the hopes of applying the strategic planning, marketing and finance skills they learn to the causes they are passionate about.

In response, this May the Davis Net Impact chapter launched the Nonprofit Fellowship Fund to subsidize the salaries of UC Davis MBA students who intern with nonprofit organizations. Their classmates will voluntarily donate the equivalent of one day’s salary from their summer internship to fund the fellowship awards.

“This fund will make it possible for nonprofits that can’t pay typical MBA internship salaries to attract top talent from the Graduate School of Management,” said Davis Net Impact Co-Chair Greg Murphy.

“We believe that in addition to supporting current students, this fund will also attract future students interested in pursuing careers in the nonprofit sector,” Murphy added. “It will also put UC Davis among the ranks of other top-ranked b-schools that offer this type of support.”

The summer internship is a critical way for students to test out a new industry or functional area, or to build upon their experience in a specific field. The new fund will allow students to pursue career opportunities they might otherwise not consider for financial reasons, given their living expenses and MBA education costs.

Another example of a collaborative effort to put an idea into action at the School, the fund is managed by a committee of Davis Net Impact student members and administrators, who oversee the recipient selection process.

Lending support to her peers, first-year Daytime MBA student Kristen Monahan has already contributed to the fund. “My classmates are an inspiration to me,” she said. “I look forward to hearing about their endeavors and hope that my pledge will make the transition back to school easier.”
Renowned energy expert and physicist Amory Lovins will be the keynote speaker at the second annual Green Technology Entrepreneurship Academy, to be held July 7–11 at the UC Davis Tahoe Center for Environmental Sciences in Incline Village, Nev.

The five-day, intensive program is offered by the UC Davis Center for Entrepreneurship, a Center of Excellence at the Graduate School of Management.

“The academy is all about bringing researchers and scientists involved in green and sustainable technologies together with experienced entrepreneurs, tech transfer experts and venture capitalists to develop the skills, resources and networks to move their planet-saving discoveries from the lab to market,” said Associate Professor Andrew Hargadon, the center’s director. The inaugural academy last March drew 45 researchers from 22 universities, spawning a least a dozen early-stage ventures.

The program covers the basics of entrepreneurship, with sessions focusing on networking, intellectual property, market validation, elevator pitches, development strategies, business plan presentations, and the logistics of building a team and establishing an organization.

Lovins, who is founder, chairman and chief scientist of the Rocky Mountain Institute (RMI), will speak about marketing sustainable energy technologies. A prolific author and MacArthur Fellow, Lovins advises governments and major firms worldwide on advanced energy and resource efficiency. He has led the redesign of $30 billion worth of facilities in 29 sectors to achieve large energy savings at typically lower capital costs. “He’s a very well-known scientist in the field of climate change and technical solutions,” said Hargadon. “He and RMI are leading the way.”

The academy receives substantial support from industry and foundations. The founding sponsor is the Kauffman Foundation. Other major sponsors include: the National Institute of Environmental Sciences; the Superfund Basic Research Program; Pacific Gas & Electric; prequent, inc.; the Nevada Institute for Renewable Energy Commercialization; Chevron Technology Ventures; and the Sierra Angels. Academy partners include: American River Ventures; CalCEF Clean Energy Angel Fund; DFJ Frontier; Mohr Davidow Ventures; Morrison & Foerster LLP; Nth Power; National Instruments; Physic Ventures; Southern California Gas Company; the San Diego Gas & Electric Company; the UC Davis Energy Efficiency Center; and the UC Davis Tahoe Center for Environmental Sciences.

Envirofit’s Paul Hudnut Urges Students to “Make Money by Making Meaning”

In the next 20 seconds, 5,000 tons of carbon dioxide will be emitted—and two people will die prematurely because of air pollution.

“Our planet is facing big problems, and this creates big opportunities: Entrepreneurs are revolutionaries with a business model,” Envirofit International’s co-founder Paul Hudnut told a packed audience at the Graduate School of Management in April.

Hudnut visited as part of the Sustainable Enterprise Speaker Series, co-sponsored by the UC Davis Center for Entrepreneurship and Davis Net Impact. In addition to his role at Envirofit, Hudnut is co-director of Colorado State University’s Global Innovation Center for Energy, Health & Environment.

Taking a page from his own experience, Hudnut described Envirofit’s 2006 roll out of a retrofit kit designed to mitigate the economic, health and environmental hazards caused by Southeast Asia’s motorcycles, scooters, tricycles and “tuk-tuks”—one of the largest sources of vehicular emissions in the world. Since then 3,000 kits have been sold in the Philippines capital, eliminating 3,000 tons of carbon dioxide, saving almost 1.5 million liters of fuel and injecting $1.4 million into the local economy.

“Do good,” Hudnut urged students, “and be great at it.”
Greenlight Organic Reaches Finals of Global Social Venture Competition

Start-up’s Profits Helping Children in India

Greenlight Organic Company, a manufacturer and retailer of sustainably produced clothing founded by UC Davis Bay Area Working Professional MBA students, was one of 10 finalists in the 2008 Global Social Venture Competition (GSVC), the largest and oldest student-led business plan contest that promotes the creation and growth of socially responsible start-ups.

Founded by Berkeley MBA students in 1999, the competition today counts Columbia Business School, London Business School, Indian School of Business and Yale School of Management as partners. A record 245 teams from 23 countries entered this year’s competition, which is unique because the business plans must include a social impact analysis. They compete for $45,000 and gain valuable professional feedback.

Each partnering business school holds a regional semifinal and sends two teams to the finals. UC Davis’ Greenlight Organic was one of two top teams from UC Berkeley’s contest, joining eight other finalists that presented to a panel of judges on April 18. MicroEnergy Credits Corporation from Columbia Business School took home the $25,000 first place award.

The five partner schools also select a representative to compete in a separate Social Impact Assessment (SIA) judging. Greenlight Organic was chosen as Haas’ regional SIA finalist based on its social value proposition, social indicators and social return on investment.

Led by Bay Area MBA student Sunny Aulakh, whose family has a long history of manufacturing and processing organic cotton in India, the student team planted the seed for Greenlight Organic last summer in the New and Small Business Ventures course. Aulakh and four classmates realized the potential for a company that could both help preserve the environment and communities where organic cotton is grown, and promote 100-percent certified organic as the new standard for cotton apparel.

Greenlight Organic blossomed in the fall in the Executive Leadership Seminar. Jim Wunderman, CEO of the Bay Area Council, who taught the seminar, encouraged the students to pursue their idea.

"While many of us are concerned about the environmental and social impacts arising from the development of global supply chain, Greenlight Organic has developed a superior business model to address these impacts head on," Wunderman said.

MBA student Helen Kim, Greenlight’s vice president of business development, said the competition experience helped the team quantify its environmental and social impact. "We are truly a company that helps other companies go green, and writing the GSVC business plan forced us to verbalize this as our most important mission," she explained.

As they continue to grow Greenlight, the Bay Area MBA students have full-time careers. Aulakh is director of international sales operations at Cisco Systems; Andrew Barkett is an engineering project manager at Google; Jeff Ansley is founder and president of his own photovoltaic consulting firm, Natron Resources; Isabel Chen is a human resources analyst at UC Berkeley; and Kim is a contracts and grants senior analyst at UC Berkeley’s College of Engineering.

With steady interest in its customizable t-shirts, polos and other garments, Aulakh said Greenlight is on track to hit $250,000 in revenue this year. Its corporate clients include PG&E, Plexus, Mechanics Bank and Kaiser Permanente.

Greenlight donates 10 percent of its profits to suppliers’ communities through charitable foundations. The start-up already is sponsoring 30 children through its partnership with Khushii (Kinship for Humanitarian Social and Holistic Intervention in India). The children, who range from six to 10 years old, are taken out of child labor-plagued industries and placed in school and after-school programs. Khushii sends quarterly progress reports to Greenlight.

“Our goal is to grow our sponsorship to 100 children by the end of this year,” Aulakh said.
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Roy Kanoff, a long-time Business Partner, loyal supporter and generous friend of the Graduate School of Management who for 17 years volunteered countless hours to critique and improve the communication and presentation skills of hundreds of UC Davis MBA students, died peacefully at his Davis home on March 21 surrounded by his loved ones.

Kanoff had deep roots in the Davis community as an entrepreneurial small businessman, philanthropist and community leader.

He and his surviving wife, Edith, and their daughters moved to Davis in 1969 and opened and operated Carousel Stationary for 25 years. He was past president of the local Chamber of Commerce and Kiwanis Club and served as a director on several boards, including the Downtown Business Association, Yolo Hospice, Davis Community Meals and the Davis Art Center. He was also an avid aviator, still holding a current pilot’s license at age 84.

In 1990, then-Dean Robert Smiley invited Kanoff to get involved with the Graduate School of Management, introducing him to Senior Lecturer Jerome Suran, who struck a lasting partnership and friendship with Kanoff. Suran enlisted Kanoff’s expertise and background in public speaking to mentor students in the School’s then-capstone course, Management Policy and Strategy, and up until last fall, in his course on Managing Professionals: Budgets, Controls and Ethics.

Kanoff’s one-on-one coaching was instrumental in preparing students to deliver their findings to client companies as the culmination of consulting projects, as well as presenting in-class case studies on ethical issues.

From hand gestures to proper stance to articulation, Kanoff offered students valuable feedback to fine-tune their speaking style and technique. He drew on 40 years of experience as an instructor for Dale Carnegie courses on sales, human relationships and management, and training.

“The students appreciated his advice because it was objective and for their benefit,” Suran said of Kanoff, who was his neighbor and frequent golf partner. “He was an expert on how to give good oral presentations. He was absolutely convinced that managers need to know how to speak well and he felt he was making a contribution to the students’ future management roles.”

All along, Kanoff insisted he was just polishing the rough edges so the efforts of dedicated, talented students would shine. “These are tremendously bright young people, and it doesn’t take them long to put my advice to work,” he once said.

Professor Smiley said Kanoff’s generous donations to the School were among the first from the business community. His first gift funded a TV, video tape player and camera so students could record and play back their presentations to hone their skills.

“Roy teaches you how to captivate an audience’s attention and demonstrate credibility through effective eye contact, purposeful movements, appropriate references and knowing your material so well that you could give your presentation without your slides,” said then-Working Professional MBA student Eric Leuze in 2001.

When Leuze’s team prepared and then delivered their strategic plan to Nortel Networks’ Lentronics, an optical networking technology division acquired by General Electric, Kanoff was there every step of the way, during practice, full dry runs, at the final presentation and at the debriefing afterwards.

Leuze said Kanoff “helped cement in students’ minds the essential requirements of successful communication.”

For Roy Kanoff’s energy, enthusiasm and encouragements, the UC Davis Graduate School of Management and the campus community will forever be grateful.

— Tim Akin
Roger Edelen has been California dreamin’ ever since he spent the fourth grade in Westlake Village, northwest of Los Angeles. Thirty years later, he’s finally back on the West Coast as an assistant professor at the UC Davis Graduate School of Management.

An expert on trading strategies and valuation, Edelen brings a unique blend of academic and industry insider experience to the classroom, sharing his intuitive approach to understanding derivatives and using them to manage and hedge risk.

Derivatives—financial instruments based on the price of one or more underlying assets or benchmarks—have become one of Wall Street’s fastest-growing businesses, skyrocketing five fold in value since 2002 to an estimated $516 trillion—five times the value of the world’s stock and bond markets, according to the Bank of International Settlements.

Too often, Edelen explained, researchers get caught up in the math of derivatives and lose sight of the bigger picture. “There is an intuitive way to looking at the nuts and bolts, and teasing out formulas for derivatives,” he said. “It’s a lot of fun to think about how they will behave.”

After earning his bachelor’s and master’s degrees in mathematics from the University of Texas, Austin, Edelen headed east for the Simon School of Business at the University of Rochester, where he received a master of science and a Ph.D. in applied economics.

Edelen taught finance at the Wharton School at the University of Pennsylvania for eight years. Primarily interested in institutional investing, much of his teaching and research focused on mutual fund performance, and how operational and organizational factors influence funds’ trading practices and investor flows.

As his 40th birthday rolled around, Edelen decided to mix things up by getting his feet wet in the private sector. During a four-year hiatus from teaching, he served as director of research at ReFlow Management, a mutual fund liquidity service provider; director of enhanced equity strategies at Mellon Capital Management; a consultant for litigation and financial product development; and as an options trader with O’Connor and Associates, a Chicago-based market making firm (now Swiss Bank).

But, lured by his true passion, a year ago Edelen returned to academia, with offers from Boston College and UC Davis. Edelen chose Boston, but after six months realized he’d made the wrong decision and headed west.

Edelen jumped right in at the Graduate School of Management, teaching a spring quarter course on derivative securities at all three campuses—Davis, Sacramento and San Ramon. While students may seem daunted at first by the intensive math involved, Edelen said it’s very satisfying to see their faces brighten when the light bulb goes on.

With derivatives playing a fundamental role in finance, Edelen said it’s important for MBA students to learn skills and intuition to properly use them. “If you don’t manage derivatives correctly, they can be very risky,” he said.

In the near future, Edelen plans to immerse himself in several research projects relating to institutional investing and maybe begin writing a textbook on derivatives. He’s pleased to have found a place that is a good fit with his teaching and research interests, and popular with his family. His three children are members of the ski team at Squaw Valley and are thrilled with the move.

“We feel a real sense of belonging here,” Edelen said. “Davis is one of those places that once you’re here, you realize you could stay here for the rest of your life.”
Sunny skies brought out the crowds for the 94th annual Picnic Day on April 19 setting an attendance record for UC Davis’ annual open house, believed to be the largest student-organized event in the nation. An estimated 100,000 people visited campus throughout the day—double the event’s usual draw. The GSM Pancake Breakfast was a hit, attracting more than 150 members of the School’s community. A contingent of students, alumni, and their family members, including first-year MBA student Yojiro Sato and his five-year-old son Ryo (pictured), carried on a Graduate School of Management tradition as members of the “PRECISION Briefcase Brigade” in the Picnic Day parade through campus.

UC Davis MBA Challenge for Charity Raises Nearly $15,000
Students Volunteer More Than 400 Hours

by Tim Akin

Sharing a commitment to community involvement and social responsibility, the UC Davis MBA Challenge for Charity student chapter this year raised nearly $15,000 for the Northern California Special Olympics and the Boys & Girls Clubs of Greater Sacramento. The students also logged 436 volunteer hours for the two organizations, sharing their gift of time and support of area youngsters and athletes with disabilities.

MBA Challenge for Charity (C4C), the largest MBA nonprofit organization in the world, draws on the talents, energy and resources of students from a consortium of nine West Coast business schools: UC Davis, Stanford, UC Berkeley, USC, UCLA, the University of Washington, UC Irvine, Pepperdine and the University of San Francisco. Together the schools raised nearly $500,000 in 2007–2008.

The UC Davis C4C chapter this year placed fourth in both fundraising and volunteer hours, ahead of Stanford and UC Berkeley. In October the students managed much of the behind-the-scenes registration and food logistics for the Special Olympics’ Sacramento area Walk for the Gold 5K fundraiser. They also made several visits to the Boys & Girls Clubs in Sacramento and held a holiday fundraiser and toy drive.

The UC Davis chapter’s fundraising effort was highlighted by the annual Wine Tasting Benefit and Auction, held in February at the Tsakopoulos Library Galleria in downtown Sacramento. A record turnout of more than 200 students, alumni, faculty and business leaders enjoyed fine wines while bidding on donated auction items. The event netted more than $10,000 and was sponsored by Unicity Technologies and RHL Design Group Inc.

In April a team of 36 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 that drew more than 1,200. Despite having one of the smallest contingents, the Graduate School of Management students pulled out a sixth-place finish.

“It’s been a privilege to be part of C4C and we feel it’s our responsibility to give back and get involved,” said Alli Lathrope, co-chair of the School’s C4C chapter. “Our small-school unity and spirit really shines through.”

First-year MBA student Christine Chen (foreground) leads the UC Davis team in the tug-of-war competition during the MBA Challenge for Charity Weekend at Stanford in April.
Alumnus Joncarlo Mark ’00 keynotes M&A Conference with Steve Forbes

Alumnus Joncarlo Mark ’00 (right) shares a moment on stage with Steve Forbes, chairman and CEO of Forbes Inc., at the 2008 West Coast Mergers and Acquisitions Conference on March 20 in San Francisco. The summit gathered more than 600 members of the Association of Corporate Growth, a global organization of professionals involved in mergers and acquisitions for mid-sized to large companies. Mark, senior portfolio manager in the Alternative Investment Management Program at CalPERS, was invited as a keynote speaker for the conference, preceding Forbes, who was the headliner. As an investment manager for the nation’s largest public pension fund with more than $240 billion in assets, Mark spoke about opportunities in private equity from an institutional perspective and shared CalPERS’ strategy in investing capital in a volatile market, with particular focus on the middle market. “Mr. Forbes was quite an engaging speaker and friendly guy and it was an honor to be able to ‘set the table’ for him,” Mark said.

Team WiL Power Flexes Its Muscles

by Melissa Johnson ’09

With support from the Graduate School of Management community, friends and family, the Women in Leadership club (WiL) at UC Davis raised nearly $7,000 for the Susan G. Komen Race for the Cure, a nationwide series of community runs benefitting the world’s largest breast cancer advocacy organization. Members of “Team WiL Power” raised the sixth highest amount of the nearly 800 teams that competed in the Sacramento race on May 10. Wearing tie-dyed racing shirts, nearly 30 members of the School’s community made it to the finish line of the 3.2 mile course. (Pictured are first-year MBA student Andy Salyards and his fiancée, Jill Cooper.)

This is just one of many ways WiL continues to advance the development of future women business leaders at UC Davis and in the local community. At the club’s fall quarter coffee talk, Dean Nicole Woolsey Biggart shared her inspiring perspective on the progress of professional women in the workplace during the past three decades. In the winter quarter, the club hosted a symposium on gender discrimination where male and female students and faculty discussed how to open lines of communication when offensive comments are made. WiL also has been instrumental in assembling a team of research assistants to assist Professor Don Palmer this summer with the fourth annual “UC Davis Study of California Women Business Leaders,” a census of top female executives and board members at the largest public companies in the state.
When Jay Hubbard was six growing up in Georgia, he saw an ad in the back of *Boys’ Life* magazine and sent away for the detailed blueprints to make a working jet engine. “I was convinced I could build it and for three years I tried to get my father to stop by the machine shop to buy the pieces,” he recalls. “But Dad didn’t want me having a jet engine around.”

Hubbard’s fascination with flight never waned. He went on to graduate from the Air Force Academy in 1999, and today he is a decorated Air Force captain and pilot who has flown missions in combat zones where there is no margin for error.

He’s also a first-year student in the Sacramento Working Professional MBA Program, an opportunity he says he jumped at when he transferred from Offutt Air Force in Nebraska to Beale Air Force Base, just north of Sacramento. He said he was fortunate to find a world-class MBA program with a convenient schedule where he could hone his leadership and business skills.

“The Air Force is being asked to make aggressive changes to how we manage our people and resources. The UC Davis MBA program is helping to prepare me to contribute and play an active role in determining how to implement those changes.”

—Jay Hubbard
first-year MBA student

Hubbard says his wife, Kim, a nurse in the pain management clinic at UC Davis Medical Center in Sacramento, has been a pillar of strength and keeps him focused on his studies. They also have their hands full as new parents to their five-month-old girl, Autumn Skye—a fitting name for an Air Force pilot’s daughter.

As the chief of training for the 12th Reconnaissance Squadron at Beale, Hubbard flies via remote control the Air Force’s newest and most sophisticated unmanned surveillance aircraft, the RQ-4 Global Hawk. The high-altitude, long-range drone has soared over Afghanistan and Iraq for years, spotting enemy encampments, protecting military bases and providing commanders with real-time intelligence.

Hubbard says the Global Hawk’s high-tech complexity requires a dedicated team with specialized skills to keep it aloft. “The private sector has given us a product that works very well,” he says. “The challenge is making it work within the Air Force’s framework. This is new for the Air Force and for aviation as a whole. Breaking the old paradigms of manned aviation and building new ones will require a cooperative effort from both the military and civilian sides.”

He says one of key benefits of the Working Professional MBA Program is collaborating with the area’s best and brightest managers outside the military and learning from their daily experiences. “My colleagues in the classroom have been awesome,” he says. “They’ve given me a much wider perspective and a powerful set of tools that I can take into any situation.”

Hubbard’s commitment to the Air Force ends next year, but he hasn’t filed his flight plan for the future yet as he considers advancing his military career or venturing into the business world. “I wanted to be prepared for that decision,” he says. “A UC Davis MBA will make me more competitive no matter which path I choose.”
Archana Arunkumar Decoded
Talented Software Engineer Chooses Bay Area MBA to Reboot

At a time when many expectant mothers choose nursery furniture, Archana Arunkumar went shopping for business schools. Already an accomplished software engineer, Arunkumar wanted to pursue an MBA to gain a more holistic versus “computer geek” view to solving technical problems.

“The Graduate School of Management offered the flexibility of an every-other-weekend schedule and promoted a healthy balance between work, life and school,” Arunkumar said. “It was just the right package.”

Just five weeks after the birth of her son, Anish, last fall, Arunkumar started the Bay Area Working Professional MBA Program. She said it paid immediate dividends, especially the first-quarter core course in organizational behavior.

“Professor Elsbach’s class opened up discussions and promoted teamwork,” Arunkumar said. “We learned to collaborate, negotiate, compromise and see each other’s perspectives.”

Arunkumar put those skills to work as a software engineering analyst in the Pleasanton, Calif.–based Documentum Division of EMC Corp., a $33 billion global leader in information infrastructure technologies with 37,000 employees worldwide. As part of a new team, Enterprise Customer Advocacy Group, Arunkumar is the “fixer” behind technical support. When a customer has difficulty with any of their content management and archival group of products, she diagnoses the issue and gives recommendations to engineers to quickly solve it.

“Being a good contributor on a team also involves facilitating how well others contribute,” Arunkumar said. “We’re taught how to better manage the resources we have.”

Arunkumar has applied the same strategy to successfully juggle her work, home and student commitments. She credits incredible support from her husband, Sathishkumar Balasubramanian, a lead sales engineer at Cadence Design Systems.

“He’s my pillar of strength and number one motivator,” Arunkumar said.

Having her parents a block away also helps—but this wasn’t always the case. While growing up, Arunkumar and her brother lived in India with their grandparents. Her parents worked as software consultants in the United States, often in different cities for months, and Arunkumar would come to the States to visit them in the summer. Arunkumar said her mother, Vasanthi, was a great role model as a working woman who managed to do it all.

After Arunkumar finished high school in India, she moved to the Bay Area to attend California State University, Hayward. An internship at the NASA Ames Research Center piqued her interest in bioinformatics and led her to double major in computer science and biological sciences with a minor in chemistry.

Arunkumar continued at Cal-State Hayward, earning a master’s degree in computer science while working part-time as an application developer at Amdocs. She went on to stints at Siebel Systems, Inc. and RSA Security, Inc.

Asked what fuels her drive and ambition, Arunkumar acknowledges her type II diabetes—a blessing in disguise. Diagnosed as a teen, Arunkumar says the disease has forced her to lead a healthy, disciplined lifestyle. She enjoys biking on Bay Area trails and skiing in the winter to stay active.

Somewhere she also finds time to serve as vice president of finance for the Bay Area MBA Program’s new Marketing Association, and she’s on the Bay Area MBA Philanthropic Council, which supports the School of Imagination, a center for learning-disabled students in nearby Dublin. She also was among the 140 UC Davis MBA students who met Warren Buffett in Omaha in February.

After earning her MBA, Arunkumar plans to move into a management role where she can follow product flow from start to finish. Ultimately, she would like to get profit-and-loss experience as head of a major division and then make the leap to join an executive team.

An accomplished software engineer, dynamic Bay Area MBA student and new mother, Archana Arunkumar calls her type II diabetes “a blessing in disguise” because it has forced her to lead a healthy, disciplined lifestyle. To stay active, she enjoys biking Bay Area trails, including Coyote Hills Regional Park near Fremont, Calif. (pictured).
As an undergraduate at UC Berkeley, Wesley Chang had an epiphany in the clothing department of the Cal Student Store. “I’d always been good at math and loved taking things apart, figuring out their design,” he said. “Majoring in engineering had made sense, but my job at the store showed me I had other options and ultimately drove my interest in business.”

Chang continued in his original major, graduating in 1999 with a bachelor’s in mechanical engineering. But his retail experiences at Cal and an inspirational supervisor soon led him to leave his post-college job at an East Bay engineering firm and retool to a career in retail.

After testing the waters at the Gap and the upscale greeting card chain Papyrus, Chang joined Pottery Barn in 2002. Over the next five years he held diverse positions, serving on the opening team for the home-furnishings giant’s Emeryville, Calif., store and ultimately working as a distribution planner in the chain’s headquarters near San Francisco’s Telegraph Hill.

“I was ready to prove myself in the corporate world,” he says. His new position allowed him to finesse his collaborative and leadership skills—and to demonstrate innovative strategies for getting the right mix of product in each store.

Chang’s managerial approach combines the creative problem-solving skills of an engineer with the solution-driven mindset of a businessperson. “With experience in both worlds, I have learned to take an idealistic objective and find a realistic path to achieving that goal,” he says.

Chang first thought seriously about pursuing an MBA shortly after switching from engineering to retail but realized that solid work experience would make him a better candidate. Last January he took the GMAT—“my after-work studying paid off,” he says—and began to research schools.

The UC Davis Daytime MBA program allowed Chang, a lifelong San Francisco Bay Area resident, to live in Berkeley, close to his family, while receiving a world-class management education. “About a week into the program, it was clear I’d made the right decision,” says Chang, who commutes on Amtrak.

“The School’s admissions team does an amazing job of crafting the class,” he says. “My classmates have such a broad range of backgrounds, and this diversity of perspectives really enriches the experience.”

With help from the School’s Career Services Center and advice from two alumni working at Mervyn’s—Tim Matthews ’07 and Adam Fox ’04—Chang landed a summer internship in the department store’s finance department. His projects will include an analysis of how strategic clearance pricing affects the bottom line and examining the impact of macroeconomic factors—such as the rising cost of gas—on sales.

He’ll cut his internship a little short, though, to fly in mid-August to Stockholm, Sweden, where he will spend a quarter studying at Jönköping University’s International Business School. It was an opportunity suggested to him by international exchange student Jim Gunnarsson, who studied at the Graduate School of Management last fall.

With another year of studies ahead, Chang is still exploring his post-MBA future. He is intrigued by marketing and has a strong entrepreneurial drive—and hopes to start his own business some day. He’s already had hands-on experience with that as a member of Generize, a venture with solar-powered lighting technology for the kitchen, which was a semi-finalist in this year’s Big Bang! Business Plan Competition.
Innovator Insider: UC Davis MBA Admissions

The UC Davis MBA program continues to be one of the country’s most selective. About 26 percent of applicants to the Daytime MBA Program are accepted—the 13th lowest acceptance rate in the nation. The Innovator sat down with Assistant Dean of Student Affairs James Stevens for an insider’s overview of the application process for the UC Davis Daytime MBA and Working Professional MBA Programs.

How do MBA admissions work at UC Davis?
Several members of the Admissions Committee carefully read each application and write an evaluation. Then, the full Admissions Committee meets to discuss each candidate before we make a final decision. We hand-select each candidate for the program.

What does the Admissions Committee look for in an MBA candidate?
Academic potential, professional promise and personal qualities. We seek candidates who will be successful inside the classroom and outside in the professional world. We are looking for individuals who will “fit” into the School’s unique culture of innovation, collaboration and excellence and add to it as active community members.

How much weight do you assign to each factor?
We don’t use a formula—we take a holistic approach, weighing all aspects of a candidate’s background. The successful candidate will be smart, successful, articulate, focused and goal-oriented with a clear record of accomplishment.

What type of academic background do you look for?
There’s no specific undergraduate major required. However, our curriculum is quantitatively rigorous and candidates should demonstrate strength in this area through previous academic work or GMAT results. The grade point average is only part of what we consider, especially since some applicants don’t have a traditional GPA to report. Just as we “read” essays, we “read” transcripts to understand a candidate’s academic potential.

Are there any prerequisite courses?
None are required, but it’s helpful to have coursework in calculus, statistics and microeconomics.

How much work experience is necessary before pursuing an MBA?
There is no ideal length of time before b-school. Some candidates are ready with just a few years. Others have 10+ years and are still not ready. It’s not about the length of the experience; it’s about the candidate’s accomplishments and overall impact. Our students come with an amazing range of experiences, including science, engineering, nonprofit and education, as well as more traditional fields like finance, marketing and consulting. Some of our students have had direct management experience while others seek the MBA to build those skills.

What’s distinctive about the UC Davis MBA admissions process?
As part of the interview, we invite candidates to do a five-minute presentation to the Admissions Committee. Communication skills are critical to our graduates’ success, and we want to see them firsthand. Also, the presentation gives all Committee members a chance to meet each candidate.

What do candidates talk about in these presentations?
The variety of topics has been remarkable, including launching a new biotech product, making the perfect martini, and building your own telescope, as well as India’s Bollywood, koi ponds and life in Afghanistan.

How can someone make their MBA application stand out?
We offer an exceptional management education experience that’s individual, interactive and collaborative. Candidates who can convey how that experience complements their goals and learning style stand out in our pool.

UC Davis MBA 2007 Entering Class Profiles

DAYTIME MBA PROGRAM
Average GMAT ..............674
Average GPA ............. 3.4
Average age ............28
Average work experience .. 5 yrs.

WORKING PROFESSIONAL MBA PROGRAM (Sacramento and Bay Area)
Average GMAT ..............614
Average GPA ............. 3.2
Average age ............32
Average work experience .. 8 yrs.

Learn more about the UC Davis MBA program @
www.gsm.ucdavis.edu
Teaching Innovation Management in Sardinia

Dean Nicole Woolsey Biggart traveled to the island of Sardinia from April 5–11 to teach a short course on managing innovation at the Associazione Istituzione Libera Università Nuorese (AILUN). It was the eighth time Biggart has joined other top international scholars to teach in AILUN’s International Master’s of Organizational Science program. The nine-month curriculum is built around special lectures by prominent faculty in sociology, psychology, economics and business. Biggart’s course, which includes interactive case studies and group projects, is tailored for European students who are interested in building a thriving local economy. Most of the students in the program are from Sardinia and have families that have lived on the Mediterranean island for generations.

A Road Map to Finding the Right College

Every fall and winter college campuses are visited by high school juniors and seniors and their travel-weary parents in search of the best college fit. Students and parents spend a great deal of time and money making these treks, which can often lead to disappointment if there is not a perfect match. Professor Emeritus Richard Dorf’s latest book, The College Journey: From College to Career (2008), is dedicated to the principle that there is a “best” college for every prospective student. It offers a distinctive method to help parents and their children choose the best colleges before leaving the house. Dorf presents an algorithm that accounts for the college-bound child’s goals, strengths, character and situation and matches those to the goals, strengths, character, situation and culture of U.S. colleges. Dorf has created an easy way for parents to be more systematic in choosing the right colleges given their child’s characteristics and disposition, weeding out the schools that are not a good option. Dorf’s book is based on the theory, according to Howard Gardner, that a student should aim to develop his/her five minds: disciplined, synthesizing, creative, respectful and ethical-spiritual. Dorf’s 32nd title, The College Journey: From College to Career will be available on Amazon.com as a print-on-demand selection and on Kindle, Amazon’s new wireless reading device. Alumni Robert Lutolf ’93 and Mac Clemmens ’07 are collaborating with Dorf on a Web marketing strategy to promote the e-book.

Elsbach Honored at UC Davis Author Event

Professor Kimberly Elsbach was among a select group of UC Davis faculty and lecturers honored at a campus authors event on April 29. Elsbach was invited to discuss her book Organizational Perception Management, which summarizes the research findings from this relatively new domain of study. While perception management has been studied at the individual level since the 1960s, organization-level perception management was first examined in the 1980s in the context of corporate annual reports that focused on organizational standards and performance. According to Elsbach, empirical studies have expanded the field’s domain to include the management of organizational identities and the strategic management of specialized organizational images for specific audiences.

A Crying Shame

Appearing on Good Day Sacramento, the Sacramento region’s leading morning TV program, Elsbach discussed her recent research on the effects of crying in the workplace. Based on interviews with female managers, Elsbach and Associate Professor Beth Bechky have found that crying on the job can have severe consequences on a woman’s career. When women tear up during performance evaluations (especially negative evaluations), one-on-one sessions with their managers or meetings where they are feeling stressed about getting their point across, they have suffered consequences such as losing plum assignments, promotions and credibility. Asked whether female managers are easier on women who cry, Elsbach said the data shows exactly the opposite—they are the harshest critics. Elsbach also explained that while men may expe-
rience similar emotions as women, rather than crying, a man might shout or bang on the desk to show frustration without much consequence. Elsbach said there is a social taboo against crying in the workplace, but in other social contexts weeping can be seen as perfectly acceptable. Elsbach and Bechky hope to complete their research by the end of summer. They plan to present their findings at the Professional BusinessWomen of California’s conference in October. Visit www.gsm.ucdavis.edu to view the video of the interview.

New Zealand Auditing Firms Increase Rates: Sarbanes-Oxley Not to Blame

While audit fees have gone up substantially in the U.S. since 2002 in response to the Sarbanes-Oxley Act (SOX) and related regulations, it is unclear whether such reforms should have a major impact on audit markets in other countries. According to Professor Paul Griffin and his co-authors, Yuan Sun and David Lont of the University of Otago, New Zealand, auditing firms reacted differently to the change by not raising their fees following the passage of SOX. The authors found that auditing fees rose later due to local rules for better governance, such as the New Zealand Stock Exchange requirements in 2004 and the early adoption of International Financial Accounting Standards (IFRS) by the New Zealand Accounting Standards Review Board in 2005. After controlling for company size, complexity and risk, Griffin and his co-authors discovered that the average New Zealand company’s audit fee rose modestly from 2003 to 2006, by 6.4 percent.

This is a much smaller change than the double-digit increases experienced in the U.S. and some other countries. The study also found that auditing firms’ consulting fees decreased in recent years, which is consistent with the auditor independence provisions of the New Zealand governance rules eliminating or restricting certain kinds of non-audit work. Their findings are best explained by the New Zealand governance and accounting reforms implemented after SOX, and not by SOX itself or similar overseas governance regulations. The paper, “New Zealand Audit and Non-audit Fees: Have Fees Risen Since the Passage of SOX and the Introduction of IFRS?” can be downloaded from the Social Science Research Network: www.ssrn.com.

The Graduate School of Management hosted the eighth annual Davis Conference on Qualitative Research from March 29 to April 1, attracting the top scholars in the field to share their work, brainstorm new ideas and spark future collaborations.

“This year we had a wide range of research topics, from micro-level research to macro,” said Associate Professor Beth Bechky, who co-organized the conference with Professor Kimberly Elsbach.

The School’s organizational behavior faculty, ranked number one and number two in the world the past two years, respectively, by The Financial Times, has a high profile in the field of qualitative research, which draws scholars from around the world to the conference.

“There were more European faculty who attended this year,” said Elsbach, “which added to the diversity of presenters and created a more interesting exchange of ideas.”

The conference’s Best Paper Award went to three scholars. Associate Professor Fiona E. Murray of the MIT Sloan School of Management presented her study on the relationship between communities of laypeople and professional experts in the commercialization of genetics research projects. A second award was won by doctoral candidate Ian J. Walsh and Professor Jean Bartunek, both of the Carroll School of Management at Boston College. Their paper focused on how dying organizations emerge with an afterlife. The third award was given to Assistant Professor Tim Hallett of the Department of Sociology at Indiana University. Hallett’s work focuses on how public schools are impacted by recent accountability measures and how they redefine their long-term institutional goals.

The best papers will be included in an edited volume, Qualitative Organizational Research—Best Papers from the Davis Conference on Qualitative Research Volume 2, which will be published in 2009.

“Our goal with this conference is to continue to build a community of scholars around qualitative research,” explained Bechky. “The edited volume is one way to promote qualitative research and continue to nurture scholarship in this field.”

Following the presentations, attendees visited the famous Napa Valley Grille to dine and enjoy a wine tasting presented by Alison Crowe, an award-winning winemaker from Plata Wine Partners, who is also a student in the UC Davis Working Professional MBA Program.
Most research on open source software communities has focused on those that are community founded. Since the first corporate-founded open source project, Mozilla, was launched in 1998, firms have begun to create or sponsor their own open source communities. (For example, IBM opened up its Eclipse software-development program.) How do sponsored, open source communities differ from their autonomous counterparts?

Assistant Professor Siobhán O’Mahony teamed up with Associate Professor Joel West of San Jose State University’s College of Business to examine this trend. In their paper, “The Role of Participation Architecture in Growing Sponsored Open Source Communities,” published in the April 2008 issue of *Industry and Innovation*, O’Mahony and West distinguish two types of open source communities. One is a “sponsored” community, which is created by a private firm or government organization. The other is the more traditional “autonomous” cooperative, which is community managed and independent of any one firm.

According to O’Mahony and West, autonomous and sponsored communities differ in a fundamental way. The sponsor wants to profit from its investment—what the community creates—while autonomous communities are solely interested in improving capabilities of the shared technology and providing that technology to the public. The authors contend that sponsors want to attract participants through transparency, but they also want to maintain control over the product to ensure their corporate objectives are met—they profit directly from the innovative source code. So, the sponsor will limit the community’s accessibility to the product, which is a fundamental tension in sponsored communities. The more a sponsor limits accessibility to the final product, the more likely are defections to an autonomous community. Governance styles also differ. In a sponsored community, the firm has the ultimate decision-making power.

**FINANCIAL MARKETS RESEARCH CONFERENCE GAINS NEW PARTNER**

by Jacqueline Romo

The Graduate School of Management partnered with the Financial Management Association International (FMA) to co-host the fifth annual Napa Conference on Financial Markets Research from April 11–12.

Professor Brad Barber, who serves on the editorial board of *Financial Management*, the flagship journal of the FMA, recommended that the association partner with the School after the association expressed interest in hosting a conference based on cutting-edge finance research. The Financial Management Association International was established in 1970 and has become the global leader in developing and spreading knowledge about financial decision making. FMA’s members include academicians and practitioners worldwide.

Assistant Professor Michelle Yetman, one of the conference co-organizers, said “partnering with FMA gave the Napa Conference more national exposure.”

The conference’s highly competitive submission process drew 80 papers for only six slots. Those selected to present included renowned scholars from Virginia Tech’s Pamplin College of Business, University of Maryland’s Robert H. Smith School of Business, UC Berkeley’s Haas School of Business, New York University’s Leonard N. Stern School of Business and University of Pennsylvania’s Wharton School of Business. They discussed their latest research on accounting practices, the impact of international financial reporting standards, and how competition impacts predatory lending practices and market behavior.

Attendees included 26 academics and industry experts from Barclays, Southern Methodist University and Vanderbilt University.

The best paper award went to Assistant Professor Michael Cliff from Virginia Tech for his study titled “Return Differences between Trading and Non-trading Hours: Like Night and Day.”

The Napa Valley setting and networking opportunities gives the meeting a special flavor.

Barber said hosting the conference helps raise the profile of UC Davis. “Bringing the best and the brightest allows us to differentiate ourselves as a top-notch business school and remain nationally and internationally recognized.”
In an autonomous community, decisions are made pluralistically. The authors note that while there is a tension in the sponsored communities, these types of communities remain attractive because they are sustained by the sponsor’s resources.

Lost in Translation? The Relevance of Organizational Studies

Much has been said and written about the perceived increasing “irrelevance” of organizational studies. Concerns about the field’s relevance were a motivating factor for the formation of the journal Organization Science in 1990. And just last year, the Academy of Management Journal published a series of articles that addressed the topic in commemoration of the journal’s 50th anniversary. But there has been very little systematic research on this subject—until now. Professor and Associate Dean Donald Palmer and his co-authors, Brian Dick and Nathaniel Freiburger of the UC Davis Department of Sociology, have written “Rigor and Relevance in Organization Studies,” forthcoming in Management Inquiry. It will appear alongside another paper on the subject and a commentary by Professor Ranjay Gulati of the Kellogg School of Management at Northwestern University and Professor Mike Tushman of Harvard Business School. In June Palmer will step down after six years as editor of Administrative Science Quarterly (ASQ), which many consider the field’s preeminent mainstream theory journal. Palmer’s study reports preliminary results of a quantitative empirical analysis of articles published in ASQ between 1956—the year the journal was founded—and 2004. Using precise definitions of relevance, rigor and institutional structure as a foundation, Palmer and his co-authors argue that the popular beliefs about the steadily decreasing relevance of organizational studies scholarship appear to be inaccurate, at least in the case of papers published in ASQ. In addition, articles written by authors at management schools versus those written by authors in other disciplines tended to be more relevant, according the analysis. Seeking to contribute to the rigor-relevance debate, Palmer and his co-authors adopted the dominant viewpoint that the field’s primary audience is managers, although they note that other constituencies worthy of consideration include employees, labor unions, suppliers, customers, public policy makers and community members.

Palmer has been invited to discuss the relevancy and lack of press coverage of management research at a professional development workshop during the 2008 Academy of Management Annual Meeting in Anaheim in August. He will join R. Duane Ireland, editor of the Academy of Management Journal, Ellen Peebles, senior editor of the Harvard Business Review, and Joel Baum, editor of Strategic Organization, on a panel titled “Who Are We Reaching? The Real and Intended Audiences for Business School Research,” which will also feature top editors from the Wall Street Journal and The Financial Times.

Lowering Barriers for Energy Efficiency Technology

Associate Professor Andrew Hargadon and Alan Meier, a senior scientist at Lawrence Berkeley National Laboratory—both of whom are associate directors of the UC Davis Energy Efficiency Center—were awarded a $10,000 grant from the Industry-University Cooperative Research Program and received matching funds from the California Clean Energy Fund to host the Energy Efficiency Technology Impact Summit at UC Davis on February 13. The summit was organized by alumnus Benjamin Finkelor ’04, program manager for the Energy Efficiency Center. The goal was to encourage candid dialogue between stakeholders in the energy sector. The topic of discussion centered on how the market fits into California’s plan to achieve an 80 percent carbon emissions reduction in 10 years. The summit assembled a who’s who of the leading stakeholders, including top utility company directors and managers, venture capitalists, researchers, entrepreneurs and community members. Hargadon, Meier and Finkelor invited key players who could bring new information from their respective fields to the table to voice concerns regarding some road blocks they confront when bringing new energy efficient technologies to market.
Extreme Spending—Not Dire Straits—Fuel Personal Bankruptcies

Household bankruptcy filings have spiked over the past two decades. According to the American Bankruptcy Institute, 412,510 personal bankruptcies were filed in 1985 compared to 2,039,214 in 2005. During that period, personal bankruptcies rose from 0.3 percent to 1.8 percent of all U.S. households.

Bank and credit card companies have reportedly lost tens of billions of dollars every year as a consequence of the upward trend in consumer bankruptcy filings. The ripple effect of the current credit crisis continues to fuel filings. But what else is pushing families to the economic brink? Why have personal bankruptcies skyrocketed in the 2000s versus the 1980s (when the U.S. experienced a full-blown recession)? Assistant Professor Ning Zhu has tackled these questions in his working paper, “Household Consumption and Personal Bankruptcy,” which is based on an analysis of all personal bankruptcy filings in Delaware in 2003. Zhu also collected data from the Federal Reserve Board’s Survey of Consumer Finance (SCF), which asks respondents nationwide about household consumption and whether they have ever filed for bankruptcy. Zhu used the SCF’s data to compare the spending patterns of households that filed bankruptcy to those that had not. He found that credit card debt and spending on durable goods, such as housing and automobiles, spur the greatest number of bankruptcy filings. While unexpected medical expenses have an impact on households, Zhu found it only accounts for 5 percent of bankruptcies. Similarly, unemployment leads to only 13 percent of bankruptcies. Zhu discovered that even though the households that filed bankruptcy tended to have less income than those that did not, their consumption patterns appeared to be the same or more extreme. Zhu concluded that the households with greater consumption debt are more likely to file under Chapter 7, enabling them to walk away from those liabilities. He argues for bankruptcy law reform that reserves Chapter 7 bankruptcy filings to households impacted by unexpected medical costs or unemployment, not overconsumption. Zhu presented the paper at Yale University’s Behavioral Finance Conference last May.
Since it uncorked in 2000, the UC Davis Wine Executive Program has proven to be a popular and valuable professional development course for the industry, attracting more than 430 attendees from every aspect of the business.

The four-day program has grown into a fruitful partnership between the Graduate School of Management and the Department of Viticulture and Enology, drawing on the talents and knowledge of both disciplines.

This year’s program was another success, with attendance near capacity. In March, 65 leading decision-makers from wineries, vineyards, suppliers, distributors and financial institutions came together at the Graduate School of Management’s One Capitol Mall teaching suite in Sacramento.

“The attendance numbers show that the program is reaching a broad audience, and we appear to be growing in terms of interest, which is satisfying,” said Professor Robert Smiley, the director of wine industry studies at the management school who conceived and launched the course.

The curriculum focuses on financial management, strategic cost accounting, winemaking fundamentals, vineyard site selection and operations, winery management, innovation, marketing and branding, and legal issues specific to the wine trade.

The expertise of UC Davis’ management and winemaking faculty combined with the eclectic mix of entrepreneurs, financiers and vintners—ranging from an elite, small winery like Opus One, to multinational giant E. & J. Gallo, to the various boutique wineries of Kendall-Jackson—offered a meeting of wine minds nearly impossible to replicate anywhere else in the country.

“I was struck by the diversity of the attendees and how it created an interesting dynamic both in and out of the classroom,” said David Bowman, senior director of marketing for E. & J. Gallo’s premium and fine wine division.

“Beyond simple networking, the academic context of the week allowed for a very open discussion of the issues facing the industry as a whole, as well as a means to consider many different perspectives.”


Most recently, Zhu presented a new paper on Chinese firm performance and bank lending relationships at the Cass School of Business’s second annual Emerging Markets Group Conference on Emerging Markets Finance in London on May 15–16. The conference was co-sponsored by the International Monetary Fund.

Zhu to Head Quant Strategies at Lehman Brothers Asia

In July, Zhu will be promoted to associate professor and will begin a year-long sabbatical to serve as head of quantitative strategies for Lehman Brothers (Asia) in Hong Kong. At the multi-national investment bank, his role will include developing quantitative strategies and investment models for Lehman’s internal proprietary trading desk and for large local clients such as sovereign, mutual and hedge funds.

FACULTY RANKS 6TH IN U.S. FOR RESEARCH PAPER DOWNLOADS

The UC Davis Graduate School of Management faculty is currently ranked sixth among U.S. business schools for the number of downloads per research paper and seventh for the number of downloads per author from the Social Science Research Network.

The SSRN provides worldwide distribution of research papers to academic and other readers for review and citation. These all-time rankings as of the first week of May are a testament to the leading-edge scholarship produced by the School’s relatively small faculty. The GSM is ranked higher than all other University of California campuses, and higher than many other top business schools—some with more than 20 times the number of faculty contributing to SSRN. ©
1987 Brian Watnick Esq.: I am glad to report that my law practice is growing. I enjoy being self employed. Besides my continued work as a real estate broker, I have branched out into the travel business. I am excited to offer a site comparable to other online travel portals. Please check out www.ytb.com/InPursuitofTravel.

1988 Rene Kim: I continue as senior vice president of the solution services product management group for Charles Schwab & Co. In April I joined the board of the Professional BusinessWomen of California (PBWC), a San Francisco–based nonprofit organization. I'm looking forward to working closely with the PBWC to help other women achieve their professional and personal goals.

1989 David Vincent: We just adopted a beautiful little girl out of the Sacramento County foster care system. Professionally, I still use my MBA skills every day at U.S. Crisis Care, a nonprofit that partners with police agencies to provide immediate on-scene personal support to people traumatized by suicides, homicides, accidents, SIDS and other common tragedies. Our volunteers preserve hope in the worst times of peoples’ lives.

1992 Karol Aure Flynn: On any given day, you may find Matt and me in NYC or working on the Flynn Ranch in California. I am an executive director with Rabobank's Food and Agribusiness Research and Advisory Group based in New York, focusing on grains and oilseed sector. Our family commutes back and forth between two worlds, and Lucy and Elsa think it’s normal. There is a steer at the petting zoo in Central Park.

1994 Scott and Wendy White: Wendy and I are moving to the Seattle area in June. Wendy has taken a marketing director position with Microsoft, and I will continue working for GE Healthcare in downtown Seattle. Samantha and Spencer are now finishing 4th and 1st grades, respectively. While we’ll miss our Chicago-area friends, we’ll be glad to get back to the West Coast.

1995 Caroline Jensen: As a residential real estate broker specializing in luxury and investment properties, I have been quite lucky to stay busy over the past several years. I started a property management company and work with investors from all over Northern California buying Sacramento real estate. Investors have really come back into the market recently buying foreclosure properties for 40–50 percent off the highs on 2005. Check out my Web site at www.GoTeamJensen.com.

1996 Jason Mikami: It’s been crazy. I’m now senior director of program management for MobiTV, and I’m now a father. We had a baby girl in October and it’s been fantastic.

Craig West: My firm has doubled in size through acquisition so that it now manages $35 billion in assets. We have offices on both coasts and in Kansas, where I work. In Kansas we manage the value portfolios, where my boss, Jim Schier, has managed to beat the market for more than a decade. It’s the best job I’ve ever had—stock market excitement by day and country comfort by night. Very relaxing with stable housing values. Who’s to complain? My family is doing very well also. My daughter is now 12 and dancing beautifully... and getting pre-teen sassy, and Keegan is as fun as a 9-year-old boy always is for his father. We’re building go-karts and playing Risk. Hello to all.

1997 Mitch Chang: Last year I published my first paper. The magazine was CrossTalk; the journal of defense software engineering. The article described how a services-oriented architecture was applied at Hill Air Force Base. I am presenting my paper at the Military Open Source Conference 2008.

Brian Ely: I bought a coffee farm in Costa Rica a couple of years ago. I am currently converting to organic and building a house. Also started a not-for-profit intended to bring more civility and rationality to American politics. Visit anamericanconversation.org. I’m planning to retire in September.

1999 Britta Foster (formerly Hoekenga): Jeff Foster and I got married in November in Hawaii. Life is great!

Kimball Norup: After six years with the Nelson Companies I left to become chief marketing officer at M Squared Consulting and our sister company, Collaborus. Both companies are headquartered in San Francisco. I still live in Sonoma.

Gary Palmer: I will continue to teach “Management in Biotechnology” at the Graduate School of Management in the fall quarter of 2008.

Bong Sarmiento: This is my first class note since graduating in 1999, so much has happened since. Right after graduation, I moved to San Jose; got married in 2000; bought our first house in 2001; got a dog later that year; had our first daughter in 2002; had our second daughter in 2004; moved to Colorado in 2006; got our second dog in 2007; and most recently had our third daughter on Feb. 22, 2008. We certainly have our hands full, but it’s fun and fulfilling.

2001 Andrew McCray: After six years with the California Department of Health Care Services, I’m now managing a half dozen collection programs that bring in about $500 million for the state. My wife, Heather, and I are expecting our second son in June.

2002 Gregory King: At Barclay’s, our iPath-Exchange-Traded Notes product line continues to receive industry awards and press recognition. At home, we finally had a girl! So the lineup is now Samuel, 4, Daniel, 2, and Julia, 4 months. We are enjoying New England although it’s no California.

James Pence: David and I are relocating from Boston back to San Francisco. In December 2007 I took a senior marketing manager position with Apple, prompting the move. David will be an ER attending physician both at UCSF/San Francisco General Hospital in the new Emergency Medicine Residency Program and Santa Clara Valley Medical Center. We’ll miss spring/summer/fall in New England, but that long winter, no way. Happy to be on the West Coast again!

Nate Peterson: I’ve traded the sun for rain for a new position as director of healthcare operations for Adaptis, recently voted one of the 14 best companies to work for in the Seattle region.

Christine Soldahl: I was recently promoted to director of financial operations of IT services at Stanford University. My team ensures the integrity of all accounting and cost-control-related functions for the organization that provides Stanford’s technology infrastructure. Stanford is a wonderful place to work. I enjoy the athletic facilities and local hiking trails. I root for Stanford teams unless the Aggies come to town, but my loyalties get a little confused when Cal’s band plays the same fight song as UC Davis, “ Sons of California.”

2003 Jennifer Elias Wolosin: My husband, Gabe, and I welcomed the birth of our beautiful daughter, Naomi Bree, on February 3, 2008. Being a mom is the best job I’ve ever had. My MBA skills are still coming in handy as I make spreadsheets tracking the diaper changes, feedings and naps—I love data mining!

Joe Kazmierczak: PG&E offers a variety of volunteering opportunities. I recently helped out at Golden State Park for Earth Day and worked a lunch shift at Glide Memorial.

Donald Nixon: I lost about 120 pounds and have kept it off for more than a year. I also passed the exams for CHMM and ASP certification.
2005 Trina Clark-James: Very exciting news that St. Louis has been selected as the 2009 KIPP (Knowledge Is Power Program) expansion site. It is wonderful to see the culmination of my work for the past two years come to fruition with this highly regarded and proven public school model now available to the children of St. Louis.

Jennifer Fleck: My husband, Matthew Fleck, and I are the proud parents of Moya Jilliana, born July 17, 2007.

Chris Gormley: Things are going great. San Francisco is treating me well, and I continue to hang out with old classmates who have also ended up in the City. I recently was promoted at Clorox, where I am forecasting the company’s global commodity costs. I am very excited to reintroduce market movement into my day-to-day responsibilities.

Valeri Shah: My husband and I had a baby boy in November. We live in the Bay Area and I have been at Intel for three years.

William Weissman: I was elected shareholder at Littler Mendelson, P.C., where I specialize in employment taxes. I was also appointed vice chair and chair-elect of the American Bar Association’s Employment Taxes Committee.


Paige Marino: After a brief stint in consulting, I’m now working in external clinical programs at Blue Shield of California. I’m living in sunny San Francisco and taking public transit to work every day.

2004 Mick Estes: Griselda and I welcomed our second son into the world last year and can’t believe how rapidly we’re approaching his first birthday. His older brother, AJ, is adjusting well to the addition and is enjoying his preschool days, which include two days/week in Spanish immersion. This will be my third year in my latest position at Hewlett-Packard (seventh year total — wow!) which has enabled me to add France, Netherlands and Germany to my long list of business travel destinations.

Don Quinby: I am getting married in August in Sonoma, Calif., to Kristi Sanders! I can’t wait.

Anya Reid: It has been a busy year. Our son, Daniel, had his first birthday and took his first steps in late December. Patrick is in his second year of vet school at UC Davis, and I’m now working as assistant dean at the GSM. It has been a crazy 12 months! We are enjoying ourselves when we find some time to have a glass of wine or two. Let us know when you are in the area, we would love to see you!

The Graduate School of Management Alumni Association Board of Directors is happy to announce that three outstanding candidates have been elected and will join the board on July 1. They will each serve three-year terms.

• Yvette Hatton ’06, Daytime MBA Program
• Brian Hoblit ’07, Daytime MBA Program
• Mohammed Osman ’03, Sacramento Working Professional MBA Program

Read more about the new board members in the Alumni @celerator e-newsletter and the next Innovator.
For the 13th 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 44th overall.

The UC Davis MBA program also remains one of the country’s most selective. About 26 percent of applicants to the Daytime MBA program are accepted, the 13th lowest acceptance rate in the nation.