

## Kinol Is In The House

Deutsche Bank's Jon Kinol (IA '92) understands the role of a strong foundation when building for success.

Jon Kinol joined Deutsche Bank's interest trading desk 12 years ago as an associate armed with a keen interest in options and the skills he acquired through a concentration in finance at Carnegie Mellon's business school.

Today, he is Managing Director and head of the firm's North American interest rate derivatives trading group and cohead of its residential mortgage trading group. Kinol oversees an operation that grew from a relatively small player in the derivatives field to a top 3 competitor during his 12-year career. The Bank's derivatives operation prospered during the volatile markets of the past several years and was named 2002 House of the Year by *Risk Magazine*.

"Fixed-income is a hot area given the flight to quality as people move out of equities," Kinol says over the din of the trading floor. "Derivatives tend to do well in volatile times because they provide our clients a way to manage interest rate exposures or take views on rates and volatility. Interest rate derivatives are now one of the deepest markets in the world, with tens of billions of dollars traded daily.

"It has been extremely rewarding to be a part of the growth of this business," he says. "We have a great team here. Since 1992, we've transformed our operation from a small firm that fit on two floors to one that now occupies an entire building."

A large part of his success, Kinol notes, is the result of his MBA education at Carnegie Mellon.

"Derivatives trading relies heavily on complex models, which plays to the strength of the Carnegie Mellon MBA,"



Carnegie Mellon graduates (I to r): Prakash Narayanan, Associate/2002; Sergey Arefiev, Associate/2002; Peter Maksymuk, Associate/2000; Jon Kinol, Managing Director/Head of Rates Trading North America/1992; Victor Lin, Director/1998; Peter Mwanza, Associate/2001; Charles Lenfest, Associate/2001

he says. "Of course, you need a trading sense and a business sense, but you also have to understand where the numbers come from and how to use the models, as well as the flaws in those models.

"The business school also excels because it's a power user of technology," he says. "Especially in the early phases of a career, you have to be comfortable with programming, modeling, and gathering and analyzing data to accomplish the tasks that senior traders assign."

The need to find new talent with those critical skill sets led Kinol back to Pittsburgh once he became part of Deutsche Bank's MBA recruiting team in the late 1990s. Today, 20 Carnegie Mellon graduates are employed at Deutsche Bank, the largest alumni concentration at any investment banking firm. Fellow busi-

ness school alumni Victor Lin (MSCF '98), Peter Mwanza (MBA 2001) and Charles Lenfest (MSCF 2001) work in Kinol's group.

"I agreed to recruit, but only if Carnegie Mellon was on the list," he says. "The people we have brought in have been very successful in all areas of the bank. We also recently began recruiting undergraduates at Carnegie Mellon, and the talent at that level is equally phenomenal. Both are now part of our yearly rotation."

Carnegie Mellon's rigorous pace may have also prepared Kinol for success in the tumult of the trading pits — a place where he finds the frenetic energy and high volume a comfort rather than a distraction.

"I still have an office in the back, but it's just too quiet in there," he laughs.

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# Vision, Progress and

Redefining Management Education...Again

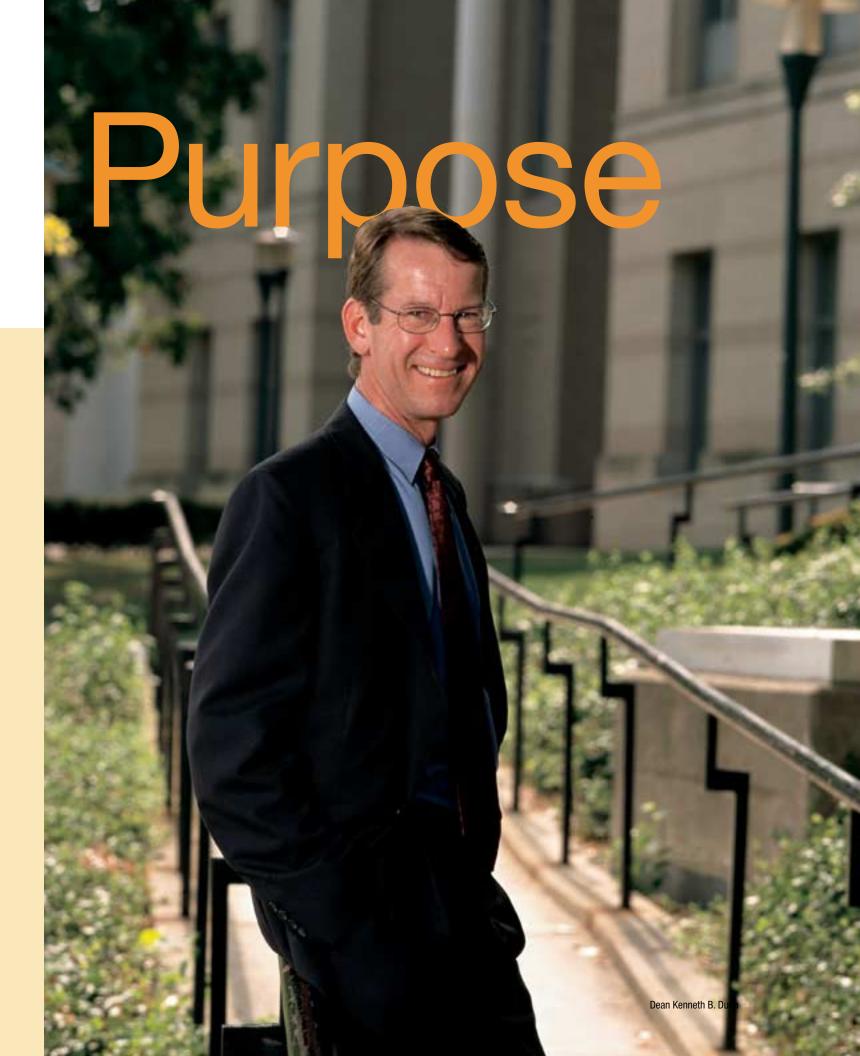
Every so often, ideal conditions converge and one catches a glimpse of the possibilities. These special circumstances have many names, such as cosmic tumblers, critical junctures, changing tides or even just plain big breaks.

or Carnegie Mellon's business school, the opportunity to capitalize on a unique marketplace symmetry has arrived. After remaining virtually unchanged throughout the past decade, many business schools throughout the country are now responding to a variety of circumstances that challenge a category renowned for its seemingly unwavering model of delivering management and business principles.

These trends have most recently involved the demand for a new breed of business school, one that produces graduates able to operate across functional areas and to confront business problems with no parallels or case studies. The one-size-fits-all degree of recent years is quickly becoming outmoded in today's ultra-segmented society.

Under the leadership of Dean Kenneth B. Dunn, the school is responding to these new requirements with a vision and action plan for advancing the value of today's management education and equipping next-generation leaders for unprecedented global business issues.

"It's not often that we have an opportunity to pioneer what will likely be a fundamental change in the way MBAs are taught," says Dunn. "Our new vision is shaping the long-term future of Carnegie Mellon and has gained momentum not only because we recognize the opportunity, but because our academic culture makes us one of the few institutions capable of such innovative, rapid change."





#### The Frontier Of Management Science

Executives are increasingly appreciating the power of analysis as today's shareholders carefully scrutinize organizations' resources, from CEO integrity to balance sheet accuracy to marketplace performance. Solid analytical and problem solving skills, as the basis for decision-making, are in demand. Carnegie Mellon was the forerunner in introducing management science as an academic approach to business. This approach has been confirmed as employers continue to hire our graduates based on the depth and substance of their skills. As a result, our MBA students bring higher expectations to the outcomes of their coursework and gain an edge in their careers.

Today, Carnegie Mellon is again taking the lead, innovating with a new academic model built upon unparalleled depth in industry-specific coursework, a revitalized student recruitment initiative, a cohesive branding and marketing campaign, and fundraising initiatives aimed at delivering new partnerships, research centers and academic opportunities.

Dean Dunn's vision for the business school is direct and far-reaching — to be a leader in the space in which business and technology intersect. The result of research, instinct and perspective, the vision encompasses Carnegie Mellon's undisputed technical strengths and a belief that the merging of business and technology will ultimately serve as the basis that guides innovation in global business markets.

"I am very excited about Ken's proposed strategy, and I am convinced that it will be successful," says Lewis Hay, president and CEO of the FPL Group and board member of the business school's Business Board of Advisors. "This will differentiate our school in many positive ways, increasing both the students who will be attracted to the school as well as the demand by industry for its graduates. What's most appealing is that it is a defensible strategy that builds on the university's key strengths. Clearly, Carnegie Mellon is one of the few schools in the nation with the requisite skills to successfully implement this strategy."

#### **Leveraging Our Assets**

The process for crystallizing this vision involved months of quantitative perception research, focus groups, competitive benchmarking and market analysis that revealed three key conclusions that differentiate Carnegie Mellon:

First, Carnegie Mellon's collaborative academic model is unmatched. The university's unique cross-campus culture is difficult to replicate, and a decidedly integrated environment is among its most prized organizational traits.

According to Carnegie Mellon President Jared Cohon, "Carnegie Mellon fosters collaborative problem solving in a holistic environment that blends technology and business, art, humanities and policy. Innovation, problem solving, collaboration are all expressed within a diverse and energetic community. Now more than ever, these strengths match up with important, emerging needs in our complex world."

The decision to maintain a relatively small school size (approximately 250 full-time MBA students enroll each year) contributes to the school's ability to be a borderless B-school within the campus

environment. Additionally, the university's collaborative framework and leadingedge research combine to make crosscampus integration an inherent part of the educational process for innovative thinking.

"The power associated with the university's culture of collaborative learning is an obvious advantage to leverage," says Dunn. "Our campus is one of the few that can implement a model that mirrors the best practices of today's successful corporate environments. Students pursuing careers in diverse fields such as engineering, computer science, business, design and technology study and work together with the support of an integrated faculty. It's an academic experience few schools can offer."

Second, Carnegie Mellon's leadership in analytical decision-making provides a rare career advantage, enabling graduates to make a more immediate and significant impact in the work-place. Since serving as the management science trailblazer in the 1950s, Carnegie Mellon has built its global reputation by demonstrating the power of analysis, specifically the significance of methods and modeling combined with business fundamentals as an approach for complex and dynamic problem solving.

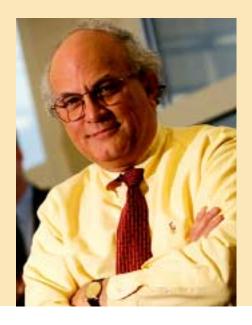
Recruiters and students often cite the ability to make an impact more quickly than other MBA's as one of the strengths of Carnegie Mellon graduates. "The program has provided me with a unique set of analytical tools and management skills, linked to an uncommon perspective on human behavior," says second-year MBA student Juan Zatarain. "It's not just a question of having the right tools for the right problem but a matter of gaining a thorough understanding of the forces that lie underneath business challenges — whether they be strategic, financial or organizational."

Business school faculty members agree.

"The idea that a mathematician, a computer scientist, an operations research analyst or the like is confined to staff positions in a company and cannot become chief executive belongs to the dustbin of history," says Egon Balas, University Professor of Industrial Administration and Applied Mathematics and The Thomas Lord Professor of Operations Research. "The successful chief executive of the 21st Century, as exemplified by an Andy Groves, a Bill Gates or a Bob Crandall, is a technically sophisticated person with high analytical skills, whose business acumen is enhanced by his or her understanding of the technical side of the company's activities."

"The program has provided me with a unique set of analytical tools and management skills linked to an uncommon perspective on human behavior."

Second-year MBA student Juan Zatarain



"Today's MBA programs are approaching market commodity status.

A significant opportunity exists to renew our differentiation."

John Mather, Executive Director, Masters Programs and Teaching Professor of Marketing

The third finding supporting Carnegie Mellon's unique marketplace advantage is its ability to recognize and leverage technology as an emerging and competitive business tool.

Carnegie Mellon is one of the few schools that offer many globally recognized, technology-based programs as part of the MBA curriculum, including computer science, engineering, information systems and robotics. Collaborating with these top-tier programs throughout the university is a proven point of differentiation for Carnegie Mellon.

One of the many campus leaders supporting the benefits of integrating distinct academic disciplines is James Morris, Dean of the School of Computer Science. "While you can come here and become another John Nash, the truth is that 90 percent of us are going to have a more balanced approach and become valuable members of society," Morris says. "To be effective at that, students must learn a range of things. One of the best ways to learn is exposure to leaders who think differently."

#### The Gold Standard Of Integration

In the same way that businesses tailor products to match consumer needs and

interests, the MBA "category" is segmenting to appeal to specific demands of prospective students and businesses.

"Today's MBA programs are approaching market commodity status. A significant opportunity exists to renew our differentiation," according to John Mather, executive director of the school's masters programs. "Virtually every business school has a core program that features a similar base of academic offerings and preparation for a general management career. In many cases, schools are indistinguishable to students."

For Carnegie Mellon, the distinction is campus-wide integration. "We have a level of collaboration that many believe sets the highest standard in academic synergy for the emerging needs of business," notes Mather.

"Considering the enormous complexity and commitment behind a culture that instinctively collaborates, it is to the credit of many generations of leaders at Carnegie Mellon that we are able to bypass the bureaucracy that slows down most of our peers," says Dunn. "We are able to focus on change and innovation more rapidly because faculty from across campus have a common orientation."

### **True Collaboration**

Beginning in fall 2004, Carnegie Mellon will offer nine tracks for a customized, integrated academic experience. Placing a premium on breadth and depth, the tracks offer "vertical" experience in specialized arenas as well as broad disciplines and industries that spans virtually all organizations, industries and management functions.

Carnegie Mellon Tracks: General Management, Wealth and Asset Management,
Biotechnology, Computational Marketing, E-Business Technologies, Entrepreneurship,
Integrated Product Development, International Management and Operations

#### Redefining The MBA...Again

The business school's vision comes to life with a redesigned and innovative curriculum that offers both a general management MBA as well as nine distinct depth tracks that integrate business and technology programs throughout Carnegie Mellon's campus. (See sidebar above.)

The depth tracks combine the core courses of a traditional MBA with a rigorous, focused program of elective study in specific technology fields to provide students with a powerful combination of business fundamentals and leading-edge thinking in many research and industry arenas.

The program is unique both in its content and its level of university integration. More than just signing up for a class outside the business school, individual track electives will be taken with graduate students in other programs, allowing for a truly interdisciplinary, team experience. For example, an MBA student pursuing the Integrated Product Development (IPD) depth track will attend classes taught and attended by faculty and students from the School of Engineering, College of Fine Arts and the business school. This collaboration allows students to work together in teams on actual

new products and market entry plans for companies.

"Carnegie Mellon is the ideal size for true collaboration," says Professor of Industrial Design Craig Vogel. "It's simply not common to find world-class programs in business, engineering and design within a few hundred feet of one another on today's campuses. This access and collaboration is part of what makes the IPD track special."

The tracks also provide an opportunity to delve more deeply into the technology, management issues and other facets of a particular industry. Students in the General Management track can choose from 12 different concentrations and electives that are among the most extensive of any top 20 MBA program. A student in a specific depth track will graduate having taken a minimum of eight to 10 electives within a given discipline — more than twice the number of industry-specific electives required by other MBA programs. Supported by the integrated teaching model, MBA graduates leave Carnegie Mellon with a true understanding of the science and technology behind the industry in which they choose to work.

"A manager in a technology company does not have to be a computer scientist, but to lead effectively, he or she needs to understand the discipline," says Dunn. "Effective leaders require more than a cursory understanding of the science within the field. Management must earn the respect of the technology specialists to provide required leadership for market-place success."

"These programs will continue to grow in response to the needs of students and employers in the years ahead," says John Mather. "One key advantage we have is the ability to respond quickly. I view the tracks as a continual source of academic innovation across campus."

"An analytical approach combined with management fundamentals results in executives who are better equipped to succeed in a dynamic, competitive marketplace," Dunn says. "Access to leading-edge technology for modeling and other skills gives students more than a strong toolkit they can tap during their careers. It builds an understanding of the many ways that technology can be utilized to improve every aspect of an organization's operations, along with the confidence to apply those solutions quickly once they enter the job market."

Carnegie Mellon alumni throughout the U.S. have had the opportunity to hear Dean Kenneth Dunn's vision firsthand as part of a tour to share the details of the school's new priorities. With receptions hosted by alumni chapters in New York, San Francisco, Pittsburgh, Silicon Valley, Philadelphia, Boston, and several other cities, the local events have spurred interest and involvement among the national chapters. Below are highlights from the Dean's presentation regarding plans for implementing the vision:

Maintain and strengthen our reputation for worldclass faculty and research: "The intellectual capital and research contributions of our faculty are our greatest asset. In today's competitive environment, we will remain focused on attracting and retaining exceptional faculty members and providing them with stimulating, unique teaching and research opportunities."

Raise visibility and awareness of the business school: Increasing awareness of our reputation and unparalleled strengths is among the strategies for advancement. The school is investing in a number of initiatives including advertising and direct mail campaigns, online marketing and internal and external communications activities designed to highlight the program's distinction and relevance to important audiences including prospective students, corporate recruiters, academic peers, opinion leaders, the media and alumni.

Renew emphasis on fundraising: Despite the generosity of its supporters, the business school has the smallest endowment of any top 20 MBA program. "While we maximize the investments donors make to our programs, we need to increase our resources in order to compete more effectively on a variety of levels to improve faculty retention, invest in physical space and research centers to meet increased demand, and provide financial support to deserving students."

Build closer, more involved relationships with alumni, recruiters, corporate executives and corporate sponsors: Owning the technology/management interface requires stronger ties with and participation in activities by recruiters, corporate executives and sponsors, and alumni. "As the scope of our dominance extends beyond the core functional areas of management and continues to grow, the roster of companies we work with also will expand. We will deepen our corporate relationships beyond simple 'supply and demand' to promote new research partnerships along with new models for internships, practicum experiences and executive education."

Most important of all, Dunn emphasizes, alumni have a central role to play in bringing the business school's vision to life by becoming actively involved.

"The ways to help are endless," he says. "Assist us in recruiting for internships and full-time positions or arrange introductions to the hiring decision-makers in your organization. Make sure your HR department knows about the new depth tracks. Volunteer as a speaker on alumni panels, host MBA events or help us make your company part of on-campus job fairs. Host students on visits to your area or serve as a student mentor.

"Our alumni are an invaluable resource and the key to bringing this vision to life to ensure the continued success of the business school."



## Integrated Student Teams Pave the Way for New Ford® Products and MBA Depth Track

"Equipped to help you escape the ordinary." Fittingly, Ford Motor Company's participation in a unique Carnegie Mellon project course carried the same theme.

The course, called Integrated Product Development (IPD), has been offered at Carnegie Mellon in one form or another for the past 15 years. Jointly developed and taught by professors in the School of Engineering, College of Fine Arts and the business school, the course epitomizes academic collaboration and integration.

"Several schools teach this kind of approach to product development," says Professor of Industrial Design Craig Vogel. "But none teach it as completely as we do. Carnegie Mellon is the right size for true collaboration, and it's simply not that common to find world-class programs in business, engineering and design all within a few hundred feet of each other. This is part of what makes Carnegie Mellon unique as a university and what makes IPD so successful."

Within IPD, cross-functional student teams representing the business, design and engineering disciplines create a product that fits within a corporate sponsor's product domain and responds to the needs of a specific market segment. Students learn the ideal approach to product creation: "team integration based on fulfilling the needs, wants and desires of customers," according to Jonathan Cagan, professor of engineering, and Vogel in their 2002 book Creating Breakthrough Products. The approach is organized into four phases: identifying, understanding, conceptualizing and realizing an opportunity to create a product that will be highly valuable to a customer.

"It is the best way to close what we call the 'Product Opportunity Gap' between what is currently on the market and new or improved products resulting from emerging trends," says Cagan. "Engineers often skip the 'understanding the opportunity' phase. Bringing the marketers, designers and engineers together at the beginning of the process can increase creativity, lower investment costs, shorten production pipelines and teach colleagues with different perspectives how to work better together."

In the spring semesters of 2000 and 2002, Ford Motor Company sponsored the IPD course. Student teams were asked to identify and develop products for Ford's F-150 pickup truck (2000) and the Ford Escape SUV (2002). The automaker was so impressed with the students' prototypes that Ford has patented five of the 12 products developed in the two semesters.

"Ford wanted to sponsor this course at Carnegie Mellon for two reasons," says Stephen Lesh, business strategy supervisor for the Ford Escape. "One was that we wanted to support the university. Carnegie Mellon is teaching the right things from a corporate perspective. Alumni

One of the headlines on the Ford® Escape® SUV homepage is we have hired prove that. But, in all honesty, the second reason we sponsored the course was that we really thought we would get some great products."

> IPD is successful because the faculty and students have demonstrated that with limited time, costs and resources, students learn the highly valuable, real-world lesson of working in diverse groups toward a common problem. The differences of the group, in fact, serve as the tool for success. Leveraging those differences in a manner that is both productive and profitable is the key for the student teams.

> According to Laurie Weingart, professor of organizational behavior and theory, "Interpersonal and intra-team communications, understanding and bridging perceptual gaps and constructive approaches to team negotiation are critical to a successful process. Teams learn to leverage their functional differences — differences that could otherwise lead to misunderstandings, lack of communication or irreconcilable arguments. By working together, team members develop an understanding of and respect for what the other disciplines can offer."

> Charles Amoh (MBA 2002) was one of the students on a Ford Escape team that had its prototype patented. Reflecting on the course, Amoh says, "As a market development manager at PPG, there is no way I can perform effectively without working well in teams. The course was a miniature, real-life business case that brought together students from different academic perspectives and backgrounds. It was a great learning experience that provided the opportunity to practice interaction and networking skills needed to get things done."

> The learning experience offered through the IPD course has become so rich that it became an obvious candidate for an MBA depth track. "Expanding IPD into a track is a great opportunity for MBA students who want to lead new product efforts for companies in any industry and of any size," says Weingart. "We anticipate that recruiters will view the track as a significant plus when comparing our students to their peers from other schools. Corporate expectations have changed for professionals with MBAs, and our emphasis on blending productivity, efficiency and profitability among various functions reflects the requirements of today's product and brand groups."

> Students who select the IPD track will take courses such as Product Planning and Strategy, Globalization of Design, Marketing Research, New Product Management, Groups and Teams in Organizations, Negotiation and Design for Manufacturing. Marketing instructor John Mather, who is also the executive director of the school's masters programs, adds, "The idea is to offer an education in integrated product development that is deeper and broader than any other program like it. It continues the tradition of the Carnegie Mellon business education experience by innovatively linking the MBA students to other leading research areas on campus."

Ford and Escape are registered trademarks of the Ford Motor Company.

# Static-Free Start - Up

Plextronics' saga is the Carnegie
Mellon culture in metaphor. The story
begins in the labs of the university's
Chemistry Department, winds its
way across campus to the business
school, travels a mile down the street
to the Innovation Transfer Center, and
culminates at Mellon Institute, where
the Plextronics team is charged up
and ready to roll.

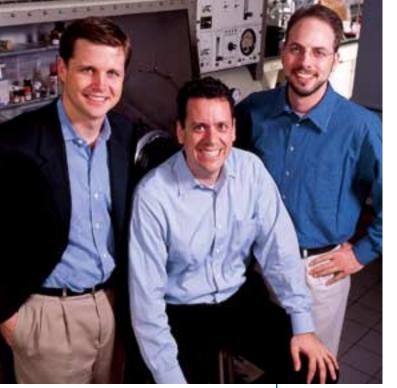
The company produces inherently conductive polymers — plastics with the intrinsic ability to conduct electricity that can be used either alone or as additives to produce coatings and plastics with conductive properties — and expects to reach agreement shortly with its first customer, a leading manufacturer of poured floor coatings. The contract, for an additive that will enable the customer's floor coating to dissipate static electricity, will mark Plextronics' entry into a market with annual sales exceeding \$1 billion.

Plextronics' remarkable run-up to commercialization demonstrates the breadth of technology-based opportunities under development at Carnegie Mellon's research labs, the entrepreneurial expertise of its business school, and the university's commitment to enabling entrepreneurship.

#### **Identifying The Pain, Finding The Solution**

Plextronics' technology is the outgrowth of Carnegie Mellon research led by Richard McCullough, Dean of the Mellon College of Science and Professor of Chemistry. The "McCullough Group"





The Plextronics team (pictured left to right): Eric Boughner (MBA 2002), Andrew Hannah and Richard Pilston, Ph.D.

of researchers devised a way to cost-effectively synthesize regioregular polythiophenes — polymers that can be used alone or can be bonded to other everyday plastics to enhance conductivity without altering those plastics' other physical properties.

The group's breakthrough solved two longstanding roadblocks to commercializing conductive polymer technology.

"We overcame the key challenges of cost and physical properties," McCullough says of the group's recent work. "We developed the technology to make the materials inexpensively on a large

scale, while producing useful physical properties by combining conductive polymers with regular plastics."

"We identified a huge number of products and markets that would benefit from our technology," says Richard Pilston, Ph.D., Plextronics' chief technology officer and a former member of the McCullough Group. "Our biggest task was to listen to the market's needs to identify the products with the greatest chance of immediate success."

The company's initial product helps control and minimize the effects of static electricity, a critical manufacturing problem. Static discharge causes an estimated \$40 billion in damage annually to electronic equipment and poses a risk of potentially disastrous fires or explosions in facilities where volatile materials are present. For example, static discharge was blamed for the massive explosion that destroyed West Pharmaceutical Services' plant in North Carolina last January.

Conductive plastics also have far-ranging uses beyond static dissipation. Charging plastic surfaces or coatings can improve process and finish quality in a variety of surface finishing applications and reduce the amount of topcoat paint required. Used as an additive, the polymers increase the lifetime of anti-corrosive coatings. Eventually, the technology will enable advances like printable circuits that can be produced on common printers; flexible, flat-panel displays; and stealth fabrics that absorb radar.

Andrew Hannah, Plextronics' CEO and an adjunct professor at the Donald H. Jones Center for Entrepreneurship at Carnegie Mellon, says the company started with an anti-static additive because the coatings industry presents a wide-open market.

"The major manufacturers have been deluged with requests for a cost-effective, consistent floor coating that can dissipate static, but they are handicapped by existing technology," Hannah says. "Whoever provides that solution will take the market by storm."

"That industry's pain and the opportunity are immediate and measurable," adds Eric Boughner (MBA 2002), Plextronics' vice president of product marketing. "It can provide a near-term revenue stream, allow us to demonstrate quickly that our solution works, and build our reputation to facilitate acceptance of additional products."

Despite its youth, word of Plextronics' potential is spreading rapidly and manufacturers in a variety of industries have approached the company. Pilston notes that the company expects to have a number of products on the market within the next year.

#### Parting The Red Tape Sea

Plextronics' business case also illustrates the inherent benefits of Carnegie Mellon's culture of integration evident among departments and schools as well as its unique approach to encouraging and enabling commercialization of university-owned technology.

Working in McCullough's group as a doctoral candidate, Pilston recognized the commercial potential of their technology — along with his need to learn more about the process of launching a company — and arranged a meeting in 2001 with Associate Teaching Professor S. Thomas Emerson, director of the Donald H. Jones Center for Entrepreneurship and holder of the David T. and Lindsay J. Morgenthaler Chair in Entrepreneurship at Carnegie Mellon's business school. At Emerson's urging, Pilston enrolled in entrepreneurship courses where he honed a business plan for bringing the technology to market and met Eric Boughner, an MBA candidate with financial and technical sales experience. Emerson also introduced Pilston to Andrew Hannah.

"The business plan Rich developed during his coursework gave him a comprehensive picture of the technology's potential and the competitive landscape," says Emerson, who serves on Plextronics' board of directors, "so the Center agreed to help organize a spin-out company."

"The best opportunities are often those that solve basic problems for industry," says Hannah, a veteran of the technology boom of the 1990s. "When we looked at the work in conductive polymers being done here, it was clear that this was a platform technology that could be built into a product line business."

While McCullough, Pilston, Hannah, Boughner and Emerson zeroed in on a plan, Carnegie Mellon University was revamping its licensing guidelines to simplify and strengthen the commercialization and licensing process, and instituted new procedures in 2001. Plextronics is among the early beneficiaries of those changes. The company completed the licensing process in just seven weeks and is one of a small number of companies created under the revised guidelines. Their agreement includes incubation space, deferred patent expenses and other assistance that reflects Carnegie Mellon's willingness to assume calculated risk in order to realize the potential of university-owned technology.



"We developed the technology to make the materials inexpensively on a large scale, while producing useful physical properties by combining conductive polymers with regular plastics."

Richard McCullough, Dean of the Mellon College of Science and Professor of Chemistry



"The business plan Rich developed during his coursework gave him a comprehensive picture of the technology's potential and the competitive landscape."

Associate Teaching Professor S. Thomas Emerson, director of the Donald H. Jones Center for Entrepreneurship

"We knew that we could improve the process to benefit both entrepreneurs and Carnegie Mellon," says Robert Wooldridge, director of Carnegie Mellon's Innovation Transfer Center (ITC). "We believe the new approach is unique among peer institutions in our outlook on licensing and our ability to customize support based on each start-up's specific needs. Our guidelines allow us to bet on a start-up's success because we understand the entrepreneurial process and believe in the skills and experience of our people."

Carnegie Mellon faculty, graduates, students, technology and other intellectual property played a role in the creation of at least 134 new companies in the past decade, Wooldridge notes. Plextronics, he says, has the right mix required to help ensure success.

"Studies show that transferring technology to market succeeds more often when faculty is involved," he says. "With Plextronics, you have McCullough and Pilston, who know the technology intimately, Andy Hannah and Tom Emerson, both successful entrepreneurs who provide the critical management and guidance piece, and a great business plan developed through the Jones Center."

Hannah adds that Carnegie Mellon's extensive alumni network was instrumental in connecting the company with early capital sources, potential customers and others who helped the company reach milestones. For example, Robert Gariano (BFA '71), an advisor to the Jones Center and the former general manager of GE Plastics Group's Lexan Division, joined Plextronics' board last fall, adding invaluable industry experience and contacts.

"Carnegie Mellon and ITC were the glue that made this company come together as quickly as it did," Hannah says.

With the technology they have developed, the expertise and enthusiasm of the founders, and the support of a university that prizes collaboration and entrepreneurial spirit, it will not shock anyone when Plextronics succeeds.



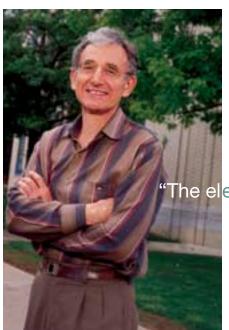
n much the same ways that other industries experienced market transformations in the 1980s and 1990s, the electricity industry is undergoing fundamental changes. As the industry restructures, it requires new business models to compete and prosper models that enable those who produce, transport and distribute power to set new standards and directions that take advantage of technology and innovation to profitably meet the dual mandate of optimal service at minimal cost.

"The electricity industry is different from any other because supply and demand must match at every instant," says Lester Lave, the Harry B. and James H. Higgins Professor of Economics, University Professor and Co-Director, Carnegie Mellon Electricity Industry Center. "Since it is not technically or economically feasible to inventory electricity in most instances, the design of markets for recently deregulated electric generation, which must be transmitted and distributed through wires that are still regulated monopolies, requires a thorough understanding of both economics and engineering."

Much of the information, technology and other resources for answering these challenges and a host of other industry issues are being developed at the Carnegie Mellon Electricity Industry Center (CEIC).

BUSINESSMODELS

One of the world's largest interdisciplinary groups studying the electricity industry, CEIC enjoys an active relationship with government, utilities, public interest groups and others that allows it to tap a broad base of information, tools and other resources to support and enable decision-making on everything from energy policy to marketing practices. Created with core funding from the Sloan Foundation and the Electric Power Research Institute, CEIC's mission is two-fold — to tackle long-term, strategic issues facing the electricity industry and to produce well-trained researchers with the background and skills to address the industry's problems. The center receives additional funding for specific research and consulting projects from a variety of public- and private-sector sources.



"[The CEIC] is closely integrated to the industry we study and our advisory committee is comprised of key stakeholders."

— Jay Apt

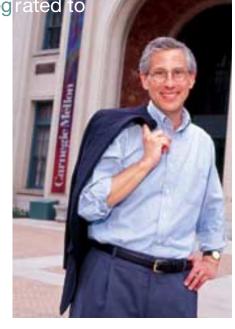
Along with Executive Director Jay Apt, distinguished service professor, engineering and public policy, and co-directors Lester Lave and Granger Morgan, Lord Chair Professor in Engineering and department head, engineering and public policy, CEIC comprises faculty, graduate student-researchers, and an advisory committee representing producers, suppliers, policy groups and unions.

"Like the other Sloan centers, ours is closely integrated to the industry we study and our advisory committee is comprised of key stakeholders in the sector," Jay Apt says. "They offer excellent feedback and incentives to conduct research with immediate applicability."

Today, the electricity industry is at a crossroads as partial deregulation of power generation, an unpredictable regulatory environment, and shifting consumer demands present both challenges and opportunities. Market issues are further complicated by the fact that the industry's other two legs — transmission

The electricity industry is
different from any other
because supply and
demand must match
at every instant."

— Lester Lave



and distribution — continue to function as monopolies even as deregulated producers in many parts of the country compete to generate power for business and residential consumers. The center's research projects reflect these trends by focusing on key areas including market structure and performance; distributed energy resources; advanced generation, transmission and environmental issues; reliability and security; and demand estimation.

One CEIC research project that examines consumer receptiveness to time-of-day consumption monitoring will help determine the features designed into monitors to make them user-friendly and provide the information consumers need to plan more economical usage patterns. Related projects focus on enabling the industry to move toward a broader suite of products and services and more diverse pricing structures that can stimulate revenues and profitability for producers.

"The airlines, telecom providers and banking industry all offer products at different levels that allow them to practice yield management," Apt says. "This is a new frontier for the power industry. We are contributing to the body of knowledge that will help it move into an era where the mix of electricity services is governed by what consumers are willing to pay for, whether it's guaranteed service levels, a choice of power by fuel source, or time-of-day pricing. There are profits to be made in this area and producers can use this information to create new opportunities for growth and better shareholder returns."

Equally important, CEIC is forging new tools and technology that improve strategic decision-making.

CEIC staff are helping the Tennessee Valley Authority, one of the nation's oldest electricity producers, develop an internal pricing structure that reflects the cost of reactive power, the electricity used to start generators and other equipment. Other CEIC researchers are developing models to address regulatory uncertainty. One example of such uncertainty is the task of designing plants under a variety of as-yet-unarticulated regulatory scenarios, such as varying levels of carbon dioxide and other NOX emission controls.

"This industry faces considerable uncertainty about the nature and form of future economic and environmental regulation,"

"The industry faces
considerable uncertainty
about the nature
and form of future
economic and environmental regulation

— Granger Morgan

Granger Morgan says. "Systematic analysis can help policy makers and industry leaders make better, more informed choices."

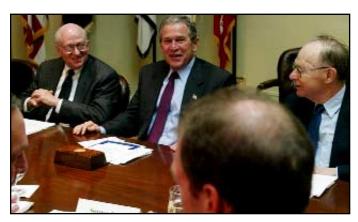
Other projects — such as research on the true cost of wind power if it becomes a large percentage of overall generation capacity or the costs and benefits of generating electricity from livestock feedlot waste — will help clarify emerging issues and provide both the industry and policymakers with the information required to separate fact from rhetoric.

Whether it is used for identifying new energy sources, generating more electricity with a smaller environmental footprint, or boosting the reliability of our electricity supply, much of the technology is already available. But these resources are not utilized due to industry underinvestment in development or reluctance to invest because of current financial performance or regulatory uncertainty.

"By working with producers, government agencies like the Environmental Protection Agency, public interest groups and our other constituents, CEIC can advance R&D planning, promote implementation of new technologies, help set policy and enable them to make the hard choices that can solve this industry's business problems," Morgan says.



# From the curb to the Web and everything else that's happening at your alma mater: W11315 9011 011



The photo was taken during a meeting of President Bush, Professor Allan Meltzer (far right) and 14 other economists. Meltzer and his neers were consulted by the President for advice on his economic stimulus plan. Photo taken by Stephen Crowley, The New York Times, and

#### PRESIDENT BUSH ATTENDS DINNER Honoring Professor Meltzer

At the 2003 American Enterprise Institute's (AEI) annual dinner in Washington, D.C., Allan H. Meltzer, The Allan H. Meltzer University Professor of Political Economy, received the first-ever Irving Kristol Award and delivered the Irving Kristol Lecture. President George Bush, who attended the dinner, also delivered a historic address on the need for a new government in Iraq and the role it could play in spreading democracy in the Middle East.

In an excerpt from the text of the President's speech, Bush remarked: "Thanks for fitting me into the program tonight. I know I'm not the featured speaker; I'm just a warm-up act for Allan Meltzer. But I want to congratulate Dr. Meltzer for a lifetime of achievements and for tonight's well-deserved honor. Congratulations." Meltzer was one of 15 economists recently called upon by Bush for input regarding his new economic growth package.

The Irving Kristol Award replaces the Francis Boyer Award, AEI's highest annual award for the past 25 years. Past award recipients include former presidents Gerald Ford and Ronald Reagan, as well as other dignitaries including Henry Kissinger and Vice President Dick Cheney.

The Irving Kristol Lecture is intended to illuminate central issues of public policy in contemporary America. The lecturer, selected by AEI's Council of Academic Advisors, is an eminent thinker who has made notable intellectual or practical contributions to improved public policy and social welfare.

Dr. Meltzer also was recently awarded the 2003 Adam Smith Award for distinguished achievement in the field of Business Economics, the highest honor given by the National Association for Business Economics.

#### GEORGE SOROS VISITS CAMPUS

Financier, philanthropist and author George Soros visited Carnegie Mellon last spring to share thoughts on his career, market dynamics and advice for today's students. Delivering his presentation to a standing-room-only crowd at the University Center, Soros focused his presentation on "The Problems of Globalization." Born in

Budapest, Hungary, Soros graduated from the London School of Economics and moved to the U.S. in 1956 where he found great success through an international management fund he founded and managed. Today he is president and chairman of Soros Fund Management LLC, a private investment man-



agement firm that serves as principal advisor to the Quantum Group of Funds, a series of international investment funds. In July 2000, Soros merged his flagship Quantum Fund with the Quantum Emerging Growth Fund to form the Quantum Endowment Fund.

#### PROFESSOR JACK THORNE RETIRES

In 1972, Carnegie Mellon became one of the first universities to offer formal courses in entrepreneurship. And John "Jack" R. Thorne, the David T. and Lindsay J. Morgenthaler Professor of



Entrepreneurship, was among the academic pioneers who first encouraged today's captains of enterprise.

Graduating in 1952, Thorne was a part of the school's first class of students to earn a two-year Masters of Science in Industrial Administration degree.

Throughout the 1970s and '80s, he built the entrepreneurship program into what is now called the Donald H. Jones Center for Entrepreneurship, a program recognized as one of the most outstanding nationwide. The Wall Street Journal 2004 ranking of business schools lists Carnegie Mellon's entrepreneurship concentration at #6.

Thorne estimates that he has taught more than of 1,500 students. "I get an average of three to four calls a week from former students," says Thorne, Calls from alumni range from simple "hellos" to "would you please review my latest business plan?"

Thorne also enjoyed much success in business and community support. He founded the Enterprise Corporation of Pittsburgh to assist entrepreneurs in starting businesses and was a general partner of The Pittsburgh Seed Fund. He served as director of a number of companies, and, before coming back to Carnegie Mellon, Thorne was founder and CEO of The Scionics Corp., a technologybased company in California.

In 1988, Thorne was named "Financial Services Advocate of the Year" by the U.S. Small Business Administration and in 1989 was cited as "Entrepreneur of the Year" by Inc. Magazine and Arthur Young. In 1991, Thorne was awarded the George Leland Bach Teaching Award by the graduating MBA class for excellence in teaching. Thorne also is proud that an endowed chair was created in his name using funds donated from former students and business associates.

Thorne's retirement plans include maintaining significant contact with the business school as professor emeritus, staying active as a director within several companies and traveling.

When asked about what makes a successful entrepreneur, Thorne says, "Fundamentally, entrepreneurs are focused individuals who have insane persistence in the face of total rejection. A large part of entrepreneurship can be taught, but not all of it. Most successful businesses come after two or three tries."

#### COMP FINANCE STUDENT WINS U.S. WOMEN'S CHESS CHAMPIONSHIP

Anna Hahn, a student in the Masters of Science in Computational Finance (MSCF) program, has won the title of U.S. Women's Chess Champion 2003. Hahn attends the business school's New York campus while working as an analyst for Goldman Sachs.



In addition to her most recent chess achievement. Hahn was a member of the U.S. Women's Olympic chess team in 2000: earned her Women's International Master title in 1995: won second place in the Junior World Chess Championships in 1993; and earned the title of Latvian Women's Chess Champion in 1992.

"Anna is a very gifted young professional with a wide range of talents and interests," said Rick Bryant, director of the MSCF program. "This most recent achievement in chess is no surprise. She is a great analytical and strategic thinker, a gift she applies to both her educational and professional goals in computational finance and to her love of chess."

After earning her MSCF, Hahn intends to pursue a career in trading and risk management.

#### Annual Fund Director Joins ADVANCEMENT TEAM

Laura Cotton has recently joined the business school's advancement team as the director of the annual fund. Cotton's responsibilities include soliciting alumni for annual gifts, managing activities of the W.L. Mellon Society, the recognition society for donors of \$1,000 or more, and working with graduating students to make a class gift in celebration of their araduation.



Cotton has eight years of successful development and fundraising experience with educational institutions, specifically in the annual giving area. Prior to Carnegie Mellon, Cotton worked at Shady Side Academy and Gettysburg College. She earned a bachelor's of science degree in geology and chemistry from Hobart and William Smith Colleges and has taken courses toward an MBA with a focus on finance and management.

"With my background in the hard sciences and fundraising, I am excited to be part of the school whose combination of analytical decision making and traditional business courses has produced a top-tier business program," said Cotton.

Cotton's overall goals include increasing the amount of money raised for the Annual Fund and the percent of alumni who participate.

CLASSNOTES

We need your email address: Please send us your current email address and we will shoot off our latest round of Carnegie Mellon bytes — all the news in nanoseconds right to your own computer screen. For more information contact John Sengenberger via email at jseng@ andrew.cmu.edu or call 412-268-9587.

#### Class of 1961

Jim Naftel is now President of a medical device company named Healthonics, Inc. It has a patented noninvasive technology that provides for drug-free relief of pain and acceleration of healing for fractured or broken bones. They are currently seeking equity funding and are located in Atlanta.



Ira Kuhn (IA '61), Lois Findley (IA '91, Alumni Chapter President) with Dr. Allan Meltzer

#### Class of 1962

Harvey Braun retired from Deloitte & Touche after 39 years. He retired from the position of Global Industry Leader for Consumer Business, which included all of their services to Retail, Wholesale, and Consumer Products Manufacturing. He recently joined Island Pacific as CEO. Island Pacific is a retail solutions provider that trades as SVI on the AMEX. He and his wife, Sue, have four wonderful grandchildren ranging in age from four to 13. They live in Livingston, N.J. close to their children and their families.

**John Dimling**, Chairman of Nielsen Media Research, was honored to receive the H.M. Beville award from the National Association of Broadcasters (NAB) at their annual convention for his "most significant contribution to the advancement of broadcast audience research."

H. Martin Weingartner, Ph.D. was elected a Fellow of the Institute for Operations Research and the Management Sciences (INFORMS), the first time the society has elected fellows. In 1985, he was president of TIMS (The Institute of Management Sciences), an international professional society that merged with ORSA (Operations Research Society of America) to form INFORMS. Weingartner is currently Brownlee O. Currey Professor of Finance, Emeritus at Vanderbilt University's Owen Graduate School of Management. Although retired and doing quite a bit of traveling with his wife, he still actively participates in seminars including the Council of Scientific Society Presidents in Washington, D.C., where he is an Alumni Member.

#### Class of 1963

David Ahl is now in semi-retirement selling off decades of accumulated books, magazines, first day covers, military vehicles (yes, really!) and other stuff on his



web site, www.SwapMeetDave.com. He also writes columns for three automotive magazines, teaches two Bible studies, coaches a rescue mission softball team, designs web sites, exhibits at stamp shows, and restores old military vehicles.

J. Thomas Presby, age 63, became a director of PracticeWorks in September 2002. In June 2002 he retired as a partner with Deloitte & Touche, an international accounting and consulting firm. Over a period of 30 years, Presby held many positions with Deloitte & Touche in the United States and Europe, most recently as Deputy Chief Executive Officer of the U.S. practice of Deloitte Touche Tohmatsu, the global professional services organization providing accounting advisory, tax and consulting services, during 2001 and until his retirement in 2002, and before that as global Deputy Chairman and Chief Operating Officer from 1995. Presby served as the Chief Executive Officer of Deloitte & Touche Central Europe between 1990 and 1995. During the 1980s, Presby launched and served as the Managing Partner of the Financial Services Center, an industry-focused practice unit of the firm. He currently is a director of Greenpoint Financial Corp. and World Fuel Services Corporation. He is a Certified Public Accountant in New York and Ohio.



#### Cyrus Freidheim Jr. (IA '63)

The next time you have a Chiquita banana, think of Cyrus Freidheim Jr. Last year, Cyrus was elected Chairman of the Board and Chief Executive Officer of Chiquita Brands International, Inc. He joined Chiquita after retiring from 35 years at Booz Allen & Hamilton, where he was serving as Vice Chairman.

"I consider it a privilege to head up one of the oldest and most distinguished companies in the United States," says Freidheim. "Chiquita is one of the most recognizable and successful brand names in the world and it has become synonymous with quality."

Freidheim has more than 35 years of business consulting experience with some of the world's leading corporations in 15 countries. His clients were spread across several industries including food, consumer products, and agribusiness. Freidheim has specialized in strategy and restructuring of global corporations, including playing a key role in devising and implementing the successful government-backed program to restore the Chrysler Corporation to profitability.

#### Class of 1965

J. Scott Armstrong, Ph.D. has created a web site designed to aid people in learning about research on advertising. It attempts to summarize all useful knowledge about advertising in the form of advice (or principles). The goal is to provide the central source for those who need to develop advertisements. The site also provides information on other aspects of advertising. It is at http://advertisingprinciples.com. Dr. Armstrong is Professor of Marketing at the University of Pennsylvania's Wharton School.

Hal Walls is now living back home in Beaver, Pa., where he is renovating a home built by Pittsburgh industrialist John Dravo in 1890. He retired (again) from corporate life and started Crosslink Consulting in 2001. Crosslink is a high-level consulting practice for investors, owners and top-level managers. Typical activities are strategic planning, operating assistance, executive coaching and location of sources of private capital. Some days it's not clear which is more demanding, consulting or home renovation. There is no confusion, however, about which activities are sources and which are users of funds.

#### Class of 1967

**Edward C. Prescott, Ph.D.** was awarded the Erwin Plein Nemmers Prize in Economics. The Prize is for \$125,000 and is given every other year to a single economist. Nobel Laureates



This is the fifth award. The award was in significant part for work with Professor Finn E. Kydland (pictured on the

are not eligible.

right with Prescott) on the time inconsistency of optimal plans. That paper was written when Prescott was a Carnegie Mellon faculty member in 1975. He is now Regents Professor in the Department of Economics, University of Minnesota, and Senior Economic Advisor to the Minneapolis Federal Reserve Bank.

#### Class of 1969

John Thompson was appointed Chief Financial

Officer for Veraz Networks, a leading Global provider of carrier-grade, next-generation telephony solutions. He will guide Veraz's financial operations as it continues its worldwide expansion. Veraz, formed through the merger of ECI Telecom's Next Generation Telephony Solutions subsidiary and NexVerse Networks, recently received \$30 million in new funding from investors. Thompson gained his more than 30 years of financial management expertise at companies such as Hewlett-Packard and Oracle. In his last assignment, he was Vice President of Finance and CFO for Interwise, where he managed finance, accounting, treasury, legal and human resources with staff in both Tel Aviv and Santa Clara, and he also closed a \$36 million Series C funding round for the company. He was also Corporate Controller at Oracle, guiding the company's financial efforts during its successful IPO while managing the finance and MIS staffs as the company grew from \$14 million to \$130 million in less than three years. Then as Director of Operations, he assisted the president of Oracle USA on the creation of three major new businesses — consulting, software applications, and system integration — as the company grew to over \$1.2 billion in revenues. Thompson held many management positions during his 15 years at Hewlett-Packard, including Finance Manager, managing the company's \$3 billion computer business. He and his wife live in Portola Valley, Calif.

#### Class of 1970

**Steven Jacobs** sold his office furniture business five years ago and is now working on his own as a consultant mentoring and advising entrepreneurs with life decisions and guiding them through strategic planning. He is also on the organizing committee to build a new YMCA in Syracuse, N.Y.

Paul R. Kleindorfer, Ph.D. was appointed the Anheuser Busch Professor of Management Science at the University of Pennsylvania's Wharton School in 2002. He had been the Universal Furniture Professor of Decision Sciences and Economics. He was also awarded an honorary doctorate by the Johann Wolfgang Goethe-University (Frankfurt, Germany) for his contributions to the Decision Sciences and to Managerial Economics.

#### Class of 1972

**Edward McClure** received his M.S. in Library Science from the School of Library and Information Science at the Catholic University of America. He retired from the direct practice of law and now lives in Albuquerque, N.M.

Robert "Bob" Shoemaker, Ph.D. is Professor of Marketing at the Stern School of Business at New York University. He shared with us that a number of business school alumni now occupy prominent positions within the Stern School including: Professor Russ Weiner, Ph.D. ('77) who was recently appointed the Deputy Dean for the Stern School of Business at NYU and is a chaired Professor of Marketing. Professor Eitan Zemel, Ph.D. ('77) is Associate Dean and Chairperson of Statistics, Operations Management, and Information Systems. Professor of Finance Ned Elton, Ph.D. ('70) is Chair of the Stern School Ph.D. committee and has taken an active leadership role on many of the most important issues facing the university. William Starbuck, Ph.D. ('64), Professor of Management, was the former head of the Ph.D. committee. Bill Dill, Ph.D. ('56) was the former Dean of the Stern School. According to Shoemaker, other business school graduates and Carnegie Mellon alumni at Stern include: Dhanajay Gode, Ph.D. ('94), Ajay Maindiratta, Ph.D. (Heinz '94), W. Michael Keenan, Ph.D. ('67), Ravi Anupindi, Ph.D. ('93), Manfred Padberg, Ph.D. ('71), and Gary Simon,

#### **NEW FRANCE CHAPTER FORMED**



French alumni celebrate the launch of the France Alumni Chapter at a special dinner in Paris.

The France Alumni Chapter was officially launched on January 24, 2003, with a special address by Francois de Carbonnel (front left, IA '72) at the La Soupiére 154 Restaurant in Paris. Serving as Chapter President is Denis Azria (IA '95). He is joined on the leadership team by: Alexander Barraine (MBA 2001), Massimo Cerri (IA '97), Yi Li (MBA 2000), Catherine Lowney (IA '85) and Olivier Salomon (IA '93).

CLASSNOTES

#### Class of 1974

Don Dietrich and his wife, Debby, just celebrated their 25th anniversary by opening a bottle of port that had been a wedding present with a houseful of long-standing friends. They have lived in the same area since marriage. Their daughter Wendy graduated from college and is following Don into the world of marketing by starting out writing proposals for a boutique ad agency. Their son, Steve, is in the United States Army.

#### Class of 1977

**Michael Hughes'** daughter, Megan, is a member of the Carnegie Mellon Class of 2007 and the women's soccer team.

Jonathan Domash is currently a Senior Business Analyst at Stanford University. His two major responsibilities are the Gift Processing system (which processes some \$400 million worth of gifts each year) and its conversion to the Oracle financials later this year. He lives with his partner, Stewart Kramer, (Manager of Facilities for the Physics Department at Stanford) in Milpitas, a suburb of San Jose.

Russ Winer, Ph.D. was recently appointed the Deputy Dean and William Joyce Professor of Marketing at the Stern School of Business, New York University. He also received a lifetime research achievement award from the Fordham University Center for Pricing Research.

#### Class of 1978

Charles "Chuck" Bracken is now the Executive Chairman of The Barton Group, an international mining, manufacturing and investment company. His oldest daughter, Heather, is studying math and physics as a sophomore at Bates College in Lewiston, Maine, and his daughter, Kirsten, was recently accepted into the musical theater program at Carnegie Mellon. His daughter, Kelli, is in 8th grade, and his son, David, is in 6th grade.

Jeff Branman is President of Interactive Technology Partners, a venture capital joint venture of QVC, Inc. and Comcast Corporation focused on investments in the areas of electronic commerce and supply chain. Branman is Chairman of the Board of Commerce Technologies, Inc., a private company based in Albany, N.Y. and sits on the board of GSI Commerce, Inc. (NASDAQ:GSIC). Branman and his wife, Elizabeth, and their 6-year-old twins, Alexandra and Matthew, live in Villanova, Pa.

**Richard Saltzman** joined Colony Capital, LLC as President at its New York office. Colony Capital, LLC (www.colonyinc.com), founded in



1991, is a private, international investment firm focusing primarily on real estate-related assets. Saltzman is widely credited with introducing the modern REIT to Wall Street and helping to devel-

op the opportunity fund concept and an array of other real estate products. Saltzman was formerly Managing Director and Vice Chairman of Merrill Lynch & Co.'s Investment Banking division. Saltzman joined Merrill Lynch in 1982 and has held several senior positions during his tenure. In 1992, he became Group Head for Real Estate Investment Banking. From 1999 through 2001, he was also Chief Operating Officer of Investment Banking and Group Head of Global Leveraged Finance. In 2001, he was named Vice Chairman of Investment Banking. Under his auspices, Merrill Lynch became the dominant firm in real estate finance having completed more than \$300 billion of lead managed debt, equity, and M&A/strategic advisory business in this area.

**Nobusato Suzuki** was promoted to Chief Financial Officer at Sumitomo Metal Industries, Ltd., in Tokyo, Japan. He also was elected to its Board of Directors.

#### Class of 1979

**Prabuddha De, Ph.D.** joined the Krannert Graduate School of Management at Purdue University in fall 2002 as Accenture Professor of Information Technology. He had previously held the Sherman-Standard Register Chair in MIS at the University of Dayton. He had earlier served on the faculties of Ohio State University and Cornell University

#### Class of 1980

Jay Aronson lives in Athens, Georgia, with his wife Sharon, and three children: Marla, Michael, and Stephanie. Marla is completing her first year at Georgia Tech (that other leading engineering school). Jay has just completed a year of directing the Master of Internet Technology Program at The University of Georgia, where he is a Professor of MIS. Even though his program directly competes with the Carnegie Mellon Master of Science in Commerce, he still took on its Directorship.

**Irwin Grossman**, President of Tetbury Consulting Group, Inc., was a member of the winning team in the 50 – 54 age group for basketball at the Massachusetts Senior Games. He also participated in the National Senior Games in June 2003.



#### Ken West (IM '80)

Spiderman. Captain America. The Hulk. These are the characters that come to mind when you think about Marvel Comics. Carnegie Mellon has a superhero of its own in Ken West, an alumnus of Carnegie Mellon business school's undergraduate program.

As the Executive Vice President and Chief Financial Officer for Marvel Enterprises, Inc., a NYSE listed company (ticker symbol 'MVL'), Ken oversees financial aspects of the three segments of Marvel Enterprises (toys, licensing and comics), seeking ways to improve the finances of the company. He also relates Marvel's news and company updates to analysts and investors.

Upon receiving his bachelor's degree from Carnegie Mellon, Ken worked for Arthur Young, which later merged to become Ernst & Young, where he spent more than 15 years. He then served as CFO of Colin Service Systems Inc., a prospective Ernst & Young client, for five years. After that, Ken became COO and CFO of a small recruiting firm in Connecticut before he moved to Marvel in 2002.

Ken had such a positive experience at Carnegie Mellon that he is now a volunteer in support of the school's admissions efforts. He has been active for the past 20 years in interviewing local high school applicants for the university and also represents the school at annual Connecticut college fairs.

"I'm very proud of Carnegie Mellon and enjoyed my time there. My academic experiences were very fruitful," explains Ken. "There were so many courses of interest to me that I overloaded every semester and even took graduate classes at the business school and at the Heinz School. I ended up with a triple major — in administration and management science, economics and accounting — and with university honors. It was a very rewarding opportunity."

So rewarding, in fact, that one of his sons is following in his footsteps as a current freshman studying mechanical engineering at Carnegie Mellon. Ken enjoys spending time with his family, including his wife of 23 years and another son, a sophomore in high school. Ken also plays tennis when he's not working and volunteering.

Marvel character films released this year include X-Men 2 and Hulk.

#### Class of 1981

Yoshiaki Fujimori was promoted to a new post leading the General Electric Company's operations in Asia. Fujimori, will develop new markets and oversee customer relationships from his office in Tokyo. He has been CEO of the plastics unit, with yearly sales of \$5 billion, since May 2001. Fujimori joined GE Japan in October 1986, working in business development, and worked in the Fairfield, Connecticut-based company's medical-systems unit before he was named to lead GE Plastics in May 2001. He previously worked for 11 years at Nissho Iwai Corp., a Tokyo-based import-export company.

Barton O'Brien joined the executive team of Attensity Corporation as Vice President, Business Development in February 2001. Attensity has made a fundamental breakthrough in software that "machine reads" the free text fields in call center notes and warranty records. The company is applying this capability to reduce warranty and recall costs for automotive, heavy equipment, and consumer durables companies. The company also markets to federal intelligence agencies. Current customers include Whirlpool, John Deere, and In-Q-Tel (the venture capital arm of the CIA). On a side note, Bart and his wife, Barbara, purchased a vineyard and winery in Napa Valley in early 2000. The O'Brien Family Vineyard, pictured below, bottles both Chardonnay and Merlot.



Howard Pien was appointed President and Chief Executive Officer of Chiron Corporation in April 2003. He is also a member of the company's Board of Directors. Pien joined Chiron from GlaxoSmithKline (GSK), where he assumed the role of President, Pharmaceuticals International, in January of 2001. He was also a member of GSK's Corporate Executive Team. Previously, Pien held the position of President, Pharmaceuticals, SmithKline Beecham, where he had responsibility for the commercial operations of the company's worldwide Pharmaceuticals business. Before assuming that role in May 1998, he held key positions in SmithKline Beecham's Pharmaceuticals business in the United States, the United Kingdom

and North Asia. Prior to joining SmithKline Beecham in 1991, Pien worked six years for Abbott Laboratories and five years for Merck, with assignments in sales, market research, licensing and product management.

Steve Morris started a high-tech company, Teseda Corporation two years ago (www.teseda.com) and is President and CEO. The company has been through two rounds of venture funding (one in 2001 and one in 2002, both of which were not great years for venture capital!) and has designed, built and introduced a new kind of integrated circuit tester that is dramatically lower in cost than existing solutions. Teseda now employs 25 people, and 2003 is the company's first year of revenue.

#### Class of 1982

**Bill DeMarco** was promoted to Worldwide Director of the Consulting and Solutions Business at Kodak Polychrome Graphics. This position is the result of a recent restructuring that creates a new business line for the company. He and his wife, Claudia, will be relocating to Norwalk, Conn., where the company head-quarters is located. He also received a third patent issued for electronic imaging applications.

#### Class of 1983

Kevin Greenawalt recently completed 20 years with Alcan Aluminum. The first 19 were spent in various locations throughout Alcan's North American Rolled Products business group, including four as General Manager in two of the business units. Late in 2001, he moved to Zurich, Switzerland, as Vice President of Manufacturing for the European business group. He considers it a great professional and personal experience as his family is now located within a few hours of many of Europe's most interesting cities and areas. He would love to see any classmates who are passing through Switzerland.

#### Class of 1985

Tim Dawes recently became co-owner of EffectiveArts, Inc., a company in Seattle, that uses interactive drama to train people in emotionally intense interactions (journalists who interview victims of trauma, coordinators who work in hospitals collecting donated organs, respiratory therapists who care for patients with trouble breathing, etc.). The new company makes him almost as happy as his twins, Jack Paris and Livry Blair.

**Dennis Fister** and his wife, Miriam, currently work as independent Internet Consultants and live in Lexington, Ky. They are very happy that their work allows them to live anywhere in the world and are now building a second home in Guatemala that they designed. When it is completed they will split their time between the United States and Guatemala.

Sarah and Tal Heppenstall visited London and Paris with their children for spring break. Sarah is the (very-part-time) minister at the Tidal Presbyterian Church, preaching about once a month and juggling the very full-time Mom thing. Tal is still splitting time between PriMuni and RBC.

Steve Latterman, upon graduating from Carnegie Mellon, co-founded a software company, which he sold in 1994. He then moved into the Wealth Management field with Advest, Inc., providing investment, financial planning and estate planning advice to small business owners and professionals. Latterman and his family still reside in Pittsburgh. His wife, Leslie, is the Assistant Program Director for an Internal Medicine Residency Program in Wheeling, W. Va. They have a daughter, Shelby, and a son, Spencer.

Anne Middleton Moore and her husband, Keith, competed in an International Ballroom Dance Competition in New York City, where after competing for their first time, they were presented with an award for Top Newcomer Couple. They also received 11 1sts, two 2nds and five 4ths. There were over 5000 dance entries in the competition, which was held over a three-day period. Fred Astaire and Ginger Rogers, look out!! On the business side of her life, Moore was promoted and now manages the Data Deliverables Production area for MSA's Information Management Solutions area.

Richard Noll is Chief Operating Officer of Sara Lee Bakery Group and Senior Vice President of the Sara Lee Corporation in St. Louis. Sara Lee Corporation is a global manufacturer and marketer of high quality, brand-name products for consumers throughout the world. With headquarters in Chicago, Sara Lee has operations in 55 countries and markets products in nearly 200 nations. He succeeded Barry Beracha as Chief Executive of the bakery group in June 2003. He was the former Chief Executive of Sara Lee Legwear, Direct and Mexico group, one of four divisions of Sara Lee's North American apparel business. Noll joined Sara Lee in 1992 as Chief Executive of the U.S. sock business. Before that, he was Vice President of Mercer Management Consulting.

**CLASSNOTES CLASSNOTES** 

Matthew E. Peterson (JD/MBA) was named Chief Investment Officer (CIO) of Lydian Wealth Management, Washington, D.C.

#### Class of 1986

Roger Roble and his wife, Debby, welcomed the birth of their third child, Olivia Marie, on February 26, 2003.

#### Class of 1988

Chris Bastecki was recently promoted to Vice President of Marketing for Enthone, Inc., a \$500 million business that provides specialty chemicals for electroplating processes. He will be moving his family (wife, Amy, and six children) from Alpharetta, Ga., to central Connecticut.

Elliott Hamilton is now Director of Strategic Marketing at TeleCommunication Systems, Inc., (NASDAQ: TSYS), a software firm specializing in location and messaging platforms for wireless carriers and the government. It is located in Annapolis, Md.

Scott Morrison recently became Vice President, Business Technology-Japan for Pfizer Japan, located in Tokyo. He has lived in Tokyo with his wife, Lara, and their two children, Andrew and Samantha, since 1999. He has also been involved in the Management Game as a board member at Aoyama Gakuin University one of the participating universities in the Game.

Robert Tang is with Visa International as a Product Director in the Global Acceptance Group in Foster City, Calif., where Visa is headquartered. He joined the company in October 2000 and relocated to the Bay Area from Atlanta where he had formerly been a consultant for UPS and a Market Intelligence Manager for VeriFone (formerly a division of HP). His current projects include helping the Visa regions migrate to smart (chip) credit and debit/ATM cards, and supporting the use of a PIN (instead of a signature) for payments made using smart cards. He lives in San Mateo, Calif., where he loves the Mediterranean type climate, the cultural diversity and excellent local ski areas (Kirkwood and Tahoe).



Robert Tang (IA '88) and Seema Sharma (IA '89), skiing at Kirkwood. Seema Sharma is an independent marketing consultant with Sequoia Marketing Strategies, Inc.

Jill Wright and her husband, Phillip, announced the birth of their second daughter, Nataly Helen Elisabeth, on March 31, 2003. Wright is active on the leadership team of the Washington Area Alumni Chapter.

#### PITTSBURGH CHAPTER PROFILE

## Leading Alumni and Faculty Speak to Pittsburgh Alumni Chapter

and Chief Operating Officer of Weirton Steel active in venture capital since the early 1970s. Manager" on April 23, 2003 and Dale Hershey Corporation spoke on campus in March at He has served as a Director for more than 40 on "The Ethical Impact of Corporate the invitation of the MBA Leadership Club. successful companies and has been closely Walker shared his insights on leadership to involved as lead investor with the emergence a standing-room-only crowd of students, faculty and staff. Walker is a member of the American Iron & Steel Institute, serves on as a founder/mentor of Accel's European the United Airlines Board of Directors, and is business. Before founding Accel Partners, Adjunct Professor of Electrical and Computer an active volunteer with Habitat for Humanity. Jim was founding General Partner of Adler & Engineering and successful alumni entre-

Thorpe (Robotics).

speaker was Jim Swartz (IA '66), one of in London. Carnegie Mellon's leading alumni in the venture capital field. He spoke to over 75 alumni,

of numerous industry pioneering firms. Swartz is working closely with the Accel Europe team The Alumni Executive Breakfast Company, which he started with Fred Adler in preneur; William Hinchey, (IA '86), Entrepreneur Updates were in full swing this year with 1978, after his tenure as a Vice President of and Executive Director, The StartSMART lectures provided by faculty including Bob Citicorp Venture Capital. He will be hosting Foundation; and Joel Adams (IA '86), Founder Dammon, Mike Trick, Tom Kerr and Chuck alumni entrepreneurship panels in Silicon of Adams Capital. Valley and Boston in the coming months

nity to hear other faculty at two evening years back. students and faculty on the topic of "Venture" programs in the North Hills. Dr. Jeffrey R.

John Walker (IA '86), the former CEO Capital — Dead or Alive?" Swartz has been Williams spoke on the topic of "Tomorrow's Governance Issues" on October 15, 2002.

> The Entrepreneurship Network also launched a monthly speaker series in January. Speakers included: Angelo Pasquale (EMP '98), CEO of Optiron; Robert M. Unetich,

Finally, the Pittsburgh alumni chapter On March 13, 2003 the breakfast series as well as speaking to the alumni chapter has a new President, Pat Kane (IA '95). Pat takes over for Julie Kopko (IA '99) who was Pittsburgh alumni also had the opportu- instrumental in launching the chapter a few



#### Brian Olsavsky (IA '89)

What is it like working for a company that claims the "Earth's Biggest Selection?"

According to alum Brian Olsavsky, life at Amazon.com is a dynamic workplace. "It's great to work for a company that is growing so fast, developing a new industry and, more importantly, building a great customer experience," says Brian Olsavsky, Vice President of Finance. Worldwide Operations and Customer Service at Amazon "It's like catching the Internet revolution the second time around."

Before Amazon. Brian worked in finance at BF Goodrich for five years and at Fisher Scientific for seven

Brian came to Carnegie Mellon with an undergraduate degree in mechanical engineering from Penn State University. "I saw an MBA as a way to leverage my technical undergrad degree into a broader career in general management," says Brian. "My technical background allowed me to appreciate the Carnegie Mellon program and to grow from it. It gave me a great toolkit of technical skills, extensive experience working in groups, and a way of looking at issues from both an analytical aspect and a human aspect in order to get the best answer.

He enjoys the respect and opportunities his Carnegie Mellon degree offers him. "No one questions your technical skills or expertise because Carnegie Mellon has such a great reputation," says Brian. "Alumni before me have payed the way and I try to do the same. In fact I am happy to report that Amazon is beginning to hire more Carnegie Mellon graduates. It's a great place for business people who are technical, such as those who work in operations, and enjoy an environment where the cycle time from idea to implementation is measured in days and weeks, rather than months and years.

The job at Amazon.com brought Brian and his family to Seattle and the West Coast for the first time. "We love the West Coast," says Brian. He, his wife Susan, and his three daughters, Katherine, age 11, Alexandra, age 9, and Gracie, age 5, enjoy the many outdoor activities available to them.

Brian is the President of the newly formed Seattle alumni chapter.

#### Class of 1990

Jennifer Alexander and her husband, Larry Honig, welcomed their new daughter, Samantha Jordan Honig, into the world on September 19,

Barry Robinson was promoted to Executive Vice President responsible for Middle Market Banking in Kentucky for National City Bank. His wife, Maribeth, and their two children, Katherine and Kevin, have relocated to Louisville, Ky.

Craig Smith is now Manager of Financial Planning & Analysis for Concord Camera in Hollywood, Fla. He lives in Boca Raton, where his wife, Mary, is Sales and Marketing Director for Ford Credit's Latin America region and his daughter, Anna, attends pre-school.



New York Metro Alumni Chapter President Jeff Meckler (IA '90) (left) with Alumni panelist David Tepper (IA '82) at the alumni reception held at JP Morgan Chase in November 2002.

#### Class of 1991

Mark Schaeffer started his third company, building security products and services for VPN management. More importantly, he was married to Toby Bennett (who is now Toby Schaeffer) on October 20, 2002. They are living in San Ramon, Calif.

#### Class of 1992

Ryan Baum continues to work at Wells Fargo where he has been since graduation in 1992. He is the Group Finance Officer for the company's Institutional Investment Group. Following the tragedies of September 2001, he received a direct commission as a Supply Corps Officer in the United States Naval Reserve. He hopes to apply his Carnegie Mellon training and work experience when and if the need arises.

He currently is the Executive Officer of the Supply Support Battalion One's Fuels Company Echo that drills out of Travis AFB, Calif. Baum's wife, Alice, continues to do post-doctoral research in molecular biology at University of California-Davis

Sulajja Firodia Motwani is the Joint Managing Director at Kinetic and the Managing Director of Kinetic Finance. Headquartered in Pune, India, Kinetic Motor Company Limited is a pioneer and India's largest manufacturer of modern scooters. She is in charge of the company's strategy, sales, marketing and finance activities. Motwani was recently featured as a business "Face of the Millennium" by India Today and was voted among the top 25 business leaders of the next century in a poll of industrialists conducted by Fortune India. Prior to joining Kinetic, Sulajja worked at BARRA, a finance portfolio management company, and launched their Indian office. When she is not launching new products in the market, she plays badminton and has participated in several national tournaments between 1986 and '89. She and her husband, Manish, are the parents of a son, Siddhant.

Brent Schimke has spent a decade launching and managing business ventures and projects. Currently he is with Roundtable Communications, a reseller of multimedia conferencing platforms and networking equipment. Schimke, who is the current General Manager and co-owner with Multi-Media Communications, founded Roundtable in late 2002. Roundtable is serving businesses in the New York area with a need for telephony and data communications gear.

Geoffrey Storms and his wife announced the birth of their third child, Jillian Paige. She was born on May 8, 2002, just two days after they moved back to La Grange, III., from Wisconsin, where they had lived for over 5 years. Storms is President of the Brunswick Corporation in Lake Forest, III.

CLASSNOTES \_\_\_\_\_ CLASSNOTES

#### Class of 1993

**Michael Coughlin** is now Vice President for Bank One Card Services Technology Operations (formerly FirstUSA) in Wilmington, Del.

Robert Downing Jr. shared the good news that his third son, Thomas, was born to his family in March 2003. He joins Matthew and Nicholas. Downing is Global Business Manager for Acima, a Rohm & Haas Company in Philadelphia.

Oliver S. Fetzer, Ph.D. is Senior Vice President of Business Development for Cubist Pharmaceuticals, Inc. in Lexington, Mass. Prior to joining Cubist, he served as Vice President and Director from 2000 to 2002, as Manager from 1997 to 2000, as Project Leader from 1995 to 1997 and as Consultant from 1993 to 1995 at The Boston Consulting Group. While there, he focused on domestic and international strategic issues, predominantly in the healthcare industry, covering all functions of the pharmaceutical value chain.

Rahel (Green) and Jordan Rosner have moved to Tokyo for the next few years where every day represents a new adventure — learning about the people, the customs, and the way business and life are conducted. Jordan is developing a relationship marketing capability for Pfizer Japan, while Rahel and the family are exploring and learning about Japan and the local culture.

Ben Smith left A.T. Kearney and EDS after nine years. His departure came after a leave serving as Senior Advisor to the Secretary of Transportation post 9/11. Smith is now working with a few venture firms on new start-ups. One of these start-ups, Spoke Software, is an early stage enterprise software company backed by USVP, Sierra and Partech. Smith is Spoke Software's CEO and Andy Rosenbaum from Carnegie Mellon's School of Computer Science is the chief architect at the company. The company is based in Palo Alto, Calif. and is focused on helping companies leverage relationship networks to accelerate sales. Smith recently served as an alumni panelist on entrepreneurship held at Microsoft in Mountainview, Calif. in May 2003.

**Tanos Touma** is Vice President of the Holdal Abou Adal Group in Lebanon and has been blessed with two beautiful children, Luna Maria Touma, born February 14, 2000, and Rachid Tanos Touma, born on March 9, 2001.



Carnegie Mellon alumni in Taiwan gathered for a special reception on August 4, 2002. A chapter is being formed under the leadership of Ben Chu (IA '95).

**Theodore Wadsworth** was married last year to Leila. He started a publishing business three years ago and a real estate holding business five years ago. He is now looking for the next opportunity in the Boston area.

#### Class of 1994

lyer Anand, Ph.D. moved to Washington, D.C. with his wife (a dermatologist) and their baby in 2002. He is a director with Pittiglio Rabin Todd & McGrath (PRTM). Anand received the Ted Pittiglio Memorial Award for outstanding consultant across PRTM in 1998 and was promoted to partner in PRTM in December 1999 after five years with the firm. In addition, he co-authored the first textbook in mobile commerce: Mobile Commerce: Technology, Theory, Applications with Professor Brian Mennecke and chaired several conferences and gave key note speeches in Telematics. He is currently seeking IP protection for an innovative approach to developing a wireless strategic blueprint for companies who seek to leverage wireless communications.

Leah Chiavacci was married to Cris Shuldiner at the Omni Parker House, Boston on October 13, 2002. In attendance were Laura Howard Cheney, (IA '94), Elizabeth Pfrogner, (IA '94), who was a bridesmaid, and Ann Johnson, (IA '95), who made the cake. Photos can be seen at www.clubphoto.com. Leah is currently a fundraiser for New Hampshire Community Technical Colleges. The couple resides in Pelham. N.H.



Debra Thorsen and her husband, Matt Pitcher, welcomed their first child, Sage Alana, on September 9, 2002. They live in Carlsbad, Calif. Thorsen has her own coaching and consulting company, Culture Builders. She received her certification as an executive coach from the Newfield Network in 1999 and has branched out from her roots in strategy consulting. In addition to creating corporate learning programs, Thorsen works with individuals to help them achieve more fulfillment from their work and careers. Thorsen would love to hear from classmates and fellow alums. Contact her at debra@culturebuilders.com.

Matt Thomas recently joined Medtronic, a leading medical device company, to lead its direct-to-patient marketing for the Activa brand, a neurostimulator implant for the treatment of Parkinson's disease and other movement disorders. As a part of the move, he resigned as CEO of HyperX Media, a startup he co-founded in 2000, that implements direct-to-patient and permission marketing programs for biotech and medical device clients. He now serves as Chairman of HyperX Media. Matt and his wife, Melanie, (a graduate of Pittsburgh's Chatham College), have three children: Sam, Ashley and Emily.

Nurca Yener and her husband, Erkan Bozkurt, moved from Pittsburgh to Chicago in 2001 where they both work for Kraft Foods as Marketing Analytics Managers. Nurca is working part-time now and is studying Psychology at Northwestern University. Most importantly, they became parents last year with the birth of their first child, Arman Kadir, who was born on May 10, 2001.

#### Class of 1995

**Sujit Bhattacharya** and his wife, Richa, are the proud parents of twin daughters, Sarina and Sonia, who were born on November 21, 2002. Bhattacharya is a Business Consultant with TXU in Dallas.

**Ben Chu** is now a Vice President at a wireless location service venture called OleMap after his experiences with Andersen Consulting/Strategic Service for Greater China, AT&T and startup ventures in United Web. He is active in the leadership of the newly formed alumni chapter in Taiwan.



#### Rob Frasca (IA '95)

"This is a great time to start a company," says Rob Frasca, a true entrepreneur. "The froth is out of the market," he explains. As CEO of his fourth start up, Affinnova, Rob has an instinct for this sort of thing.

After earning a B.S. in mechanical engineering from Rochester Institute of Technology, Rob spent seven years as a Naval Flight Officer with a specialty in electronic/surface strike warfare operations. He planned more than 40 reconnaissance and attack missions and flew 18 combat missions during Desert Storm.

The Navy sent Rob to Carnegie Mellon to teach ROTC, and he earned his MBA through the Flex Time program. "Carnegie Mellon is a great institution," says Rob. "It gave me a network and introductions to entrepreneurs who served as my mentors. Mentors are what you need to be successful as an entrepreneur. You need someone advising you who has been there before."

Upon graduating from Carnegie Mellon, Rob started his first company, GALT Technologies, the first commercially available personal finance Web site, which was later sold to Intuit. He was recruited into his next start-up venture, WiseWire Corporation, by Internet Capital Group and eventually sold it to Lycos. Rob became Vice President and General Manager of Lycos.com and led the company to become the second most visited portal on the Internet and the world's largest online community.

After Lycos, Rob founded Internet Venture Works before starting Affinnova two years ago. Affinnova is a growing organization of about 30 people. The company helps other companies such as Pepsi and Proctor & Gamble increase their success rate with product development.

After six years in Pittsburgh, Rob now lives in Newton, Mass. where he enjoys being an avid gardener and spending time with his wife and 7-year-old son.

Rob was a member of a panel of alumni entrepreneurs who spoke at an alumni event in Boston in July 2003.

**Paul Drotch** is now in Boston, working as a high yield analyst for Liberty Mutual. If any students or alumni have any interest or questions about the investment management business, they should feel free to call him. He is active with alumni events in the Boston area.

Tony M.W. Lai (IA '95) passed away on March 10, 2003, after a year long battle with a rare form of cancer. He was 33. Lai had an undergraduate degree in electrical engineering from the University of Waterloo, including an international semester at Leeds University in the United Kingdom. While at Carnegie Mellon, many may remember him as the math whiz who was always willing to help everyone. During the 2nd year, he was Professor Sunder Kekre's TA and also worked at the front desk of Carnegie Mellon's business school. Lai created his own on-the-job manufacturing experience by working full time at the Sony facility in New Stanton, Pa., in the spring of his second year. He married Jane Lennox in March 1995. Lai had been working as a product manager for a high tech firm in Ottawa since 2000. Prior to that, he was with Emerson Electric working in St. Louis and Columbus, Ohio. Ever the car enthusiast, Tony had been active in local racing and rallying until his illness.

Irene Skolnick (PFE) sold her company, Dymax, on December 31, 1998, and now is retired. She and her husband spend four to five months on Sanibel Island, Fla., and have the time and the means to travel and visit their children and grandchildren.

**Diahann (White) Young** is now Director of Marketing for the Funny Bagels Food Company in Miami. A privately held, Florida corporation, Funny Bagels Food Company markets and distributes its bagels to over 10,000 supermarkets throughout the United States.

#### Class of 1996

Homaira Akbari is Vice President of Strategy and a member of the Executive Board of the Information Technology & Services business area (IT&S) of Thales in Paris. She reports directly to the business area CEO and the Senior Vice President of Corporate Strategy. In this role, Akbari is responsible for the strategic positioning (technology, products, production and financial) of IT&S Business Area that currently has 60 business units serving 20 different market segments internationally (50 percent of IT&S activities are outside of France).

**Zeid Ayer** (MSCF) has joined the Principal Capital Group in Des Moines, Iowa, as a Senior Research Analyst.

Remis Bistrickas was promoted to Director, Corporate Development, at the Lubrizol Corporation. The Lubrizol Corporation is a global fluid technology company concentrating on



high-performance chemicals, systems and services for transportation and industry and is headquartered in Wickliffe, Ohio. In August 2002 his wife, Ginta, gave birth to their beautiful daughter, Maria Cecilia Bistras.

**Albert Burgunder** is Director, Plant Operations for BOC Gases Australia Limited. He manages all the South Pacific facilities that manufacture oxygen, nitrogen, argon, carbon dioxide and hydrogen.

**Danny and Carey Chi** announced the joyful news of the birth of their son, Ryan Elvis, on January 9, 2002. Danny is the Product Line Manager for Hifn'sr eCommerce Division, where he is responsible for sales of their silicon-based security solutions.

**Bruce Herwig** and his wife, Heather, happily announced the birth of their daughter, Emma Catherine Herwig, on March 2, 2003. She was almost a week early, but she still tipped the scales at a healthy 8 lbs. 8 oz. and was 21 inches long. Herwig is a manager with BearingPoint in Radnor, Pa.

Karla Karanza is living outside of Los Angeles and is working for DIC Entertainment, an animation production company. She is doing production accounting, royalties and participations as well as implementing a new contract rights management system. She is also producing plays in the evening for a small theater company. Her show was up for several awards as well as garnering several critics' picks. She is also producing a series that has had rave reviews in Backstage West (a Hollywood trade magazine).

**Bill Rieders** joined the partnership last fall at The Parthenon Group, a strategic advisory firm. One of his new responsibilities will be joining Parthenon Group's San Francisco office to help grow its West Coast presence.

CLASSNOTES

**Lisa Ann Vozel** and **Jay Paul Fidler** (IA '97) welcomed a daughter, Cecilia Vozel Fidler, in August 2002.

#### Class of 1997

**Srinivasan Chandrasekharan** is Director of Marketing for Intel's Ethernet Switching Business Unit. He lives in Bangaldore, India with his wife and two daughters.

**Jim Harvey** spent five years working in marketing with start-ups, including companies with a medical software product. He is now taking self-study courses in anatomy and physiology and medical billing. His plans are to work in the IT/business side of medicine with physicians, hospitals or medical software companies.

Jon Hougland left Entergy, Houston, where he was Senior Manager of Mergers and Acquisitions, to become Director of Risk Management for TXU Energy Trading in Dallas.

John Huai-zhong Li (MSCF) successfully launched and managed China's first and largest fixed income fund with close to 4.9 billion RMB in assets. Li's financial career began on Wall Street as a Mortgages Proprietary Trader and Investment Manager at Deutsche Morgan Grenfell and Deutsche Bank Securities. He signed on with Generic Trading Hedge Fund LLP, where he practiced arbitraging investment strategies. Li returned to China in 2001 after a 10-year career in the United States. He joined Southern China Fund Management LTD as Director of Portfolio Management and Head of Fixed Income Investing.

**Giuseppe Lancia, Ph.D.** is now Assistant Professor of Operations Research at the University of Udine. He had been Associate Professor at the University of Padova in Italy. He is also on the adjunct faculty at the University of Colorado in Denver.

Krishna Narayan is now the Vice President and General Manager for Domestic Preparedness at Fisher Scientific International, Inc., in Pittsburgh. He is leading Fisher's efforts to grow and manage its domestic preparedness business in the government, commercial and consumer sectors.

Rich Oprison has been promoted to director of strategic services at Blattner Brunner in Pittsburgh where he had been a senior strategist. Oprison's responsibilities include growing and managing the agency's strategic planning and research functions as well as leading Blattner Brunner's pharmaceutical marketing initiatives. His client-side experience in brand management, combined with his strategic work with agency clients, like Heinz, GlaxoSmithKline and many others, prepared him for his new role. Previous to Blattner Brunner, Oprison was Vice President of Marketing for OnlineChoice. He also worked in brand marketing for SmithKline Beecham. In family news, Rich and his wife, Melissa, and their daughter, Isabella, welcomed a new addition to the family, Nicholas Charles Oprison, who was born on March 12, 2003.

Karl Pearson is currently Manager of New Product Development for Rain Bird Corporation (yes, the sprinkler company!) in Azusa, CA. Prior to Rain Bird, he worked for a number of manufacturing companies in management roles ranging from operations to finance to marketing. He and his wife, Christine, have two beautiful children, John and Elle. They moved to Los Angeles in 1998 when the company he interned with in 1996 finally delivered that long-promised job. They live near the beach but really miss those long, cold Pittsburgh winters.

**John Ripperton** (PFE) was appointed to the role of Division Vice President-Distribution for the Radio Shack Corporation. His responsibilities include management of the corporation's eight distribution facilities. He joined the company in 2000 as General Manager of the Hagerstown, Md., Distribution Center.

Milind Sharma (MSCF) has completed three years with the Merrill Lynch Large Cap series funds (approx. \$3 billion on ten funds with MLIM President) which have all been rated four-stars by Morningstar. As Vice President of Portfolio Management, he also continues on the Merrill Lynch Exchange funds and with risk oversight for all alternative investments in their Plainsboro, N.J. headquarters.

#### Class of 1998

**Tunca Atec** is currently a Finance Manager at Intel in Hillsboro, Ore. His wife, Cristin, finished her graduate degree and they welcomed their first child, a daughter named Keegan Dilara in September 2002. They are enjoying her day-by-day developments.

**Dan Cohen** is still working in strategy consulting for financial markets in New York where he is with a managing consultant in financial services with IBM-Business Consulting Services. With all the changes in company names, mergers and acquisitions, he has now worked in four companies without changing his job (C&L, PWC, Monday, IBM). His family keeps growing, and he has two sons now, Alexander and Joel.



Chris Cynkar and his wife, Jacquelyn, welcomed their first son, Anderson, into their family.

**George Geh** has been with McKinsey & Company for five years and has been based in the greater China region since the end of 1998. As the presence of McKinsey in this region is increasing, his career with the company has also developed. He was promoted to Associate Partner at the end of 2002. He and his wife, Iris, and their daughter, Victoria, are living in Shanghai, one of the fastest growing cities in the world.

**Tom Grimm** and his wife are the happy parents of three wonderful daughters. They live in



Cleveland where he works in business development and strategic planning for the Eaton Corporation. He also joined a non-profit board that directs the Hiram House Camp, a camp geared to give innercity children a chance to

experience team building and nature in oneweek camping trips. They own a 160-acre camp on the east side of Cleveland. **Miranda Liaw** was promoted to Assistant Vice President in Citibank's Taipei Branch and was recently married in September.

**Boaz Maor** and **Vered Semel** (IA '99) rejoiced at the birth of their son, Yonatan Maor, in November 2002. Maor is General Manager for the high-tech business sector for FreeMarkets, Inc. at their San Jose, Calif., office.

**John Moyer** is President and CEO of AutoProf of Portsmouth, N.H., which develops and markets intuitive desktop management software to over 2,500 clients worldwide.

**David Strauss** is Associate Director, U.S. Aerospace & Defense Research, for UBS Warburg in New York.

Robert Vizza and his family moved to Davis, Calif., from the San Francisco Bay Area into a new house that they had built. His wife, Jackie, graduated from Boalt Law School and works for a firm in Sacramento. Robert is switching jobs at Intel, and will work as a Technical Assistant to one of Intel's top ten executives.

Shunichi Yamada was promoted to Co-Head of Marketing at Goldman Sachs Asset Management Co., Ltd., in Tokyo, in December 2002. In his new role, he is directing mutual fund business and investment advisory business in Japan. His second son, Lenon Yamada, was born in November.

#### Class of 1999

Michael Campbell (PFE) At the time of attending the Program for Executives, Campbell was the Product Development Manager for the Caterpillar Ag Products group within Caterpillar, Inc. Since then, Campbell moved to a new position at Caterpillar's Mining & Construction Equipment Division, in Decatur, Ill., as Product Design and Development Manager with engineering responsibilities for the Quarry & Construction Truck, Wheel-Tractor Scraper, and Motor Grader product families. Campbell, his wife and three teenage sons now reside in Mt. Zion, Ill.

**Murali Collur, Ph.D.** is currently working as a Manufacturing Process Engineer at Hofmann Industries, a steel tubing manufacturer in Sinking Spring, Pa.

Ratie Heagy and Bryan Glass were married on September 14, 2002, in Pittsburgh. She is Assistant Vice President for High Yield research at Federated Investors.



Congratulations to
Terry Naini, President of Cognitive
Management Consultants Inc. in New
York. She was married to Stefano

Ukmar in October 2002 in Italy. She gave birth to their daughter, Desiree Xema Naini Ukmar in June 2003.

**Paul Stevenson** and his wife, Cathy Reynolds, just had twin boys on January 29, 2003, which makes three kids including, Helen, who will be 4 this year. Stevenson is a Brand Manager with Del Pharmaceuticals in Uniondale, N.Y.

**Kevin White** (PFE) is currently the Head of Contracts for the Naval Sea Systems Command. He expects to transition from the Navy to the civilian sector this June. The PFE education and experience has been a big plus for his career. To his Management Game teammates...the trophy sits proudly on his desk!

#### Class of 2000

**Tarun Dewan** and his wife, Deepa, were delighted to welcome their son, Shivam Dewan, who was born on September 19, 2002. Tarun is in Technical Marketing at Juniper Networks in Sunnyvale, Calif., and recently hosted a group of current MBA students on a corporate visit.

**Bryan Fritsch** and his wife, Sandy, moved to a new house at 1010 River Oaks Drive in Aspinwall, Pa., with their children, Carley and Noah. He is a Senior Financial Analyst with the H.J. Heinz Company in Pittsburgh.

**Yaron Ganot** announces the birth of his son, Rotem Ganot, who was born on October 29, 2002. Ganot is currently managing a small team of six quality assurance engineers specializing in financial engineering for Barra Inc., located in Berkeley, Calif. Their academic backgrounds vary from advanced degrees (Ph.D.) in math to financial engineering (MFE and MSCF programs).

**Laurie Husted,** her husband and son welcomed new daughter Tess into their family.

Sanjeev Jha (PFE) was given the responsibility of starting and setting up a financial distribution house for the business group he works with. Subsequently, he worked in establishing a non-life insurance company for the Group, and he formally moved into the insurance company as the Business Head Retail about a year ago. Jha is in a hugely exciting area that combines the challenge of retailing in the diversified Indian market and the excitement of financial service. He says the future appears wonderful and credits the exposure at PFE in making him ready.

Ari Lightman has joined Innovation Works as an Investment Associate. In this position, he performs due diligence for investment decisions and helps to create deal flow for the organization by networking within the technology and investment communities. He also works directly with funding applicants, assisting them with their business plans and presentations. Prior to joining Innovation Works, Lightman was Director of Business Development and Marketing for Ipsum Networks in Philadelphia.

lan Lomax recently accepted a position with Hewlett Packard in Cupertino, Calif., as a Strategic Business Analyst. It's a big change from life as a Sales Engineer, but he enjoys the analytical and strategic aspects.

**Alfredo Marchese** and his wife, Connie, announced the birth of their daughter, Sophia Alexis, on September 4, 2002. Marchese is a Management Associate at Citibank/Citicorp Credit Services, Inc., in Long Island City, N.Y.

**Matthew Snyder** started Dissero Capital LLC, a Michigan-based real estate investment firm specializing in distressed property acquisitions and asset backed high yield debt creation and remarketing.

**Nancy Sansom** was recently promoted to Director of Product Management for Benefitfocus, a software company serving the health care industry and located in Charleston, S.C.

**Nathan Snyder,** his wife, Hallie, and their daughter, Mia, announced the birth of the newest member of their family, Elle Ewing, on January 13, 2003. Snyder is a Senior Portfolio Manager with Parker/Hunter Inc. in Pittsburgh.

**Izzat Tannous** co-founded Thira Consulting in December 2002. Thira helps companies cut operations costs by optimizing their supply chains through the use of e-business technology and is located in Walnut Creek, Calif.

**David Vaughn** (MSCF) has joined Nicholas-Applegate Capital Management as an Investment Analyst dedicated to its quantitatively oriented portfolio management strategies. Nicholas-Applegate, a subsidiary of Allianz Dresdner Asset Management (ADAM), offers diversified investment management services to institutional investors worldwide.

#### Class of 2001

Pamela Barnhill and her husband, Shane Barnhill (2003), welcomed their new son, Bretton Andrew Barnhill, into the world on April 21, 2003. The Barnhills are now living in Scottsdale, Ariz., where Shane is a Project Manager in IT for Honeywell. Pam is a Revenue Manager with Inn Suites Hospitality Trust.

**Tom Carpenter** (PFE) retired after 27 years as a manager and executive in The Boeing Company. Using all the skills he developed at Boeing, and the experience at Carnegie Mellon, he has started a new Internet-based business selling, of all things, premium scented soy candles, and business is booming. The candles are non-toxic, soot free and biodegradable.

**Bill Kampine** is Senior Director of Finance for American Healthways in Nashville, Tenn. He and his wife, Andrea, are new parents. Elijah (Eli) Samuel Kampine, their first son, was born on January 15, 2003.

Nam Hyung Kim traveled to Asia where he was able to meet with Bersen Chou (2001) in Taiwan and other classmates in Japan. Kim is a Manager and Senior Analyst with the iSuppli Corporation in El Segundo, Calif. Chou is a Chief Strategy Officer

with the J.E.C. Group/Total Global Group. He is a leader of the newly formed alumni chapter in Taiwan and is a representative of his company in Shanghai in the Republic of China.



**Francisco Montero** was promoted to the position of Sodium Bicarbonate and Sesqui™ Product Manager for FMC Corp. in July of 2002. He also received the FMC award for excellence for implementing technical web cast for our customers.

**Stephen Monto** assumed the new position of Account Officer in the Structured Finance Group (Capital Markets Division) at National City Corporation in Cleveland.

**Vishal Pandya** was married to Dr. Swati Wadhwa on May 26, 2002, in Mumbai, India.

**Dan Rustowicz** was recently promoted to Division Manager, Dealer Development Services for John Deere's Ag Marketing Center. Dan and his wife, Megan, moved to Kansas and welcomed their first child, Ava Elizabeth on April 8, 2003.

**Deepa Vij** received the HP Invent Award with stock options in 2002 and is now in finance at Visa USA. She moved to San Mateo.

**Victor Wang** is Vice President of Operations with ATEN Technology, Inc. in Irvine, Calif. His duties include overseeing the product management, strategic planning, technical support, and customer service and logistics departments.

#### Class of 2002

**Rafael Alvarez** and his wife, Valentina, announced the birth of their son, Benjamin



Alvarez, on April 16, 2002. Alvarez is an IT Projects Manager for the General Motors Corporation in Warren, Mich.

**Candice Irvin** was promoted to Manager of Domestic Field Services Planning and Consolidation with American Airlines in Dallas, TX.

**Rob Russell** and his wife, Patty, were delighted to welcome their new baby into the world in March 2003.



Janet Kalin never stops learning. Even while serving in her role as sales Vice President for AT&T Government Solutions, she has continued to expand her education.

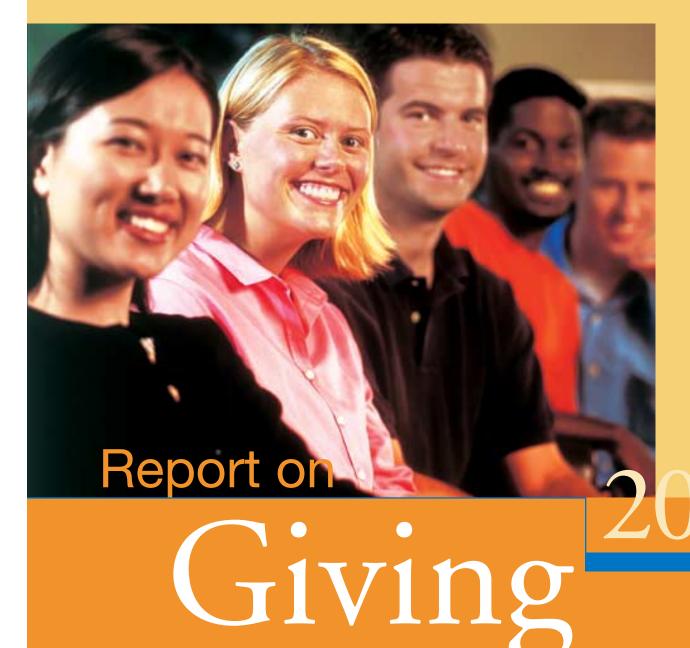
She started with an undergraduate degree in mathematics and then became a computer programmer for two years. Janet went back to graduate school to earn a master's degree in education and later an MBA, both from DePaul University. In addition, Janet has taken IT courses at Harvard and MIT and participated in the Program for Executives at Carnegie Mellon, all through her job at AT&T.

This summer will mark Janet's 23rd anniversary at AT&T. Before she began her long relationship with the company, she was a teacher. Throughout the 11 years she taught, her students ranged from kindergarten through graduate school. Janet was then in charge of educational programs focusing on reading skills for one-third of Chicago schools for 11 years.

Janet described her time at Carnegie Mellon as an "absolutely wonderful experience." She explains, "Whether you go to school on your own or through your company, it is good to step out of your environment to think and interact with people who have different experiences. Going to Carnegie Mellon and spending four weeks with people from all over the world and from various industries helped me think about how I would come back to AT&T and how I would approach work within the next 90 days. The 'Star Performer' class is one of the tools I took from the Carnegie Mellon experience that I have used in every part of my life."

Despite her busy schedule of working and learning, Janet finds time to give back to her community. She is involved with Chicago Cares, in which the corporate community comes together to perform community service, and she serves on the board for the Girl Scouts of Chicago. She's also a sports enthusiast and enjoys skiing, especially in Colorado.

Janet has a large extended family, but her immediate one includes her husband, Marty, who teaches computer science at DePaul, and her two cats. Sam and Sadie.





Just as organizations continually innovate and search for ways to maintain and extend their competitive advantage, the management education "category" also pursues new opportunities to provide an unmatched experience.

The inherent appeal that change, or more accurately, transformation, has upon Carnegie Mellon is best understood by the school's graduates, students, faculty and friends. Dean Kenneth B. Dunn succinctly frames the dynamic: "We are comfortable with change because we are often the source of it."

The drive to redefine business education begins with the business school itself. In 1949. William Larimer Mellon, backed by the generosity of the W.L. and Mary T. Mellon Foundation, established the Graduate School of Industrial Administration at Carnegie Mellon. His vision to create a school that merged science and management principles to teach a new generation of leaders - sparked a revolution in business education. Equally important, the school's approach to education, combining an analytical approach to decision making with management fundamentals, has equipped thousands of the world's best and brightest students with the skills and confidence to rise to virtually any business challenge. Today, our graduates are recognized worldwide for their abilities to solve among the most complex problems facing businesses, economies and governments.

Carnegie Mellon's rise to leadership among the top-ranked schools is itself an intriguing case study in change. Over the years, students, faculty and supporters have worked tirelessly to make our brand of rigorous scholarship, leading-edge research, the analytical approach to decision making, teamwork and practical application of knowledge the standard by which all business schools are measured. We excel at providing students with a unique academic experience — and one that remains relevant in a dynamic economic environment. Our alumni are today's business leaders who understand the importance of our approach to education, along with the need to continually seek new, innovative ways to build on the foundation set by Mellon.

If we are to achieve this ambitious goal, the school will need your continued support. Despite our stature and history, the school's endowment remains among the smallest of any top 20 business school. While we are indeed grateful to those who continue to support us each year, we must increase the resources with which we operate.

Under the leadership of Dean Dunn, the school is again poised for significance. Dean Dunn's vision for the school is the ownership of the business and technology intersection. We will redefine the MBA degree to equip our students to meet the needs of a 21st-Century business world driven by technological innovation. Building on our legacy of analytical decision making and leveraging the resources of Carnegie Mellon, we will give our students the opportunity to add in-depth study in fields such as biotechnology, robotics and cyber security to the MBA experience.

Our needs are clear. To maintain and strengthen our leadership, we must be able to attract and retain top-caliber faculty. We must continue to provide world-class research facilities and opportunities that create the seminal breakthroughs that are our hallmark. We must expand our classrooms, study areas and other facilities to attract the best students and provide them with the coursework that challenges them to reach their potential in an atmosphere conducive to learning.

As alumni, corporate partners and friends of Carnegie Mellon, we invite you to review this report on our 2002 development activities and consider the value associated with an investment in the school.

2002REPORT ON GIVING

n behalf of all of us at Carnegie Mellon, I want to extend my sincere thanks to the alumni, friends and institutions that have made gifts in support of the school during our 2001–2002 fiscal year. I also want to thank the many people who have offered career advice to our students, have traveled to the school as a recruiter or as a visiting speaker, or have organized or attended alumni events. While we need your financial support, we also depend on your enthusiasm, participation and good counsel.

The fiscal year that ended in June 2002 was a trying time for all of us. It saw the 9/11 terrorist attacks and the ensuing Afghanistan War. It was a time of tremendous turmoil and uncertainty in the business community and in the

Sincere thanks...



capital markets. Despite this environment, our alumni and friends provided strong support, and for this we are grateful.

This report gives the school an opportunity to look back and to express thanks. This year, however, it is particularly important that we also look ahead. We have a new Dean with ambitious plans for the business school. Ken Dunn has recently traveled to alumni events around the country so many of you have had a chance to hear him talk about his vision. If you haven't attended one of the alumni meetings, please take a moment to read his letter that begins this issue of the magazine.

Ken has an exciting vision — one that promises to secure leadership in the space where business and technology intersect. Ken and the school will need your continued support — and in truth, your increasing support — to make this vision a reality. I look forward to working with you in the months and years ahead as we move toward new heights.

Steven 9. Shawitt

Steven J. Sharratt

Associate Dean Advancement

## Total Giving

Fiscal Year 2002
Total Donations Received

\$4,443,765

## By Source

Individuals	\$2,449,040					
Life Income Plans	\$2,302					
Corporations	\$1,041,923					
Foundations	\$950,500					

## By Purpose

Program Support	\$2,250,661
Gifts In-Kind	\$659,080
Scholarships & Fellowships	\$299,552
Professorships	\$200,722
Capital Projects	\$750
Other Endowments	\$1,000,000
Other	\$33,000

Market value of the business school's endowment as of June 30, 2002: \$84,026,542

Donations 2002

The Gailliot family: Peter, Charles, Mary Louise, Henry and Anne.

# Improving Global Econo

he Graduate School of Industrial Administration proudly has dedicated The Gailliot Center for Public Policy, a research institute focused on developing market-based solutions to economic policy problems. The Gailliot Center is directed by Adam Lerrick and chaired by Allan H. Meltzer, renowned political economists at Carnegie Mellon.

The Center has been reinvigorated and refocused by a commitment of \$5 million from Dr. Henry J. Gailliot, a Carnegie Mellon trustee, alumnus and benefactor, and his family. Their generous support has been used to endow The Center and give it permanent standing, "We have created something that I am extremely proud of," says Dr. Gailliot. "Everyone involved with The Center maintains a common belief: markets provide better answers than regulation or command and control."

Henry J. Gailliot is a retired senior executive of Federated Investors, Inc., one of the largest fund managers in the United States. During his 25-year career at Federated, he was responsible for development of the firm's economic and market outlook and served on Federated's Executive Committee and Board. Dr. Gailliot graduated from Carnegie Institute of Technology with a bachelor's of science in industrial management and a master's degree in industrial administration. He earned a Ph.D. in economics from Carnegie Mellon and was awarded National Science Foundation and Federal Reserve Fellowships.

According to Carnegie Mellon President Jared L. Cohon, "Dr. Gailliot embodies the mission and spirit of Carnegie Mellon. His success in business, generosity and commitment to his alma mater and contribution to society have set the standard for all of us to replicate."

A longtime member of the Carnegie Mellon community, Dr. Gailliot has always been a strong believer in the power of ideas and public discourse. His relationship with Professor Meltzer dates back to the mid-1960s and early '70s when Dr. Gailliot was a student at Carnegie Tech. At that time, Professor Meltzer had begun to influence international and national debates that focused on economic solutions to emerging social problems. By investing in The Center today, the Gailliot family is continuing their relationship with Carnegie Mellon and Professor Meltzer and broadening the influence that The Center has already made to the world through Professor Meltzer and Adam Lerrick.

Among its many influences. The Gailliot Center serves as the International Economic Policy Advisor to the Joint Economic Committee (JEC) of the U.S. Congress, In addition, Drs. Lerrick and Meltzer served as the International Economic Policy Advisors to the majority leader of the House of Representatives from April 2001 to January 2003. The Center also is recognized worldwide as a leading authority on international financial institutions, global economic policy,

sovereign debt restructuring and the effective delivery of global aid. "The Center's goal is to develop original and pragmatic solutions to public policy problems that limit government intervention and allow markets and the private sector to evolve and adapt," says Lerrick.

In its role as advisor to the JEC. The Center produces "Quarterly International Economics Reports" that are distributed to members of Congress and published by the JEC. Several of the reports have been supported by international news stories and opinion-editorials, authored by Meltzer and/or Lerrick, in London's Financial Times and The Wall Street Journal. Another measure of The Center's impact is the implementation of its research as policy. President Bush highlighted The Center's grant-based aid proposal as a cornerstone of the administration's international development strategy. In 2001, The Gailliot Center was invited to consult with Argentina's new leaders on plans to address that country's economic crisis.

"Our whole family is extremely proud of our collaboration with the business school," says Dr. Gailliot. "As a family, we hold similar beliefs relating to public policy and global issues, and we wanted to make a contribution that would really have an impact." Dr. Gailliot and his wife Mary Louise have three children, Anne, Charles and Peter.

Steven J. Sharratt has joined the business school as associate dean of advancement. Assuming responsibilities for the newly formed Advancement Department, Sharratt will oversee development, alumni relations, marketing and communications efforts.

# New Associate Dean of Adv

harratt had been director of operations for the Parker Center for Investment Research at the Johnson Graduate School of Management at Cornell University. Prior to the Parker Center, he was executive director of development and assistant dean for external relations for eight years at the Johnson School. "Carnegie Mellon's business school is well known for its leadership in business and technology, and I'm looking forward to being a part of its future," Sharratt says of his new position.

"We are extremely pleased to have Steve join us. His track record of successful fundraising and external relations for top tier business schools and his academic background are a great match with the school's needs, interests and direction," says Dean Kenneth B. Dunn.

Sharratt earned an MBA in finance from Columbia University's Graduate School of Business, a master of arts in English literature from the University of Toronto and a bachelor of arts in English literature from Macalester College in St. Paul, Minn. He joined the Parker Center in 2001 as director of operations, where he led fundraising and media relations activity and provided oversight for its multimilliondollar technology platform. Sharratt's relationship with the Parker Center began when he secured funding for its creation as the executive director of development and assistant dean for external relations at the Johnson School.

Prior to Cornell, Sharratt was vice president/team leader for private banking at Chemical Bank/Manufacturers Hanover Trust Co., New York City, where he managed the credit/marketing team with a diversified client base of entrepreneurs and assets of more than \$50 million. He was also director of corporate relations at the Columbia Business School at Columbia University.

Building upon the momentum underway with a restructured curriculum model and national marketing initiatives, Sharratt will focus on resources to build upon the business school's international reputation. While at Cornell, he cultivated and secured major gifts from individual and institutional donors, successfully

concluding a \$50 million capital campaign. He helped to increase annual fund giving by 50 percent, organized symposia and events to strengthen the school's presence domestically and in Asia and Europe.

Alumni who would like to discuss giving opportunities to support the school, its faculty and students can contact Steve at 412-268-4923 or sharratt@andrew.cmu.edu.

# Touched by the Spirit of Giving

Scholarships fund dreams, create a sense of purpose, and lay the foundation for a lifetime of giving.

here are times when numbers don't tell the whole story. The impact of the MBA scholarship gifts to the 82 men and women receiving financial support extends far beyond dollars and cents and illustrates the lasting significance of the generosity of the school's many alumni and friends.

While easing the financial burden of attending a world-class MBA program is critically important, scholarship recipients say the gifts create something even more valuable — time to invest in a fuller, richer academic experience and an appreciation for the spirit of giving.

"The business school's intense program of study is demanding enough," says Terry DeVenzio (MBA 2003), "without added anxiety regarding tuition and living expenses. Scholarships help to eliminate that concern, enabling students to focus on their studies."

A case in point, when DeVenzio was accepted by Carnegie Mellon's MBA program, she already had raised two children as a single mother and earned her undergraduate degree and CPA as a weekend student while holding down a full-time job with Equitable Resources.

"My scholarship was the deciding factor in returning to school on a full-time basis," says DeVenzio, who graduated with a concentration in finance, marketing and strategy. "It gave me that bit of freedom to be with my family instead of working and allowed me to complete the program in two years instead of three."

"There's no question that the scholarship is a huge relief," says Nyambura Mbugua-Daisley (MBA 2003), who graduated with concentrations in finance, strategy and marketing. "The workload here is intense. Financial support removed the anxiety over debt so I could focus on my studies. It was a big factor in my success here.

"It was also a powerful motivator," she says. "It means a great deal to me that there are people out there who are concerned with my success and are willing to partner with me on this journey. Just the thought that someone was willing to invest toward my completion of the program was very encouraging."

"Scholarships also buy time to pursue a more comprehensive MBA experience that extends beyond the classroom," says Peter Leonardi (MBA 2003), who graduated with concentrations in finance, entrepreneurship and marketing. Leonardi, who enrolled in the MBA program after

working in medical research, leveraged his time by participating in a variety of clubs and activities and serving as president of the Biotechnology Club.

"Medical research is very focused and myopic," he says. "I came to Carnegie Mellon because I wanted to explore my interests in entrepreneurship and a career that allows me to work with a wide range of technologies.

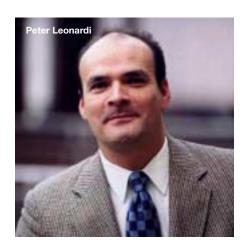
"I also believe that you can learn as much or more from being involved as you can learn in class," he says. "I competed in business plan and venture capital competitions, attended conferences and interacted with local business people as often as possible — activities that gave me both a more rounded education and a stronger network."

"Activities are a vital part of the academic experience here," agrees Stephanie Galloway (MBA 2003). "So much goes on outside the classroom — after-hours seminars, guest speakers, events like Welcome Weekend, and projects that involve marketing the school.

"The extra time spent in activities or with fellow students and professors rounds out your education and skills to give you a breadth and diversity that make







you more marketable across a broader swath of corporate America," says Galloway, who graduated with concentrations in finance, strategy and organizational behavior.

As Warner "Trey" Reeser III (MBA 2003) notes, the quality of the business school's student population is one of its primary attractions for MBA candidates who want to study with the best of the best.

"Carnegie Mellon's reputation for technology drew me here," says Reeser, who

## MBA 2003





graduated with concentrations in strategy, finance and marketing. "We have the best robotics program in the world.

"When I was deciding on which school to attend, the scholarship I received was a deciding factor, especially in a difficult economic environment," he says. "Financial aid is critical for drawing highly qualified students. Competitive students always have several options, and everyone wants to avoid as much debt as they possibly can. It can be a dealmaker for attracting the best MBA candidates."

Reeser notes that Carnegie Mellon takes an innovative approach to applying financial aid by targeting scholarships to specific areas of interest.

"By supporting people who want to develop their skills in a particular area — mine was in entrepreneurship, for example — you not only develop the school's reputation in that area, you also promote and support a student's reasons for returning to school by encouraging their sense of purpose."

Perhaps most importantly, scholarships tie recipients to the business school by demonstrating the value and importance of supporting future generations of students — an enduring sense of belonging that helps to perpetuate the cycle of giving. Each understands and appreciates the ways in which their lives were influenced by another's generosity. Today, the urge to be part of the cycle is taking root in a new generation of alumni because each knows the value of scholarships as well as the need to make even more funding available.

"It definitely inspires me to give back when I am able," Reeser says. "I will get on my feet financially and contribute significantly like others did for me. When you see the impact of that generosity, you want to carry on its spirit."

"The scholarship made me feel like I was part of a family because Carnegie Mellon had raised, in a sense, the people who received scholarships," Peter Leonardi says. "A donation does far more than fund a student. It perpetuates a cycle, a chain reaction that continues to touch people's lives. When you are embraced as I was, it makes you want to give something back."

In 2002, 29 individual and six corporate donors participated in the school's scholarship program. For more details on how to support this program, please contact Joanne Tullis at jtullis@andrew.cmu.edu.

#### GSIA ENDOWED SCHOLARSHIPS: MASTER'S SCHOLARSHIPS

Paul Allaire (IA 1966) Scholarship

Paul Allaire (IA 1966)

William A. Aylesworth Graduate Scholarship Fund

William A. Aylesworth (IA 1967)

Alumni/Bach Scholarship

**GSIA Alumni** 

Dr. G.L. Bach Alumni Scholarship Fund

G.L. Bach (deceased), Faculty & Friends

Robert J. Blume Memorial Scholarship Fund

Mrs. Jean Blume (deceased

Carlisle-Bromby Scholarship

M. Eugene Carlisle (IM 1955, IA 1963 deceased) & Kaye Bromby Carlisle (MM 1957)

Mary Louise Eichelsbacher (MM 1935) Memorial Scholarship

Jerome W. & Mary Louise Eichelsbacher Family Trust

Henry Ford II Scholarship Award Program

Ford Motor Company Fund

Geraldine Hill Fox (MM 1964) and Michael David Fox (IM 1962) Scholarship Fund

Geraldine Hill Fox (MM 1964) & Michael David Fox (IM 1962)

Elias & Rosemarie Gabriel Scholarship Fund

Elias & Rosemarie Gabriel

Richard A. Greenawalt (IA 1968) Scholarship Fund

Richard A. Greenawalt (IA 1968)

T. Jerome Holleran (IA 1969) Scholarship

T. Jerome Holleran (IA 1969)

Paula Hughes Memorial Fellowship Fund

Friends & Family of Paula Hughes

Thomas M. Kerr Scholarship Fund

Friends of Thomas M. Kerr

George W. McCandless Memorial Scholarship Fund

Estate of Anna Loomis McCandless (MM 1919 deceased)

Mary Taylor Mellon Scholarship for Women

Rachel Mellon Walton, Margaret Mellon Hitchcock (deceased), Gwendolyn Grant Mellon (deceased) Robert J. Monteverde (IA 1953) Scholarship

Richard H. (IA 1983) & Elaine R. (MCS 1980, IA 1983) Grotheer

Judi Nusbaum and Lynn Skinner Graduate Scholarship

Christina Nusbaum (IA 1998)

Marc & Sally Onetto Graduate Fellowship Fund

Marc (IA 1975) & Sally Onetto

William F. Pounds Scholarship

William F. Pounds (Ph.D. 1964)

John D. Reese Memorial Endowment Fund

J. David Reese (IA 1975 deceased), Mrs. John D. Reese & Friends

Helen & Frank A. Risch (IA 1966) Scholarship

Frank A. Risch (IA 1966)

Walter Rittman Scholarship Fund

Estate of Frank S. Rittman (deceased)

Wilson W. & Mary L. Sick Scholarship

Wilson W. (E 1955, IA 1957) & Mary L. (MM 1957) Sick

Herbert A. Simon Fellowship Award

Dr. Herbert A. Simon (deceased)

Martin C. Stetzer Scholarship Fund

Martin C. Stetzer (IA 1967)

Joseph W. Sullivan (IA 1973) Memorial Scholarship Fund

Estate of Joseph W. Sullivan Jr. (IA 1973 deceased)

James R. Swartz (IA 1966) Scholarship Fund

James R. Swartz (IA 1966)

David A. Tepper (IA 1982) Scholarship

David A. Tepper (IA 1982)

Tippins Family Scholarship Fund

James M. & Ellen Walton

Francis G. Walker (IA 1954) Award of Academic Excellence in

Strategic Planning

Friends & Colleagues of Francis G. Walker

James M. & Ellen Walton Dean's Fellowship

GSIA ENDOWED SCHOLARSHIPS: DOCTORAL AWARDS

Egon Balas Ph.D. Scholarship

Many

W. W. Cooper & Ruth F. Cooper Doctoral Dissertation Award

William W. Cooper & Ruth F. Cooper (MM 1948 deceased) & Friends

Gerard P. Cornuéjols, Ph.D. Fellowship

Dr. Gerard P. Cornuéjols

Yuji Ijiri Fellowship Fund

Yuji Ijiri & William W. Cooper

OMNOVA Solutions GSIA Fellowship

**OMNOVA Solutions Foundation** 

Gerald L. Thompson, Ph.D. Graduate Fellowship Fund

Dr. Gerald L. Thompson

#### GSIA ENDOWED PROFESSORSHIPS

Alumni Professorship of Economics and Finance

Sanjay Srivastava

BP America Junior Faculty Research Professorship

BP America
Pierre Collin-Dufresne

R.M. and M.S. Cyert Professorship of Economics and Management

Richard Green

Richard M. Cyert Professorship

H.J. Heinz Company, Richard M. Cyert

Paul Goodman

Richard M. Cyert and Morris H. DeGroot Professorship of Economics and Statistics

H.J. Heinz Company and other

Stanley Zin

Deloitte Consulting Professorship in e-Business

Alumni and friends employed by Deloitte & Touche

Tridas Mukhopadhyay

Ford Foundation Distinguished Research Professorship

Ford Foundation
Kathryn Shaw

H.J. Heinz Professorship of Economics

Heinz Family and Howard Heinz Endowment

Bennett McCallum

H.J. Heinz II Professorship of Management, Marketing and

Information Systems

Kannan Srinivasan

H.J. Heinz II Professorship of Organizational Behavior and Public Policy

Howard Heinz Endowment

Denise Rousseau

Harry B. and James H. Higgins Professorship of Economics

Mellon Bank, James H. Higgins and Others

Lester Lave\*

T. Jerome Holleran Professorship of Business Ethics and Social

Responsibility

John Hooker

T. Jerome Holleran (IA196

IBM Professorship of Systems and Operations Research

Gerard P. Cornuéjols\*

Gerard P. Corridejois

David M. and Barbara A. Kirr Professorship of Industrial Administration

Barbara and David (IA1962) Kirr

Linda Argote

Thomas Lord Professorship of Operations Research

Lora Foundatio

Egon Balas\*

Thomas Lord Professorship of Economics

Lord Foundatio

Dennis Epple

Mellon Bank Professorship of Finance

Chester Spatt

Allan H. Meltzer Professorship of Political Economy

Henry J. Gailliot (Ph.D.1973) Family; Sarah Scaife Fdn; Scaife Family

Allan H. Meltzer\*

Adam Lerrick

Friends of Allan Meltzer Professorship

Many

David T. and Lindsay J. Morgenthaler Professorship of Entrepreneurship

David T. and Lindsay J. Morgenthale

John Thorne

John R. Thorne Professorship of Entrepreneurship

Many

Unoccupied

Robert M. Trueblood Professorship of Accounting and Economics

Touche Ross (now Deloitte & Touche

Yuji Ijiri

Xerox Junior Faculty Research Professorship

Frenkel ter Hofstede

\*University Professors

#### Dean's Circle of the W.L. Mellon Founder's Society

GSIA alumni and friends who contributed \$10,000 and above to GSIA in the 2001-2002 fiscal year

William A. Avlesworth (IA 1967) Joseph F. Buchan (CIT 1950) Pamela R. and Kenneth B. Dunn Henry J. Gailliot (TR, IM 1964, IA 1965, 1973) William M. Hinchey (IA 1986) T. Jerome Holleran (TR. CIT 1957. IA 1969) Barbara and David M. Kirr (TR, CIT 1959, 1960, IA 1962) Marc A. Onetto (IA 1975) William F. Pounds (CIT 1950, IA 1959, 1964) William J. Recker Scott F. and Roberta C. Richard W. Lowell Steinbrenner (TR, CIT 1955, 1960) David A. Tepper (IA 1982) Roman L. Weil (IA 1965, 1966)

#### Fellow of the W.L. Mellon Founder's Society

GSIA alumni and friends who contributed \$5,000 to \$9,999 to GSIA in the 2001-2002 fiscal year

Joel P. Adams (TR, IA 1986) Paul A. Allaire (TR. IA 1966) Michael Jon Bertasso (IA 1976) Harvey D. Braun (IA 1962) Michael G. Classen (IA 1990) John W. Donehower (IA 1971) Ravi Gulati (IA 1969) Thomas Hitchcock III William M. Hitchcock Sr. Margaret Hitchcock Eugene M. Lang John E. McGrath (TR, IA 1961) Lawrence E. White (CIT 1972, IA 1976)

#### W.L. Mellon Founder's Society

**GSIA** alumni and friends who contributed \$1,000 to \$4,999 to GSIA in the 2001-2002 fiscal year

Elizabeth G. Aby (H&SS 1971, IA 1980) Bart A. Aitken (IA 1983) Robert C. Ammerman (H&SS 1975. MCS 1975, IA 1977) IA 1963) Lee C. Anderson (IA 1966) Paul F. Anderson (IA 1963) Joseph Anstey (IA 1971) Richard H. Aochi (IA 1989) John A. Bacon Jr. (IA 1956) George Braxton Bennett Paul S. Goodman (FG) (IA 1970, 1971) Philip S. Benowitz (H&SS 1983, IA 1983) HNZ 1984) Benno A. Bernt (IA 1954) Adam J. Gutstein Anil Bhalla (IA 1971) Charles H. Bracken Jr. (IA 1978) 1963) Frank Calandra Jr. (CIT 1959) Thomas N. Canfield Gloria C. (MM 1960) and Donald A. John Hooker (FG) Casey (IM 1959) James Gregory Cassino (IA 1996) Yuji Ijiri (FG, IA 1963) Paul F. Charnetzki (IA 1977) Richard R. Christensen (MCS 1955, IA 1956) Alexander D. Condron (IM 1989) Theodore D. Crandall (IM 1977, IA 1978) Dwight B. Crane (IA 1964, 1965) Loretto A. Crane (MM 1964) Douglas D. Danforth Jr. (IA 1981) Kenneth M. Deemer (IA 1979) Leigh A Digel (IA 1990) John A. Dimling Jr. (IA 1962) Lester Lave (FG) John B. Donaldson (MCS 1971, Tom E. Leib (IA 1967) IA 1974, 1976) Douglas M. Dunn (SG) Ami Elis (IA 1978) Mary Ann (MM 1955) and Edward W. Evans (PM 1952) IA 1965) Sigo Falk (IA 1960)

Lawrence A. Fantauzzi (IM 1969,

Thomas P. Ference (CIT 1963,

Eleanor W. (MM 1964) and

IA 1966, 1967)

IA 1970)

Claudia G. (MM 1968) and Ted L. Fetterman (CIT 1968, IA 1974) Geraldine H. (MM 1964) and Michael D. Fox (IM 1962, Cyrus F. Freidheim Jr. (IA 1963) Robert M. Friedman (IA 1974) William H. Friesell IV (IA 1968) Frank L. Gentry (IA 1966) Roger C. Gibson (IA 1981) Elaine R. Grotheer (MCS 1980, Richard H. Grotheer (IA 1983) Frederick S. Hammer (IA 1960, Michael D. Hannan (IA 1987) Henry L. Hillman (CFA 1971) Andrew F. Icken (CIT 1965, IA 1967) Bruce I. Jacobs (IA 1974) Michael H. Kaericher (IA 1967) Arnold H. Kaplan (IA 1964) Adi Z. Karev (H&SS 1983) John Y. Keffer (IA 1971) Rory Kirkpatrick (IA 1999) Howard L. Klein (IM 1968, IA 1969) Kurt R. Krauss (IA 1979) Stephen W. Kroll (IA 1988) Ira F. Kuhn Jr. (MCS 1959, IA 1961) Scott R. Laing (IA 1994) Martin C. Leinweber (IA 1982) John C. Levinson (IA 1980) James H. Levy (IM 1965, IA 1966) Joseph G. Ludwig Jr. (CIT 1960, Richard C. Lyon (IA 1962) Arthur F. Malek (IA 1963)

Sally and Harsh Manglik (IA 1976)

J. Mark Mason (CIT 1984, IA 1986)

Terry B. Marbach (IA 1965)

David R. Martin (IA 1981)

Donna Stepnick Mason (IM 1985, IA 1986) Lena J. McCleary (IA 1983) John E. McCue (CIT 1981, IA 1987) Thomas C. McDermott Jr. (IA 1954) Allan H. Meltzer (FG) Gerald B. Mendelbaum (IM 1975) Osama I. Mikhail (IA 1972, 1975) Rodnev E. Mishler (IA 1976) V. Joseph Mohan (MCS 1980, 1984) Shantha Mohan (IA 1982, 1985) Jeffrey Moses (CIT 1981, IA 1985) \*Edward R. Mosier George E. Murphy (IA 1983) John J. Namovic (IA 1990) Cynthia B. Padnos (IA 1980) Howard W. Pifer III (CIT 1963, IA 1966, 1969) Gregory P. Polansky (MCS 1974, IA 1976) J. Thomas Presby (IA 1963) Peter D. Rapp (CIT 1973, 1976, IA 1976) Lawrence J. Rhoades (IA 1991) Frank A. Risch (IA 1966) James C. Robinson (IA 1985) Jonathan D. Roman (IA 1977) Michael A. Sauter (IA 1973) Gary L. Schwass Alan C. Shapiro (IA 1969, 1971) S. Ajit Shetty (IA 1976) Lester P. Silverman (IM 1969, IA 1969, 1973) Manoj P. Singh (IA 1976) Jonathan P. Smith (MCS 1976, 1976) Susan C. Smith (IA 1996) Chester S. Spatt (FG) Frances Stephen (IA 1999) Kirk D. Stephen (IA 1999) Joel M. Stern George A. Summerhill Jr. (IA 1961) Ram Sundaram (IA 1994)

Helaine S. Teperman (IA 1988)

John R. Thorne (IA 1952)

Rohet N. Tolani (IA 1977) Joseph Vitale Jr. (IA 1990) David James Wallack (IA 1990) H. Martin Weingartner (IA 1956, 1962) Paul L. Wellener IV (IA 1986) Jeffrey R. Williams (FG) Jon D. Williams (HNZ 1987) John B. Yasinsky (CIT 1967)

#### **Partners**

GSIA alumni and friends who contributed \$500 to \$999 to GSIA in the 2001-2002 fiscal year

James E. Bachman (IA 1979) Allen G. Baum (IA 1995) Ryan Allen Baum (IA 1992) Steven C. Blackmore (IA 1996) Daphne C. Bogert (IA 1990) Roger M. Breedlove (IA 1982) Jeffrey G. Cribbs (IA 1983) John P. Cuckovich (IA 1984) Allan J. Darr (IA 1984) J. Richard Dietrich (MCS 1973, 1974, IA 1977, 1981) Steven D. Doctor (CIT 1979, IA 1981) Richard B. Edgar (IA 1952) Susan M. (CFA 1987) and Geoffrey R. Entress William H. Eppehimer (PM 1951) Mark C. Faurie (IA 1978) Richard C. Ferguson (CIT 1964, IA 1966, 1972) James S. Figura (IM 1970, IA 1970) Adam J. Fink (IA 1982) Gino A. Fortunato (IA 1988) Rob Gerritsen (IA 1974, 1975) Judith Birken Gertler (IM 1967, IA 1968) F. Jeanne Goetz (IA 1980) Marie Gookin Tara Leigh Griffin (IA 1993) Jerome E. Hass (IA 1967, 1969) Bryan Dunlop Hauptfuhrer (IA 1998) Charles L. Hedrick (IA 1973, 1975) James Raymond Higdon (IA 1972) David J. Kantor (IM 1985, IA 1990)

Michael K. Kauffelt (IA 1989)

E. Melanie Kittrell (IA 1990) Elmer B. Lammon (IA 1971) Carl F. Levy (CIT 1949, IA 1950) Nathaniel S. Levy (IA 1990) Paul W. Lewis (IM 1973, IA 1973) Deborah S. Magness (SG) Thomas A. McCarthy Jr. (IA 1980) Linda Dubois McCarthy (IA 1980) Lauren Fink McCullough (CIT 1982, IA 1986) Mary E. McManus (IA 1985) Scott B. Morrison (IA 1988) Robert V. Nagelhout (IA 1978, 1980) Sharon M. Navoney (SG) Harold S. Overholt Jr. (IA 1967) Richard Lewis Pople (IA 1992) Christopher A. Potter (IA 1973) Roger W. Roble (IM 1985, H&SS 1986, IA 1986) Donald E. Rome (IA 1979) Jack Roseman Kenneth N. Rosenblum (IA 1978) Richard B. Saltzman (IA 1979) Donald J. Santoski (IA 1980) Robert B. Schmidt (IA 1986) Jerome E. Schnee (IA 1963) Evan J. Segal (IM 1982, IA 1983) John C. Stratton III (IA 1967)

Rudy M. Tepsic (IM 1971, IA 1973)

Rawley Thomas (IA 1970)

Richard W. Thorne (IA 1984)

Charles Weintraub (IA 1998)

Lundy R. Wright (IA 1987)

H. Walter Young (IA 1981)

John S. Watts (IA 1985, 1988)

Jon Robert Kinol (IA 1992)

### Investors

GSIA alumni and friends who contributed \$250 to \$499 to GSIA in the 2001-2002 fiscal year

William S. Adam (IA 1995) Carol Jo Adams (IA 1991) David T. Adler (CIT 1965, MCS 1974, IA 1976) Allan D. Akman (IA 1966) Craig Allardyce (IA 1999) Richard A. Ames (IA 1962) Christopher Anderson (IA 1997) Kilby Scott Baron (IA 1995) William A. Battino (IA 1983) Jeffrey W. Bennett (IA 1988) Carl D. Bhame (IA 1958) Martha J. Brandon (IA 1987) Stacy A. Brovitz (IA 1983) Philip C. Casciotti (IA 1981) Walter J. Cervoni (IA 1975) Dipankar Chakravarti (IA 1976, 1979) G. Kenneth Clayton (CIT 1969, IA 1971) Mark A. Cohen (IA 1983, 1985) Alan Colker (IM 1953, IA 1954) Robert A. Cooper (IA 1969) Keith J. Crocker (IA 1978, 1981) Constantine T. Dalson (IA 1992) Geoffroy Matthieu de Carbonnel (IA 1999) Basudeb De (IA 1980) Robert A. DeAngelis (IA 1985) Bala G. Dharan (IA 1977, 1981) Kerry N. Diehl (IA 1980) Martin L. Donner (IA 1985) Margaret R. (MCS 1960) and B. David Dull (IM 1959, IA 1960) Morgan H. Edwards (IM 1958, IA 1959) Bradley K. Erion (IA 1997) Jeanne E. Fazekas (IA 1989) Francis L. Florian Jr. (IA 1957) Benjamin T. Frana Jr. (IA 1987) John J. Franklin (IA 1991) William J. Franks Jr. (CIT 1971)

Hunter R. Gordon (IA 1988) Seth William Gorman (IA 1994) Susan Goscewski (MCS 1973, IA 1978) Minnie Greenslade (IA 1999) Terri L. Griffith (IA 1986, 1989) Paul J. Gross (IM 1958, IA 1959) Andrew W. Hannah Frank J. Harbist (IA 1987) David R. Harris (IA 1974) Eugene V. Herrmann Jr. (PM 1961) Daryl Hershberger (IA 2000) Stephen E. Hester (IA 1987) Ernest Ho (IA 1978) Fredrick James Horwitz (MCS 1994) Bill Hwang (IA 1990) Robert D. Iseman Jr. (CIT 1969, 1971, IA 1975) Frank J. Jacobs (IA 1971) Steven L. Jacobs (IA 1970) Alexander C. Jaime (IA 1991) Bruce G. Janowsky (IA 1984) Thomas J. Jonozzo (IA 1991) Steven E. Karlson (IA 1987) Gunjan Kedia (IA 1994) Erin Kielty (IA 1997) Erik Jan Kramer (IA 1988) Valerie G. Kramer (IA 1988) Vasu Krishnamurthy (IA 1989, 1992) Elizabeth E. Krolczyk (IA 1986) Joseph F. Krolczyk (IA 1986) Carl J. Kuebler (IA 1987) Steven A. Latterman (IA 1985) Arie Y. Lewin (IA 1966, 1968) Anthony Lim (IA 1989) Eric Lindsay (IA 1991) Roland H. Mahr (IA 1990) Mary M. Margiotta (IA 1989, 1992) A. DeLoach Martin Jr. (IA 1953) Paul Edward Martin (IA 1990) Bennett L. Mazursky (IA 1989) Mark J. McGinley (CIT 1978, IA 1981) Peter E. Meaden (IA 1976) Paul R. Miller Jr. (IA 1985) Greg L. Mischou (IA 1989) William Bruce Mulhern (IA 1992) Daniel J. Mulvaney (IA 1986) James R. Murphy (IA 1989) Jeffrey A. Nagel (CIT 1987, IA 1987) Emil A. Neufeld (IA 1976) Paul T. Neumann (IA 1979)

Carol Lucile Novak (CS 1992) and

James F. Connors (IM 1966, IA 1967) Christopher Louis Cynkar (IA 1998)

William A. Frey (IA 1981) Mark H. Friedman (IA 1993) Tammy T. Geary (IA 1989)

Key for Individual Giving: \* Deceased TR - Trustee FG - Faculty Gift SG - Staff Gift Key for Individual Giving: \* Deceased TR - Trustee FG - Faculty Gift SG - Staff Gift

Bruce A. Noel (IA 1969) Desmond Thomas O'Connor (IA 1995) J. Lee O'Nan (IA 1957) Steven T. Ostheim (IA 1988) Robert J. Ostrowski (IA 1987) Jeffrey D. Parsons (IA 1983) James M. Patell (IA 1974, 1977) Edwin Joseph Pisani (IA 1974) Gerald A. Pogue (IA 1966, 1967) Sondra R. Pripstein (IA 1978) Jeffrey Peter Puzas (IA 1997) Charles J. Queenan III (IA 1981) Rose M. Rambo (IA 1978) Robert A. Rifkin (IA 1976) Meade H. Rudasill (IA 1986) Leslie S. Salminen (IM 1978, IA 1979)

Charles A. Thomas (IA 1991) Robert Toth (IA 2000) Jeffrey P. Totusek (IA 1985) Bruce Olsen Treadway (IA 1998) Francis D. Tuggle (IA 1967, 1971) Peter M. Vujaklia (CIT 1981, IA 1988) Stephen Gifford Wall (IA 1990) Harold D. Walls (IA 1965) Andrew S. Wasser (IA 1985) Charles Waugh (IA 1990) Marcel M. Weiner (IM 1971, IA 1972) Cornelia Cargile Wendzicki (IA 1991) Chris Weyers (IA 1999) Howard M. Wiener (IA 1981) Lee W. Williams (IA 1976) Fred Wright Luz Yasinsky (IA 1997) Mark J. Yasinsky (IA 1997)

Zeid Ayer (IA 1996) Tariq Faiyaz Aziz (IA 1996) Prakash N. Babu (IA 1986) Harry B. Back (IA 1965, 1976) Stephen M. Baker (IM 1973, IA 1973) Adolph C. Bakken III (IA 1994) Jody Lea Barish (IA 1990) Indusree Basavaiah (IA 1999) Anindya Basu (IA 1999) Christopher W. Bates (IA 1999) Edward Robert Bazarian (IA 1982) Philip A. Beals (IA 1968, 1973) Bruce E. Becker (IM 1963, IA 1964) Alain Belanger (IA 1995) Daniel M. Belden (IA 1979) William T. Belko (IA 1986) John N. Benchoff (IA 1993) Todd Bendis (IA 2001) Ronald C. Benjamin (IA 1981) William J. Bergen (IA 1992) James S. Bernier (IA 1993) David Bertasso (IA 2001) Amit Bhalla (IA 2001) Stephen A. Bickford (IA 1974) John Timothy Bingle (IA 1990) John Robert Black (IA 1992) Jane E. Black (IA 1982) Mary A. Bober (SG) Michael Andrew Boedewig (IA 1996) Martin M. Boltey (IA 1987) Charles P. Bonini (IA 1957, 1962) Charles A. Bookwalter III (IA 1984) Jack L. Boor (CIT 1949, IA 1952) Todd Branning (IA 2000) Auseh Sharifi Britt (IA 2001) Douglass John Britt (IA 1996) David H. Browdy (IA 1990) Battle Manassas Brown II (IA 1986) Kimberly Anne Brown (IA 1998) Warren B. Brown (IA 1959, 1962) Mark Evans Brubaker (IA 1995) Merrie L. Brucks (IA 1979, 1984) Cynthia M. Bruno (IA 1983) Heather Ann Budnik (IA 1991) John Reilly Bugos (IA 1992) Catherine D. Burstein (SG) Leslie A. Burton (IA 1977) Angelo M. Butera (IA 1982) Thomas L. Buxton (IA 1965) Kenneth W. Byk (IA 1982) Robert F. Byrne (IA 1984, 1984) Judy Cain (IA 1996)

John Caldwell Calhoon (IA 1995)

Rene Caracci (IA 2001) William Lawrence Demarco (IA 1982) Martin J. Carroll Jr. (IA 1962) Robert C. Deskin (IA 1971) Robert Edward Cauley (IA 1992) David Dewey Center (IA 1996) Aaron C. Chan (IA 1989) Jay Chang (IA 1986) Eleanor C. Chang (IA 1980) Neil H. Charness (IA 1971, 1974) David L. Diven (IA 1983) Marvin R. Chartoff (IA 1982) Srinivas Dixit (IA 2000) Wei-Ling Chen (IA 2001) Cheryl Dobleske (IA 1988) Derric Cheung (IA 1999) Moses K. Cheung (IA 1979) Steven Ciminero (IA 2001) William E. Cline (IA 1983) Kevin G. Cloonan (CIT 1982, Suzann Duncan (IA 1999) IA 2001) Brenda W. (H&SS 1977) and IA 1999) Lawrence A. Clough Jr. (IA 1976) Kathleen O. Dwyer (IA 1981) Mark A. Coblitz (IA 1982) Edward J. Dzurilla (IA 1988) Matthew C. Cohen (IA 1978) Paul D. Cohn (IM 1984, IA 1985) Julie A. Edell (IA 1978, 1982) David C. Commito (IA 1973) Daniel A. Edelson (IA 1983) James Philip Conley (IA 1990) David W. Conrath (IA 1961) David E. Elias (IM 1987) William A. Consolvo (IA 1985) Noellette M. Conway-Schempf (IA 1993) and Hagen Schempf June Erickson (IA 2000) George Franklin Coppedge (IA 1997) Rolf Erickson (IA 2000) Roger J. Corbin (IA 1984) Marc E. Cottle (IA 2000) Robert G. Crawford (IA 1971, 1976) Byron R. Falchetti Keith P. Creehan (IA 1988) Christian Farls (IA 1997) Yvonne M. Creehan (IA 1988) Bob Farricker (IA 1995) Anne Weatherly Cuthbert (IA 1996) Louis M. Favret (IA 1964) James T. Czepiel (IA 1981) Diane K. Fawley (IA 1980) Randall A. Dacanal (IM 1983) Michael E. Fearney (IA 1976) David T. Damery (IA 1988) Lois Findlay (IA 1991) Angela L. Danison (IM 1988, IA 1989) Gordon D. Fletcher (IA 1976) James R. Datesh (IA 1980) Richard G. D'Auteuil (IA 1986) Paul R. Fonteyne (IA 1987) Jonathan Davis (IA 2000) Gordon M. French (IA 1961) Michael D. Davis (IA 1978) Prabuddha De (IA 1977, 1979) Nathan Friedman (IA 2001) James W. Dean Jr. (IA 1980, 1983) Scott R. Frock (IA 1984) Steve R. Dean (IA 1997) Michael A. Debrosse (CIT 1978, Lee Young Fulton (IA 1990) IA 1980) Edward Parker Decker (IA 1993)

Frances K. Gayler (IA 1981) Andrew R. Gefen (IA 1982) William S. Gere Jr. (IA 1959, 1963) Donald Gerwin (IM 1958, IA 1967) John Joseph Giannotto (IA 1993) Thomas W. Gifford (IA 1979) Seymour I. Gilman (IA 1964) Kevin J. Gilmartin (IA 1971, 1975) Richard W. Gleason (IA 1957) Richard J. Goldberg (IA 1982) Perry James Gonella (IA 1994) David F. Gonynor (IA 1980) Adam S. Gordon (IA 1994) Louis A. Graham (IA 1982) Michael I. Grant (IA 1981) George F. Green (IA 1971) Kevin Greenwood (IA 2001) Eston M. Gross (IA 1958) Irwin R. Grossman (IA 1980) Rhonda M. Growney (IM 1984, IA 1985) Kenneth R. Gryger (IA 1992) Kathryn Gulden (IA 2001) Daniel L. Gulling (IA 1968) Gregory M. Gupton (IA 1985) Mary Lewis Gupton (IA 1986) Guillermo I. Gutierrez Jr. (IA 1977) Raymond M. Guydosh (MCS 1967, IA 1970, 1974) Arnold S. Gwirtzman (IA 1966) William S. Haddock III (MCS 1973, IA 1977) Gregg R. Hamilton (IA 1977) Richard S. Hamilton (IA 1986) Thomas Hamilton (IA 1999) Robert M. Hammond (IA 1962) George Geoffrey Hansen (IA 1990) R. D. Boyd Harman (IA 1963) Keith L. Harms (IA 1956) Edward Matthew Harrington (IA 2000) William A. Hartigan (IA 1954) David Christopher Hasenkopf (IA 1998) Kevin M. Hassey (IA 1981) David Anthony Hauge (IA 1995) George R. Hawkins (IM 1951, IA 1952) Matthew Healey (IA 2001) Mark Donald Heid (IA 1990) Daniel R. Heilman (IM 1977, IA 1979) Lori M. Heinel (IA 1992)

Kurt E. Hellfach (IA 1954)

Robert Scott Helsel (IA 1982) George E. Hemby (IA 1969, CIT 1967) C. Talbot Heppenstall Jr. (IA 1985) Constance Ellis Heppenstall (IA 1986) Mark E. Heppenstall (IA 1987) Sarah J. Heppenstall (IA 1985) Bruce M. Herzog (IA 1969) Patrick A. Hickey (IA 1984) Christopher R. Hill (IA 1987) Jennifer K. DeSisto (IM 1997) Ralph R. Hodges Jr. (IA 1956) Jeremy Holmes (IA 2001) Donald M. Hourican (CIT 1977, IA 1986) Ivy Hsieh (IA 2001) Min Grace (MCS 1971) and Robert C. Hu (IA 1971) Alex Yuan-Fu Huang (IA 1994) Michael M. Hughes (IA 1977) John Michael Hynes (IA 1993) Janet L. Isaacson (IA 1996) Steven A. Isaacson (IA 1981) Diane Julia Jacobson (IA 1995) Samir Jain (CIT 1994, IA 2001) Daria Bohdanna Jakubowycz (IA 1994) Mark Jakubowycz (IA 1993) Ed L. Jameson (IA 1970) Brian Jeckering (IA 1993) Adolfo L. Jimenez (IA 2001) Eric V. Johnson (IA 1999) Theodore O. Johnson Sr. (IA 1963) Thomas C. Jordan (IA 1963) Andrew H. Kahn (IA 1981) John Kang (IA 2001) Sanjaydutta Kannambadi (IA 1993) Larry A. Kaplan (IA 1976) Tamminh Tran Kapuscinska (IA 1994, 1998) Roman Kapuscinski (IA 1993, 1996) Joseph Anthony Katarincic (IA 1991) Susan Daniel (HNZ 1992) and Craig Rawlings Keeble (IA 1990) Kenneth R. Keeley (SG) Michael W. Kelly (IM 1983, IA 1989) Cynthia Towle (MCS 1977) and Murray P. Kephart (IA 1975) Hyung Kim (IA 1999) Thomas A. King (IA 1979) Thomas H. King (IA 1985) Paul E. Kinkel (IA 1988) Hugh D. Kinney Jr. (IA 1984)

Ada J. Kinscherff (IA 1982) Koichi Kiyohara (IA 1989) Donna Klaas (SG) James M. Kohan (IA 1981) Vincent R. Kondaveeti (IA 2000) Rita J. Kovac (IA 1978) Robert L. Kramer (IA 1962) Charles H. Kriebel Lauren Nicole Kruse (IA 1998) John M. Kurtz (CFA 1966, 1970, IA 1970) Marshall K. Kurtzman (IA 1962) Gerard F. Lagorio (IA 1989) Subhobrata Lahiri (IA 2001) Frederic Lambert (IA 2001) Kurt E. Lammon (IA 1993, 1994) Erik Larson (CFA 1996) Roland E. Lazzaro Jr. (IA 1982) Edward F. Le Breton III Kevin A. Lee (IA 1997) Alan Craig Leslie (IA 1967) Philippe F. Levi (IM 1971, IA 1971) Ferdinand K. Levy (IA 1962, 1964) Matthew Levy (IA 2001) Yibin Li (IA 1999) Jennifer A. Light-Gage (IA 1984) Ari Lightman (IA 2000) Miranda L. Lin (IA 1999) Jackson K. Liu (IA 1992) Caroline M. Loewy (IA 1990) lan Lomax (IA 2000) Anthony J. Lopreiato (IA 1994) Harry Chalmers Loucks (IA 1994) Jeffrey Alan Lynch (IA 2001) Kelley Marie Lynch (IA 1994) Michael T. Lyons (IA 1958) David R. Magoon (IA 1960) Peter M. Maksymuk IV (IA 2000) Bernard G. Malamud (IA 1965) John H. Malloy (CIT 1949, 1950) Carl H. Malmstrom (IA 1966) Francois G. Mandy (IA 1972) Anthony J. Mariani (IA 1988) David A. Marshall (IA 1985, 1989) Clarence H. Martin (IA 1976, 1979) Gary R. Martin (IA 1974) Edwin Amorsolo Martinez (IA 1996) Shigeo Maruse (IA 2000) Kathleen A. Maskalick (SG) Erik Karl Mauch (IA 1993) Michael A. Mazer (IA 1983) John W. McCredie Jr. (IA 1972) Matthew Joseph McGahran (IA 1990)

Leonard S. Sanders (IA 1984)

Fran Guillmette (CIT 1981) and Keith D. Satterwhite (CIT 1981, IA 1988) Mark B. Schaefer (IA 1979) Richard C. Schaeffer (SG) Dian F. Seabury (IA 1977)

Subrata K. Sen (IA 1966, 1974) Allan D. Shocker (IA 1962, 1971) S. James Siverd (IA 1978, 1980) Raymond A. Smith (CIT 1977, IA 1979)

Ralph A. Sotak (IA 1967) V. Srinivasan (IA 1970, 1971) William I. Sternman (IA 1984) Christopher P. Stine (IA 1982) Michelle Ann Straka (IA 1995) William Edward Stusnick (IA 1993) Alden R. Taylor III (IM 1970, IA 1970) Chris Telmer (FG)

#### Associates

**GSIA** alumni and friends who contributed \$100 to \$249 in the 2001-2002 fiscal year

Richard J. Abanto (IA 1975) Shama S. Abraham (IA 1989) David L. Allen (IA 1984) Lynlee Altman (IA 2000) Dianne E. Altman-Weaver (IA 1989) H. John Altorfer (IA 1964) Manuel E. Amaya (IA 1976) Richard B. Ardern (IA 1968) John Armknecht (IA 1992) Evan H. Aronowitz (IA 1998) Jay E. Aronson (CIT 1975, 1976, IA 1978, 1980)

Ruth A. (MCS 1973) and David S. Deutsch (H&SS 1974, IA 1979) Gregory Thomas Devine (IA 1997) Lester P. Diamond (IA 1986, 1988) John T. Dilacqua Jr. (IA 1979) John Anthony Dodson (IA 1996) Suzanne Mary Domenici (IA 1996) Brendon Donnellan (IA 2000) John Worthington Dorsey (IA 1991) Adam Caldwell Duncan (H&SS 1992, Benjamin W. Eakins (IA 1955) Jeffrey R. Edwards (IA 1984, 1988) Gregory C. Ellis (IM 1978, IA 1979) Edwin J. Elton (IA 1965, 1970) Alexander Reid Etherson (IA 1993) Ruth E. (H&SS 1983, IA 1988) and S. Kenneth Foladare (IA 1994) Mitchell S. Fried (IM 1974, IA 1975) George B. Fromhold (IA 1966) John G. Furjanic (CIT 1974, IA 1985) Barry W. Gainer (IA 1976) Alexander Galatic (IA 1993) Elliott M. Gartner (IA 1967) Dory Warden Gasorek (IA 1981) Lewis E. Gasorek (IA 1981)

Bruce F. Gavett (IA 1976)

Key for Individual Giving: \* Deceased TR - Trustee FG - Faculty Gift SG - Staff Gift

Key for Individual Giving: \* Deceased TR - Trustee FG - Faculty Gift SG - Staff Gift

Christine J. Deem (IA 1996)

Philip M. Deemer (IA 1982)

IA 1996)

Jim Defay (IA 1999)

Jack Charles Deem (H&SS 1990,

Henry I. McGee III (IA 1978) Lily Look McGee (IA 1978) Robert C. McKee (IA 1988) Reed E McManigle (IA 1992) Sarah Munson McNaughton (IA 1999) Sandip Mehta (IA 1999) Linda Ann Meloro (IA 1996) Marc M. Merlin (IA 1990) Charles J. Merlo Jr. (IA 1963) Mary Ann Meyer Edwin J. Mihallo (IM 1974, IA 1975) Robert M. Miller (IA 1960) Thomas O. Miller (IA 1982) James R. Milligan (CFA 1959, IA 1965) Katherine P. (CFA 1972) and Bruce G. Milliken (IM 1970, IA 1971) Shelley Millis (IA 1998) Robert A. Milne (IA 1976) Donald Hamilton Mitchell (IA 1993) John E. Molinda (CIT 1978, IA 1993) Bruce G. Montgomery (IA 1978) Steven R. Morris (IA 1981) Bradley James Mostoller (IA 1991) Edward L. Motter (IA 1977) Robert P. Murray Jr. (IA 2001) Vincent Frank Mutolo (IA 1994) Mildred S. Myers (FG, MM 1964, H&SS 1981) Robert H. Nagel (IA 1983) Samuel Michael Nakhimovsky (IA 1996) Bangalore K. Narayan (IA 1971) Daniel Arthur Nass (IA 1994) Thomas I. Nelson (IA 1965) Peter Nero (IA 2001) Gabriel Kapui Ng (IA 2000) James W. Nickman (IM 1999) Hideo Nishikawa (IA 1996) Gregg Joseph Nissly (IA 1990) Christina D. Nitse (IA 2001) Stephen James Nitz (IA 1993) Richard A. Noll (IA 1985) Aimal Noormohammed Noorani (IA 1994) D. Killian Norvell (IA 1997) Robert John Noskiewicz (IA 1997) Kenneth E. Notary (CIT 1973, IA 1976) Raman K. Nurani (IA 1992, 1995) Joseph E. O'Connor Jr. (IA 1987)

Regis Visco O'Connor (IA 1985)

F. Dale Odim (IA 2000)

Mark John Olyarnik (IA 1993) James R. Orrico (AM 1983) Jon B. Pace (IA 1991) Tom C. Pai (IA 1988) Ajay D. Parkhe (IA 1998) Jeffrey M. Paschke (IA 1976) Angela Dawn Patel (IA 1998) Sunil Avinash Patel (IA 1998) William Lord Peace (IA 2001) Karl Henry Pearson (IA 1997) John B. Pendergrass Jr. (IA 1956) Kishor B. Pendse (IA 1979) Randall M. Peterson (IA 1979) Rachel A. Petrucelli (SG) Elizabeth Ann Pfrogner (IA 1994) James B. Pinsky (IA 1980) Maria Gabriela Herrera-Piscopo (IA 1995) Vincenzo Piscopo (IA 1996) James George Polisson (CIT 1982, IA 1982) Fredrick E. Portner (IA 1969) John S. Pournaras (IA 1985) William B. Powers (IA 1977) Ann D. Preston (IA 1956) Richard C. Prins (IA 1970) John W. Pritchett (IA 1975) L. Budd Prus (IA 1978) Ram M. Rachamadugu (IA 1980, 1982) Gary B. Rackliffe (IA 1988) Ajay D. Raikar (IA 1992) Dhayalini Ranganathan (IA 1991) Amar Rao (IA 1982) Michael Joseph Ravasio (IA 1993) Zeynep Rees (IA 1994) Michael David Rees (IA 1994) Robert Wilson Rife (IA 1992) Alice K. (MM 1962) and L. Winston Ring (IA 1964, 1968) Gina T. Ringgenberg (IA 2001) Frank Brooks Robinson (CFA 1960) Bruce E. Rofsky (IA 1986) Theodore C. Rojahn (IA 1963) David S. Ronis (IA 1983) Joel L. Rosenberg (IA 1974) Ervin S. Roszner (IA 1967) Susan and Calvin G. Roth (IA 1967)

J. William Royer (IA 1952)

Thomas A. Ryan (IA 1981)

Mark A. Sadok (IA 1974)

Timothy W. Ruefli (IA 1967, 1969)

Frederick A. Russ (IA 1969, 1971)

David Saletta (IA 1993) Matthew J. Saltzman (IA 1982, 1987) Michael D. Samsen (IA 1976) Patrik V. Sandas (IA 1994, 1998) Barbara M. Sanders (CIT 1973, IA 1981) Patrick C. Sanders (IA 1981) Henriann Sanft (IA 1984, 1987) Michael Stuart Santelli (IA 1998) Jeffrey Alan Sapp (IA 1997) Nancy (CFA 1973, 1976) and Peter Saretsky (IM 1974, IA 1974) Aurobind Satpathy (IA 1996) Stuart E. Scantlebury (IA 1974) Denise R. (H&SS 1969) and John M. Schiller (IA 1975) Sandra H. Schnieder (IA 1987) Laurie C. Scott (IA 1984) Kazuo Sebata (IA 1980) Todd Joseph Seifried (IA 1996) Gary Lee Sender (IA 1987) Elizabeth M. Sestak (IA 1978) Hershel Jay Shah (IA 2001) Roy J. Shanker (IA 1973, 1976) Harvey A. Shapiro (CIT 1967) Milind Sharma (MCS 1996, IA 1997) Patrick E. Sharp (IA 1960) Heather L. Sheehan (IA 1989) Bruce L. Shiah (IA 1992) Robert W. Shoemaker (IA 1972) Ralph M. Shoffner (IA 1960) Theodore C. Showalter (IA 1976) Steven P. Shubella (IA 1984) Leah Chiavacci Shuldiner (IA 1994) Gary Siegel (IA 1981) Harry J. Siegfeldt (IA 1962) Kenneth D. Sills (IA 1973) Shubham Singhal (IA 1999) Richard L. Sirow (IA 1974) Timothy M. Slevin (IA 1983) Gregory R. Slonaker (IA 1981) Cecelia Sandy Smith (IA 1970) Gordon N. Smith (IA 1986, 1991) Ernest D. Snoyer (CIT 1949, IA 1950) John D. Snyder (IM 1974, IA 1975) Scott Allen Snyder (IA 1998) John R. Soderlund (IM 1980, IA 1981) Lawrence Southwick Jr.

Robert K. Sakai (IA 1974)



William W. Staley Jr. (IA 1961) James H. Starr (IA 1973, 1975) Paul B. Steele III (IA 1988) Walter E. Steele III (IA 1976) Joel C. Steiner (IA 1983) Henry C. Stern (IA 1973) Eric R. Stoltz (IA 1988) Richard W. Stone Jr. (IA 1981) Geoffrey W. Storms (IA 1992) Per Johan Stromberg (IA 1994, 1997) Diane M. Strong (IA 1983, 1989) Sharon G. Studley (IA 1987) A. Lawrence Stuever (IA 1976) Ted Summers (IA 1998) Scott E. Sunbury (IA 1997) Steven N. Swartz (IA 1999) James D. Tackett (IA 1981) Sophia E. Tambouratzis (IA 1988) Rodney Stuart Tanner (IA 1996) Howard L. Tanzman (IA 1978) John G. Teichmoeller (IA 1971) Lauro D. Teung (IA 1973) Jacqueline M. Thatcher (CIT 1989, IA 1992) Mark Stanley Thatcher (IA 1992) George Theodorou (IA 1999) Theodore J. Theodorsen (IM 1989, IA 1991) Clifford T. Thomas (IA 1976) Peter Hall Thompson (IA 1990) Kenneth K. Ting (IA 1987) Gary S. Tobenkin (IA 1985) Mark D. Torkos (IA 1989) James C. Tragakis (IA 1998) David Victor Trapani (IA 1990) Ryan Trushenski (IA 2001) Eugene L. Tucci (IM 1961, IA 1962) Kevin E. Vahey (IA 1984) Teresa Vega (IA 1986)

Douglas Allan Velegol (IA 1998)



Nick Vidnovic (IA 1979) Vikram Vijayvergiya (IA 1990) Nancy M. Villarreal (MM 1962) and John J. Villarreal (IA 1963) Sanjay Vora (IA 1997) David C. Wackman (IA 2001) Sanjay Waghray (IA 1995) Richard C. Wagie Robert F. Wagner III (IM 1999) Matthew Robert Wagner (MCS 1990, IA 1994) Scott Christopher Wagner (IA 1993) Shirley Yung-Hsiu Wang (IA 2001) Shao F. Wang (IA 1982) Shawn Warthman (IA 2001) Warren Howard Waugh (IM 1961, IA 1965) Glenn D. Weber (IA 1983) Maxine M. Weber (IA 1987) Timothy G. Wellener (IA 1992) James S. Whitcomb Jr. (IA 1957) William W. Whitehurst Jr. (IA 1963) Catherine Wight (IA 1998) Stacy Alayne Williams (MCS 2000) Randy Lee Wilson (MCS 1991, IA 1996) D'Lane L. Wisner (IA 1976) Daniel Wong (IA 1993) John P. Wright (IA 1980) Peter Wu (IA 1997) Thierry J. Wuilloud (IA 1987) Mary M. Wuilloud-Aguas (IA 1988) Paul Mann Yeakel (IA 1997) Thomas R. Yocky (IA 1977) Richard O. Young (FG, H&SS 1989) Felix Yu (IA 1992) Michael Lee Ming Yu (IA 1992) Joseph F. Yurso (IA 1973) John J. Zanardelli (IA 1999) Charles E. Zebula (IA 1995) Deanne A. Zelenak (IA 1982) Min Zhang (IA 2001) Cynthia Ann Znati (CIT 1995) Rebecca H. (MCS 1962) and

Jon N. Zoler (IM 1962, IA 1963)

#### Contributors

GSIA alumni and friends who contributed up to \$99 to GSIA in the 2001-2002 fiscal year

Zahid Abbasi (IA 2001) Gerald Abernathy (IA 1997) Britta Achmann (IA 2001) William J. Adamo (IA 1979) John W. Addis (IA 1996) Amit Agarwal (IA 1997) Anjum Agarwala (IA 2001) Chad S. Agena (IM 1999) Sunil Kumar Aggarwal (IA 1998) David M. Ahlers (IA 1967, 1975) Safia Bano Ahsan (IA 1994) Cynthia J. Akagi (IA 1987) Mahmut Akten (IA 1999) Claudia Alcala (IA 1999) Grace S. (CIT 1978) and William J. Aldridge (CIT 1978, IA 1990) Mayumi Amano (IA 2001) Sudeep Anand (IA 1971) Valerie J. Andalaft (IA 1986) Barbara J. and Cletus R. Anderson Edward Ludwig Anderson (IA 2000) Richard A. Andrews (IA 1973) Joe L. Annoni (IA 1997) Chidi Anunobi (IA 2001) Guillermo Arana (IA 2001) J. Scott Armstrong (IA 1965) Leslie S. Arnold (IA 1981) Angela Hart Arrington (IA 1991) Matthew D. Ascher (IA 1989) Christopher Ashkar (IA 2000) Marty K. Ashley (IA 1988) Jeffrey M. Bachrach (IA 1980) Jae Bae (IA 2001) Eva Bai (IA 2000) lleana P. Ballesteros (CFA 2001) Uday Raj Baral (IA 1998) Laurie R. Barkman (IA 1999) Pamela Jeanne Wirth (IA 2001) and Shane Barnhill Francisco Barquero (IA 2001) Marinus J. Bouwman (IA 1973, 1979) Paul J. Barr (IA 1997) Susan R. Bouwman (IA 1974) Alexandre Barraine (IA 2001) Harry C. Bradley Jr. (IA 1980) Andrew Barton (IA 2001) Audrey Brady (IA 2001) Anitesh Barua (IA 1987, 1990) Scott A. Brandt (IA 1982) Tarun K. Basu (IA 1988) James C. Bresnahan Sr. (IA 1955)

Gautam Bazaz (IA 2001) Craig Allen Beck (IA 1992) Dennis Beck (IA 2001) Cristina Becker (IA 2001) Marcel Becker (IA 1993, 1998) Raymond F. Belczyk (IM 1981, IA 1991)

Catherine Elissa Bellanca (IM 1993, IA 2001)

Nancy Jean Belz (IA 1993) Alberto S. Benarroch (IA 1995) Felicia F. Bennett (IA 1997) Andrew C. Bennett (IA 1986) Richard A. Beran (IA 1976) Daniel Berg (IA 1971) Jill A. Berger (SG) Edward L. Berman (IA 1981) Vittorio David Bernardino (H&SS 1997) M. Daniel Bernhardt (IA 1983)

Darcy P. (H&SS 1972) and Alan D. Bernstein (IM 1973, IA 1973) Alan E. Berrey (IA 1995) Martin A. Berwick (IA 1988) Jason M. Bezon (IA 2001) Nila Devi Bhakuni (IA 1999) Gaurang Bhatt (IA 1997) Chaitanya Bhogilal (IA 1999) Darren Black (IA 2000) Sam C. Blackburn (IA 1990) J. Kent Blair Jr. (IA 1963) Marshall A. Blake (IA 1978) Richard M. Block Richard E. Bloom (IA 1988) P. William Blubaugh (IA 1979) Sharon Alyse Bluestein (IA 1994) David Bolotin (IA 1999) William Bonaimo Casandra D. Bonett (IA 1987) David A. Bonsall (IA 1977) Neil B. Borenstein (IA 1989) Carolyn J. Borst (IA 1989) Alfredo Botet (IA 2001) Anthea Bousquet (IA 1999) Anthony Bousquet (IA 1999)

Jonathan B. Brewster (IA 1997)

John Alexander Brodkin (IA 1994)

R. Bruce Brower (IA 1975) Franklin S. Bryant (IA 1985) Susan L. Z. Bryant (IA 1997) Anna Bulkovshteyn (IA 1999) James D. Burgess (IA 1989) Albert T. Burgunder (IA 1996)

Lois E. (IM 1987) and Robert Paul Burkey (IA 1990) David C. Buseck (IA 1986) Richard T. Bushell (IA 1964) Juan G. Bustamante (IA 2001) Preston H. Butler Jr. (IA 1972) Thomas J. Butler (IA 1988) Key R. Caldwell (IA 1967) Joseph Michael Callaghan (IA 1992) Chad Callander (IA 2001) James L. Camaren (IA 1982) Jeffrey D. Campbell (IA 1982) Peter G. Capizzi (CIT 1980) Magdalena Cardenas (IA 1978) and Pedro F. Lara (CIT 1978) Christopher F. Carfi (IA 1992) Fides Marie B. Laraya Carlos (IA 1987) Alon Carmeli (IA 1991) Daphne Ruth Carmeli (IA 1991) Charles Carpenter (IA 2000) Daniel A. Carretta (IA 1979) Donna L. Cartwright (IA 1976) Anthony J. Casertano (IA 1995) Scott Douglas Casselberry (IA 1996) Richard P. Castanias II (IA 1975, 1978) Seunghoon Cha (IA 2001) Suresh Chand (IA 1978, 1980)

David B. Chapnell (IA 1992)

Kenneth R. Chase (IA 1990)

Jay R. Chaudhuri (IA 2001)

Rongli Sally Chen (IA 2001)



Key for Individual Giving: \* Deceased TR - Trustee FG - Faculty Gift SG - Staff Gift

(IA 1965, 1967)

Gary G. Specker (IA 1966)

James C. Spradley (IA 2001)

Key for Individual Giving: \* Deceased TR - Trustee FG - Faculty Gift SG - Staff Gift

Howard R. Baumen (IA 1990)

David E. Bavis (IA 1987)

Herbert Chen (IM 1987) Robert Chernitsky (IA 1993) Melinda J. Chianese (IM 1987) William G. Chismar (MCS 1976, IA 1981, 1987) Mahesh Cholakara (IA 1992) Susie Chong (IA 2001) Bernard Hyunsuk Chung (IA 1995) Frank W. Ciarallo (CIT 1986, IA 1988, 1993) A. Erdem Cimen (IA 1998) Stephen John Clarson (IA 2001) Julie Kaszycki Cline (IA 1998) Thomas Cloft (IA 1999) Kevin Cloonan (IA 2001) Jon Arthur Coble (IA 1990) Dan Cohen (IA 1998) Kenneth James Colgan (IA 1993) Murali Collur (IA 1999) Arthur Rowe Conner (IA 1994) Edmund James Connor (IA 1990) Gary J. Constant (IA 1992) Randi Kutzin-Constant (IA 1993) Carole G. Cook (IA 1983) Adam Cooper (IA 2001) Andrew Corea (IA 2001) Guillermo Corpus (IA 1997)



Erin Cosgrove (IA 2001) Elizabeth M. Cosnek Deborah Lynn Cote (IA 1996) Benjamin Cowen (IA 1997) George H. Craig David S. Crandon (IA 1976) Beatriz C. Crooks (IA 1996) John J. Culkin Joseph Angelo Cupani (CIT 1994, IA 2001) Edward J. Curvey (IA 1973) Manoj Daga (IA 2001) Charles C. D'Amico (IA 1978) David Michael Danielson (IA 1993) Prashant Das (IA 1999) Vikram Datta (IA 2001) Prabu Davamanirajan (IA 1991, 1996) Andrew Lawrence David (IA 1996) Irwin T. David (IA 1960) Constantine K. Davides (IA 2001) Stephen C. Davis Jr. (IA 1989) Howard Dawson (IA 1999) A. Phil de Buhr (IA 1980) Philip M. De Carlo (IA 1981) Timothy J. Dean (IA 1993) John Albert Decena (IA 1996)

Carol C. (H&SS 1969) and Kenneth A. Derow (IM 1969, IA 1970) Preyas S. Desai (IA 1990, 1992) Dan W. Detar (IA 1981) Phreda Jeanette Devereaux (IA 1997) Mark W. Dewalt (IA 1983) Tarun Dewan (IA 2000) Rodrigo Diaz (IA 1991) Lawrence J. Dickson (IA 1979) Norman Aloysius Dietrick (IA 1998) Robert F. Dimicco (IA 1988) Frederick P. Dodd (IA 1984) Norman J. Donnelly (IA 1962) Mark William Downie (IA 1990) Robert M. Downing Jr. (CIT 1987, IA 1993)

Edward L. Deci (IA 1969, 1970)

Gerald L. Delon (IA 1965)

William H. DeLone (IA 1970)

Joseph N. D'Emidio (IA 1982)

IA 1993)

Linda A. Duessel (IA 1984)

Robert F. Duke (CIT 1995, IA 2001)

Dennis G. Durmis (IA 1999)

Jeffrey M. Easter (SG)

Neil M. Ebner (IA 1989)

Daniel Eckhardt (IA 2001)

Herbert A. Edelstein (IA 1974)

Thomas Wilson Ira Gallema (CFA 1991)

Antonio M. Garcia III (IA 2001

Srinivas S. Garimella (IA 2001

George A. Garland (IA 1965)

David Garrity (IA 1999)

Linda M. Garriz (IA 1979)

Holly Lynn Egan (CFA 1997) Debra Egloff (IA 1998) Michael E. Elias (IA 1997) Katherine A. Englar (IA 1980) Lisa Ann Epstein (IA 1992) Sheldon L. Epstein (IA 1993) Debbie E. (H&SS 1992) and Clifford Andrew Erickson (MCS 1993) Lauren A. Ernst (IA 1990) Douglas S. Esser (IA 1995) John Harry Evans III (IA 1977, 1980) Gordon E. Ewald (IM 1963, IA 1964) Juan Fabrega (IA 1999) Joseph P. Fadgen (IA 1987) Matthew Thomas Fardy (IA 1998) Mark Fichman (FG) Steven V. Fischetti (IA 1989) James Douglas Fix (CS 1992) Harrison Flakker (IA 2001) Stephen A. Fleet (IA 1997) Andrea Fleming (IA 2001) Peyton B. Fletcher III (IA 1968) Stuart Ford (IA 1991) Joanne Forden (IA 1987) Kent A. Forden (IA 1987) Gregory Foster (IA 2001) Rafael Francis (IA 2000) Jennifer M. Frankenfield (IA 1983) David T. Fraser (IA 1988) lan E. Fraser (IA 1962) Allen M. Friedman (IA 1985) Irwin Z. Friedman (IA 1963) Janice S. Friedman Bryan Fritsch (IA 2000) David J. Fritz (IA 1988) Katherine E. (MM 1952) and David H. Frodey (IA 1952) L. Joe Froehlich (IA 2001) Michael S. Fuller (IM 1990) Keith Shigeru Furuya (IA 1993) Julie Watkins Gaddis (IA 1988) Scott E. Gaddis (IA 1988) Thomas B. Gage (IA 1984) Christophe Gagnon (IA 2001) Melissa D. Kingman (CFA 1991) and Thomas Wilson Ira Gallemore Antonio M. Garcia III (IA 2001) Srinivas S. Garimella (IA 2001)

Beverley J. (MM 1953) and Lawrence M. Gassner (IM 1954, IA 1955) Daniel Geary (IA 2001) Theodore Lester Gebacz (IA 2001) Steven A. Gelfand (IA 1979) Ziya Genceren (IA 2001) Adam N. Gerard (IA 2001) Michael A. Gerome (IA 2001) Shari F. Gershenfeld (IA 1985) Paul J. Gessner (CFA 1970) Tracy Marie Geyer (IA 1990) Allis Ghim (IM 1995) Judith L. Gibbons (IA 1971, H&SS 1976) Joseph W. Gill (CIT 1973, IA 1975) Linda Giordano (IA 2000) Katie Glass (IA 1999) David Edward Glass (IA 1992) John T. Glickson (IM 1990) Robert Christopher Glosner (IA 1994) Anu Rag Goel (IA 1995) Mary T. Gold (IA 1986) Stephen E. Gold (IA 1984) Glen Eric Goldbach (IA 1994) Scott Gomez (CFA 1998) Emel Gomulka (IA 2000) Craig Gomulka (IA 2000) Matthew Gonzales (IA 2000) Stacy Gonzalez (IA 1994) Gary Goolsby (IA 1999) Anandasivam Gopal Ph.D. (IA 1997, 2000) Sarangapani Gopalakrishnan (IA 1999) David S. Gordon (IA 1982) Alan G. Gorelick (CFA 1958) Jeree Schwass Gosnell (IA 2001) Larissa Gotquelf (IA 2001) Michael N. Gottfried (IM 1984, IA 1985) Kathryn Kienast Gould (IA 1994) Randolph Frank Gounder (IA 1998) Sophie Gouzien (IA 2001) Christopher Michael Graf (IA 1998) Kenneth R. Graham (IA 1967) Candace Annette Green (IA 1995) James A. Green (IA 1995) Richard A. Greiner (IA 1971) Thomas J. Gross (IA 1964) Minda Anne Grosser (IA 1994) Alok Kumar Gupta (IA 2000) Mahendra K. Gupta (IA 1981)

David Gustafson (IA 1989)

Steven Yong Ha (IA 1999) Kevin J. Hagerty (IA 1985) Frank I. Haims (IA 1961) Michael John Halloran (IA 1998) Virginia D. Halstrom (IA 1986) Charles R. Ham (IM 1953) Elliott E. Hamilton (IA 1988) Marc M. Hamme (IA 1989) Mark R. Hancock (IA 1986) Ivan Handojo (IA 1998) Lisa B. Hankin (IA 2001) Christiana Hansen (IA 2001) Glenn Cameron Harbold (IA 1998) Edward E. Harbour (IA 1993) Johnathon Hardaway III (IA 2001) Sean Michael Harley (IA 1999) Manuel Haro (IA 2001) Tole Hart (IA 1990) Charles R. Hauth (IA 1968) David C. Hauth (IA 1983) Bruce A. Haverberg (IA 1972) Henry Hawke (IA 1997) Scott A. Hawkins (IA 1986, 1989) David James Hay (IA 2000) Hidenori Hayashi (IA 2000) Kai He (IA 2001) J. Timothy Heames (IA 1965) Donald James Heberle (IA 1994) Keith W. Heintzleman (CIT 1983, IA 1988) Robert B. Helfrich (IA 1999) Paul T. Henderson (IA 2001) Ryan Henning (IA 2000) Stephen J. Hensler (IA 1980) Thomas C. Henson (IA 2001) Edward N. Hering SC, USN (IA 1997) Bruce D. Herwig (IA 1996) James A. Hetzer (IA 1968) Glenn T. Heumann (IA 1978) Gezinus J. Hidding (IA 1985, 1992) Mark A. Highland (IA 1999) Alan Hill (IA 2001) Susan Robinson Hill (IA 1990) Keiko Hirayama (IA 2001) Khang T. Hiu (IA 2001) C. Vinton Hoey Jr. (IA 1967) William S. Hoff (IA 1982) George Howard Hoffman (IA 1992) Jonathan Stocking Hoffman (H&SS 1994) Donald B. Hoffmann (IA 2000) Kurt Austin Hollasch (IA 1997)

Jonathan Mark Holzman (IA 1993)

Holly Hon (IA 2001) Hiroki Horiuchi (IA 2001) Brian Scott Horton (IA 1990) Gary R. Hovan (IA 1993) Adrian Hsieh (IA 2000) Paul Huang (IA 2000) Stanley S. Huang (IA 1997) Teresa K. Huber (IA 1989) Thomas F. Huestis (IA 1988) John Allan Huff (IA 1995) H. Larry Humm (IA 1967) Mark Allen Hurrell (IA 1990) Joe W. Hurt (IA 2001) Daryl D. Hutson (IA 1988) Sarafa Oladele Ibraheem (IA 2001) Theodore E. Ikola (IA 1966) Nancy Infante (IA 1998) Patricia A. M. Ingram (IA 1983) Koji Inoue (IA 2001) Sean Patrick Insalaco (IA 1990) Yuzo Ishida (IA 2001) Inci Isikli (IA 2001) Kaiya Lee Iverson (IA 1994) Anand K. Iyer (CIT 1990, IA 1993, CIT 1994) Chandresh P. Iyer (IA 1994) Bradley S. Jacobs (IA 1984) Leonard Jacobs Howard Mark Jacobson (IA 1991) Paul H. Jaenichen (IA 1978) Ravi K. Jagannathan (IA 1981, 1983) Richard I. Jako (IA 1995) Roman Jakubowycz (IA 2001) Bishu Jayaram (IA 2001) Edner Jean-Baptiste (IA 1988) Richard Jeniski Jr. (IA 2000) Fred O. Jensen (IA 1960) Ross J. Jicomelli (H&SS 1985, IA 1996) Richard Allen Johnson Jr. (IA 1991) Christopher David Johnson (IA 2001) Matthew Pitkin Johnson (IA 1990) Douglas A. Jones (IA 2000) Cathleen S. Jones (IA 1982) William S. Jones (IM 1953) James A. Jonez (IA 1981) Preeti Joshi (IA 1998)

Bharat K. Kaku (IA 1982, 1985)

Neil Eric Kalvelage (IA 1998)

Eric Kaleida (IA 2000)

Manoj Kamal (IA 1995)

Alpar Kamber (IA 2001)

Alana Kaminski (IA 1988)

William Kampine (IA 2001) James M. Kane (IA 1989) Patrick J. Kane (IA 1995) Arun Kannambadi (IA 1990) Ozan Karacagil (IA 2001) Karla Marie Karanza (IA 1996) Kamal Kumar Kasera (IA 2001) John W. Kaufmann (IA 1972) Daniel William Kaulfus (IA 1991) Frederick Alton Kautz (IA 1997) David Kayton (IA 1990) Christopher Keating (IA 2000) Marsha Spokane Keefe (IA 1981) Michael O. Keefe (IA 1982) Kevin Lane Keller (IA 1980) Dennis W. Kelly (IA 1989) Michael Kelsey (IA 2001) Chris F. Kemerer (IA 1986, 1987) Kerry J. Kerlin (CIT 1982, IA 1986) Michon M. Kerlin (IA 1986) Craig Kersting (IA 1999) James Kettering (IA 1997) Vineet Khanna (IA 2001) Milind S. Khare (IA 1995) Rajnish Khosla John C. Kikel (IA 1994) Yong Kwan Allen Kim (IA 2000) Marcia M. Kim (IM 1999) Jill King (IA 1999) Silvia Mantoan King (IA 1990) Willie L. King (IA 1989) Edwin Kinne James E. Kinsey (IA 1972) Claudia Kirkpatrick (FG, H&SS 1982) Gary Kirschner (IA 1999) Erich S. Klatt (IA 2000) Paul R. Kleindorfer (IA 1970) Neil D. Kleinfeld (IA 1974) William C. Klingensmith (IA 1982) Harold A. Klingsporn (IA 1966) Robert Joseph Knape (IA 1991) Kenneth E. Knight (IA 1961, 1964) Ryan Patric Knutson (IA 1994) Randi K. Koeske (IA 1971, H&SS 1977) Nikolay Konstantinov Kolev (IA 1997) George Kollar (IA 2001) William Kollitz (IA 2001) James William Konvalinka (IA 1992) Julie Lynn Kopko (IA 1999) L. Levente Kornya (IA 1967)

Leonard F. Kowalski (IA 1985) Jason Kozakis (IA 2001) Ashley D. Kozel (IA 2000) Robert A. Kozuch (IA 1982) Paul M. Krause (IA 1989) Vydehi Krishnan (H&SS 1996) and Mayuram S Krishnan (IA 1993, 1996) Jenina Simeon Kroah (IA 1995) Stephen Donald Kroah (IA 1995) Jeffrey Krohn (IA 1999) Kipp Anthony Krukowski (IA 2001) David M. Kucharski (IA 1974) Velimir Kuftinec (IA 1977) Asmita Kulkarni (IA 2001) Arundhati D. Kumar (IA 1988, 1991) Michael E. Kurela (IA 1998) John E. Kutch (IA 1993) Stavri Kyriakidou (IA 2001) Lance La Motta (IA 2001) Angela Cervo Labuda (SG) Susan Ann Lagnese (IA 1993) Ryan T. Laird (IA 2001) William Malcolm Lambert (IA 1990) Don Lammers (IA 1997) Brooke Lang (IA 1999) Hans W. Lange Jr. (IA 1988) Lauren Laplante (IA 2000) Paul N. Laughner Jr. (IM 1960) Thomas James Lavelle (IA 1994) Andrash Lazar (IA 1999) Diane Ellen Lazzaris (IA 1993) Walter D. Leach III (IA 1964) Jill Leah (IA 1995) Harold Lee (IA 2001) Julie Lee (IA 2000) Kenneth Lee (IA 2001) David Lefkowitz Pam N. Lehman (IA 1977) Thomas H. Leich (IA 1977) Robert V. Lenney (IA 1964) Robert S. Leonard (IA 1985) Timothy Leonard (IA 2001) Bernadette C. Leppold David S. Lesser (IA 1985) Michael Norman Leszcz (IA 1992) Karen Klebowski Lett (IA 1990) Daniel H. Levenson (IA 1988) Brian P. Lever (IA 1984) Dennis P. Leyden (IA 1980, 1987) Lizzie Yan Liang (IA 2001) Samuel G. Liberto (IA 1998)

Key for Individual Giving: \* Deceased TR - Trustee FG - Faculty Gift SG - Staff Gift

Key for Individual Giving: \* Deceased TR - Trustee FG - Faculty Gift SG - Staff Gift

Kosta Kostic (IA 2001)

Albert Richard Kowalewski (IA 1971)

2002REPORT ON GIVING

**REPORT ON GIVING** 2002

Arnold J. Lieberman (IM 1965, IA 1966) Michael N. Lin (IM 1997) John Eric Lindgren (IA 1993) Harris Lindsay Yaron Lipshitz (IA 1997) David S. Lipstein (IA 1973) Harold G. Little II (IA 1993) Kirk Edwin Prescott Littlewood (IA 1993) Norris C. Locke Jr. (IA 1984) Jeffrey Loden (IA 1999) Renato Loffreda Mancinelli (IA 1995) James R. Logan (CIT 1985, IA 1991, 1994) Gail O. Lombardo (H&SS 1975, IA 1977) William M. Lombardo (H&SS 1975, IA 1977) Kathy Nguyen Lomotan (IA 2001) John B. Long Jr. (IA 1971) Robert G. Lord (IA 1972, 1975) Darrell K. M. Louie (IA 1994) Gabriel M. Lozano (IA 2001) Paul C. Luchok (IA 1988) Dean A. Lundgren (IA 1967) Connie Lung (IA 2001) Joanne Debra Lupatkin (IM 1995) Rhett K. Madison (IA 2000) William B. Magid (IA 1977) Michael Maguire (IA 2001) Emad Mahmoud (IA 2000) Randy J. Makoski (IA 1978) Elaine Malit (IA 1996) Leslie Dawn Mallon (IM 1992) Gloria Mancuso (IA 1998) Ram Mantravadi (IA 2001) Krista Noel Markert (IA 1997) Richard C. Marquard (IA 1974) Horatio R. Marquez (IA 1987) Gerald P. Marsh (IA 1988) Thomas A. Marshall (CIT 1990, IA 1997) Ligia Rodica Martin Scott Paul Martin (IA 1993) Steven Vincent Martin (IA 1996) Alejandra (HNZ 2001) and Rolando Martinez (IA 2001) John W. Mathias (IA 1979) Kelley Ann Mavros (IA 2001) James Mavros (IA 2001) Christina S. Maytum (IA 1991) Luis Alberto Mazza (IA 1996)

William James McCann (IA 1995) Peter J. McDonough (IA 1982) Laura F. McGinnis (IA 1999) Kevin M. McGinty (IA 1985) James R. McGuigan (IM 1964) Jeremy Robert McGuire (IA 2000) Jennifer Kane McGurrin (IA 1998) Richard J. McIntyre (IA 1991) Glenn McKenzie (IA 2001) Robert A. McLaren (IA 1962) David T. McLaughlin (IA 1982) Cynthia McMillin (IA 1999) Severn Thomas McMurtry (IA 1990) Clifford J. Meagh (IA 1986) Jeffrey Meckler Esq. (IM 1989, IA 1990) Thomas H. Meek (IA 1975) Rajnish Mehra (IA 1975, 1978) Shardul Mehta (IA 2000) Dana Meissner (IA 2000) George S. Mellman CFA (IA 1982) John Wardlaw Merchant (IA 1993)

Patricia A. Melvin (H&SS 1978) James T. Meredith (IA 1997) Nelson J. Merwitzer (IM 1963, IA 1964) Michael G. Metz (IA 1983) Eric Meyers (IA 2001) Seth Adam Michaels (IA 1992) Austin Miller (IA 1996) Brian W. Miller (IA 1985) Edward W. Mills (IA 1991) Punit Mital (IA 2001) S. Joel Mittelman (IA 1999) Atsushi Miyamoto (IA 2001) Vivek Modi (IA 2000) Francisco Jose Montero Milou (IA 2001) Stephen Monto (IA 2001) Kyle M. Mooney (IA 2000) Paul Morel (IA 2001) Christian Morgan (IA 2001)

Michael Morris (IA 1999)

Douglas E. Morrow (IA 1981)

James Carnes Morton III (IA 2000)

John Anthony Mosco (IA 1995)

Hamilton Moy Jr. (IA 1993)

Robert Mozenter (IA 2001)

Scott M. Muckey (IA 2001)

Peter Mwanza (IA 2001)

Robert Jeffrey Muenz (IA 1992)

Matthew Hugh Murphy (IA 1997)

Ariane Moyes (IA 1999)

Murray P. Naditch (IM 1962, IA 1963) Kishore L. Nadkarni (IA 1976) Richard Naiman (IA 1997) Vikramaditya Swarup Narayan (IA 2001) Ibtissam Nassar (IA 2001) Carl R. Nehls (IA 1983) Richard K. Neller Jr. (IA 1969) Daniel Nevers (IA 2001) Julie E. Newman (IA 1982) Walter Ng (IA 1999) Andrew Nielsen (IA 1990) Scott Nieman (IA 2001) Norma B. Nieto (IM 1993) Neeraj Nityanand (CIT 1986, IA 1988) Larry W. Nixon (IA 1968) Barton F. Norton (IA 1968) Edward P. Novak Jr. (IM 1980, IA 1981) Cheryl M. O'Brien (IA 1980) David O'Connor (IA 1997) John O'Donnell (IA 1999) Martin T. O'Donnell (IA 1994) Shaun O'Donnell (IA 1997) Kirby Allan Ogloff (IA 1996) Hansel Oh (IA 2001) James Ohlweiler (IA 1997) Fernando Olivera (IA 1994, 1999) Marcos Olmedo (IA 2001) Sean Paul O'Malley (IA 1996) Atila Omer (IA 2001) Hakeem O. Oseni II (IA 2001) Serkan Ahmet Oskay (IA 1995) James W. Ostry (IA 1994) Bunmi Otoki (IA 2001) Kerry O'Toole-Gianni (IA 2000) Ralph Hans-Werner Ott (IA 1990) Gerald L. Owens Jr. Julia Oykhman (IA 1997) Oguzhan Ozbas (IA 1995) Bette Lynn Paez (IA 1984) Barbara Geer Paik (IA 1985) Raymond Paik (IA 1997) Robert A. Painter Jr. (IA 1982) Aparajit Panda (IA 1990) Devu Pandit (IA 2000) Vishal Pandya (IA 2001) Jon Thomas Panzer (IA 1996) Jami Papa (IA 2001) Steven Pardonner (IA 1990)

Kevin Park (IA 2000) Timothy Parker (IA 2001) Ryan Parks (IA 2001) Michael Partsch (IA 1998) Amish Patel (IA 2001) Neeshad Patel (IA 2001) Paresh Patel (CIT 1993, IA 2001) Reynolds W. Patterson (IA 1981) Andrew J. Peak (IA 2000) David W. Pentico (IA 1966, 1971) Robert A. Perri (IA 2000) George Piccioni (IA 1995) David Pike (IA 2001) Michael A. Pineau (IA 1989) Robert Pinkerton (IA 2001) Joseph Ruben Pinon (IA 2001) Duangtawan Pinpimai (IA 2001) John Pitschi (IA 1997) Marjorie L. Placek (IA 1989) Patricia (H&SS 1992) and Glenn Joshua Platt (IA 1990, 1993) Paul B. Plesser (IA 1981) Mark Pluta (IA 2000) Mark Alex Pocci (IA 2001) George G. Polak (MCS 1979, 1983) Steven M. Pomerantz (IA 1995) William Martin Pomper (IA 1994) F. Bryan Popp (IA 1991) Chetlur Srinivasan Prasad (IA 1997) Robert J. A. Pratt (CIT 1958, IA 1960) Steven D. Prelosky (IA 1987) J. Raymond Pujol (IA 1997) Keith E. C. Pulling (IA 1984) Girish N. Punj (IA 1976, 1981) Branislav Putos (IA 2000) Albert E. Quaye III (IA 1997) Christopher Vincent Quigley (IA 2001) Geoffrey J. Quinn (IA 1979) Ariel E. Rabban (IA 1997) Craig M. Rader (IA 1975) H. Raymond Radosevich (IA 1967, 1969) Pierre P. Rafiq (IA 1994) Manish Raj (IA 2000) Pallavi Raj (IA 2000) Sevilimedu P. Raj (IA 1977, 1981) Sampath Rajagopalan (IA 1986, 1989) Rakesh Ramde (IA 1996)

David A. Ramirez (H&SS 1996,

IA 2001)



Thomas J. Randel (IM 1970, IA 1970) Sunetra Rangraj (IA 1999) T. V. Rao (IA 1998) Soma B. Rao CFA (IA 1988) Sergio Rascon (IA 2001) Raymond Peter Raus (IA 1994) Scott Raveling (IA 1999) Balasubrahmania Ravikumar (IA 1985) Elizabeth C. Ravlin (IA 1982, 1987) Punit Rawal (IA 2001) Jay Rayvid Michael Wayne Rea (CIT 1996, IA 2001) Pavani Konduru Reddy (IA 2000) Andreas Michael Renner (IA 1992) Brad David Resnick (IA 2001) Anna M. Reszetucha (IA 2000) Russell Revlin (IA 1969, 1971) Roger E. Reynolds (IA 1990) George I. Rhine Jr. (IA 1987) Christine M. Ricci (IA 1996) Mark Thomas Ricci (IA 1997) Ben S. Richter (IA 2001) Candace L. Roat (IA 1980) S. Emry Robinson (IA 1987) Barry C. Robinson (IA 1990) Monica K. Robles (IA 2000) George F. Rodgers (IA 1972) Jose Rodriguez (IA 2001) Stephanie A. Rogan (IA 1987) Raymond J. Rogers (IA 1981) Karla A. Rosen (IA 1983) Marc W. Rosenberg (IM 1972) Jason Ben Rosenswig (IA 2001) Michael C. Rossander (IA 1995) Winifred S. Rossmont (SG) Daniel Robert Rotar (CIT 1979. IA 1983 Mitchell P. Rothman (IA 1970) Teresa Rowdvcz (IA 2001) Satyajit Roy (IA 1992) Scott Rubinstein (IA 1980) William L. Russell (CIT 1962, IA 1964) Daniel Edward Rustowicz (IA 2001) William F. Ryan (IA 2000)

Kristine Kourtney Sabo (IA 1998)

Fatma Sibel Salman (IA 1997, 2000) Joseph P. Salvador (IA 1991) Jerome Samson (IA 1991) Robert W. Samuelson (IM 1954, IA 1955) Hemant S. Sanghvi (IA 1975) Joseph Santangelo (IA 2001) David M. Santucci (IA 1984) Makoto Sato (IA 2001) Michael Sattinger (IA 1969, 1973) Todd Sauers (IA 2001) Alexander Saunders (IA 2001) Charles William Sauter IV (IA 1994) James C. Scheller (IA 1980) Jonathan Schimanski (IA 2001) Brent A. Schimke (IA 1992) Gary R. Schirr (IA 1978) Jeanne L. (MM 1949) and Charles J. Schlicht (IM 1951) Belinda Bonnett Schmidt (IA 1990) Clarence A. Schmidt (IM 1957, IA 1958) Fred Schmidt (IA 1999) Karl Eugene Schultz (IA 1990) Aaron Schwartz (CIT 1985, IA 1990) David L. Schwartz (IA 1995) David G. Seabrook (IA 1967) Jeffrey Stan Seagle (IA 1994) Mark R. Sefer (IA 1995) Rajeev Sehgal (IA 2001) Irwin L. Seidel (IA 1976) Todd Seiffer (IA 2001) John M. Sengenberger (SG) Kevin G. Serafini (CIT 1996) Arthur Bruce Serody (IA 1991) Kasim Shabbir (IA 2001) Lawrence B. Shaffer (IA 1998) Taral Shah (IA 1992) Patricia Shanahan (IA 1990) Robert M. Sharp (IA 1961) William H. Shea (IM 1956, IA 1957) William J. Shea (IA 1986) Todd Edwin Shegog (IA 1992) Ronald Joseph Shell (IA 1997) Karthikeyan Shivaraman (IA 2001) Thomas P. Sholes (IA 1991) Amiel Shulsinger (IA 1966) Lori B. Shure (IA 1990) Garrett D. Sickles (IA 1989) Yasmin Siddiqui Edward Siddons (IA 2001)

James B. Saddel (IA 1981)

Wataru Saito (IA 2001)

Luis F. Sierra (IA 2001) Joseph A. Sigel (IA 1973) Anne M. Sigerstad Moon (IA 1988) Debra L. Simeone (IA 2001) Fredrick Simon (IA 1964) Peter Aaron Simon (IA 1994) Gregory Simpson (IA 2001) James Donald Simpson (IA 1991) Curt E. Siverling (IA 1989) Patrick Brian Slattery (IA 1994) Sharon L. Slattery (IM 1975, IA 1976) Dennis P. Slevin (IA 1967) Richard W. Slocum III (IA 1980) Benjamin Thiese Smith IV (IA 1993) Alzbeta Smith (IA 2001) Jack T. Smith (IA 2000) Rowland Evans Smith (IA 1992) Robin Snyder (IA 2001) Max Sonderby (IA 2000) Samrat Sondhi (IA 2001) Paul Minsuk Song (IA 2000) Joseph Francis Soriano (IA 1990) Robert J. Sos (IA 1978) Mary Lou Southwood (IA 1994) Gregory B. Spangler (IA 1989) Barbara J. Spencer (IA 1979) Jay Ellis Sport (IA 1990) Ramakrishnan Srinivasan (IA 1999) Sindhu Dayala Srivastava (IA 1999) Zane Peter Stankoff (IA 1986) Christopher M. Stanley (H&SS 1994, IA 1996) Jonathan D. Stanley (IA 1981, 1984) Sonya Monica Stanley (IA 1992) Norman Stapleton (IA 2001) Loren K. Starcher (IA 1989) Kenneth Theodore Stehli (IA 1996) A. William Stein (IA 1988) Peter C. Steiner (IA 1988) Robert J. Steinmetz (IA 1986) Frederick G. Stepanis Jr. (IA 1978) Philipp Heinrich Stephanus (IA 1992) Richard Pete Stephen (IA 1985) Suzanne Rothfeld (IM 1993) and John Cowper Steven (CIT 1994) Christopher P. Stewart (IA 2001) Russell L. Stinebaugh Jr. (AM 1965, IA 1966) William E. Stratton (CIT 1963, IA 1965) Kenneth D. Studley (IA 1985) Jean Su (IA 2001) Mary Sue Suber (IA 1995)

Jay C. Sugar (IA 1987) Angela Sun (IA 2000) Zane L. Swanson (IA 1973) Daniel C. Sweeney (IA 1981) Thomas C. Sweeney (IA 1975) Randolphe P. Swenson Jr. (IA 1984) Peter C. Syak (IA 1986) Hans Sylvester (IA 2001) Brian Henry Talbert (IA 1998) Tee Ming Ooi (HNZ 1994) and Lawrence Seeking Tam (IA 1994) Izzat Tannous (IA 2000) Mar Tarres (IA 2000) Jonathan P. Tate (IA 1993) Amanda Lenke Taylor (IA 2001) Gregory Allan Taylor (IA 1995) Starling E. Taylor (IA 1965) Monica Mary Tellado (IA 1996) Yoshito Tetsuda (IA 2001) Barbara Joan Theurkauf (IA 1993) Michael Thiel (IA 2001) Alan B. Thomas (IA 2000) Perry S. Thomas (IA 1982) Abigail E. Thompson (IA 1990) Jace Thompson (IA 2000) Louis Tierno Jr. (IA 1991) Gerald C. Timmis III (IA 1985) Theresa Timmis (IA 1984) Margaret (CFA 1980) and Sheridan D. Titman (IA 1978, 1981) George Lun-Kai Tong (IA 1990) Frederic M. Tonge Jr. (IM 1954, IA 1954, 1960) William Francis Treacy (IA 1990) Ann Loftus Triplett (IA 1981) David L. Troiano (IA 1982) Linda Trojanowski (IA 1995) Michel Truchon (IA 1971) John E. Trytko Jr. (IA 1969) Harry Tsang (IA 2001, HNZ 2002) Janis Lynne Tucker (IA 1993) Joanne Tullis (SG) Paul A. Turitzin (IA 1987) Kwame Twumasi (IA 1999) David Uhryniak (IA 2000) Jill C. Uhryniak (IA 2001) Carl Fredrick Ulrich (IA 1995) David Scott Umland (IA 1994) Ramanjaneyulu Vaidyula (IA 2001)

Scott M. Van Horn (IA 1989)

Peter L. Van Sickel (IA 1985)

Peter P. Vander Velde (IA 2000)

Key for Individual Giving: \* Deceased TR - Trustee FG - Faculty Gift SG - Staff Gift

Eloy Paris (IA 2001)

Jae S. Park (IA 2000)

Kenneth Park (IA 1999)

Key for Individual Giving: \* Deceased TR - Trustee FG - Faculty Gift SG - Staff Gift

Alkis Antonios Vazacopoulos (IA 1990, 1994) Marc Vellrath (IA 1976, 1983) Frank X. Veneri Jr. (IA 1966) Deepa Vij (IA 2001) Steven Vitale (IA 1999) Alex E. von Rosenberg (IA 1991) Sruta Vootukuru (IA 2001) Richard A. Vose (IA 1970) Gerald Lee Wagner (IA 1996) Shinichi Wakayama (IA 2001) Barry M. Wald (IA 1983) Steven Charles Wall (IA 1992) Victor Chun-Yu Wang (CIT 1990, IA 2001) Fu-Tung Wang (IA 2000) Ke Wang (IA 2001) Yang Wang (IA 2001) John P. Ward (IA 1979) Mark Jason Weinstock (IA 1993) Marc Samuel Weinsweig (IA 1993) Michael Weiss (IA 1997) J. Pat Welch III (IA 1977) Porter Ross Welch (IM 1996) Allston Eugene Weller (IA 1992) Matthew Spear Wells (IA 1992) W. John Wendler III (IA 1979) John Howland Wengraf (IA 1998) James G. Werner (IA 1990) Stephen Christopher Wesel (IA 1991) Wilson J. West (IA 1988) Michael Holt Weyant (IA 1994) Vernon Wharff Sr. John Douglas White (IA 1990) Thomas C. White (IA 1984) Vincent G. Whitelock (IA 1980) lan L. White-Thomson (IA 1969) Linda C. (HNZ 1984) and David M. Wiener (IA 1984)

Eugene H. Wilson (IM 1957)
Michael E. Wilson (IA 1986)
Toby R. (MCS 1974) and Russell S.
Winer (IA 1975, 1977)
Steven P. Winerman (IA 1999)
Susan P. Winkler (IA 1991)
Edward M. Winnick (IA 1973)
Dana C. Winslow (IA 1978)
Jake Witherell (IA 1999)
W. Lane Witt (IA 1965)
Brian Wolf (IA 2001)
Kathy Wolfe (IA 1997)
Richard Wolfgang (IA 2001)
Mark S. Wolkstein (IA 2001)
Frank E. Wood (IA 1958)

Daniel Wilhelmi (IA 1996)

Thomas F. Woodhouse (IA 1991) Chen-Hung Jeff Wu (IA 2001) Sidney Wu (IA 1997) Tong Wu (IA 2001) David E. Wulfhorst (IA 1976) Valentino G. Xanthopoulo (IA 1975) Yuan Xu (IA 2001) Honglei Xun (IA 2000) Charles Yang (IA 2001) Roger Yang (IA 1999) Rex Y. Yee (IA 1988) Jennifer Jacoby (IM 1993) and Michael E. Yellin (IM 1991) Jerry Yoo (IA 2001) Philip Youn (IA 2001) Douglas R. Young (IA 1978) Jingjing Yu (IA 2001) Stephen Yudin (IA 2001) Terry Yun (IA 2001) Mark Zacur (IA 1997) Kevin Zallow (IA 2000) Daniel J. Zawack (IA 1983, 1985) Qingning Zhou (IA 2001) Joshua J. Ziff (IA 1986) Jonathan William Zimmerman MD (IA 1990) Perri Jill Zimmerman (IA 1991) David Scott Zocchi (IA 1990)

#### Class of 2002 Class Gift

Includes gifts and pledges from the graduating class of 2002

#### Diamond Level-\$1,500

David Betts (IA 2002)
Dawn Garner (IA 2002)
Stephan Friedrich Mueller (CIT 1994,
IA 2002)
Nobuhiro Seki (IA 2002)

#### Gold Level-\$1,000

Sergey Arefiev (IA 2002) Lloyd Capistrano (IA 2002) John Gerhart (IA 2002) Anna Hong (IA 2002) Hasan Hyder (IA 2002) Teresita Obra (IA 2002) Meghna Sharma (IA 2002) Jujhar Singh (IA 2002)

#### Silver Level-\$750

Kedar Benegal (IA 2002) Eric Boughner (IA 2002) Esperanza Lo (IA 2002) Markus Mellkvist (IA 2002) Ching Wei (IA 2002)

#### Bronze Level-\$500

Shiva Badruswamv (IA 2002) Wayne Blake (IA 2002) Federico Bullo (IA 2002) Rhodi Michelle Chambliss (H&SS 1994, IA 2002) Karthik Chandramouli (IA 2002) Farah Deeba (IA 2002) Carolyn Ko (IA 2002) John Koutrouba (IA 2002) Hsiang-Yin Lin (IA 2002) Chinh Nguyen (IA 2002) Torvald Normann (IA 2002) Zheng Pan (IA 2002) Elizabeth Strock (IA 2002) Jae-Won Sung (IA 2002) Ranjit Thomas (IA 2002) Murat Savas Uzman (IA 2002) Jacqueline Pui-Shan Wan (IA 2002) Israel Weisser (IA 2002)

#### Class of 2002 Gifts and Pledges Up to \$499

John Amonett (IA 2002) Felix Appiah (IA 2002) Dana Aubakirova (IA 2002) Martin Armin Braun (IA 2002) Jeffrey John Burke (CIT 1995, IA 2002) Rosana Bustamante (IA 2002) Cade Cherry (IA 2002) Sebastian Felsen (IA 2002) Kyriakos Frantzeskakis (IA 2002) John Gledhill (IA 2002) Rovertos Gross (IA 2002) Candice Catherine Irvin (IA 2002) Sang Kiu Kim (IA 2002) Pooja Kumar (IA 2002) Peter Lewis (IA 2002) Jimin Liu (IA 2002) Anupama Mahaian (IA 2002) Kari Park (IA 2002) Sanghee Park (IA 2002)

William Park (IA 2002)
Jeffrey A. Reed (IA 2002)
Hiroki Sakurada (IA 2002)
Zhen Shan (IA 2002)
Naoki Takeuchi (IA 2002)
Paul Yuan-Li Tsai (IA 2002)
Lap Hiu Tso (IA 2002)
Mark Vaninwegen (IA 2002)
Claudia Consuelo Villamarin (IA 2002)
Amanda Alicia Wambaugh (IA 2002)
Xin Zhao (IA 2002)

#### Bequests, Life Income Plans and Insurance Gifts

Jerome W. and Mary Louise Eichelsbacher Family Trust

#### Corporate Matching Gifts

**BN-AMRO Bank** 

AT&T Foundation

ALCOA Foundation

Accenture Foundation, Inc. Advanced Micro Devices, Inc. Agilent Technologies Air Products Foundation Amerada Hess Corporation American Electric Power Service Corp. American Express Company American International Group, Inc. American Ref-Fuel Anheuser Busch Companies, Inc. Arthur Andersen LLP Foundation Avaya Inc. Avery Dennison Corporation **BOC Gases** BP Amoco Foundation, Inc. Bank One Corporation Bank of America Barclays Global Investors Bechtel Foundation BellSouth Corporation The Boeing Company Brown & Williamson Tobacco Co. **CIGNA** Corporation Caterpillar Foundation CertainTeed Corp. Chase Manhattan Corporation ChevronTexaco Corporation Cisco Systems, Inc. Colgate-Palmolive Co.

Corning Incorporated Foundation Cytec Industries DaimlerChrysler Corporation Fund Deloitte & Touche Foundation Detroit Edison Co. Deutsche Bank Americas Foundation Dole Packaged Foods Dow Chemical Company Foundation Duquesne Light Co. Eli Lilly and Company Foundation Entergy Corporation ExxonMobil Foundation Fannie Mae Foundation Farmers Insurance Group, Inc. Federated Department Stores, Inc. Fidelity Foundation First Data Corporation FleetBoston Financial Corporation Ford Foundation Ford Motor Co. Fund GE Fund Gartner Group, Inc. Genentech, Inc. General Dynamics Corp. General Mills Foundation Georgia-Pacific Corp. GlaxoSmithKline Foundation Goldman, Sachs & Co. Goodrich Corporation Harris Bank Foundation Harris Foundation Hewlett-Packard Company H.J. Heinz Company Foundation The Hillman Company Hoffmann-La Roche, Inc. The Home Depot Honeywell Foundation Household International, Inc. **IBM** Corporation IMS Health ING Investment Management LLC Intel Foundation International Paper Co. JP Morgan Chase & Co. Jefferies & Company, Inc. Johnson & Johnson Family of Funds **KPMG** Foundation Kemper Corp. KeyCorp Lockheed Martin Corporation Lucent Technologies Mattel Inc.

Mead Corporation

Mead Corporation Foundation

Compaq Computer Corp.

Mentor Graphics Foundation Merck Company Foundation Merrill Lynch & Co., Inc. Metropolitan Life Insurance Co. Microsoft Corporation Moog, Inc. Morgan Stanley & Co., Inc. Morgan Stanley Dean Witter NCR Corporation NVR, Inc. National City Corporation Nielsen Media Research Group Omnova Solutions, Inc. PNC Bank Foundation PPG Industries Foundation Parker Hannifin Corp. Pfizer, Inc. Phillips Petroleum Foundation, Inc. Pilkington North America, Inc. T. Rowe Price Associates PricewaterhouseCoopers PricewaterhouseCoopers LLP Principal Financial Group Prudential Foundation Rockwell Automation Rohm & Haas Co. Sara Lee Corporation Charles Schwab & Company, Inc. Scitor Corporation Sempra Energy Six Continents Hotels SmithKline Beecham Corp. Society Corp. Sony USA Foundation Inc. Southwestern Bell Corp. Sprint Foundation State Street Bank & Trust Company Stop & Shop Companies, Inc. Susquehanna Investment Group TRW Foundation Texas Instruments Foundation The Toro Foundation Trinity Industries, Inc **UPS** Foundation USX Foundation, Inc. Union Bank of California Foundation Union Pacific Corporation

United Technologies Corporation

Vulcan Materials Co.

Wabtec Corporation

Xerox Foundation

Wells Fargo Foundation

Wyeth Pharmaceuticals

Mellon Financial Corporation Fdn.

## Corporate Associates Dean's Circle Associates

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Mellon Financial Corporation
Foundation
ALCOA Foundation

#### Executive Associates

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AT&T Foundation OMNOVA Solutions Foundation Union Pacific Foundation

#### Senior Associates

#### \$15,000 to \$24,999 annually

Citigroup Foundation Honeywell International Inc. Texaco, Inc.

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#### \$5,000 to \$14,999 annually

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Deere & Company
ExxonMobil Corporation
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General Motors Corporation
Hewlett-Packard Company
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PG&E Corporation
Pratt & Whitney Division of United
Technologies
United Technologies Corporation
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Carnegie Mellon University

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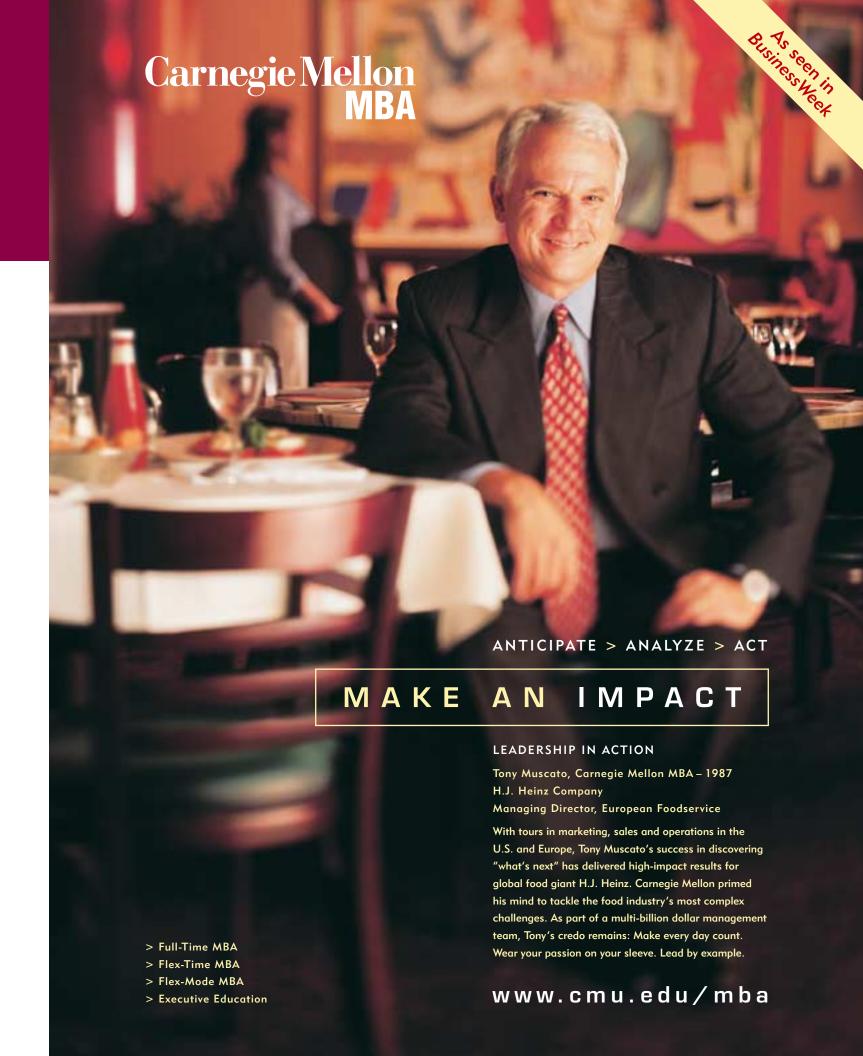
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