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Back Cover
Calendar of Alumni Events
When I became dean of the UC Davis Graduate School of Management in 1989, I knew that one of my responsibilities would be to establish a speakers’ series like many other business schools across the nation. Since I was coming from Cornell, I wasn’t sure what the possibilities for speakers were in California, but I did have a clear image of what I wanted to avoid. I recall a speaker at Cornell who felt compelled to list an endless number of “keys to good management” during his talk. The impression of this long and boring speech remained with me for years, and I was determined to leave this model behind.

I’m pleased to say that while here at UC Davis, our speakers, without exception, have not been of the “keys to good management” ilk. They have been well prepared, relevant, concise, on time and have provided their services at no charge. What more could any dean ask for?

That said, I admit that I have spent a fair amount of time worrying that our speakers will be late (or worse yet—not show up). In reality it’s never happened, but I am always afraid that it will. Mercifully, the anxiety lasts only a few minutes, the guest arriving just before my moment of panic. Despite our excellent track record, on almost every occasion, I’ve caught myself wondering... how am I going to fill the next hour alone with an audience of 100-plus?

Other incidents, relatively minor in retrospect, come to mind. I recall a snafu with catering recently when 60 executives gathered for a breakfast meeting and there was no food. Thanks to Bob Pepper, former CEO of Level One Communications, who delivered a terrific talk, and to the local manager of Noah’s Bagels, who supplied us with schmearrs and bagels to go, we didn’t miss a beat.

Other notable events include the 1999 commencement address by Michael Ziegler, CEO of Pride Industries. He was the only GSM speaker ever to bring cue cards for the audience. Tony Frank, U.S. Postmaster General, had a different style and approached the podium with one sentence written on a tiny piece of paper—the entire outline for his commencement address. Different approaches, but both delivered superb messages to our graduates.

We were lucky to have Craig Barrett, then the future CEO of Intel, who brought a cadre of technical assistants with him to support his presentation. Interestingly, that was one of the few times we had major technical problems. Despite this setback, he delivered an excellent talk on the future of computing.

Another stand-out presentation was from Lew Platt, former CEO of Hewlett-Packard, who discussed how the decision was made to spin off Agilent Technologies and the behind-the-scenes effort to make it happen.

In total, I’ve hosted more than 140 speakers in my thirteen-year tenure as dean. Three of our most recent presenters are highlighted in this issue of the Innovator — Dan Walters, political columnist for The Sacramento Bee; Roger Valine, president and CEO of Vision Service Plan; and Colin Probert, president of Goodby, Silverstein & Partners.

So, what does our schedule look like for the rest of the year? We have five speakers planned for three venues—our Dean’s Distinguished Speaker Series, our Business Partners breakfast meetings and commencement. I’m sure these executives/speakers will be added to our “A” list of individuals who have given their time and expertise to make the Graduate School of Management what it is today.
ROGER VALINE PUTS PEOPLE FIRST.

Whether dealing with employees, customers or colleagues, Valine adheres to a corollary of the Golden Rule: Treat others the way you would have them treat you. The motto has reaped rewards for Rancho Cordova-based Vision Service Plan, where Valine serves as president and chief executive officer.

For four years running, Fortune magazine has named Vision Service Plan (VSP) one of the nation’s “100 Best Companies to Work For.” Valine’s leadership and people-centered management style has paved the way for VSP to become America’s largest provider of eye care wellness benefits, with revenues topping $1.8 billion last year. Today, VSP serves more than 36 million members, and one in eight people in the United States rely on the company for eye care health coverage.

As a Dean’s Distinguished Speaker last fall, Valine explained how a commitment to focusing on people translates to business success. Valine echoed his grandfather’s advice, “There’s just one thing you can take to your grave. It’s not your wealth or your debt. It’s your reputation.” The words rang in Valine’s ears and became the guiding principles in his private and professional life. “Treating people the way they would want to be treated is a pretty simple rule to manage your business life,” he said.

It’s no wonder that Valine and the company he runs share the same philosophy. Valine began working at VSP in 1972, and the Sacramento native was named president and CEO of the company in 1992. Valine said there is a direct link between the company’s success and its emphasis on individuals, whether they are employees, customers or associates within the industry. The company’s trademarked mission statement sums up Valine’s caring approach: “Passion for people. Vision for life.”

Founded in 1955 by a group of optometrists in Oakland, VSP became the first prepaid, not-for-profit vision benefit. As companies and government agencies recognized the need to include vision care in their employees’ benefits packages, VSP experienced rapid growth and established strong partnerships with doctors throughout the 1960s. The VSP concept was so successful that other states began using it as a model. In 1968, the company moved its headquarters from Oakland to Sacramento, and during the 1980s VSP expanded its services nationwide. VSP moved to its current headquarters in Rancho Cordova in 1993.

Continued on next page
Valine echoed his grandfather’s advice, “There’s just one thing you can take to your grave. It’s not your wealth or your debt. It’s your reputation.”

**EMPLOYEE EMPHASIS**

Valine’s number one lesson in business is to find and employ quality people. “If you hire the right people and you give them the ability and the tools to do a good job, they’ll take you places that you could never go by yourself,” he said. VSP takes more time than the average company in its hiring process, an investment that Valine said pays off with motivated employees who work well in teams.

Once the right people are hired, VSP does its best to make them feel at home. The company emphasizes a work-life balance—an issue that Valine himself has confronted. About eight years ago, he worked about 80 hours a week. It was his wife, Marie, who told him that he needed to rethink some of his priorities. “She was absolutely right,” Valine said.

Valine stopped trying to know the answer to every question asked of him by employees. He also realized that he needed to delegate more decisions to more than capable VSP managers. Now, Valine has achieved equilibrium. He works about 60 hours a week and his more detached approach has reaped dividends. With the change in upper management style, workers feel less stifled and are more productive, he said.

VSP offers employees—including Valine—several ways to find harmony between their work and private lives. Flexible hours are an option and VSP offers onsite dry cleaning services, a car wash and a convenience store at its headquarters. If the stresses of life and work start to gnaw, workers can head outside to a putting green, basketball court or picnic area to find relief.

Another sweet perk at VSP is Cake Day. The company-wide gathering is held at the end of each month to celebrate and recognize employee birthdays and company anniversaries. Workers gather, chat and take a break. VSP has a top-notch bakery cater Cake Day, at a cost of about $30,000 annually. To Valine, the investment is well worth it. “It’s part of the environment to make this a special place,” he said.

The company also strives for an atmosphere of respect and inclusion. Everyone is on a first-name basis. And an annual “In Touch Day” gives employees the opportunity to learn about problems and issues facing others in different departments. Beyond the workplace, VSP employees can take advantage of some unique benefits. The “Friends of VSP” program allows workers to obtain eye care benefits for their extended family and friends. Another program provides special rates on real estate loans and other services such as pet insurance and legal counsel.

*Continued on next page*
BENEFITS OF EMPLOYEE SATISFACTION

VSP concentrates on employee satisfaction. VSP ranked number 16 on Fortune magazine’s 2003 list of the “100 Best Companies to Work For,” topping its highest previous ranking at number 19 in 2001. Fortune editors conduct a rigorous selection process that includes reviewing a company’s application, conducting employee surveys, and screening the company’s compensation and benefits, corporate facilities and corporate culture.

An impressive 98 percent of VSP employees rate the company as “good to excellent.” Meanwhile, employee turnover has decreased from 23 percent in 1997 to 14 percent in 2001. When figures are finalized, VSP expects its turnover rate in 2002 will drop another few notches to 12 percent. The few openings there are at VSP attract thousands of jobseekers thanks to the Fortune ranking and word of mouth. The company receives about 27,000 applications each year for only a few hundred positions. This past year competition was even stiffer since VSP had only 150 openings to fill.

The employee-friendly approach made an impression on GSM alumnus Anders Bjork ’02, a market intelligence manager for VSP who arrived at the company two-and-a-half years ago. “I wanted to work for a company that appreciated its employees,” he said. “I didn’t like the mentality of using employees until they were orange rind, throwing them out when all the juice was gone.”

Bjork said VSP proved its commitment by preparing for his arrival. On his first day, VSP had his desk, phone and business cards ready and had already scheduled an orientation with his colleagues. Bjork said a few simple preparations go a long way toward setting the tone about the importance VSP places on every employee.

VSP continues to work on improving employee satisfaction. There is an open door policy on suggestions and concerns and VSP recently formed a “Diversity Council” to examine the upward mobility of minorities within the company.

THE LARGER COMMUNITY

In addition to employees and members who receive benefits, VSP also extends special attention to eye care professionals. The company will offer loans to young doctors in the VSP network, giving them the opportunity to purchase and start their own private practice rather than go to work for a large eye care company. Valine said the loan program builds a collaborative, long-term relationship and brings more qualified doctors into the VSP network.

The VSP community extends well beyond traditional business relationships. VSP donates $10 million a year to its Sight For Students program, which has helped 160,000 low-income or uninsured children get free eye care services since 1997. Valine said when he reads letters from students who receive a much-needed pair of glasses, the importance of VSP’s mission becomes crystal clear. He often shares these letters with fellow employees to show how each one of them can make a difference.

Roger Valine has served on the Graduate School of Management’s Dean’s Advisory Council since 1992, and Vision Service Plan has been a GSM Business Partner since 1993.
Beginning this fall, UC Davis undergraduates majoring in engineering, the biological sciences and physical sciences will have the opportunity to complement their studies with courses in business and management. The Graduate School of Management has launched a Technology Management minor program to provide students with the skills they need to work more effectively and efficiently in today’s high-tech arena.

Don Blodger, GSM assistant dean of admissions and student services, said the new minor program fills a void in the University’s undergraduate curriculum in engineering and sciences and will create stronger linkages between the GSM and the campus as a whole.

“With the technology industry as one of California’s leading employers, we believe the minor will improve the attractiveness of UC Davis as an undergraduate destination in engineering and the sciences,” Blodger said. “We also hope that undergraduates’ experiences taking courses within the GSM will be positive, so when and if they consider pursuing an MBA degree in the future, they will think of us.”

The GSM expects to admit between 50-70 undergraduates in the program this fall. Students must apply online and there is a selective admission process. The minor carries with it five faculty positions for the GSM, of which UC Davis Provost Virginia Hinshaw has allocated two this year. The remaining positions will come as the program expands and is fully implemented. Ultimately, the program will grow to accommodate up to 200 undergraduates annually.

Professor Nicole Biggart, the GSM’s Suran Chair in Technology Management, is among the faculty who will teach the core courses, which include supply-chain financing and management, managing and using information technology, marketing for high-technology enterprises, financing new business ventures, and managing costs and quality in high-technology organizations.

“In the industrial era, technology management was primarily concerned with machine technology and how to make it efficient,” Biggart noted. “But today, technology is at least as much about the generation and management of knowledge. Profits come increasingly from new ideas and processes. The GSM’s new minor will introduce undergraduates in science and engineering to current thinking about innovation in firms.”
Underneath the sunny appeal of the California lifestyle—the feel-good, easy-going state of mind that has become part of the American dream—lie deep, dramatic and powerful demographic, economic and cultural forces that are changing the face of the state.

Alone, each of these titanic trends would be traumatic, equivalent to an earthquake, albeit in slow motion. Taken together, as their combined impact reverberates out over a matter of years instead of seconds, they are rocking the very foundations of government and lawmakers’ ability to make public policy. That’s the view of prolific political journalist and Sacramento Bee columnist Dan Walters, who has penned more than 5,000 newspaper columns devoted to California’s political, economic and social issues.

Not unlike the metaphorical lyrics of The Eagles’ classic rock ballad, Walters sees a state suffering from a split personality—a “real California” rooted in the here-and-now and a “political California” operating by “its own rules, by its own closed standards for its own purposes, totally oblivious to what’s happening in the state.”

“What we really have in California are parallel universes,” said Walters, who addressed GSM Business Partners, faculty, students and staff as a Dean’s Distinguished Speaker last fall. “We have ‘real California’ and we have ‘political California,’ and seemingly, they’re occupying the same space, but in reality they’re growing more distant from one another. It’s not exactly a physical division, although some aspects of it are physical. It’s metaphysical, it’s cultural, sometimes it’s legal, but it’s real.”

A post-industrial high-tech economy, overwhelming population and immigration growth, and an increasingly complex and diverse culture in California are responsible for opening this chasm of cosmic proportions between daily life in the state and politicians’ attempts to handle the problems and needs created by the massive shifts, according to Walters.

“Every aspect of our lives is being changed by these social and economic forces,” he said. “The only constant in California is that we are constantly changing.”
POLITICS VS. REALITY

this whole piece of public machinery is capable of dealing with those kinds of challenges, or whether it will simply isolate itself over in this parallel universe.”

Part of the conundrum facing politicians, according to Walters, is that our society has become so infuriatingly complex and the range of cultural values have gotten so wide that it’s very difficult to find consensus—the lifeblood of effective government.

“In the absence of consensus, the political result is zero,” he said. “The apparatus that is supposed to be making the decisions has basically made no decisions. You have this build-up of public policy issues arising out of growth, social and economic change that’s largely been set aside.” Walters said the situation creates a vacuum of inaction in which political California exists only for itself, unconnected to the “real world.”

POLITICS AS FOLLY

Walters sees politicians—disengaged from the electorate and unable to confront the state’s biggest challenges head-on—not as “the drum major leading the parade,” but rather as bit actors in a side show of sorts, more concerned with delivering their lines and strutting their stuff for the media.

“Politics is not a proactive business. It is a reactive business,” Walters observed. “It’s my belief, after 40-plus years of watching politicians, amateur and professional, that politics is not a very important act, not a very important part of life. It’s not a leading-edge activity. They’re really people with scoop shovels and brooms at the end of the parade. They react to situations over which they have little control. They merely deal with the aftermath.”

Walters, who has written about California and its politics for several other publications, including The Wall Street Journal and the Christian Science Monitor, is the author of The New California: Facing the 21st Century, which has become a widely used college textbook about socioeconomic and political trends in the state. He is also the founding editor of the California Political Almanac and is the co-author of a soon-to-appear book, The Third House: Lobbying, Money and Power in Sacramento. Based on his experiences, observations and research over the years, he doesn’t hold out much hope for the state’s political machine.

JURY-RIGGED SYSTEM

“It’s a mess,” Walters said of the more than 7,000 fiefdoms of local governments and more than 15,000 elected officials in the state. “If we had set out to create a system of governance itself that would be as unresponsive, uncreative, and irrelevant as humanly possible, we could hardly have done more than we have. And yet, real California continues to exist and change and grow.”

Walter said the fact that the state government bounces from crisis to crisis, from energy, to water, to the multibillion-dollar budget shortfall, is an indication that the system is truly broken. “If we were really serious about managing our public policy better, we’d start over with a clean sheet,” he said. “We’d create some kind of system of state and local government that makes sense for the 21st century, not something that’s more or less jury-rigged from the 19th century.”

But an overhaul of the scale Walters envisions is unlikely because the final, overarching conundrum in California is that the system exists and it virtually guarantees business as usual. The California Constitution can be amended through the initiative process, but a revision, such as a change in the basic structure of government, requires a two-thirds roll-call vote of the Legislature. This would just put a measure on the ballot of a general election to ask voters whether to call a convention to revise the Constitution.

“So, the only people who can do a basic change in the structure of California government are the people who are already in that government. They would essentially have to put themselves out of work and start over,” Walters observed. “Is that likely to happen? No. We’re probably going to be stuck with this monstrosity for a long time and I don’t know how it’s going to turn out.”
Ad agency Goodby, Silverstein & Partners has built a solid reputation on creative work that uses clever, offbeat humor. President Colin Probert has led the business operations of the company through a period during which it grew tenfold from a small San Francisco agency into one receiving major national acclaim. Probert visited the GSM as a Dean’s Distinguished Speaker in January to give students, alumni, staff and faculty an insider’s view of the dynamics behind successful ad campaigns.

**DOLLARS AND CREATIVE SENSE**

Just two days before his talk at the GSM, *AdWeek* magazine named Goodby, Silverstein as the Western Region Agency of the Year for 2002, lauding the agency for its “financial performance and setting the standard for creative excellence.” The award was just another feather in the cap of what is widely regarded as one the nation’s best creative agencies and consistently ranked among the top worldwide for industry creative accolades.

Founded ten years ago by co-chairmen Jeff Goodby and Rich Silverstein, Goodby, Silverstein is a subsidiary of Omnicom, the third-largest advertising conglomerate behind Interpublic and the WPP Group. The agency has catered to the high-tech industry, serving the likes of eBay and Hewlett-Packard, but its clients also include blue-chip companies nationwide: Goodyear, Anheuser-Busch (Budweiser), Morgan Stanley, General Motors, SBC and *The Wall Street Journal*. The agency may be best known for creating “Got Milk?,” the popular slogan and TV campaign for the California Milk Processing Board. *AdWeek* named the Got Milk? ads one of the best campaigns of the last 20 years.

Though the agency was rocked hard by the dot-com crash, good times are back at Goodby. Their billings jumped 36 percent last year to an estimated $820 million. Revenues topped $70 million—up 37 percent from 2001. Goodby won one of the biggest creative pitches of the year, snatching Saturn’s $300 million account from a cross-town rival agency and executing flawlessly with an innovative and award-winning TV campaign for the carmaker. The Saturn win, coupled with new accounts with Ace Hardware, Match.com and the Oakland A’s, reversed the agency’s sagging fortunes, jumpstarted growth and allowed the shop to bolster its creative department.

Overseeing the bottom line, Probert is responsible for sustaining the company’s relationships with its clients, managing its profitability and maintaining its financial health and security.

**HOW NOT TO GET GREAT ADVERTISING**

Probert wryly described how he fell into the ad industry largely because his father said he looked good in a suit so he would fit right into what he said his dad described as a “superficial business.” After graduating from London University and taking a character-building trot to work on a coffee plantation in Ecuador, Probert returned to the U.K. and began clawing his way up. He started in the mailroom of a London agency, eventually moving to the account management department where he trained on the art of marketing.

*Continued on next page*
packaged goods such as margarine for Unilever, one of the world’s leading suppliers of consumer products.

“I quickly learned something very important there — how not to do good advertising,” Probert recalled. “In the 1960s and 1970s, the advertising business was dominated by the big packaged goods companies like Procter & Gamble here and Unilever in Europe. These were among the companies most influential in advertising and marketing and all the good practices were considered to come from them.”

But Probert said the large consumer product marketers all basically had the same formula—a recipe that he found called for too many cooks in the kitchen. “They would take at least two years to get a campaign to the marketplace,” he said. “They were very, very cautious and very slow.”

To illustrate his point, Probert pulled out a prop—his own billboard ad of sorts—that outlined a satirical, seven-point scheme on “How Not to Get Great Advertising”:

- Insist on choosing from as many different creative ideas as possible
- Make sure that the ideas are reviewed in detail by as many layers of company executives as you can possibly manage
- Incorporate ALL the excellent ideas contributed by your fellow executives into the creative work
- Research the finished product exhaustively
- Repeat if necessary
- Do this all as slowly as possible
- Start over

“We do exactly the opposite in every respect,” Probert said of Goodby, Silverstein. “We work very fast, and the reason we work fast is we think too much time generally results in people over-thinking things. Over-thinking is the disease of advertising and marketing.”

CRAFTING A WINNING CAMPAIGN

To keep good ideas from being dragged down by give and take, Probert explained that Goodby, Silverstein’s creative development is built around a team effort led by a writer and art director with no internal competition. The agency follows an uncomplicated and sensible strategy. Probert said one of most important things he learned about the business from co-chairman Rich Silverstein is the need for simplicity that goes to the heart and soul of the brand.

“A good strategy for advertising is a strategy that you can explain to your mother across the kitchen table in words with very few syllables,” Probert said Silverstein once told him. “And that’s the opposite of marketing in the traditional sense where everyone’s trying to figure out how they can come up with words that are going to confuse other people and the use of jargon and complicated theories and ideas. But actually we’ve learned that good marketing is based on very simple ideas.”

With that in mind, Probert criticized client company executives’ overreliance on quantitative research and their demand for animatics—crudely sketched storyboards that represent what a TV commercial would look like. “It doesn’t do justice to the idea and you don’t get any of the humor and drama—the pathos and hidden emotions,” he said. “It’s about the most effective way to put good creative advertising to death.”

Goodby, Silverstein relies on consumer focus groups and real-market tests to get direct feedback on creative ideas. “My experience is that qualitative research, done right, and interpreted smart, is more valuable and actionable than quantitative studies,” Probert said.

Sprinkling his talk with anecdotes about client pitches, along with several video clips of their award-winning TV spots, Probert outlined a four-step process that Goodby, Silverstein uses to evaluate the ultimate success of an ad campaign: first, the client likes it; second, good word of mouth; third, tracking studies in the market and positive feedback; and fourth, sales.

Probert said they don’t dictate to clients who should be able to approve their advertising, but, at the very least, they stress the importance of gathering all decision-makers in one room. “We do believe repetitive presentations to layers of management sandpapers off the work and exhausts and discourages the creative people so much that by the time it gets approved, nobody thinks it’s a good idea anymore,” he said.

Punctuating his remarks, Probert quoted Bill Bernbach, a legendary New York ad executive considered the “Father of the Creative Revolution,” who once said, “The quality of an advertisement is an inverse proportion to the number of company executives whose approval it requires.”
Firing questions at chief executives of three start-ups seeking funding, a panel of seasoned investors turned up the heat on the trio of presenters at an “Entrepreneurs’ Grill” designed to give contestants in the Big Bang! Business Plan Competition a taste of what’s in store if they advance to the final round.

With more than a dozen GSM students joining forces to promote and organize the third-annual competition, the Big Bang! continues to move full-speed ahead toward a show-down of the campus community’s best business plans and the award of $15,000 in cash to the top teams at a public ceremony on May 15.

The Entrepreneurs’ Grill in late January set the stage as the judges showed little mercy, searing the CEO’s business plans and purposefully poking holes in their presentations while offering valuable wisdom, tips and advice for their early-stage ventures. On the panel were Bill Lanfri, a partner in San Francisco-based Accel Partners; David Whitney, a consultant with Deloitte & Touche; and Mark Harris of Silicon Valley Bank’s Emerging Technology Group. The presenters, who ended the evening grilled well done, included: Hank Keukenkamp of SCOPE iT, a Web-based cost-estimation tool for information technology projects; John Tupin of Life Wave, Inc., a developer of a wearable cardiac monitor; and Jeff Glass of MiaVia, an anti-e-mail spam software firm.

GSM Assistant Professor Andrew Hargadon, who teaches courses in technology management and managing innovations and serves as an adviser to the Big Bang! student committee, opened the event with a reminder to contestants of the importance of an airtight pitch to attract financiers in the post-Internet-bubble era. “Building a better mousetrap simply isn’t enough,” he told the crowd.

“Before you even get close to the market, you have to sell it to the people who you need help from getting it to market,” Hargadon said. “Without them, you’re not going to succeed. The process of innovation itself is closing the gap between what you think is a good idea and what the market thinks is a good idea.”

Following Hargadon’s cue, Robert Dellenbach, a partner in Silicon Valley law firm Fenwick & West, gave a primer on how to write a concise, polished executive summary that will pique investors’ interest. Amid a flurry of networking after the event, Dellenbach praised the efforts of GSM students. “The level of interest that has come out of this process is phenomenal,” he said. “I judged the competition here last year and I’ve judged competitions at Sonoma State and UC Berkeley and there’s as much energy or more here. You have fantastic organizers who are particularly energetic and they have put together a cast of quality speakers, entrepreneurs, sponsors and investors.”

Early in the evening, Big Bang! organizers awarded $1,000 to three winning teams in the competition’s warm-up round, an early-bird deadline to give contestants the opportunity to get a jump on writing their executive summaries and receive feedback from venture capitalists and other business leaders before turning in their final entry. The three winning teams, Pacific Telecom Networks, SialoGen Therapeutics, and Davis BioPharma, Inc., all included GSM students as members.

To fuel aspiring entrepreneurs with the energy, knowledge and savvy to compete successfully, GSM students arranged a series of professional workshops to help contestants fine-tune their executive summaries. Led by speakers from law firm Gray Cary, the UC Davis Technology Transfer Center, Fenwick & West, Morgan Stanley and Garage Technology Ventures, a venture-capital investment bank, the workshops

Continued on next page
focused on writing plans, market and competitive analyses, legal issues and intellectual property protection, perfecting pitches and financial planning. Teams also are benefiting from a mentorship program that pairs them with experienced attorneys, VCs and other business leaders.

Twelve semifinalists teams will be announced on March 5 and will have until April 4 to submit a full business plan. The field will be further narrowed for the final round in which teams will give presentations in front of a panel of veteran venture capitalists, investors, attorneys and consultants who will determine the two winners of the competition. All finalist teams will pitch their company plans and answer questions at the May 15 public awards ceremony and the audience will choose a “People’s Choice” winner.

Dr. Judy Kjelstrom, acting director of the UC Davis Biotechnology Program, came away from the Entrepreneurs’ Grill excited about the cross-disciplinary bridges being built with the GSM and the opportunities offered by the competition. “I was very pleased that one of our biotech teams—Davis BioPharma, Inc.—made it through the first round and received a check for $1,000. I wish them good luck in the future rounds,” she said.

“I have also been impressed with the free workshops available to those who want to learn more about starting their own business,” Kjelstrom added. “Many of our pre-doctoral students in our Designated Emphasis in Biotechnology graduate program are hungry for this type of information—intellectual property issues, business plan development, types of investors, etc.— but they do not want to add an MBA to their Ph.D. The Big Bang! may be the perfect vehicle for our entrepreneurial scientists and engineers.”

First-year GSM students Paul Yu-Yang (left) and Sungene Ryang (far right) of Pacific Telecom Networks accept a $1,000 award as one of three winning teams in the Big Bang! Warm-up Round.

UC DAVIS BUSINESS PLAN COMPETITION AWARDS CEREMONY

Thursday, May 15, 2003, 6:00 - 9:00 P.M.
Location: AGR Room, Buehler Alumni and Visitors Center, UC Davis
http://bigbang.gsm.ucdavis.edu
Inspire and inform MBA students to transform business—that was the focus of the 2002 Net Impact Conference in Washington, D.C. Thanks to assistance from the Associated Students of Management, GSM Professor Brad Barber, donor Robert Tate and the GSM Net Impact Chapter’s own fund-raising efforts, a group of 14 students from the Graduate School of Management journeyed to the nation’s capital last October for the three-day event hosted by American University, George Washington University, Georgetown University and the University of Maryland.

Founded a decade ago as Students for Responsible Business, Net Impact is dedicated to fostering social and environmental values in business and has grown to nearly 5,000 international members. The turnout at the 10th anniversary conference was a testament to the growing influence of the organization’s ideals. The GSM contingent joined nearly 900 attendees, including more than 650 MBA students and 72 Net Impact alumni, representing more than 80 universities in 46 countries. They gathered with more than 140 speakers and representatives from 30 sponsor companies.

One popular highlight was the keynote address by Ben Cohen, CEO and co-founder of Ben and Jerry’s Ice Cream. Cohen spoke passionately about corporate citizenship and how integrating social values into business is not only the right thing to do, but the smart thing to do.

Cohen’s perspective was echoed by many other speakers and in panel discussions led by executives from companies ranging from Nike to Hewlett-Packard. Paul Murray, environmental affairs manager for furniture manufacturer Herman Miller, revealed that the firm’s energy reduction strategy had netted a 37 percent return on investment and he asked rhetorically, “Wouldn’t you love to get that return on any other spending in your company?”

Innovative approaches like these caught the attention of second-year GSM student Emi Ashida. “I was excited to see the cutting-edge solutions to problems that companies are confronting,” she said.

Dozens of panels tackled topics ranging from environmental entrepreneurship and social venture capital to corporate governance and “green” investing. “I was quite surprised by the level of discussion on socially responsible investing,” said first-year GSM student Don Quinby. “I was thrilled to meet others who share my interest in that type of portfolio management.”

A conference career fair featured major companies, including GE Wind (General Electric’s wind-power division), Timberland, Hewlett-Packard and Johnson & Johnson. The experience gave participants the opportunity to explore and learn about career options and to build relationships for the future.

The participation of prominent companies at both the career fair and in the panels demonstrated the influence of Net Impact and how a once relatively peripheral organization now has a profound mainstream appeal. Paul Rice, executive director of TransFair USA, put it simply, “Business is the most powerful force to create social change.”

The 2003 Net Impact Conference takes place in Austin, Texas this October. We’ll be there.
Dean’s Advisory Council

The Dean’s Advisory Council is one of the Graduate School of Management’s strongest links to the business community. These prominent executives serve as key advisers to the dean and provide valuable guidance and recommendations on critical issues related to future growth, the curriculum, resources, student programs and technology. We appreciate the expertise and support we receive from this body of dedicated business leaders.

Daniel Kennedy
President & Publisher
The Sacramento Business Journal

James L. Ketelsen
Retired Chairman & CEO
Tenneco Inc.

Robert Kittredge
Office Managing Partner
PricewaterhouseCoopers

O. Kit Lokey
CEO
Houlihan Lokey Howard & Zukin

Robert L. Lorber
President
Lorber Kamai Consulting Group

Robert W. Medearis
President
Chalice Investments, Inc.

Larry Mitchell
Retired General Manager
Hewlett-Packard Company

Ron Mittelstaedt
President & CEO
Waste Connections, Inc.

Pete Nault
President & CEO
DST Innovis

Carl D. Panattoni
Founder & President
Panattoni Development Company

Robert S. Pepper
Retired CEO
Level One Communications, Inc.

Prasad Rampalli
Vice President
Architecture-Integration Platform Group
Intel Corporation

Jeanne Reaves
President & CEO
River City Bank

Thomas E. Richards
Managing Partner,
Public Services
KPMG Peat Marwick

Jud Riggs
President
Teichert, Inc.

Andrew Rudd
Chairman & CEO
BARRA, Inc.

Dianne R. Snedaker
General Partner & Founder
WingSpring

Russell M. Solomon
Chairman Emeritus
MTS, Incorporated / Tower

Roger Valine
President & CEO
Vision Service Plan

Frank Washington
CEO
Moon Shot Communications

Larry C. Welch
Global Director, Operations Procurement
Hewlett-Packard Company

Frank Whittaker
Vice President, Operations
McClatchy Newspapers, Inc.

Michael Ziegler
President & CEO
PRIDE Industries

David Zuercher
Executive Vice President
Wells Fargo Bank

Roy T. Brophy
President
Roy T. Brophy Associates

Teree Castanias
Partner
KPMG LLP

Christopher V. Chediak
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Weintraub Genshlea Chediak Sproul

Michael C. Child
Managing Director
TA Associates, Inc.

George M. Crandell
Managing Partner
Crandell Capital

J. Terry Eager
Retired Partner
PricewaterhouseCoopers

Carlene M. Ellis
Vice President, Education
Intel Corporation

Richard A. Fox
Former President & CEO
Foster Farms

Mick J. Friend
Managing Partner
PricewaterhouseCoopers

Robert A. Gunst
Former President & CEO
The Good Guys Inc.

Dwight Hanger
Vice President
Cap Gemini Ernst & Young U.S. LLP

Van R. Johnson
President & CEO
Sutter Health
BRAZILIAN AGRIBUSINESS ENTREPRENEUR

PEREIRA Plants Himself at GSM

When GSM students and Professor Richard Castanias toured Brazil last April on an international study trip, among their stops was Usina Moema—one of the country’s biggest agro-industrial companies—where Renato Pereira greeted and showed them around his family’s sugar mill.

As GSM students got a taste of how business is done in South America, Pereira had the opportunity to quiz them on the academics, student life and their MBA experience. Looking for a top MBA program himself, Pereira already had applied to and visited the GSM. It was during an interview at UC Davis that he learned of the students’ planned trip to Brazil and he offered a tour of Moema, which Professor Castanias later called to arrange.

“Their visit to Moema was one of the factors that led me to come to UC Davis,” said Pereira, now a first-year student at the GSM. “It was a very good opportunity for me because I was able to meet my future colleagues and professor. I talked to them at length about the program. I definitely wanted to come to the United States for an MBA at a university with ties to agribusiness. I also had been accepted at the University of Wisconsin-Madison and the University of Minnesota, but at the time I hadn’t decided yet where to go.”

Pereira arrived in Davis last August, one month before classes started so he could work on his English and prepare for his first year. “I love the city and the program,” said Pereira, who joined the American Marketing Association, Finance Association and intramural soccer team. “I’m confident I made the right choice.” In class, Pereira brings valuable international perspective and extensive experience operating a large-scale agribusiness.

At Moema, Pereira managed the seasonal planting and harvesting schedule involving some 2,500 workers and 123,000 acres of land. Founded in 1978, Moema once produced only alcohol but the company expanded, invested in machinery and built a modern sugar mill. Today, it is one of the largest producers of sugar, alcohol and electric power in Brazil. The growth of its production volume has been a result of its increased industrial capacity, investments in new technologies and employee training.

Last season, Moema processed 2.6 million tons of cane, producing 216,000 metric tons of sugar, 94.5 million liters of alcohol and 88,000 megawatts of electricity from burning bagasse, the crushed outer stalk of the sugarcane. The company sold 48,000 megawatts of the electricity—enough to power a city roughly the size of Davis. As agricultural manager, Pereira planned a sugarcane area expansion to supply additional bagasse and increase electricity co-generation. He also applied his research of the use of silicon—one of the by-products in the bagasse ash—in sugarcane fertilization, which can boost yields up to 30 percent.

“I have a technical background and now I’m learning more managerial skills essential for my future success and that of our business,” said Pereira, who earned his bachelor’s degree in agricultural engineering from the Universidade de São Paulo. After working in the U.S. a few years, Pereira plans to return home to help run Moema.

Pereira is looking forward to the GSM’s international study trip to China at the end of the winter quarter. “Moema is starting to export ethanol to Asian countries,” he said. “Sugar is a commodity in the international market and the evidence is that ethanol will become a commodity very soon. So our business will become increasingly international in the future. The China trip will be a great opportunity.”
Brayton Bleeds Aggie Blue and Gold

UC DAVIS SPORTS MAY GO BIG-TIME

From his office about the length of a football field from the GSM building at UC Davis, Scott Brayton ’96 calls the plays in a team effort to put publicity points on the scoreboard for the University’s sports programs.

As director of marketing and promotions for intercollegiate athletics at UC Davis, Brayton oversees corporate relations, ticket sales for revenue-producing sports, promotions for all 25 men’s and women’s athletic teams and the Aggie Auction, the Athletic Department’s annual fund-raising event.

In November the whole game changed for Brayton—and the entire campus. Undergraduates voted a fee increase to financially support a move by UC Davis to the Big West Conference and from Division II to Division I—the highest level for intercollegiate sports. Not long after, UC Davis notified the National Collegiate Athletic Association that the campus is considering a shift to Division I status, a decision Chancellor Larry Vanderhoef must make by June 1.

“It’s one of the most exciting times we’ve ever been in during my 12 years on campus,” said Brayton, who has worked tirelessly as an undergraduate, MBA student and now staff member to advance UC Davis athletics.

“To be able to move up to the top level of competition is something that most other aspects of the university have already accomplished,” Brayton added. “We have some of the best professors. Our graduate schools, undergraduate programs and students are going up against the best in the country. With all the other avenues of the university playing at the Division I level already, why shouldn’t athletics? That’s the question the students answered in force.”

The move up would generate more interest in UC Davis by potential students, corporations and the general public. Brayton knows first hand what it takes to build a base of support. He was recently honored for his efforts to promote the Aggie Pack, the nation’s largest student spirit organization, founded 10 years ago, which is credited with infusing new energy into campus sporting events. But without national media exposure and the name recognition that comes with playing in big-time college sports, Brayton said the university, and, as a result the GSM, will continue to face challenges getting attention.

“One of the biggest things is the fact that CEOs across the nation have no idea about UC Davis simply because the football team won’t play in the Rose Bowl and our basketball team won’t be on TV in the March Madness competition,” Brayton observed.

“Having the opportunity to compete in high-profile sporting competitions will only benefit all programs, including the Graduate School of Management.”

When Brayton earned his MBA in 1996, U.S. News & World Report for the first time ranked the GSM among the top 50 business schools in the nation. “My first look was to see which universities were in the top 25,” Brayton recalled. “And I asked Dean Smiley what it would take for the GSM to get there.”

The answer became clear after Brayton studied the rankings closer—22 of the top-25 business schools were at universities that had Division I football programs—a trend that continues today. “I’m not a statistical expert, but that’s statistically significant to me,” he said. “That’s all I needed to see.”

Brayton believes the equation could change if the move to Division I becomes a reality. “For every GSM graduate along with those in the undergraduate world, the value of their UC Davis degrees would shoot up tremendously,” he said.

Scott Brayton ’96, director of sports marketing and promotions for UC Davis athletics, works courtside at this year’s “Break the Record Night” basketball games at Recreation Hall.
In December, Assistant Professor Beth Bechky led a seminar at the University of Utah’s David Eccles School of Business. Her talk, “Coordination as the Practice of Organizational Accountability and Common Ground,” explored how complex, interdependent groups coordinate their work to produce a product. Comparing ethnographic data gathered as a participant observer at a manufacturing plant and on film sets, Bechky found that coordination was accomplished in both settings through practices of organizational accountability, making actions recognizable to the others in the organization, and through common ground, creating mutual knowledge or suppositions. She also found that each group achieved coordination through different processes. In the manufacturing plant, organizational accountability is carried out through the preventive action of documenting and disseminating design information via engineering drawings, while common ground is generated reactively, when solving problems. On film sets, participants are strongly socialized to share a common understanding of role structures and expectations, which coordinates tasks, while practices of organizational accountability are used reactively to solve problems that arise.

In November, Professor and Suran Chair in Technology Management Nicole Woolsey Biggart attended the Social Science Research Conference on Credit, Trust and Calculation. During the two-day conference hosted by the University of California, San Diego, Biggart presented her paper “Banking on Each Other: the Situational Logic of Rotating Savings and Credit Associations.” The article focuses on the practice of microlending, a means by which governments and international development agencies fight poverty through providing credit to groups of poor people, usually women, for small entrepreneurial activities. Biggart uses an interpretive comparative case methodology to analyze microlending programs and to identify common social structural characteristics associated with successful programs. The paper was published in Advances in Qualitative Organization Research in 2001.

A new paper authored by Assistant Professor Eyal Biyalogorsky, Professor Eitan Gerstner and The Technion’s Barak Libai investigates how firms should pay affiliate partners for referring potential customers to their Web sites. There has been a strong push by many firms to use the pay-for-performance model, which compensates affiliates when referrals turn into customers.

In their research, Biyalogorsky, Gerstner and Libai show that pay-for-performance should be used when there is danger of opportunistic behavior from affiliates and monitoring costs are high. Pay-for-performance is most appropriate at firms like Amazon with its Associates Program that includes more than 500,000 affiliates.

The professors found that when opportunistic behavior is less likely and monitoring costs are relatively low, pay-for-performance will actually decrease firms’ profits because it leads to higher-than-optimal prices. Instead, these firms should use the pay-per-lead (or pay-per-click) model, in which the firm and the affiliate develop a unique compensation agreement covering only their relationship. Pay-per-lead is profitable when used in one-on-one deals between portals like AOL and big retailers like 1-800-Flowers. “Setting Referral Fees in Affiliate Marketing” will appear in the Journal of Service Research in May.
Professor Emeritus Richard Dorf has completed the manuscript for a new textbook entitled *Entrepreneurial Ventures* to be published by McGraw-Hill Irwin this year. The textbook, which will be used in the Graduate School of Management’s course on New Business Ventures, discusses the essence of entrepreneurial activity so central to the life of capitalism and growth in the United States. Illustrations of corporate ventures and new independent ventures are provided by six cases authored by Dorf, Senior Lecturer Emeritus Jerome Suran, also of the Graduate School of Management, and others. In addition, Dorf incorporates a case on a digital online educational institute running chapter-by-chapter through the book.

Professor and Associate Dean Paul Griffin’s paper, “A League of Their Own? Financial Analysts’ Responses to Restatements and Corrective Disclosures,” was selected for presentation at the prestigious *Journal of Accounting Auditing & Finance/KPMG Foundation Conference* held at New York University in January. The paper examines the response of financial analysts to company restatement announcements and corrective disclosures that lead to an allegation of securities fraud. Using a sample made up of 847 companies that were sued in federal securities class action cases from 1994 through 2001, Professor Griffin finds that financial analysts are much more likely to react to company restatement announcements than to ferret out the information ahead of time. Alternatively, management insiders and short interest traders appear to be much more proactive in anticipating the bad news announcements. Griffin’s results suggest that, when it comes to the revelation of bad news, insiders and short traders will have the most useful investment information.

Associate Professor Michael Hagerty’s paper, “Were Things Better in the ‘Good Old Days’?,” has been accepted for publication this year in the *Journal of Happiness Studies*. The paper presents a meta-analysis of 71 national surveys from nine developed countries establishing peoples’ beliefs about whether quality of life has improved, declined or remained the same since 1900. When asked about their own quality of life, respondents in all nine countries consistently reported that their living conditions have improved over time. Surprisingly, when asked about the quality of life for the ‘average’ person in their country, the respondents perceived that quality of life has declined. This second belief is logically contradictory to the first, since the average person really believes that his/her life has improved. Hagerty considered various explanations for these results and found the most likely to be a media bias toward publishing negative trends in crime, health and accidents that people use to evaluate the average person’s quality of life.

Assistant Professor Andrew Hargadon’s article, “Brokering Knowledge: Linking Learning and Innovation,” was published recently in *Research in Organizational Behavior*. The paper presents a model of innovation and knowledge brokering that explains how some organizations are able to routinely innovate by recombining their past knowledge in new ways. While existing theories of organizational learning and innovation are useful, the links between them are crucial for understanding how existing knowledge becomes the raw materials from which individuals in organizations construct new solutions. Hargadon presents a model that develops these links by grounding processes of learning and innovation in the larger social context within which they occur. He also explores the implications of this model for further research on innovation and learning, and the implications for other organizations seeking to establish their own capabilities for brokering knowledge.
Professor Anand Swaminathan’s article, “Organizational Processes of Resource Partitioning,” was recently published as the opening chapter in the newest volume of *Research in Organizational Behavior* from JAI Press. Swaminathan, along with co-authors Glenn R. Carroll from Stanford University and Stanislav Dobrev from the University of Chicago’s Graduate School of Business, uses the resource-partitioning model to analyze the trends of increased concentration and specialist proliferation in modern industry.

By the logic of many theories of organization, the dominance of large firms in an industry should hinder the emergence and survival of small specialist firms. Resource partitioning contradicts this logic and shows that under certain environmental and organizational conditions, the increased dominance of large firms will enhance the life chances of specialist organizations. Swaminathan and his colleagues evaluate four different mechanisms that produce resource partitioning: location, customization, anti-mass-production cultural sentiment and conspicuous status consumption—and suggest directions for future research.

Associate Professor Prasad Naik was recently invited to attend the Marketing Science Institute’s Young Scholars Program. The premiere academic institution in the field of marketing, Marketing Science Institute was established in 1961 as a bridge between business and academia to bring together business executives and leading scholars from over 100 universities worldwide. The Young Scholars Program identifies 20 top researchers who have received their degrees since 1995 and are published in the field’s most prestigious journals, *Journal of Marketing Research, Journal of Marketing, Journal of Consumer Research* and *Marketing Science*. Naik and 19 other promising young scholars from such institutions as Columbia University, Harvard Business School, University of Chicago, Wharton Business School and Yale University will convene in Park City, Utah, in March to advance their research and foster future collaboration.

Professor David Woodruff teamed up with colleague Stefan Voß from the University of Hamburg in Germany to complete their book entitled *Introduction to Computational Optimization Models for Production Planning in a Supply Chain*. Published in January by Springer, the book provides managers and information technology professionals with a basic understanding of computational optimization models for production planning in a supply chain. The authors develop the terminology and concepts needed to know how to use optimization technology to solve production planning problems. Utilizing models that capture many of the details faced by firms operating in a modern supply chain, Woodruff and Voß give readers the tools they need to implement several basic models. Readers can also use the examples to assess special-purpose, supply-chain management software.

Professor David Woodruff

UC DAVIS ON FOUR-CONTINENT ITINERARY FOR WINE MBA

Associate Professor Prasad Naik leads a marketing class for wine industry professionals from Chile, Singapore, Canada and the United States, who studied at the Graduate School of Management for two weeks in January. The eight students are traveling together to three other business schools and universities in France, Australia and Chile on their way to a wine MBA awarded by the Bordeaux Business School in France. Their stay at UC Davis included classes taught by 13 faculty members from the GSM and the Department of Viticulture and Enology, industry guest speakers and a tour of four Napa Valley wineries.
POSITION DESCRIPTION:
Member of the Alumni Association Board of Directors

Members of the GSMAA’s Board of Directors are appointed to hold their positions based on demonstrated involvement, support and commitment to the GSM. In accepting a three-year appointment, board members agree to uphold the GSMAA’s mission and meet the responsibilities and expectations detailed below:

**Board Meetings:** Attend and participate in scheduled Board meetings usually held in the Davis/Sacramento area three to six times per year. The meetings last for about two hours.

**Set Goals:** Collaborate with other board members to establish short- and long-term goals for the GSMAA.

**Coordinate Activities:** Lead or plan at least one activity or event sponsored by, or affiliated with, the GSMAA each year. Examples include: Snow Day; ongoing informal gatherings in the Sacramento and Bay Area; and the fall wine tour. Creativity is encouraged and board members can rely on the support of the alumni relations coordinator to advertise events and activities.

**Represent the GSM:** Serve as a liaison between alumni, current and prospective students. Represent the GSM and GSMAA at School and alumni activities and programs whenever possible.

**Communicate with Alumni:** Facilitate communication between alumni and the GSM by relaying upcoming event information, obtaining feedback about their connection with the School, determining their level of interest and soliciting suggestions for improvements.

**Advise the GSM:** Serve as a dean and the School in an advisory capacity on behalf of the alumni and provide input and suggestions for improvements.

**Involve Alumni:** Identify, cultivate and involve alumni who are interested in becoming active members of the GSMAA.

**Advise New Board Members:** Advise successors to the Board, providing them with personal insight.

**Contribute Financially:** Board members are encouraged to be current GSM donors.
1983

**Barry Greenberg:** I am looking forward to a prosperous year of business with Bio-Rad Laboratories, a leader and major supplier in the biotech industry. My daughter, Hannah, had her Bat Mitzvah in November and did well. I am very proud of her.

**Eric Robison:** After 10 years working for Vulcan, Inc., I founded IdeaTrek, Inc., to provide strategic consulting services to companies. I serve on the boards of CNET Networks and Cumulus Media. Last year, I executive produced my sixth film, *Far from Heaven*. In June, I was the sax player in a six-person house band with Phil Collins at a BBC concert televised from Buckingham Palace for the Queen’s Jubilee. The artists we backed in the concert included Paul McCartney, Eric Clapton, Tom Jones, Tony Bennett and Annie Lennox. The CD and DVD were released this fall.

1985

**David Sundstrom:** In January, I was sworn in to my second four-year term as auditor-controller of Orange County. Managing revenue shortfalls, stopping attempts at “creative accounting,” shifting to a paperless accounting process and keeping other elected officials in line fiscally top my priorities for the next four years. Our sons, Eric and Jason, have started high school and middle school. I spend much of my free time maintaining a local area network at home that enables the kids to do their homework and play combat video games with their friends.

1988

**Heidi Bruins:** After living in the Midwest for 12 years, I am moving back home to California. I am planning to get married and my partner lives in the Bay Area. I also have started working in human resources after 20 years in accounting. I am designing training classes and doing career management for Procter & Gamble’s 5,300 finance and accounting employees.

1989

**Jim Kroger:** I was recently promoted to partner at Novogradac & Company LLP, a CPA firm specializing in affordable housing. *The San Francisco Business Journal* ranked us the eighth-largest accounting firm in the Bay Area. We are also often included on their list of the “Top 100 Fastest-Growing Privately Held Companies in the Bay Area.”

1990

**Joe Monteleone:** I have just made the transition from supply chain to product marketing within Hewlett-Packard’s Inkjet Supplies Business. It is very exciting and challenging. My wife, Maria, received her MBA last June from the Oregon Executive MBA program. We are still in Corvallis, Oregon, and are enjoying the great Northwest.

1991

**Doug Caviness:** I got married in December and honeymooned in Thailand. My work at Hewlett-Packard is interesting. I look forward to catching up with friends at future GSM activities.

1992

**Craig Huber:** I am in my ninth year of working for Morgan Stanley in New York as an equity research analyst following the media industry. Barbara and I recently had our third baby, Michael, and now have three children who are four-years-old or younger. Over the summer, we completed construction of a new home in Greenwich, Connecticut.

**Thomas Thompson:** Maria and I had our first child on September 25, 2002. Hannah Elizabeth Thompson, luckily, takes after her mother—she is beautiful.

1993

**Keith Barlow:** Last November, I took charge of a 43-year-old theater company with a $1 million budget. I have been married to Elizabeth for three years.

**Diane Gorder:** I am enjoying my extended leave from the workforce. We love Colorado Springs and watching our three children—Kayla, 11, Emily, 8, and James, 2—thrive.

1995

**Michelle Leyden Li:** In January, I celebrated my seventh anniversary at Intel and my fourteenth wedding anniversary with Hong-Shen. We are excited about our daughter, Grace, who is scheduled to arrive in May. Grace’s big brother, Alex, is very excited as well.

**William Ryne:** Late last year, I traveled to China again to teach strategic planning at the local universities. On the way home, I stopped in Taiwan for an award ceremony for a Buddhist monk and artist/collector. I also play in the Kapalakiko Hawaiian Band in San Francisco at local Hawaiian-themed restaurants and bars.

1996

**Samuel Adams:** I am still at Dimensional Fund Advisors. I will be moving to London in April to lead our expansion into Europe. I use what we learned in our finance class every day in my job teaching financial advisers modern portfolio theory. I am still single, skiing and climbing as often as possible and am looking forward to more of the same in Europe.

**Steven Spadarotto:** I have been transferred back to northern California where I am the chief operating officer of Jackson Family Farms. I oversee a group of California estate wineries including Cambria, La Crema, Stonestreet, Cardinale, Atalon, Lokoya, Matanzas Creek and Edmendes, as well as Villa Arceno in Italy and Yangarra Park in Australia.

1997

**Bryon Streitz:** The new year brings renewed hope for a better world, a better economy and more fun. January marked the seventh month for my new consulting business. I am looking forward to a great year.

1998

**Josephine Suryono & Ationg Lie:** Ationg and I have moved into a new home in Rocklin, California. I still work part time at Hewlett-Packard. We enjoy every moment with our two-year-old daughter, Megan.

*Continued on next page*
Sharon Webb: Robert and I have purchased a home in Bellevue, Washington. We have been blessed by a full work year. Robert is now a project manager for an HVAC company and I am working as an institutional fixed income trader with Morgan Stanley. Rob’s mother passed away in November. We miss her very much. We continue to enjoy the beauty of the Pacific Northwest.

1999
Paula Allison: There are some new changes in my life, including home ownership, parenthood and part-time consulting. Clark and I fled to the suburbs and bought a home last year in Piedmont, above Oakland. We continue to be blessed and amazed by our 16-month-old daughter, Elizabeth. Now that she is mobile and communicative, I feel it is time to slowly ease back into the working world. I am doing nonprofit strategic planning consulting and marketing for Clark’s law practice.

Tina Angell: I am working in the ProCurve Networking Business in Hewlett-Packard’s marketing communications group. Though sleep-deprived, Patrick and I are enjoying our two children, Alexandra, 3, and Samuel, 7 months.

Craig Powell: I have accepted a new position as head of all tomato processing and manufacturing for Pacific Coast Producers in Woodland. Kelly, Carlyn and I are excited to be returning to the Sacramento area.

Brian Weigel: I moved back to the San Francisco Bay Area and am working for a software company.

2000
Shehnaz Atcha: After two incredible years with the World Resources Institute, working on domestic renewable energy markets and sustainable management education, I have joined the private sector to work on international energy efficiency issues. I am now working with the Global Environment Team of the Louis Berger Group, running an energy efficiency program in India that targets the aluminum, pulp and paper, and commercial building sectors. I hope to expand the program to other countries and sectors as well. The travel is a little exhausting since I am still based out of Washington, D.C., but it is incredibly interesting to work on resource management in the developing world.

Garvin Leon: Life is busy and I am continually thankful. I am the general manager of a medical device manufacturing firm, Luminous Device Technologies. My wife and I have also bought a house, which I am renovating.

Ravi Nemana: I am now the IT senior advisor for a “think tank” that researches trends in health technology and forecasts developments up to five years into the future. My fiancée and I have settled down in the Bay Area and are making our wedding plans.

J. Steve Pinson: I won the “Dick Clark award” for the least changed boy at my 20-year high school reunion.

Gloria Roberts: In the past few months I got married and was promoted to director of dietetics for a state facility serving the developmentally disabled. Now, I am training for my first 50K trail run.

2001
Michael McIntee: Jill and I are well. I changed companies following the completion of my MBA and am now enjoying sales and marketing after years of working in engineering.

Joely Urton: Mark and I bought our first home in San Carlos early last year. We are expecting a baby girl in March. I am still working in software product marketing for Sun Microsystems. I have had three jobs and two managers in the short year-and-a-half that I have been here. Currently, I am a product marketing manager for a group that defines the integration strategy for Sun’s middleware product portfolio.

William Zarriello: Since graduation, I have been using my MBA to create my own theater company. A partner and I have formed Knockabout Stage, managing the process as well as the product, while keeping in mind that “business” is the largest part of the term “show business.” The GSM prepared me perfectly for this venture, with its guerrilla marketing, promotion and entrepreneurial classes.

2002
Cyrus Aram: Now more than six months since graduation, I find myself nostalgic and recollecting my GSM sojourn. My wife and I are eagerly awaiting the birth of our second child. My focus is on new beginnings, spending a lot of time with my family and planning our next family vacation.

Andy Bernadett: After graduation, I bought a Porsche Boxster in mid-September, got married in late September and found a job in December. First things first.

Michael Nicita: We have a new baby!
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Location</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4TH ANNUAL SNOW DAY</strong></td>
<td>Saturday, March 1, 2003</td>
<td>Kirkwood Mountain Resort, Lake Tahoe, CA</td>
<td><a href="http://www.gsm.ucdavis.edu/alumni/snow_day03.htm">www.gsm.ucdavis.edu/alumni/snow_day03.htm</a></td>
</tr>
<tr>
<td><strong>UC DAVIS WINE EXECUTIVE PROGRAM</strong></td>
<td>Sunday-Wednesday, March 9-12, 2003</td>
<td>One Capitol Mall, Sacramento, CA</td>
<td><a href="http://www.wineexecutiveprogram.com">www.wineexecutiveprogram.com</a></td>
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<tr>
<td><strong>PICNIC DAY PANCAKE BREAKFAST</strong></td>
<td>Saturday, April 12, 2003</td>
<td>GSM Courtyard (AOB IV), UC Davis</td>
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<tr>
<td><strong>DEAN’S DISTINGUISHED SPEAKER</strong></td>
<td>Ginger Graham, Advisor to the President, Guidant Corporation</td>
<td>Tuesday, April 15, 2003, 6:30 P.M.</td>
<td>MU II, Memorial Union, UC Davis</td>
</tr>
<tr>
<td><strong>DEAN’S DISTINGUISHED SPEAKER</strong></td>
<td>Ron Mittelstaedt, President and CEO, Waste Connections, Inc.</td>
<td>Tuesday, April 22, 2003, 6:30 P.M.</td>
<td>AGR Room, Buehler Alumni and Visitors Center, UC Davis</td>
</tr>
<tr>
<td><strong>UC DAVIS BUSINESS PLAN COMPETITION AWARDS CEREMONY</strong></td>
<td>Thursday, May 15, 2003, 6:00 - 9:00 P.M.</td>
<td>AGR Room, Buehler Alumni and Visitors Center, UC Davis</td>
<td><a href="http://bigbang.gsm.ucdavis.edu">http://bigbang.gsm.ucdavis.edu</a></td>
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<tr>
<td><strong>ALUMNI WELCOME BBQ</strong></td>
<td>Friday, June 13, 2003, 11:30 A.M. - 1:30 P.M.</td>
<td>GSM Courtyard (AOB IV), UC Davis</td>
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